



**CONSOLIDATED**

**FINAL**

**2022/23 Budget**

**&**

**Detailed  
Medium-Term Financial Strategy**

**(2023/24 to 2026/27)**

## 1.0 STRATEGY BUDGET SUMMARY

### 1.1 The Financial Challenge

- 1.1.1 During 2020 it was established that the Council was facing a significant financial challenge; in that it was forecasting an annual budget gap of £4.2m by 2024/25 and would be in an unbalanced budget position by 2023/24 – a truly unsustainable financial position.
- 1.1.2 Since this time, the Council has undertaken a significant programme review of its budget, known as Budget Challenge 2025 (BC25) which concluded in July 2021 and has generated annual savings of £3.1m by 2024/25.

### 1.2 Savings & Income Generation

#### General Service Income

- 1.2.1 Cabinet agreed a 4.9% increase in general service income budgets. In respect of:
- **Car Parking;** the profile of income is reduced to reflect the current impact and potential medium-term impacts of changes in behaviours in respect of the Coronavirus Pandemic (CV19).
  - **Garden Waste;** the annual Garden Waste Fee was increased to £55 for 2021/22; no further increases are proposed for 2022/23.
  - **Interest and Investment Income;**
    - **Current Investment Holdings:** during 2020/21 and as a consequence of CV19, the Council saw a reduction in income from its investments due to reductions in base rates and general investment risk. When the Council set its 2021/22 budget it anticipated that these income reductions would continue and agreed to subsidise this income stream by applying grant received in 2021/22 to meet some of the anticipated shortfall. The Council anticipated a recovery by 2024/25 but it still being £76k short of pre-CV19 income levels.
    - **Future Investment Holdings:** However, the Council has been reviewing its current cash holdings and is anticipating moving around £6m of its current cash holdings, which are invested short-term, into medium to long term investments - it is anticipated that this will generate additional investment income and this income stream is included in the 2022/23 budget and MTFS.
  - **Development Management (Control) Income;** 2021/22 forecast income is currently exceeding budget; therefore for 2022/23 and thereafter development control income is now reset to 2020/21 budgets.

### 1.3 Growth

- 1.3.1 In November 2021, 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; 1.75% increase for 2022/23 (£164k), then a general increase to 2.5% by 2025/27 (£254k).
- ii. Employers Oncosts; for 2022/23 there is an increase due to the 1.25% NIC Levy announced by the government in September 2021. The total cost of employer oncosts is £2.8m om 2022/23.
- iii. Vacancy Factor; this has been increased to £180k per annum; thereby reflecting the Council modelled vacancy rate.
- iv. Service Inflation, no inflation has been applied over the MTFS period except for:
  - the FCC contract; annual inflation is estimated to be £328k in 2022/23, decreasing to £234k by 2026/27. However, what must be recognised is that in reality the inflation will be compounded year on year.
  - an estimate of the potential debt financing costs for a new depot (capital investment of £5m by 2025/26).
  - an estimate of costs relating to the government review of the national waste strategy. A 5% escalator has been included based on the cost of the FCC contract for 2025/26 (£270k) and 2026/27 (£549k).

#### 1.4 Corporate and Government Funding

- 1.4.1 **Business Rates;** The expected level of business rates funding for the council in 2022/23 is £9.2m. This figure is arrived at after considering the share of business rates raised that are retained by the council, which equates to £1.9m. The Council then receives from government Section 31 grants which compensates councils for forgone business rates caused by government policy, for example for 2022/23 the government has decided not to increase the business rates multiplier (normally increased by inflation) and compensate Councils for the impact of CV19 (£7.3m).
- 1.4.2 **New Homes Bonus;** as part of the 2022/23 Provisional Settlement, the Council will receive £2.3m; £1.8m as an additional 1-year allocation (with no legacy payments) and £557k of previous years legacy payments. For subsequent years of the MTFS, the Council is not expecting to receive any further allocations.
- 1.4.3 **Other Grants;** as part of the 2022/23 Provisional Settlement, the government has announced the following grant schemes:
  - i. **Services Grant,** a one-off Service Grant to provide funding to all tiers of local government in recognition of the vital services delivered at every level of local government. The Councils allocation is £122k.
  - ii. **Lower Tier Services Grant:** Lower Tier Services Grant was introduced in the local government 2021/22 finance settlement for those Councils with responsibility for lower tier services. This has been extended to 2022/23 and the Councils allocation is £79k.
- 1.4.4 **Fair Funding & NDR Revaluation;** in the provisional settlement the government has indicated that the Fair Funding Review & NDR Revaluation is likely to take place in 2023/24. The impact of this on the Council is expected to be negative i.e. a net reduction in income. In the Budget Principles report approved by Cabinet in November 2021; it approved the continuation of the Fair Funding & NDR Revaluation adjustment

approved by Council in February 2021 but at a more pessimistic level. For 2022/23 there will not be an adjustment but from 2023/24 onwards the negative adjustment is £198k increasing to £495k by 2026/27.

- 1.4.5 **Council Tax Base;** Council approved the 2022/23 Council Tax Base of 37,389.4 in December 2021 (an increase of 2.84% over 2021/22). Over the duration of the MTFS, future years increases are based on planned growth rates based on the 5-Year Housing Land Supply.
- 1.4.6 **Council Tax;** it is recommended that the Council should increase Council Tax by the maximum permitted, for 2022/23 this is £5. A “nominal” increase has been included for each year of the MTFS (through to 2026/27).
- 1.4.7 **Collection Fund Surplus/(Deficit) (CFSD);** the Collection Fund is a ring-fenced account that contains the Council Tax and NDR collected within the Harborough District, and then is netted down by the amounts paid by way of precepts to its partner Leicestershire Council due to other authorities and other allowable expenses. Prior to the end of each financial year, the Council is required to forecast the current year’s net surplus or deficit position in respect of the collection of Council Tax and NDR and to provide to its partner Leicestershire council (preceptors) an estimate of their share of the CFSD. In respect of 2022/23, the overall position for the collection fund is a net deficit of £5.5m; a council tax surplus of £250k and a NDR deficit of £5.8m.

**i. Council Tax Surplus/(Deficit)**

The estimated surplus for Council Tax is £250k; this is a small increase of £15k over that reported in the Draft Budget. This is due to a slight increase in the estimated year-end collection of Council Tax; the Draft Budget was based on November figures whereas the Final Budget is based on December figures.

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

The estimated deficit for NDR is £5.8m, this is a significant increase of £1.1m over that reported in the Draft Budget. This is mainly due to a decrease in the net business rates collected (please see the contra to this in respect of the additional s.31 grant noted at para 1.4.1). As the economy moves into recovery post CV19, it is “hoped” that the deficit will reduce to levels more representative of pre-CV19.

In respect of “risk”, the Council maintains provisions relating to bad debt and appeals. Both of these are reviewed annually and do pose a particular area of volatility due to the number of appeals being made to the Valuation Office (VOA).

## 1.5 Revenue Implications of Capital and Summary Capital Programme

- 1.5.1 The Capital Programme is discussed in detail 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.
- 1.5.2 **Table 1** below summaries the capital programme and the respective sources of funding. In respect of the revenue budget for 2022/23, the revenue impact of capital (capital financing) is £506k, increasing to £908m by 2026/27 (see **Table 2** below). This is a significant reduction in capital financing costs when compared to the 2021/22 Budget and MTFs because the Council is applying a new Minimum Revenue Provision policy; which it approved in December 2021.

Summary of the Capital Programme							Table 1
	Current Year	New Budget Year	MTFS				Total Capital Programme
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	£000
	£000	£000	£000	£000	£000	£000	
<b>Capital Projects Approved in Previous Years</b>	5,303	4,261	3,835	1,960	1,160	860	17,379
<b>New Capital Proposals</b>							
Frank Whittle Monument			75				75
The Symington Building: External Works		222	250				472
Welland Park Public Toilet Refurbishment		260					260
EV Charging Points (Car & Bike)		90					90
Finance & Assets System		430					430
New Depot					5,000		5,000
Cemetery: Market Harborough				1,000			1,000
Service Transformation (Flexible Use of Capital Receipts)		1,500					1,500
Hybrid Democratic Virtualisation	40						40
A Market Harborough Leisure Centre - Additional Funds			1,000	2,000	550		3,550
A Lutterworth Leisure Centre - Additional Funds			100	250			350
<b>Total New Capital Proposals</b>	<b>40</b>	<b>2,502</b>	<b>1,425</b>	<b>3,250</b>	<b>5,550</b>	<b>0</b>	<b>12,767</b>
<b>Total Capital Programme</b>	<b>5,343</b>	<b>6,763</b>	<b>5,260</b>	<b>5,210</b>	<b>6,710</b>	<b>860</b>	<b>30,146</b>
<b>Sources of Finance</b>							
External Funding & Grants	3,474	1,626	1,820	3,328	1,270	720	12,238
Capital Receipts	703	3,926	500	450	50	50	5,679
Service Charges	6	6	6	6	6	6	36
Direct Revenue Financing	250	630	100	0	0	0	980
Unsupported Borrowing (MRP/Capital Financing)	910	575	2,834	1,426	5,384	84	11,213
<b>Total Sources of Finance</b>	<b>5,343</b>	<b>6,763</b>	<b>5,260</b>	<b>5,210</b>	<b>6,710</b>	<b>860</b>	<b>30,146</b>
A This is the additional allocation to the Leisure Centre Redevelopment approved by Cabinet in September 2021. As noted in the report, the future contractor will reimburse the Council for the revenue capital financing cost. The total "gross" capital commitment at each site is as follows:							
	Current £000	Additional £000	Total £000				
Market Harborough	5,200	3,550	8,750				
Lutterworth	650	350	1,000				
	<b>5,850</b>	<b>3,900</b>	<b>9,750</b>				

## 1.6 Consolidated Budget 2022/23 and Medium-Term Financial Strategy (2023/24 – 2026/27)

1.6.1 Considering the £5 increase in Council Tax for 2022/23 (to £177.97) and a nominal increase over the MTFS period, this results in the Consolidated Budget 2022/23 and Medium-Term Financial Strategy shown in **Table 2** below.

**Table 2**

Consolidated Final Budget 2022/23 & MTFS (2023/24 to 2026/27)						
Key		2022/23	2023/24	2024/25	2025/26	2026/27
		Final Budget	Final Budget	Final Budget	Final Budget	Final Budget
		£	£	£	£	£
CV19 = Covid 19						
ER = Earmarked Reserve						
CIR = Commercial Investment Reserve						
PR&S = Projects, Risk & Smoothing						
CE&I = Community, Economic & Infrastructure						
NDR = Non-Domestic Rates						
Finance		2,352,596	2,059,406	1,880,673	1,880,673	1,880,673
Planning, Environment & Waste		4,989,221	4,860,221	4,784,221	4,784,221	4,784,221
Wellbeing, Communities & Housing		1,302,237	1,120,237	1,080,237	1,080,237	1,080,237
Strategy (aka Planning & Regeneration)		670,423	721,934	709,653	709,653	709,653
Corporate & Regulatory Services		2,065,622	2,062,994	2,095,923	2,152,190	2,205,529
Contingency (including Pay/Services/FCC Inflation)		(316,273)	117,525	543,385	1,289,395	2,047,427
<b>Net Direct Cost of Services</b>		<b>11,063,826</b>	<b>10,942,317</b>	<b>11,094,092</b>	<b>11,896,369</b>	<b>12,707,740</b>
Capital Financing		505,963	540,943	740,757	819,475	907,096
<b>Net Expenditure</b>		<b>11,569,789</b>	<b>11,483,260</b>	<b>11,834,849</b>	<b>12,715,844</b>	<b>13,614,836</b>
<b>Cont to/(from) Reserves (amts in squ brackets=reason for movement)</b>						
General Reserves	- General Fund Balance "Planned" contributions to					
	- General Fund Balance "Planned" contributions (from)					
	- General Fund Balance "Unplanned" contributions (from)	0	0	0	(551,063)	(1,962,177)
	- General Fund Balance "Unplanned" contributions to					
	- General Fund Balance "Unplanned" contributions (from)					
Earmarked Res	- Earmarked Reserve: PRC(to) [NHB+s.31 surplus] - to Collection Fund Equalisation Reserve	2,278,047	0	0	0	0
	- Earmarked Reserve: PRC(from) - Collection Fund Equalisation Reserve	0	(717,806)	(724,904)	(803,906)	(31,431)
	- Earmarked Reserve: CV19 (from) (cont towards Interest & Investment Income)	(117,000)	0	0	0	0
	- Earmarked Reserve: CV19 Support (to) [CF Surplus]	(733,000)	(733,000)	0	0	0
<b>Budget Requirement</b>		<b>12,997,836</b>	<b>10,032,454</b>	<b>11,109,945</b>	<b>11,360,875</b>	<b>11,621,228</b>
NDR		(9,226,535)	(4,100,139)	(4,124,740)	(4,149,488)	(4,174,385)
Revenue Support Grant		0	0	0	0	0
Other General Fund Grants		(134,301)	(134,301)	(134,301)	(134,301)	(134,301)
Fair Funding Review Adj		0	197,800	296,700	395,600	494,500
New Homes Bonus - received 2022.23		(1,775,697)	0	0	0	0
New Homes Bonus - received 2022.23 [Legacy]		(556,656)	0	0	0	0
Services Grant (New Grant) -> to base		(122,059)	0	0	0	0
Lower Tier Services Grant 2022.23 -> to base		(79,423)	0	0	0	0
Collection Fund (Surplus)/Deficit		5,551,027	1,017,133	213,000	213,000	213,000
<b>Total Grant</b>		<b>(6,343,644)</b>	<b>(3,019,507)</b>	<b>(3,749,341)</b>	<b>(3,675,189)</b>	<b>(3,601,186)</b>
<b>Council Tax Requirement</b>		<b>6,654,192</b>	<b>7,012,947</b>	<b>7,360,604</b>	<b>7,685,686</b>	<b>8,020,042</b>

## 1.7 Consolidated Revenue Reserves Statement 2022/23 to 2026/27.

1.7.1 The impact on the General Fund of the grant settlement from Government, the Councils policy to increase Council Tax (actually for 2022/23, nominally for 2023/24 onwards), savings, income and growth built into the 2022/23 Budget and MTFS is shown in **Table 3** below. In summary, the Council maintains:

- its General Fund (Unallocated) Reserves at 20% of net expenditure for the entire period of the MTFS.
- a healthy Earmarked Reserves position for the entire period of the MTFS. It should be noted that the significant reserves estimated for 2022/23 reflect the setting aside of New Homes Bonus and NDR (s.31 grant), which is then gradually applied over the following years (a reduction from £14.8m, 2022/23 to £10.2m 2026/27).
- the Council maintains a net nil “unplanned” contribution from Reserves until 2024/25; thereafter a budget gap starts to open and requires the use of Earmarked Reserves to maintain the 20% minimum level of General Fund (Unallocated) Reserves.
- as noted above, in respect of Earmarked Reserves, the Council is expecting to maintain a healthy balance of reserves. By 2026/27 the Earmarked Reserves position is estimated to be £10.2m. Of this:
  - £4.4m is in respect of potential risks (legacy of CV19, set-aside funds for future projects/risks and revenue monies held for capital and contracts),
  - £1.1m is in respect of financing potential Transformation costs, and.
  - £2m is available for investing in either community etc related activity or in opportunities to develop capital investment that will generate revenue income to support the General Fund (this would be in line with the Councils Capital Strategy and prescribed regulations).

Table 3

Consolidated General Fund (Unallocated) Reserve		2022/23	2023/24	2024/25	2025/26	2026/27
		Final Budget	Final Budget	Final Budget	Final Budget	Final Budget
		£	£	£	£	£
<b>General Fund (Unallocated) Reserve</b>						
b/f		2,741,108	2,290,558	2,296,652	2,366,970	2,543,169
Cont from/(to) Services		0	0	0	(551,063)	(1,962,177)
Cont from/(to) Budget Surplus Reserve		(450,550)	6,094	70,318	727,262	2,141,975
c/f		2,290,558	2,296,652	2,366,970	2,543,169	2,722,967
Net Expenditure		11,569,789	11,483,260	11,834,849	12,715,844	13,614,836
- CV19 adjustment 1 - Earmarked Res CV19		(117,000)	0	0	0	0
- CV19 adjustment 2 - CV19 Grant		0	0	0	0	0
		11,452,789	11,483,260	11,834,849	12,715,844	13,614,836
Minimum Level of Reserves @ 20.0%		2,290,558	2,296,652	2,366,970	2,543,169	2,722,967
Variance of GFR to Minimum Level of Reserves 20.0%		0	0	0	0	0
<b>Budget Surplus Reserve</b>						
b/f		1	1	1	1	1
Cont from/(to) General Fund		450,550	(6,094)	(70,318)	(727,262)	(2,141,975)
Cont from/(to) ER: Projects & Risk		(450,550)	6,094	0	0	0
Cont from/(to) ER: Community, Economic & Infrastructure		0	0	0	0	1,070,987
Cont from/(to) CIS Reserve		0	0	70,318	727,262	1,070,988
c/f		1	1	1	1	1
		Ok	Ok	Ok	Ok	Ok
<b>Earmarked Reserve: CV19 Internal Recovery Reserves</b>						
b/f		7,825,170	2,157,143	1,140,010	1,000,000	1,000,000
Cont (to) Services		(4,818,027)	(284,133)	0	0	0
Cont from/(to) Services (cont towards Interest & Investment Income)		(117,000)	0	0	0	0
Cont from/(to) Funding Statement: Collection Fund (Surplus)/Deficit		(733,000)	(733,000)	0	0	0
Cont from/(to) ER: Community, Economic & Infrastructure		0	0	(140,010)	0	0
c/f		2,157,143	1,140,010	1,000,000	1,000,000	1,000,000
<b>Earmarked Reserve: Projects, Risk &amp; Smoothing</b>						
b/f		691,095	3,719,192	3,294,792	2,869,388	2,364,982
Cont (to) Services		(38,500)	(38,500)	(38,500)	(38,500)	(38,500)
Cont from Services		338,000	338,000	338,000	338,000	338,000
Cont from/(to) Funding Statement: NHB+s.31 Surplus (Collection Fund Equalisation Reserve)		2,278,047	(717,806)	(724,904)	(803,906)	(31,431)
Cont from/(to) BS Reserve (Collection Fund Equalisation)		450,550	(6,094)	0	0	0
c/f		3,719,192	3,294,792	2,869,388	2,364,982	2,633,051
<b>Earmarked Reserve: Capital &amp; Contract</b>						
b/f		748,250	748,250	748,250	748,250	748,250
c/f		748,250	748,250	748,250	748,250	748,250
<b>Earmarked Reserve: Transformation</b>						
b/f		2,066,855	1,066,855	1,066,855	1,066,855	1,066,855
Cont from/(to) ER: Community, Economic & Infrastructure		(500,000)	0	0	0	0
Cont from/(to) ER: CIR		(500,000)	0	0	0	0
c/f		1,066,855	1,066,855	1,066,855	1,066,855	1,066,855
<b>Earmarked Reserve: Community, Economic &amp; Infrastructure</b>						
b/f		1,447,301	1,947,301	1,947,301	2,087,311	2,087,311
Cont from/(to) BS Reserve		0	0	0	0	(1,070,987)
Cont from/(to) ER: CV19 Internal Recovery Reserve		0	0	140,010	0	0
Cont from/(to) ER: Transformation		500,000	0	0	0	0
c/f		1,947,301	1,947,301	2,087,311	2,087,311	1,016,324
<b>Earmarked Reserve: Commercial Investment Reserve</b>						
b/f		2,356,792	2,856,792	2,856,792	2,786,474	2,059,212
Cont from/(to) BS Reserve		0	0	(70,318)	(727,262)	(1,070,988)
Cont from/(to) ER: Transformation		500,000	0	0	0	0
c/f		2,856,792	2,856,792	2,786,474	2,059,212	988,224
<b>Total Reserves</b>						
General Fund (Unallocated) Reserves		2,290,558	2,296,652	2,366,970	2,543,169	2,722,967
Budget Surplus Reserves		1	1	1	1	1
Earmarked Reserves		12,495,533	11,054,000	10,558,278	9,326,610	7,452,704
		14,786,092	13,350,653	12,925,249	11,869,780	10,175,672



## 2.0 REVENUE OPERATIONAL BUDGETS AND MEDIUM-TERM FINANCIAL STRATEGY

### 2.1 Subjective Analysis of Spend and Income for 2022/23

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

Subjective Analysis for the 2022/23 Budget			Table 4	
2021/22 Net £000	Subjective Analysis	2022/23 Expenditure £000	2022/23 Income £000	Net £000
9,839	Employees	9,460	0	9,460
1,733	Premises	1,747	0	1,747
128	Transport	100	0	100
8,592	Supplies & Services	7,919	0	7,919
2,431	Third Party Payments (*)	2,371	0	2,371
110	Transfer payments	95	0	95
38	Housing Benefit	7,771	(7,680)	91
(10,630)	Fees & Charges, Rental Income etc		(10,719)	(10,719)
<b>12,241</b>		<b>29,463</b>	<b>(18,399)</b>	<b>11,064</b>

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

Subjective Analysis by Portfolio			Table 5
2021/22 £000	Portfolio Name		2021/22 £000
2,338	Finance	Employee costs	2,116
644		Premise expense	655
20		Transport	18
895		Supplies and Services	716
1,346		Third Party Payments	1,420
8,148		Transfer Payments	7,846
(10,661)		Fees, charges, rental income	(10,417)
<b>2,730</b>	<b>Finance Total</b>		<b>2,353</b>
2,477	Planning, Environment & Waste	Employee costs	2,197
612		Premise expense	611
51		Transport	35
5,909		Supplies and Services	6,127
483		Third Party Payments	473
(4,190)		Fees, charges, rental income	(4,453)
<b>5,342</b>	<b>Planning, Environment &amp; Waste Total</b>		<b>4,989</b>
937	Wellbeing, Communities & Housing	Employee costs	951
12		Premise expense	12
15		Transport	10
596		Supplies and Services	629
84		Third Party Payments	69
40		Transfer Payments	20
(550)		Fees, charges, rental income	(389)
<b>1,134</b>	<b>Wellbeing, Communities &amp; Housing Total</b>		<b>1,302</b>
681	Strategy	Employee costs	733
117		Premise expense	117
4		Transport	4
260		Supplies and Services	222
45		Third Party Payments	45
(384)		Fees, charges, rental income	(452)
<b>723</b>	<b>Strategy Total</b>		<b>670</b>
3,405	Corporate & Regulatory Services	Employee costs	3,463
348		Premise expense	352
37		Transport	33
932		Supplies and Services	541
474		Third Party Payments	364
(2,830)		Fees, charges, rental income	(2,688)
<b>2,366</b>	<b>Corporate &amp; Regulatory Services Total</b>		<b>2,065</b>
(54)	Contingency	Supplies and Services	(316)
		Fees, charges, rental income	
<b>(54)</b>	<b>Contingency - total</b>		<b>(316)</b>
<b>12,241</b>	<b>Grand Total</b>		<b>11,064</b>

## 2.2 Portfolio Budgets by Cost Centre

				NEW BUDGET YEAR: 2022/23	MTFS YEAR 1: 2023/24	MTFS YEAR 2: 2024/25	MTFS YEAR 3: 2025/26	MTFS YEAR 4: 2026/27	2027/28
Cost Centre	Cost Centre Description	Service	Responsible Director	Budget for Year	Budget for Year	Budget for Year	Budget for Year	Budget for Year	Base Budget
				£	£	£	£	£	£
10025	Accountancy Services	Finance	C MASON	440,361	450,361	450,361	450,361	450,361	450,361
10029	Payroll	Finance	C MASON	22,500	22,500	22,500	22,500	22,500	22,500
10030	Insurance	Finance	C MASON	216,800	216,800	216,800	216,800	216,800	216,800
10048	Treasury Management	Finance	C MASON	9,500	9,500	9,500	9,500	9,500	9,500
10050	Interest & Investment Income	Finance	C MASON	(400,000)	(420,000)	(441,000)	(441,000)	(441,000)	(441,000)
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	Facilities Mgmt - Public Realm	C MASON	12,993	12,993	12,993	12,993	12,993	12,993
10524	Pension Scheme	Finance	C MASON	72,500	72,500	72,500	72,500	72,500	72,500
10027	Internal Audit	CO (151), Assets, Internal Audit, GoS	C MASON	63,200	63,200	63,200	63,200	63,200	63,200
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	242,305	192,305	192,305	192,305	192,305	192,305
10307	Grow On Space	CO (151), Assets, Internal Audit, GoS	L ELLIOTT	96,360	(24,740)	(98,711)	(98,711)	(98,711)	(98,711)
10031	It Services	ICT	C MASON	615,530	553,530	553,530	553,530	553,530	553,530
10036	Telephony	ICT	C MASON	25,800	25,800	25,800	25,800	25,800	25,800
10040	Revenues & Benefits	Revs & Bens	C MASON	1,131,832	1,131,832	1,131,832	1,131,832	1,131,832	1,131,832
10042	Non Domestic Rates	Revs & Bens	C MASON	(165,900)	(165,900)	(165,900)	(165,900)	(165,900)	(165,900)
10044	Council Tax Collection Costs	Revs & Bens	C MASON	(105,000)	(105,000)	(105,000)	(105,000)	(105,000)	(105,000)
10046	Benefits	Revs & Bens	C MASON	30	30	30	30	30	30
10187	Housing Benefits	Revs & Bens	C MASON	(109,300)	(109,300)	(109,300)	(109,300)	(109,300)	(109,300)
10263	Discretionary Discount Scheme	Revs & Bens	C MASON	20,000	20,000	20,000	20,000	20,000	20,000
10264	Council Tax Support Scheme	Revs & Bens	C MASON	(52,000)	(52,000)	(52,000)	(52,000)	(52,000)	(52,000)
10308	Revenue And Benefits Support	Revs & Bens	C MASON	10	10	10	10	10	10
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	C MASON	86,340	86,340	86,340	86,340	86,340	86,340
10248	Harborough Innovation Cntr Hdc	HIC	L ELLIOTT	21,735	(28,355)	(112,117)	(112,117)	(112,117)	(112,117)
10280	Hdcs Trading Account	Chief Executives	N PROUDFOOT/L ELLIOTT	0	0	0	0	0	0
	Total			2,352,596	2,059,406	1,880,673	1,880,673	1,880,673	1,880,673

DETAILED BUDGET PAPERS 2022/23 - Finance																				
			Responsible Director	NEW BUDGET YEAR: 2022/23																
				Previous Years Approved Base Budget	Other permanent virements	Previous Years Growth/Savings	BC25-T2/3 "Firm Savings"	BC25-T2/3 "More Work Needed Savings"	Base Budget	Growth/Savings etc									Budget for Year	Variance to Budget
Cost Centre	Cost Centre Description	Service		£		£			£	BC25-T2/3 "Firm Savings"	BC25-T2/3 "More Work Needed"	Savings	Other costs	Permanent virements	Other payroll changes	1.25% National insurance increase	2022/23 Scale point increment	2021/22 Pay award of 1.75%	£	£
10025	Accountancy Services	Finance	C MASON	564,625	0	0	(3,000)	0	561,625	(130,000)	0	0	0	0	(5,350)	4,126	4,281	5,679	440,361	(121,264)
10029	Payroll	Finance	C MASON	24,500	0	0	0	0	24,500	(2,000)	0	0	0	0	0	0	0	0	22,500	(2,000)
10030	Insurance	Finance	C MASON	216,800	0	0	0	0	216,800	0	0	0	0	0	0	0	0	0	216,800	0
10048	Treasury Management	Finance	C MASON	9,500	0	0	0	0	9,500	0	0	0	0	0	0	0	0	0	9,500	0
10050	Interest & Investment Income	Finance	C MASON	(241,800)	0	(42,000)	0	0	(283,800)	0	0	(116,200)	0	0	0	0	0	0	(400,000)	(116,200)
10052	Non Distributed Costs	Finance	C MASON	58,000	0	0	0	0	58,000	0	0	0	0	0	0	0	0	0	58,000	0
10053	Corporate Managmnt (Resources)	Finance	C MASON	52,000	0	0	0	0	52,000	0	0	0	0	0	0	0	0	0	52,000	0
10301	The Symington Building	Facilities Mgmt - Public Realm	C MASON	41,983	0	0	(11,000)	0	30,983	(18,000)	0	0	0	0	(374)	384	0	0	12,993	(17,990)
10524	Pension Scheme	Finance	C MASON	75,000	0	0	0	0	75,000	0	0	(2,500)	0	0	0	0	0	0	72,500	(2,500)
10027	Internal Audit	CO (151), Assets, Internal Audit, GoS	C MASON	62,300	0	0	0	0	62,300	0	0	0	0	900	0	0	0	0	63,200	900
10202	Doddridge Road Offices	CO (151), Assets, Internal Audit, GoS	C MASON	(6,700)	0	0	0	0	(6,700)	0	0	0	0	0	0	0	0	0	(6,700)	0
10235	Corporate Asset Management	CO (151), Assets, Internal Audit, GoS	C MASON	287,401	0	0	0	0	287,401	(25,000)	0	(48,606)	24,700	0	(3,151)	2,503	1,013	3,445	242,305	(45,096)
10307	Grow On Space	CO (151), Assets, Internal Audit, GoS	L ELLIOTT	177,400	0	0	15,919	0	193,319	(92,675)	0	(36,000)	0	31,716	0	0	0	0	96,360	(96,959)
10031	It Services	ICT	C MASON	690,230	0	0	(49,000)	0	641,230	(36,000)	0	0	0	0	(3,522)	3,388	5,772	4,662	615,530	(25,700)
10036	Telephony	ICT	C MASON	25,800	0	0	0	0	25,800	0	0	0	0	0	0	0	0	0	25,800	0
10040	Revenues & Benefits	Revs & Bens	C MASON	1,085,300	0	0	0	0	1,085,300	0	0	0	54,432	(7,900)	0	0	0	0	1,131,832	46,532
10042	Non Domestic Rates	Revs & Bens	C MASON	(160,300)	0	0	0	0	(160,300)	0	0	0	0	(5,600)	0	0	0	0	(165,900)	(5,600)
10044	Council Tax Collection Costs	Revs & Bens	C MASON	(100,000)	0	0	0	0	(100,000)	0	0	0	0	(8,600)	(792)	1,729	283	2,380	(105,000)	(5,000)
10046	Benefits	Revs & Bens	C MASON	0	0	0	0	0	0	0	0	0	0	(2,400)	(3,203)	2,058	1,144	2,431	30	30
10187	Housing Benefits	Revs & Bens	C MASON	(136,900)	0	0	0	0	(136,900)	0	0	0	0	27,600	0	0	0	0	(109,300)	27,600
10263	Discretionary Discount Scheme	Revs & Bens	C MASON	15,000	0	0	0	0	15,000	0	0	0	0	5,000	0	0	0	0	20,000	5,000
10264	Council Tax Support Scheme	Revs & Bens	C MASON	51,000	(36,500)	0	0	0	14,500	0	0	0	0	(66,500)	0	0	0	0	(52,000)	(66,500)
10308	Revenue And Benefits Support	Revs & Bens	C MASON	20	0	0	0	0	20	0	0	0	0	(5,100)	(5,848)	2,793	4,302	3,843	10	(10)
10169	Energy Management	Facilities Mgmt - Public Realm	C MASON	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
10196	Garages	Facilities Mgmt - Public Realm	C MASON	500	0	0	0	0	500	0	0	0	0	0	0	0	0	0	500	0
10203	Off-Site Storage (Incl Decant)	Facilities Mgmt - Public Realm	C MASON	3,200	0	0	0	0	3,200	0	0	0	0	0	0	0	0	0	3,200	0
10229	Commissioning Services	CCTV, Control Centre	C MASON	86,340	0	0	0	0	86,340	0	0	0	0	(1,850)	224	684	0	942	86,340	0
10248	Harborough Innovation Cntr Hdc	HIC	L ELLIOTT	(151,420)	0	0	322,081	(2,000)	168,661	(117,210)	(6,000)	0	0	(31,716)	1,405	1,527	2,967	2,101	21,735	(146,926)
10280	Hdcs Trading Account	Chief Executives	N PROUDFOOT/L ELLIOTT	0	0	0	0	0	0	0	0	0	0	0				0	0	0
	Total			2,729,779	(36,500)	(42,000)	275,000	(2,000)	2,924,279	(420,885)	(6,000)	(203,306)	79,132	(64,450)	(20,611)	19,192	19,762	25,483	2,352,596	(571,683)

DETAILED BUDGET PAPERS 2022/23 - Finance

			Responsible Director	MTFS YEAR 1: 2023/24							MTFS YEAR 2: 2024/25						
				Previous Years Growth/ Savings	Base Budget	Growth/Savings etc			Budget for Year	Variance to Budget	Previous Years Growth/ Savings	Base Budget	Growth/Savings etc			Budget for Year	Variance to Budget
						BC25-T2/3 "Firm Savings"	BC25-T2/3 "More Work Needed"	HIC/GOC Income Generation					BC25-T2/3 "Firm Savings"	BC25-T2/3 "More Work"	HIC/GOC Income Generation		
Cost Centre	Cost Centre Description	Service		£	£	£	£	£	£	£	£	£	£	£	£	£	
10025	Accountancy Services	Finance	C MASON	0	440,361	10,000	0	0	450,361	10,000		450,361	0	0	0	450,361	0
10029	Payroll	Finance	C MASON	0	22,500	0	0	0	22,500	0		22,500	0	0	0	22,500	0
10030	Insurance	Finance	C MASON	0	216,800	0	0	0	216,800	0	0	216,800	0	0	0	216,800	0
10048	Treasury Management	Finance	C MASON	0	9,500	0	0	0	9,500	0	0	9,500	0	0	0	9,500	0
10050	Interest & Investment Income	Finance	C MASON	(20,000)	(420,000)	0	0	0	(420,000)	0	(21,000)	(441,000)	0	0	0	(441,000)	0
10052	Non Distributed Costs	Finance	C MASON	0	58,000	0	0	0	58,000	0	0	58,000	0	0	0	58,000	0
10053	Corporate Managmnt (Resources)	Finance	C MASON	0	52,000	0	0	0	52,000	0	0	52,000	0	0	0	52,000	0
10301	The Symington Building	Facilities Mgmt - Public Realm	C MASON	0	12,993	0	0	0	12,993	0	0	12,993	0	0	0	12,993	0
10524	Pension Scheme	Finance	C MASON	0	72,500	0	0	0	72,500	0	0	72,500	0	0	0	72,500	0
10027	Internal Audit	CO (151), Assets, Internal Audit, GoS	C MASON	0	63,200	0	0	0	63,200	0	0	63,200	0	0	0	63,200	0
10202	Doddridge Road Offices	CO (151), Assets, Internal Audit, GoS	C MASON	0	(6,700)	0	0	0	(6,700)	0	0	(6,700)	0	0	0	(6,700)	0
10235	Corporate Asset Management	CO (151), Assets, Internal Audit, GoS	C MASON	0	242,305	(50,000)	0	0	192,305	(50,000)	0	192,305	0	0	0	192,305	0
10307	Grow On Space	CO (151), Assets, Internal Audit, GoS	L ELLIOTT	0	96,360	(54,000)	0	(67,100)	(24,740)	(121,100)	0	(24,740)	47,000	0	(120,971)	(98,711)	(73,971)
10031	It Services	ICT	C MASON	0	615,530	(62,000)	0	0	553,530	(62,000)	0	553,530	0	0	0	553,530	0
10036	Telephony	ICT	C MASON	0	25,800	0	0	0	25,800	0	0	25,800	0	0	0	25,800	0
10040	Revenues & Benefits	Revs & Bens	C MASON	0	1,131,832	0	0	0	1,131,832	0	0	1,131,832	0	0	0	1,131,832	0
10042	Non Domestic Rates	Revs & Bens	C MASON	0	(165,900)	0	0	0	(165,900)	0	0	(165,900)	0	0	0	(165,900)	0
10044	Council Tax Collection Costs	Revs & Bens	C MASON	0	(105,000)	0	0	0	(105,000)	0	0	(105,000)	0	0	0	(105,000)	0
10046	Benefits	Revs & Bens	C MASON	0	30	0	0	0	30	0	0	30	0	0	0	30	0
10187	Housing Benefits	Revs & Bens	C MASON	0	(109,300)	0	0	0	(109,300)	0	0	(109,300)	0	0	0	(109,300)	0
10263	Discretionary Discount Scheme	Revs & Bens	C MASON	0	20,000	0	0	0	20,000	0	0	20,000	0	0	0	20,000	0
10264	Council Tax Support Scheme	Revs & Bens	C MASON	0	(52,000)	0	0	0	(52,000)	0	0	(52,000)	0	0	0	(52,000)	0
10308	Revenue And Benefits Support	Revs & Bens	C MASON	0	10	0	0	0	10	0	0	10	0	0	0	10	0
10169	Energy Management	Facilities Mgmt - Public Realm	C MASON	0	0	0	0	0	0	0	0	0	0	0	0	0	0
10196	Garages	Facilities Mgmt - Public Realm	C MASON	0	500	0	0	0	500	0	0	500	0	0	0	500	0
10203	Off-Site Storage (Incl Decant)	Facilities Mgmt - Public Realm	C MASON	0	3,200	0	0	0	3,200	0	0	3,200	0	0	0	3,200	0
10229	Commissioning Services	CCTV, Control Centre	C MASON	0	86,340	0	0	0	86,340	0	0	86,340	0	0	0	86,340	0
10248	Harborough Innovation Cntr Hdc	HIC	L ELLIOTT	0	21,735	71,000	0	(121,090)	(28,355)	(50,090)	0	(28,355)	(18,000)	(1,000)	(64,762)	(112,117)	(83,762)
10280	Hdcs Trading Account	Chief Executives	N PROUDFOOT/L ELLIOTT	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Total			(20,000)	2,332,596	(85,000)	0	(188,190)	2,059,406	(273,190)	(21,000)	2,038,406	29,000	(1,000)	(185,733)	1,880,673	(157,733)

DETAILED BUDGET PAPERS 2022/23 - Finance

			Responsible Director	MTFS YEAR 3: 2025/26						MTFS YEAR 4: 2026/27					2027/28	
Cost Centre	Cost Centre Description	Service		Previous Years Growth/ Savings	Base Budget	Growth/Savings etc		Budget for Year	Variance to Budget	Previous Years Growth/ Savings	Base Budget	Growth/Savings etc		Budget for Year	Variance to Budget	Base Budget
						BC25-T2/3 "Firm Savings"	BC25-T2/3 "More Work"					BC25-T2/3 "Firm Savings"	BC25-T2/3 "More Work"			
				£	£	£	£	£	£	£	£	£	£	£	£	
10025	Accountancy Services	Finance	C MASON	0	450,361	0	0	450,361	0	0	450,361	0	0	450,361	0	450,361
10029	Payroll	Finance	C MASON	0	22,500	0	0	22,500	0	0	22,500	0	0	22,500	0	22,500
10030	Insurance	Finance	C MASON	0	216,800	0	0	216,800	0	0	216,800	0	0	216,800	0	216,800
10048	Treasury Management	Finance	C MASON	0	9,500	0	0	9,500	0	0	9,500	0	0	9,500	0	9,500
10050	Interest & Investment Income	Finance	C MASON	0	(441,000)	0	0	(441,000)	0	0	(441,000)	0	0	(441,000)	0	(441,000)
10052	Non Distributed Costs	Finance	C MASON	0	58,000	0	0	58,000	0	0	58,000	0	0	58,000	0	58,000
10053	Corporate Managmnt (Resources)	Finance	C MASON	0	52,000	0	0	52,000	0	0	52,000	0	0	52,000	0	52,000
10301	The Symington Building	Facilities Mgmt - Public Realm	C MASON	0	12,993	0	0	12,993	0	0	12,993	0	0	12,993	0	12,993
10524	Pension Scheme	Finance	C MASON	0	72,500	0	0	72,500	0	0	72,500	0	0	72,500	0	72,500
10027	Internal Audit	CO (151), Assets, Internal Audit, GoS	C MASON	0	63,200	0	0	63,200	0	0	63,200	0	0	63,200	0	63,200
10202	Doddridge Road Offices	CO (151), Assets, Internal Audit, GoS	C MASON	0	(6,700)	0	0	(6,700)	0	0	(6,700)	0	0	(6,700)	0	(6,700)
10235	Corporate Asset Management	CO (151), Assets, Internal Audit, GoS	C MASON	0	192,305	0	0	192,305	0	0	192,305	0	0	192,305	0	192,305
10307	Grow On Space	CO (151), Assets, Internal Audit, GoS	L ELLIOTT	0	(98,711)	0	0	(98,711)	0	0	(98,711)	0	0	(98,711)	0	(98,711)
10031	It Services	ICT	C MASON	0	553,530	0	0	553,530	0	0	553,530	0	0	553,530	0	553,530
10036	Telephony	ICT	C MASON	0	25,800	0	0	25,800	0	0	25,800	0	0	25,800	0	25,800
10040	Revenues & Benefits	Revs & Bens	C MASON	0	1,131,832	0	0	1,131,832	0	0	1,131,832	0	0	1,131,832	0	1,131,832
10042	Non Domestic Rates	Revs & Bens	C MASON	0	(165,900)	0	0	(165,900)	0	0	(165,900)	0	0	(165,900)	0	(165,900)
10044	Council Tax Collection Costs	Revs & Bens	C MASON	0	(105,000)	0	0	(105,000)	0	0	(105,000)	0	0	(105,000)	0	(105,000)
10046	Benefits	Revs & Bens	C MASON	0	30	0	0	30	0	0	30	0	0	30	0	30
10187	Housing Benefits	Revs & Bens	C MASON	0	(109,300)	0	0	(109,300)	0	0	(109,300)	0	0	(109,300)	0	(109,300)
10263	Discretionary Discount Scheme	Revs & Bens	C MASON	0	20,000	0	0	20,000	0	0	20,000	0	0	20,000	0	20,000
10264	Council Tax Support Scheme	Revs & Bens	C MASON	0	(52,000)	0	0	(52,000)	0	0	(52,000)	0	0	(52,000)	0	(52,000)
10308	Revenue And Benefits Support	Revs & Bens	C MASON	0	10	0	0	10	0	0	10	0	0	10	0	10
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	0	500	0	0	500	0	0	500	0	0	500	0	500
10203	Off-Site Storage (Incl Decant)	Facilities Mgmt - Public Realm	C MASON	0	3,200	0	0	3,200	0	0	3,200	0	0	3,200	0	3,200
10229	Commissioning Services	CCTV, Control Centre	C MASON	0	86,340	0	0	86,340	0	0	86,340	0	0	86,340	0	86,340
10248	Harborough Innovation Cntr Hdc	HIC	L ELLIOTT	0	(112,117)	0	0	(112,117)	0	0	(112,117)	0	0	(112,117)	0	(112,117)
10280	Hdcs Trading Account	Chief Executives	N PROUDFOOT/L ELLIOTT	0	0	0	0	0	0	0	0	0	0	0	0	0
	Total			0	1,880,673	0	0	1,880,673	0	0	1,880,673	0	0	1,880,673	0	1,880,673

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

			Responsible Director	NEW BUDGET YEAR : 2022/23	MTFS YEAR 1: 2023/24	MTFS YEAR 2: 2024/25	MTFS YEAR 3: 2025/26	MTFS YEAR 4: 2026/27	2027/28
Cost Centre	Cost Centre Description	Service		Budget for Year	Budget for Year	Budget for Year	Budget for Year	Budget for Year	Base Budget
				£	£	£	£	£	£
10026	Health & Safety	Operational Services	J EVANS	26,985	26,985	26,985	26,985	26,985	26,985
10088	Street Cleaning	Operational Services	J EVANS	941,533	941,533	941,533	941,533	941,533	941,533
10125	Open Spaces & Amenity Areas	Operational Services	J EVANS	183,351	183,351	183,351	183,351	183,351	183,351
10140	S.E. Allotments	Operational Services	J EVANS	(1,034)	(1,034)	(1,034)	(1,034)	(1,034)	(1,034)
10147	S.E. Market Harborough Recn	Operational Services	J EVANS	264,603	264,603	264,603	264,603	264,603	264,603
10148	S.E. Lutterworth Recn / Park	Operational Services	J EVANS	39,084	39,084	39,084	39,084	39,084	39,084
10159	Trade Refuse	Operational Services	J EVANS	(241,167)	(241,167)	(241,167)	(241,167)	(241,167)	(241,167)
10160	Waste Management	Operational Services	J EVANS	397,722	397,722	397,722	397,722	397,722	397,722
10161	Residual Waste Collections	Operational Services	J EVANS	1,317,380	1,237,380	1,237,380	1,237,380	1,237,380	1,237,380
10162	Recycling Collections	Operational Services	J EVANS	1,106,798	1,106,798	1,106,798	1,106,798	1,106,798	1,106,798
10197	External Grounds Maintenance	Operational Services	J EVANS	(58,619)	(58,619)	(58,619)	(58,619)	(58,619)	(58,619)
10242	S.E. Fleckney	Operational Services	J EVANS	316	316	316	316	316	316
10243	S.E. Great Glen	Operational Services	J EVANS	2,515	2,515	2,515	2,515	2,515	2,515
10244	S.E. Scraptoft	Operational Services	J EVANS	5,589	5,589	5,589	5,589	5,589	5,589
10246	S.E. Broughton Astley	Operational Services	J EVANS	12,145	12,145	12,145	12,145	12,145	12,145
10272	Flytipping	Operational Services	J EVANS	20,000	20,000	20,000	20,000	20,000	20,000
10010	Development Control	Development Control, Enforcement	D ATKINSON	(532,054)	(582,054)	(632,054)	(632,054)	(632,054)	(632,054)
10016	Archaeological & Ecolog Advice	Development Control, Enforcement	D ATKINSON	44,775	44,775	44,775	44,775	44,775	44,775
10019	Footpath/Bridleway Orders	Development Control, Enforcement	D ATKINSON	(1,100)	(1,100)	(1,100)	(1,100)	(1,100)	(1,100)
10084	Enforcement	Development Control, Enforcement	D ATKINSON	933	933	933	933	933	933
10151	Planning Enforcement	Development Control, Enforcement	D ATKINSON	188,240	188,240	188,240	188,240	188,240	188,240
10081	Quick Response Team	Facilities Mgmt - Public Realm	C MASON	(70,200)	(70,200)	(70,200)	(70,200)	(70,200)	(70,200)
10082	Abandoned Vehicles	Facilities Mgmt - Public Realm	C MASON	2,200	2,200	2,200	2,200	2,200	2,200
10086	District-Wide Bus Shelters	Facilities Mgmt - Public Realm	C MASON	3,400	3,400	3,400	3,400	3,400	3,400
10089	Street Furniture Etc	Facilities Mgmt - Public Realm	C MASON	13,107	13,107	13,107	13,107	13,107	13,107
10115	S.E. Public Conveniences	Facilities Mgmt - Public Realm	C MASON	27,754	27,754	27,754	27,754	27,754	27,754
10145	S.E. Thurnby	Facilities Mgmt - Public Realm	C MASON	31,454	31,454	31,454	31,454	31,454	31,454
10170	Flood Prevent & Land Drainage	Facilities Mgmt - Public Realm	C MASON	17,000	17,000	17,000	17,000	17,000	17,000
10245	S.E.War Memorial/Public Realm	Facilities Mgmt - Public Realm	C MASON	16,060	16,060	16,060	16,060	16,060	16,060
10009	Section 106 Agreements	Strategic Planning/Policy	D ATKINSON	6,220	6,220	6,220	6,220	6,220	6,220
10013	Env Enhancemnts/Conservtn	Strategic Planning/Policy	D ATKINSON	0	0	0	0	0	0
10112	Planning Policy	Strategic Planning/Policy	D ATKINSON	250,820	250,820	250,820	250,820	250,820	250,820
10207	Local Plan Evidence	Strategic Planning/Policy	D ATKINSON	277,300	277,300	277,300	277,300	277,300	277,300
10208	Local Plan General	Strategic Planning/Policy	D ATKINSON	0	0	0	0	0	0
10011	Building Control	Building Control	D ATKINSON	64,861	65,861	39,861	39,861	39,861	39,861
10150	Environmental Health	Car Parking, Lightbulb etc	J EVANS	550,340	550,340	550,340	550,340	550,340	550,340
10175	Pest/Dog Services	Car Parking, Lightbulb etc	J EVANS	25,700	25,700	25,700	25,700	25,700	25,700
10219	Head Of Planning	CO (Planning), Eco Strategy (Talent)	D ATKINSON	115,210	115,210	115,210	115,210	115,210	115,210
10205	Neighbourhood Plan	Strategic Planning/Policy	D ATKINSON	(60,000)	(60,000)	(60,000)	(60,000)	(60,000)	(60,000)
	Total			4,989,221	4,860,221	4,784,221	4,784,221	4,784,221	4,784,221

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

			Responsible Director	NEW BUDGET YEAR : 2022/23																		
Cost Centre	Cost Centre Description	Service		Previous Years Approved Base Budget	Previous Years Growth/Savings	BC25-T2/3 "Firm Savings"	BC25-T2/3 "More Work Needed Savings"	Base Budget	Growth/Savings etc										Budget for Year	Variance to Budget		
									BC25-T2/3 "Firm Savings"	BC25-T2/3 "More Work Needed Savings"	FCC Inflation at 4.84%	Inflation	Savings	Permanent virements	Other payroll changes	1.25% National insurance increase	2022/23 Scale point increment	2021/22 Pay award of 1.75%				
				£	£			£	£	£	£	£	£	£	£	£	£	£	£	£		
10026	Health & Safety	Operational Services	J EVANS	26,475	0	0	0	26,475	0	0	0	0	0	(150)	328	0	332	26,985	510			
10088	Street Cleaning	Operational Services	J EVANS	907,845	0	0	0	907,845	0	0	43,688	0	0	(10,000)	0	0	0	941,533	33,688			
10125	Open Spaces & Amenity Areas	Operational Services	J EVANS	205,869	(32,000)	0	0	173,869	0	0	9,482	0	0	0	0	0	0	183,351	9,482			
10140	S.E. Allotments	Operational Services	J EVANS	(928)	0	0	0	(928)	0	0	80	(186)	0	0	0	0	0	(1,034)	(106)			
10147	S.E. Market Harborough Recn	Operational Services	J EVANS	256,973	0	0	0	256,973	0	0	8,130	(500)	0	0	0	0	0	264,603	7,630			
10148	S.E. Lutterworth Recn / Park	Operational Services	J EVANS	37,635	0	0	0	37,635	0	0	1,449	0	0	0	0	0	0	39,084	1,449			
10159	Trade Refuse	Operational Services	J EVANS	(191,167)	(50,000)	0	0	(241,167)	0	0	8,128	(8,128)	0	0	0	0	0	(241,167)	0			
10160	Waste Management	Operational Services	J EVANS	323,292	0	0	0	323,292	0	0	0	0	0	65,000	2,473	2,928	0	4,029	397,722	74,430		
10161	Residual Waste Collections	Operational Services	J EVANS	1,278,685	0	0	0	1,278,685	0	0	58,695	0	0	(20,000)	0	0	0	1,317,380	38,695			
10162	Recycling Collections	Operational Services	J EVANS	1,049,656	0	0	0	1,049,656	(3,770)	0	81,512	0	(10,600)	(10,000)	0	0	0	1,106,798	57,142			
10197	External Grounds Maintenance	Operational Services	J EVANS	(43,619)	0	0	0	(43,619)	0	0	0	0	0	(15,000)	0	0	0	(58,619)	(15,000)			
10242	S.E. Fleckney	Operational Services	J EVANS	300	0	0	0	300	0	0	16	0	0	0	0	0	0	316	16			
10243	S.E. Great Glen	Operational Services	J EVANS	2,400	0	0	0	2,400	0	0	115	0	0	0	0	0	0	2,515	115			
10244	S.E. Scraptoft	Operational Services	J EVANS	5,400	0	0	0	5,400	0	0	189	0	0	0	0	0	0	5,589	189			
10246	S.E. Broughton Astley	Operational Services	J EVANS	11,600	0	0	0	11,600	0	0	545	0	0	0	0	0	0	12,145	545			
10272	Flytipping	Operational Services	J EVANS	30,000	0	0	0	30,000	0	0	0	0	0	(10,000)	0	0	0	20,000	(10,000)			
10010	Development Control	Development Control, Enforcement	D ATKINSON	(239,296)	(50,000)	(45,818)	0	(335,114)	(11,800)	(200,000)	0	0	0	0	(2,828)	7,771	0	9,917	(532,054)	(196,940)		
10016	Archaeological & Ecolog Advice	Development Control, Enforcement	D ATKINSON	46,775	0	0	0	46,775	(2,000)	0	0	0	0	0	0	0	0	44,775	(2,000)			
10019	Footpath/Bridleway Orders	Development Control, Enforcement	D ATKINSON	(1,000)	0	0	0	(1,000)	0	0	0	(100)	0	0	0	0	0	(1,100)	(100)			
10084	Enforcement	Development Control, Enforcement	D ATKINSON	15,943	0	0	0	15,943	(15,000)	0	0	0	0	0	(10)	0	0	933	(15,010)			
10151	Planning Enforcement	Development Control, Enforcement	D ATKINSON	199,240	0	(17,000)	0	182,240	(3,000)	0	0	0	0	0	4,906	1,725	0	2,369	188,240	6,000		
10081	Quick Response Team	Facilities Mgmt - Public Realm	C MASON	16,810	0	(66,000)	0	(49,190)	(22,000)	0	0	0	0	0	278	300	0	412	(70,200)	(21,010)		
10082	Abandoned Vehicles	Facilities Mgmt - Public Realm	C MASON	2,200	0	0	0	2,200	0	0	0	0	0	0	0	0	0	2,200	0			
10086	District-Wide Bus Shelters	Facilities Mgmt - Public Realm	C MASON	3,400	0	0	0	3,400	0	0	0	0	0	0	0	0	0	3,400	0			
10089	Street Furniture Etc	Facilities Mgmt - Public Realm	C MASON	12,700	0	0	0	12,700	0	0	407	0	0	0	0	0	0	13,107	407			
10115	S.E. Public Conveniences	Facilities Mgmt - Public Realm	C MASON	27,101	0	0	0	27,101	0	0	653	0	0	0	0	0	0	27,754	653			
10145	S.E. Thurnby	Facilities Mgmt - Public Realm	C MASON	30,400	0	0	0	30,400	0	0	1,054	0	0	0	0	0	0	31,454	1,054			
10170	Flood Prevent & Land Drainage	Facilities Mgmt - Public Realm	C MASON	17,000	0	0	0	17,000	0	0	0	0	0	0	0	0	0	17,000	0			
10245	S.E.War Memorial/Public Realm	Facilities Mgmt - Public Realm	C MASON	15,200	0	0	0	15,200	0	0	860	0	0	0	0	0	0	16,060	860			
10009	Section 106 Agreements	Strategic Planning/Policy	D ATKINSON	5,280	0	0	0	5,280	0	0	0	0	0	0	0	407	0	533	6,220	940		
10013	Env Enhancemnts/Conservtn	Strategic Planning/Policy	D ATKINSON	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
10112	Planning Policy	Strategic Planning/Policy	D ATKINSON	245,060	0	0	0	245,060	0	0	0	0	0	0	903	2,049	0	2,808	250,820	5,760		
10207	Local Plan Evidence	Strategic Planning/Policy	D ATKINSON	301,300	0	(10,000)	(8,000)	283,300	0	(6,000)	0	0	0	0	0	0	0	277,300	(6,000)			
10208	Local Plan General	Strategic Planning/Policy	D ATKINSON	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
10011	Building Control	Building Control	D ATKINSON	66,050	0	0	7,000	73,050	0	7,000	0	(10,700)	0	0	(7,535)	1,313	0	1,733	64,861	(8,189)		
10150	Environmental Health	Car Parking, Lightbulb etc	J EVANS	543,550	0	0	0	543,550	(2,000)	0	0	0	(3,000)	0	(2,865)	4,811	3,223	6,621	550,340	6,790		
10175	Pest/Dog Services	Car Parking, Lightbulb etc	J EVANS	25,700	0	0	0	25,700	0	0	0	0	0	0	0	0	0	0	25,700	0		
10219	Head Of Planning	CO (Planning), Eco Strategy (Talent)	D ATKINSON	108,170	0	0	0	108,170	0	0	0	0	0	0	4,733	971	0	1,336	115,210	7,040		
10205	Neighbourhood Plan	Strategic Planning/Policy	D ATKINSON	0	0	(60,000)	0	(60,000)	0	0	0	0	0	0	0	0	0	0	(60,000)	0		
	Total			5,341,999	(132,000)	(198,818)	(1,000)	5,010,181	(59,570)	(199,000)	215,003	(19,614)	(13,600)	0	(95)	22,603	3,223	30,090	4,989,221	(20,960)		

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

			Responsible Director	MTFS YEAR 1: 2023/24						MTFS YEAR 2: 2024/25					
Cost Centre	Cost Centre Description	Service		Previous Years Growth/Sa vings	Base Budget	Growth/Savings etc		Budget for Year	Variance to Budget	Previous Years Growth/Savi ngs	Base Budget	Growth/Savings etc		Budget for Year	Variance to Budget
						BC25-T2/3 "Firm Savings"	BC25-T2/3 "More Work Needed Savings"					BC25-T2/3 "Firm Savings"	BC25-T2/3 "More Work Needed Savings"		
				£	£	£	£	£	£	£	£	£	£	£	£
10026	Health & Safety	Operational Services	J EVANS	0	26,985	0	0	26,985	0	0	26,985	0	0	26,985	0
10088	Street Cleaning	Operational Services	J EVANS	0	941,533	0	0	941,533	0	0	941,533	0	0	941,533	0
10125	Open Spaces & Amenity Areas	Operational Services	J EVANS	0	183,351	0	0	183,351	0	0	183,351	0	0	183,351	0
10140	S.E. Allotments	Operational Services	J EVANS	0	(1,034)	0	0	(1,034)	0	0	(1,034)	0	0	(1,034)	0
10147	S.E. Market Harborough Recn	Operational Services	J EVANS	0	264,603	0	0	264,603	0	0	264,603	0	0	264,603	0
10148	S.E. Lutterworth Recn / Park	Operational Services	J EVANS	0	39,084	0	0	39,084	0	0	39,084	0	0	39,084	0
10159	Trade Refuse	Operational Services	J EVANS	0	(241,167)	0	0	(241,167)	0	0	(241,167)	0	0	(241,167)	0
10160	Waste Management	Operational Services	J EVANS	0	397,722	0	0	397,722	0	0	397,722	0	0	397,722	0
10161	Residual Waste Collections	Operational Services	J EVANS	(80,000)	1,237,380	0	0	1,237,380	0	0	1,237,380	0	0	1,237,380	0
10162	Recycling Collections	Operational Services	J EVANS	0	1,106,798	0	0	1,106,798	0	0	1,106,798	0	0	1,106,798	0
10197	External Grounds Maintenance	Operational Services	J EVANS	0	(58,619)	0	0	(58,619)	0	0	(58,619)	0	0	(58,619)	0
10242	S.E. Fleckney	Operational Services	J EVANS	0	316	0	0	316	0	0	316	0	0	316	0
10243	S.E. Great Glen	Operational Services	J EVANS	0	2,515	0	0	2,515	0	0	2,515	0	0	2,515	0
10244	S.E. Scraftoft	Operational Services	J EVANS	0	5,589	0	0	5,589	0	0	5,589	0	0	5,589	0
10246	S.E. Broughton Astley	Operational Services	J EVANS	0	12,145	0	0	12,145	0	0	12,145	0	0	12,145	0
10272	Flytipping	Operational Services	J EVANS	0	20,000	0	0	20,000	0	0	20,000	0	0	20,000	0
10010	Development Control	Development Control, Enforcement	D ATKINSON	(50,000)	(582,054)	0	0	(582,054)	0	(50,000)	(632,054)	0	0	(632,054)	0
10016	Archaeological & Ecolog Advice	Development Control, Enforcement	D ATKINSON	0	44,775	0	0	44,775	0	0	44,775	0	0	44,775	0
10019	Footpath/Bridleway Orders	Development Control, Enforcement	D ATKINSON	0	(1,100)	0	0	(1,100)	0	0	(1,100)	0	0	(1,100)	0
10084	Enforcement	Development Control, Enforcement	D ATKINSON	0	933	0	0	933	0	0	933	0	0	933	0
10151	Planning Enforcement	Development Control, Enforcement	D ATKINSON	0	188,240	0	0	188,240	0	0	188,240	0	0	188,240	0
10081	Quick Response Team	Facilities Mgmt - Public Realm	C MASON	0	(70,200)	0	0	(70,200)	0	0	(70,200)	0	0	(70,200)	0
10082	Abandoned Vehicles	Facilities Mgmt - Public Realm	C MASON	0	2,200	0	0	2,200	0	0	2,200	0	0	2,200	0
10086	District-Wide Bus Shelters	Facilities Mgmt - Public Realm	C MASON	0	3,400	0	0	3,400	0	0	3,400	0	0	3,400	0
10089	Street Furniture Etc	Facilities Mgmt - Public Realm	C MASON	0	13,107	0	0	13,107	0	0	13,107	0	0	13,107	0
10115	S.E. Public Conveniences	Facilities Mgmt - Public Realm	C MASON	0	27,754	0	0	27,754	0	0	27,754	0	0	27,754	0
10145	S.E. Thurnby	Facilities Mgmt - Public Realm	C MASON	0	31,454	0	0	31,454	0	0	31,454	0	0	31,454	0
10170	Flood Prevent & Land Drainage	Facilities Mgmt - Public Realm	C MASON	0	17,000	0	0	17,000	0	0	17,000	0	0	17,000	0
10245	S.E.War Memorial/Public Realm	Facilities Mgmt - Public Realm	C MASON	0	16,060	0	0	16,060	0	0	16,060	0	0	16,060	0
10009	Section 106 Agreements	Strategic Planning/Policy	D ATKINSON	0	6,220	0	0	6,220	0	0	6,220	0	0	6,220	0
10013	Env Enhancemnts/Conservtn	Strategic Planning/Policy	D ATKINSON	0	0	0	0	0	0	0	0	0	0	0	0
10112	Planning Policy	Strategic Planning/Policy	D ATKINSON	0	250,820	0	0	250,820	0	0	250,820	0	0	250,820	0
10207	Local Plan Evidence	Strategic Planning/Policy	D ATKINSON	0	277,300	0	0	277,300	0	0	277,300	0	0	277,300	0
10208	Local Plan General	Strategic Planning/Policy	D ATKINSON	0	0	0	0	0	0	0	0	0	0	0	0
10011	Building Control	Building Control	D ATKINSON	0	64,861	0	1,000	65,861	1,000	0	65,861	0	(26,000)	39,861	(26,000)
10150	Environmental Health	Car Parking, Lightbulb etc	J EVANS	0	550,340	0	0	550,340	0	0	550,340	0	0	550,340	0
10175	Pest/Dog Services	Car Parking, Lightbulb etc	J EVANS	0	25,700	0	0	25,700	0	0	25,700	0	0	25,700	0
10219	Head Of Planning	CO (Planning), Eco Strategy (Talent)	D ATKINSON	0	115,210	0	0	115,210	0	0	115,210	0	0	115,210	0
10205	Neighbourhood Plan	Strategic Planning/Policy	D ATKINSON	0	(60,000)	0	0	(60,000)	0	0	(60,000)	0	0	(60,000)	0
	Total			(130,000)	4,859,221	0	1,000	4,860,221	1,000	(50,000)	4,810,221	0	(26,000)	4,784,221	(26,000)



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

			Responsible Director	MTFS YEAR 3: 2025/26						MTFS YEAR 4: 2026/27						2027/28
Cost Centre	Cost Centre Description	Service		Previous Years Growth/Savings	Base Budget	Growth/Savings etc		Budget for Year	Variance to Budget	Previous Years Growth/Savings	Base Budget	Growth/Savings etc		Budget for Year	Variance to Budget	Base Budget
						BC25-T2/3 "Firm Savings"	BC25-T2/3 "More Work Needed Savings"					BC25-T2/3 "Firm Savings"	BC25-T2/3 "More Work Needed Savings"			
				£	£	£	£	£	£	£	£	£	£	£	£	
10026	Health & Safety	Operational Services	J EVANS	0	26,985	0	0	26,985	0	0	26,985	0	0	26,985	0	26,985
10088	Street Cleaning	Operational Services	J EVANS	0	941,533	0	0	941,533	0	0	941,533	0	0	941,533	0	941,533
10125	Open Spaces & Amenity Areas	Operational Services	J EVANS	0	183,351	0	0	183,351	0	0	183,351	0	0	183,351	0	183,351
10140	S.E. Allotments	Operational Services	J EVANS	0	(1,034)	0	0	(1,034)	0	0	(1,034)	0	0	(1,034)	0	(1,034)
10147	S.E. Market Harborough Recn	Operational Services	J EVANS	0	264,603	0	0	264,603	0	0	264,603	0	0	264,603	0	264,603
10148	S.E. Lutterworth Recn / Park	Operational Services	J EVANS	0	39,084	0	0	39,084	0	0	39,084	0	0	39,084	0	39,084
10159	Trade Refuse	Operational Services	J EVANS	0	(241,167)	0	0	(241,167)	0	0	(241,167)	0	0	(241,167)	0	(241,167)
10160	Waste Management	Operational Services	J EVANS	0	397,722	0	0	397,722	0	0	397,722	0	0	397,722	0	397,722
10161	Residual Waste Collections	Operational Services	J EVANS	0	1,237,380	0	0	1,237,380	0	0	1,237,380	0	0	1,237,380	0	1,237,380
10162	Recycling Collections	Operational Services	J EVANS	0	1,106,798	0	0	1,106,798	0	0	1,106,798	0	0	1,106,798	0	1,106,798
10197	External Grounds Maintenance	Operational Services	J EVANS	0	(58,619)	0	0	(58,619)	0	0	(58,619)	0	0	(58,619)	0	(58,619)
10242	S.E. Fleckney	Operational Services	J EVANS	0	316	0	0	316	0	0	316	0	0	316	0	316
10243	S.E. Great Glen	Operational Services	J EVANS	0	2,515	0	0	2,515	0	0	2,515	0	0	2,515	0	2,515
10244	S.E. Scraptoft	Operational Services	J EVANS	0	5,589	0	0	5,589	0	0	5,589	0	0	5,589	0	5,589
10246	S.E. Broughton Astley	Operational Services	J EVANS	0	12,145	0	0	12,145	0	0	12,145	0	0	12,145	0	12,145
10272	Flytipping	Operational Services	J EVANS	0	20,000	0	0	20,000	0	0	20,000	0	0	20,000	0	20,000
10010	Development Control	Development Control, Enforcement	D ATKINSON	0	(632,054)	0	0	(632,054)	0	0	(632,054)	0	0	(632,054)	0	(632,054)
10016	Archaeological & Ecolog Advice	Development Control, Enforcement	D ATKINSON	0	44,775	0	0	44,775	0	0	44,775	0	0	44,775	0	44,775
10019	Footpath/Bridleway Orders	Development Control, Enforcement	D ATKINSON	0	(1,100)	0	0	(1,100)	0	0	(1,100)	0	0	(1,100)	0	(1,100)
10084	Enforcement	Development Control, Enforcement	D ATKINSON	0	933	0	0	933	0	0	933	0	0	933	0	933
10151	Planning Enforcement	Development Control, Enforcement	D ATKINSON	0	188,240	0	0	188,240	0	0	188,240	0	0	188,240	0	188,240
10081	Quick Response Team	Facilities Mgmt - Public Realm	C MASON	0	(70,200)	0	0	(70,200)	0	0	(70,200)	0	0	(70,200)	0	(70,200)
10082	Abandoned Vehicles	Facilities Mgmt - Public Realm	C MASON	0	2,200	0	0	2,200	0	0	2,200	0	0	2,200	0	2,200
10086	District-Wide Bus Shelters	Facilities Mgmt - Public Realm	C MASON	0	3,400	0	0	3,400	0	0	3,400	0	0	3,400	0	3,400
10089	Street Furniture Etc	Facilities Mgmt - Public Realm	C MASON	0	13,107	0	0	13,107	0	0	13,107	0	0	13,107	0	13,107
10115	S.E. Public Conveniences	Facilities Mgmt - Public Realm	C MASON	0	27,754	0	0	27,754	0	0	27,754	0	0	27,754	0	27,754
10145	S.E. Thurnby	Facilities Mgmt - Public Realm	C MASON	0	31,454	0	0	31,454	0	0	31,454	0	0	31,454	0	31,454
10170	Flood Prevent & Land Drainage	Facilities Mgmt - Public Realm	C MASON	0	17,000	0	0	17,000	0	0	17,000	0	0	17,000	0	17,000
10245	S.E.War Memorial/Public Realm	Facilities Mgmt - Public Realm	C MASON	0	16,060	0	0	16,060	0	0	16,060	0	0	16,060	0	16,060
10009	Section 106 Agreements	Strategic Planning/Policy	D ATKINSON	0	6,220	0	0	6,220	0	0	6,220	0	0	6,220	0	6,220
10013	Env Enhancemnts/Conservtn	Strategic Planning/Policy	D ATKINSON	0	0	0	0	0	0	0	0	0	0	0	0	0
10112	Planning Policy	Strategic Planning/Policy	D ATKINSON	0	250,820	0	0	250,820	0	0	250,820	0	0	250,820	0	250,820
10207	Local Plan Evidence	Strategic Planning/Policy	D ATKINSON	0	277,300	0	0	277,300	0	0	277,300	0	0	277,300	0	277,300
10208	Local Plan General	Strategic Planning/Policy	D ATKINSON	0	0	0	0	0	0	0	0	0	0	0	0	0
10011	Building Control	Building Control	D ATKINSON	0	39,861	0	0	39,861	0	0	39,861	0	0	39,861	0	39,861
10150	Environmental Health	Car Parking, Lightbulb etc	J EVANS	0	550,340	0	0	550,340	0	0	550,340	0	0	550,340	0	550,340
10175	Pest/Dog Services	Car Parking, Lightbulb etc	J EVANS	0	25,700	0	0	25,700	0	0	25,700	0	0	25,700	0	25,700
10219	Head Of Planning	CO (Planning), Eco Strategy (Talent)	D ATKINSON	0	115,210	0	0	115,210	0	0	115,210	0	0	115,210	0	115,210
10205	Neighbourhood Plan	Strategic Planning/Policy	D ATKINSON	0	(60,000)	0	0	(60,000)	0	0	(60,000)	0	0	(60,000)	0	(60,000)
	Total			0	4,784,221	0	0	4,784,221	0	0	4,784,221	0	0	4,784,221	0	4,784,221

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

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

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

			Responsible Director	NEW BUDGET YEAR: 2022/23																	
Cost Centre	Cost Centre Description	Service		Previous Years Approved Base Budget £	Previous Years Growth/Savings £	BC25-T2/3 "Firm Savings"	BC25-T2/3 "More Work Needed Savings"	Base Budget £	Growth/Savings etc										Budget for Year £	Variance to Budget £	
									BC25-T2/3 "Firm Savings" £	BC25-T2/3 "More Work Needed" £	Inflation £	Savings £	Other costs £	Permanent virements £	Other payroll changes £	1.25% National insurance increase £	2022/23 Scale point increment £	2021/22 Pay award of 1.75% £			
10122	Physical Activity	Recreation	J EVANS	103,481	0	(37,000)		66,481	16,000	0	0	0	0	0	0	1,007	0	1,383	84,871	18,390	
10124	Recreation Development	Recreation	J EVANS	(109,190)	0	253,000		143,810	(133,000)	0	0	(300)	165,000		(716)	661	356	909	176,720	32,910	
10136	Youth Awareness Initiatives	Corporate Support	J EVANS	0	0			0	0	0	0	0	0	0	0	0	0	0	0	0	
10155	Health Services	Car Parking, Lightbulb etc	J EVANS	(4,090)	0	0		(4,090)	0	0	0	0	0	0	0	0	0	0	(4,090)	0	
10239	Lightbulb Social Care	Car Parking, Lightbulb etc	J EVANS	48,000	0	(15,000)		33,000	0	0	0	0	0	0	0	0	0	0	33,000	0	
10260	Head Of Communities	CO, Communities	J EVANS	110,480	0	0		110,480	0	0	0	(1,100)	0		(1,082)	955	1,467	1,310	112,030	1,550	
10241	Anniversary Events	CO, Communities	J EVANS	2,000	0	0		2,000	0	0	0	0	0	0	0	0	0	0	2,000	0	
10179	Flat 51 Eden Ct. Adam & Eve St	Housing & Homelessness	J EVANS	(23,800)	0	0		(23,800)	0	0	0	0	0	0	0	0	0	0	(23,800)	0	
10188	Homelessness	Housing & Homelessness	J EVANS	150,276	(65,000)	0		85,276	0	0	0	0	0	0	0	0	0	0	85,276	0	
10201	Housing Services	Housing & Homelessness	J EVANS	470,400	31,000	0		501,400	0	0	0	(26,150)	0		(4,081)	3,819	4,047	5,305	484,340	(17,060)	
10076	Grants To External Bodies	Grants, Parishes & Community Safety	J EVANS	177,140	(50,000)	0		127,140	0	0	0	0	15,000		(331)	186	0	255	142,250	15,110	
10077	Advice To Parishes	Grants, Parishes & Community Safety	J EVANS	46,180	0	0		46,180	0	0	0	(1,000)	0		(854)	387	874	533	46,120	(60)	
10121	Safer Communities Laa Fund	Grants, Parishes & Community Safety	J EVANS	(5,000)	0	0		(5,000)	0	0	0	0	0	0	0	0	0	0	(5,000)	0	
10168	Community Safety	Grants, Parishes & Community Safety	J EVANS	89,470	0	0		89,470	0	0	0	0	0	0	(463)	681	255	937	90,880	1,410	
10270	Local Lottery	Grants, Parishes & Community Safety	J EVANS	(7,000)	(3,000)	0		(10,000)	0	0	0	0	0	0	0	0	0	0	(10,000)	0	
10017	S.E. Harborough In Bloom	Community Partnerships	J EVANS	7,000	0	0		7,000	0	0	0	0	0	0	0	0	0	0	7,000	0	
10265	Community Partnerships	Community Partnerships	J EVANS	78,790	0	0		78,790	0	0	0	0	0	0	224	684	0	942	80,640	1,850	
	Total			1,134,137	(87,000)	201,000	0	1,248,137	(117,000)	0	0	(28,550)	180,000	0	(7,303)	8,380	6,999	11,574	1,302,237	54,100	

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

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

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

			Responsible Director	MTFS YEAR 3: 2025/26						MTFS YEAR 4: 2026/27						2027/28
Cost Centre	Cost Centre Description	Service		Previous Years Growth/ Savings  £	Base Budget  £	Growth/Savings etc		Budget for Year  £	Variance to Budget  £	Previous Years Growth/ Savings  £	Base Budget  £	Growth/Savings etc		Budget for Year  £	Variance to Budget  £	Base Budget  £
						BC25-T2/3 "Firm Savings" £	BC25-T2/3 "More Work" £					BC25-T2/3 "Firm Savings" £	BC25-T2/3 "More Work" £			
10122	Physical Activity	Recreation	J EVANS	0	84,871	0	0	84,871	0	0	84,871	0	0	84,871	0	84,871
10124	Recreation Development	Recreation	J EVANS	0	36,720	0	0	36,720	0	0	36,720	0	0	36,720	0	36,720
10136	Youth Awareness Initiatives	Corporate Support	J EVANS	0	0	0	0	0	0	0	0	0	0	0	0	0
10155	Health Services	Car Parking, Lightbulb etc	J EVANS	0	(4,090)	0	0	(4,090)	0	0	(4,090)	0	0	(4,090)	0	(4,090)
10239	Lightbulb Social Care	Car Parking, Lightbulb etc	J EVANS	0	33,000	0	0	33,000	0	0	33,000	0	0	33,000	0	33,000
10260	Head Of Communities	CO, Communities	J EVANS	0	112,030	0	0	112,030	0	0	112,030	0	0	112,030	0	112,030
10241	Anniversary Events	CO, Communities	J EVANS	0	2,000	0	0	2,000	0	0	2,000	0	0	2,000	0	2,000
10179	Flat 51 Eden Ct. Adam & Eve St	Housing & Homelessness	J EVANS	0	(53,800)	0	0	(53,800)	0	0	(53,800)	0	0	(53,800)	0	(53,800)
10188	Homelessness	Housing & Homelessness	J EVANS	0	85,276	0	0	85,276	0	0	85,276	0	0	85,276	0	85,276
10201	Housing Services	Housing & Homelessness	J EVANS	0	455,340	0	0	455,340	0	0	455,340	0	0	455,340	0	455,340
10076	Grants To External Bodies	Grants, Parishes & Community Safety	J EVANS	0	122,250	0	0	122,250	0	0	122,250	0	0	122,250	0	122,250
10077	Advice To Parishes	Grants, Parishes & Community Safety	J EVANS	0	46,120	0	0	46,120	0	0	46,120	0	0	46,120	0	46,120
10121	Safer Communities Laa Fund	Grants, Parishes & Community Safety	J EVANS	0	(5,000)	0	0	(5,000)	0	0	(5,000)	0	0	(5,000)	0	(5,000)
10168	Community Safety	Grants, Parishes & Community Safety	J EVANS	0	90,880	0	0	90,880	0	0	90,880	0	0	90,880	0	90,880
10270	Local Lottery	Grants, Parishes & Community Safety	J EVANS	0	(13,000)	0	0	(13,000)	0	0	(13,000)	0	0	(13,000)	0	(13,000)
10017	S.E. Harborough In Bloom	Community Partnerships	J EVANS	0	7,000	0	0	7,000	0	0	7,000	0	0	7,000	0	7,000
10265	Community Partnerships	Community Partnerships	J EVANS	0	80,640	0	0	80,640	0	0	80,640	0	0	80,640	0	80,640
	Total			0	1,080,237	0	0	1,080,237	0	0	1,080,237	0	0	1,080,237	0	1,080,237

DETAILED BUDGET PAPERS 2021/22 - Strategy

			Responsible Director	NEW BUDGET YEAR: 2022/23	MTFS YEAR 1: 2023/24	MTFS YEAR 2: 2024/25	MTFS YEAR 3: 2025/26	MTFS YEAR 4: 2026/27	2027/28
Cost Centre	Cost Centre Description	Service		Budget for Year	Budget for Year	Budget for Year	Budget for Year	Budget for Year	Base Budget
				£	£	£	£	£	£
10012	Strategic Planning & Housing	Strategic Planning/Policy	D ATKINSON	155,810	155,810	155,810	155,810	155,810	155,810
10262	Market Harb Town Team Project	Strategic Planning/Policy	D ATKINSON	0	0	0	0	0	0
10210	Joint Strategic Planning	Strategic Planning/Policy	D ATKINSON	31,300	44,811	39,530	39,530	39,530	39,530
10015	Ed Strat - Potential	Economic Strategy/Development	L ELLIOTT	35,900	35,900	35,900	35,900	35,900	35,900
10043	S.E. Town Centre Support	Economic Strategy/Development	L ELLIOTT	41,240	41,240	41,240	41,240	41,240	41,240
10055	Market Hall	Economic Strategy/Development	L ELLIOTT	(64,804)	(64,804)	(64,804)	(64,804)	(64,804)	(64,804)
10065	The Square	Economic Strategy/Development	L ELLIOTT	(17,560)	(17,560)	(17,560)	(17,560)	(17,560)	(17,560)
10206	Ed Strat - Location	Economic Strategy/Development	L ELLIOTT	249,200	249,200	249,200	249,200	249,200	249,200
10069	Communication	Communication	J EVANS	196,050	196,050	196,050	196,050	196,050	196,050
10233	Ed Strat - Talent	CO (Planning), Eco Strategy (Talent)	L ELLIOTT	(13,000)	25,000	18,000	18,000	18,000	18,000
10211	Strategic Growth Team	Planning - Growth	D ATKINSON	56,287	56,287	56,287	56,287	56,287	56,287
Total				670,423	721,934	709,653	709,653	709,653	709,653

DETAILED BUDGET PAPERS 2021/22 - Strategy

			Responsible Director	NEW BUDGET YEAR: 2022/23															
Cost Centre	Cost Centre Description	Service		Previous Years Approved Base Budget	Previous Years Growth/Savings	BC25-T2/3 "Firm Savings"	BC25-T2/3 "More Work Needed Savings"	Base Budget	Growth/Savings etc								Budget for Year	Variance Base to Budget	
									BC25-T2/3 "Firm Savings"	BC25-T2/3 "More Work Needed Savings"	Inflation	Savings	Permanent virements	Other payroll changes	1.25% National insurance increase	2022/23 Scale point increment			2021/22 Pay award of 1.75%
				£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	
10012	Strategic Planning & Housing	Strategic Planning/Policy	D ATKINSON	152,510	0	0	0	152,510	0	0	0	0	0	181	1,313	0	1,806	155,810	(3,300)
10262	Market Harb Town Team Project	Strategic Planning/Policy	D ATKINSON	(3,770)	3,770	0	0	0	0	0	0	0	0	0	0	0	0	0	0
10210	Joint Strategic Planning	Strategic Planning/Policy	D ATKINSON	31,300	0	0	0	31,300	0	0	0	0	0	0	0	0	0	31,300	0
10015	Ed Strat - Potential	Economic Strategy/Development	L ELLIOTT	43,900	0	0	(2,000)	41,900	0	(6,000)	0	0	0	0	0	0	0	35,900	(6,000)
10043	S.E. Town Centre Support	Economic Strategy/Development	L ELLIOTT	40,300	0	0	0	40,300	0	0	0	0	0	41	366	0	533	41,240	940
10055	Market Hall	Economic Strategy/Development	L ELLIOTT	(45,884)	0	0	0	(45,884)	(11,000)	0	(10,300)	0	0	(1,080)	1,089	872	1,499	(64,804)	(18,920)
10065	The Square	Economic Strategy/Development	L ELLIOTT	(12,560)	0	0	0	(12,560)	(5,000)	0	0	0	0	0	0	0	0	(17,560)	(5,000)
10206	Ed Strat - Location	Economic Strategy/Development	L ELLIOTT	236,590	0	0	0	236,590	0	0	0	0	0	5,895	2,048	1,514	3,153	249,200	12,610
10069	Communication	Communication	J EVANS	198,880	0	(5,000)	0	193,880	0	0	(1,000)	0	0	(876)	1,267	1,035	1,744	196,050	(2,170)
10233	Ed Strat - Talent	CO (Planning), Eco Strategy (Tale	L ELLIOTT	20,000	0	(23,000)	0	(3,000)	0	(10,000)	0	0	0	0	0	0	0	(13,000)	(10,000)
10211	Strategic Growth Team	Planning - Growth	D ATKINSON	61,480	0	0	0	61,480	(5,200)	0	0	0	0	(309)	133	0	183	56,287	5,193
	Total			722,746	3,770	(28,000)	(2,000)	696,516	(21,200)	(16,000)	(10,300)	(1,000)	0	3,852	6,216	3,421	8,918	670,423	(26,647)

DETAILED BUDGET PAPERS 2021/22 - Strategy

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



DETAILED BUDGET PAPERS 2021/22 - Strategy

			Responsible Director	MTFS YEAR 3: 2025/26						MTFS YEAR 4: 2026/27						2027/28
Cost Centre	Cost Centre Description	Service		Previous Years Growth/ Savings	Base Budget	Growth/Savings etc		Budget for Year	Variance to Budget	Previous Years Growth/ Savings	Base Budget	Growth/Savings etc		Budget for Year	Variance to Budget	Base Budget
						BC25-T2/3 "Firm Savings"	BC25-T2/3 "More Work Needed Savings"					BC25-T2/3 "Firm Savings"	BC25-T2/3 "More Work Needed Savings"			
				£	£	£	£	£	£	£	£	£	£	£	£	£
10012	Strategic Planning & Housing	Strategic Planning/Policy	D ATKINSON	0	155,810	0	0	155,810	0	0	155,810	0	0	155,810	0	155,810
10262	Market Harb Town Team Project	Strategic Planning/Policy	D ATKINSON	0	0	0	0	0	0	0	0	0	0	0	0	0
10210	Joint Strategic Planning	Strategic Planning/Policy	D ATKINSON	0	39,530	0	0	39,530	0	0	39,530	0	0	39,530	0	39,530
10015	Ed Strat - Potential	Economic Strategy/Development	L ELLIOTT	0	35,900	0	0	35,900	0	0	35,900	0	0	35,900	0	35,900
10043	S.E. Town Centre Support	Economic Strategy/Development	L ELLIOTT	0	41,240	0	0	41,240	0	0	41,240	0	0	41,240	0	41,240
10055	Market Hall	Economic Strategy/Development	L ELLIOTT	0	(64,804)	0	0	(64,804)	0	0	(64,804)	0	0	(64,804)	0	(64,804)
10065	The Square	Economic Strategy/Development	L ELLIOTT	0	(17,560)	0	0	(17,560)	0	0	(17,560)	0	0	(17,560)	0	(17,560)
10206	Ed Strat - Location	Economic Strategy/Development	L ELLIOTT	0	249,200	0	0	249,200	0	0	249,200	0	0	249,200	0	249,200
10069	Communication	Communication	J EVANS	0	196,050	0	0	196,050	0	0	196,050	0	0	196,050	0	196,050
10233	Ed Strat - Talent	CO (Planning), Eco Strategy (Tale	L ELLIOTT	0	18,000	0	0	18,000	0	0	18,000	0	0	18,000	0	18,000
10211	Strategic Growth Team	Planning - Growth	D ATKINSON	0	56,287	0	0	56,287	0	0	56,287	0	0	56,287	0	56,287
	Total			0	709,653	0	0	709,653	0	0	709,653	0	0	709,653	0	709,653

DETAILED BUDGET PAPERS 2021/22 - Corporate & Regulatory Services

			Responsible Director	NEW BUDGET YEAR: 2022/23	MTFS YEAR 1: 2023/24	MTFS YEAR 2: 2024/25	MTFS YEAR 3: 2025/26	MTFS YEAR 4: 2026/27	2027/28
Cost Centre	Cost Centre Description	Service		Budget for Year	Budget for Year	Budget for Year	Budget for Year	Budget for Year	Base Budget
				£	£	£	£	£	£
10003	Corporate Administration	Corporate Support	L ELLIOTT	597,921	597,921	597,921	597,921	597,921	597,921
10032	Postages	Corporate Support	L ELLIOTT	40,400	40,400	40,400	40,400	40,400	40,400
10037	Corporate Printing	Corporate Support	L ELLIOTT	17,000	12,000	12,000	12,000	12,000	12,000
10051	Land Charges	Corporate Support	L ELLIOTT	(118,200)	(118,200)	(118,200)	(118,200)	(118,200)	(118,200)
10066	Performance/Change Mana	Corporate Support	L ELLIOTT	2,868	2,868	2,868	2,868	2,868	2,868
10165	Public Burials	Corporate Support	L ELLIOTT	2,500	2,500	2,500	2,500	2,500	2,500
10231	Central Stationery Store	Corporate Support	L ELLIOTT	13,100	13,100	13,100	13,100	13,100	13,100
10022	Legal Services	Legal & Democratic Support	L ELLIOTT	246,500	246,500	246,500	246,500	246,500	246,500
10072	Members Allowances & Exp	Legal & Democratic Support	L ELLIOTT	320,950	320,950	320,950	320,950	320,950	320,950
10073	Committee Servicing	Legal & Democratic Support	L ELLIOTT	161,560	161,560	161,560	161,560	161,560	161,560
10213	Smarter Services Programm	Legal & Democratic Support	L ELLIOTT	61,390	61,390	61,390	61,390	61,390	61,390
10023	Human Resources	HR & Training	C MASON	280,790	263,790	248,790	248,790	248,790	248,790
10024	Corporate & Mangmnt Train	HR & Training	C MASON	43,300	43,300	43,300	43,300	43,300	43,300
10060	Elections	Elections	L ELLIOTT	16,600	16,600	16,600	16,600	16,600	16,600
10061	Registration Of Electors	Register of Electors	L ELLIOTT	54,100	54,100	54,100	54,100	54,100	54,100
10078	Emergency Plan/ Bus Contir	Car Parking, Lightbulb etc	J EVANS	29,800	29,800	29,800	29,800	29,800	29,800
10096	Car Park Services	Car Parking, Lightbulb etc	J EVANS	(995,309)	(857,937)	(799,008)	(742,741)	(689,402)	(689,402)
10101	Hackney Carriage Licencing	Car Parking, Lightbulb etc	J EVANS	(31,800)	(31,800)	(31,800)	(31,800)	(31,800)	(31,800)
10117	On Street C.P.E	Car Parking, Lightbulb etc	J EVANS	(47,066)	(47,066)	(47,066)	(47,066)	(47,066)	(47,066)
10118	Car Parks Administration	Car Parking, Lightbulb etc	J EVANS	52,580	52,580	52,580	52,580	52,580	52,580
10119	Off Street C.P.E.	Car Parking, Lightbulb etc	J EVANS	40,523	40,523	40,523	40,523	40,523	40,523
10154	Licences	Car Parking, Lightbulb etc	J EVANS	(79,600)	(79,600)	(79,600)	(79,600)	(79,600)	(79,600)
10163	S.E.Cemeteries & Burial Gro	Facilities Mgmt - Public Rea	C MASON	15,925	15,925	15,925	15,925	15,925	15,925
10164	Closed Churchyards	Facilities Mgmt - Public Rea	C MASON	40,140	40,140	40,140	40,140	40,140	40,140
10167	Cctv	CCTV, Control Centre	C MASON	0	0	0	0	0	0
10193	Control Centre	CCTV, Control Centre	C MASON	76,390	70,390	59,390	59,390	59,390	59,390
10173	Licensing Team	Car Parking, Lightbulb etc	J EVANS	117,620	117,620	117,620	117,620	117,620	117,620
10232	Section 151 Officer	CO (151), Assets, Internal A	C MASON	118,070	118,070	118,070	118,070	118,070	118,070
10237	Corporate In Year Savings	CO (151), Assets, Internal A	C MASON	(16,000)	(16,000)	(16,000)	(16,000)	(16,000)	(16,000)
10230	Head Of Legal & Democratic	CO Legal & Democratic	L ELLIOTT	111,330	111,330	111,330	111,330	111,330	111,330
10305	External Audit	Finance	C MASON	40,000	40,000	40,000	40,000	40,000	40,000
10238	Apprentice Levy Costs	Finance	C MASON	13,600	13,600	13,600	13,600	13,600	13,600
10035	Customer Services	Customer Services	J EVANS	351,730	351,730	351,730	351,730	351,730	351,730
10104	Consultation	Customer Services	J EVANS	0	0	0	0	0	0
10302	Customer Services (2) CC	Customer Services	J EVANS	301,660	191,660	191,660	191,660	191,660	191,660
10236	Equalities & Safeguarding	Customer Services	J EVANS	33,670	33,670	33,670	33,670	33,670	33,670
10021	Chief Executives Group	Joint Chief Execitives	N PROUDFOOT/LE	3,500	3,500	3,500	3,500	3,500	3,500
10054	Lga Subscriptions	Joint Chief Execitives	N PROUDFOOT/LE	20,200	20,200	20,200	20,200	20,200	20,200
10071	Corporate Activities	Joint Chief Execitives	N PROUDFOOT/LE	0	0	0	0	0	0
10222	Old cost centre	Joint Chief Execitives	N PROUDFOOT/LE	0	0	0	0	0	0
10226	Chief Executive	Joint Chief Execitives	N PROUDFOOT/LE	166,490	166,490	166,490	166,490	166,490	166,490
10215	Deputy Chief Executive		L ELLIOTT	128,390	128,390	128,390	128,390	128,390	128,390
?????	Enforcement Cross-Cutting		J EVANS	(147,000)	(147,000)	(147,000)	(147,000)	(147,000)	(147,000)
?????	HR Cross-Cutting		C MASON	(20,000)	(22,000)	(22,000)	(22,000)	(22,000)	(22,000)
Total				2,065,622	2,062,994	2,095,923	2,152,190	2,205,529	2,205,529

DETAILED BUDGET PAPERS 2021/22 - Corporate & Regulatory Services

			Responsible Director	NEW BUDGET YEAR: 2022/23																								
Cost Centre	Cost Centre Description	Service		Previous Years Approved Base Budget	Other permanent virements	Previous Years Growth/Savings	BC25-T2/3 "Firm Savings"	BC25-T2/3 "More Work Needed Savings"	Base Budget	Growth/Savings etc												2022/23 Pay award at 1.75% (all in 10237	Other payroll changes	1.25% National insurance increase	2022/23 Scale point increment	2021/22 Pay award of 1.75%	Budget for Year	Variance to Budget
										BC25-T2/3 "Firm Savings"	BC25-T2/3 "More Work Needed Savings"	FCC Inflation at 4.84%	Inflation	Savings	Other costs	Budget Principles Change	Permanent virements	22/23 Pay award at 1.75% (all in 10237	Other payroll changes	1.25% National insurance increase	2022/23 Scale point increment							
£			£		£			£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£		
10003	Corporate Administration	Corporate Support	ELLIOTT	730,500	0	0	(60,067)	0	670,433	(72,000)	0	0	0	0	0	0	0	0	(17,733)	6,100	2,691	8,430	597,921	(72,512)				
10032	Postages	Corporate Support	ELLIOTT	47,400		0	(7,000)	0	40,400	0	0	0	0	0	0	0	0	0	0	0	0	0	40,400	0				
10037	Corporate Printing	Corporate Support	ELLIOTT	22,000		0	(5,000)	0	17,000	0	0	0	0	0	0	0	0	0	0	0	0	0	17,000	0				
10051	Land Charges	Corporate Support	ELLIOTT	(78,200)		0	(40,000)	0	(118,200)	0	0	0	0	0	0	0	0	0	0	0	0	0	(118,200)	0				
10066	Performance/Change Mana	Corporate Support	ELLIOTT	2,700		0	0	0	2,700	0	0	0	168	0	0	0	0	0	0	0	0	0	2,868	168				
10165	Public Burials	Corporate Support	ELLIOTT	2,500		0	0	0	2,500	0	0	0	0	0	0	0	0	0	0	0	0	0	2,500	0				
10231	Central Stationery Store	Corporate Support	ELLIOTT	16,100		0	(3,000)	0	13,100	0	0	0	0	0	0	0	0	0	0	0	0	0	13,100	0				
10022	Legal Services	Legal & Democratic Support	ELLIOTT	293,140		0	(52,600)	0	240,540	0	0	0	0	0	0	0	0	(3,539)	2,195	4,283	3,021	246,500	5,960					
10072	Members Allowances & Exp	Legal & Democratic Support	ELLIOTT	340,450		0	(9,500)	0	330,950	0	0	0	0	(10,000)	0	0	0	0	0	0	0	0	320,950	(10,000)				
10073	Committee Servicing	Legal & Democratic Support	ELLIOTT	194,820		0	(4,000)	0	190,820	0	(33,000)	0	0	0	0	0	0	0	(2,615)	1,529	2,731	2,095	161,560	(29,260)				
10213	Smarter Services Programm	Legal & Democratic Support	ELLIOTT	59,992		0	0	0	59,992	0	0	0	0	0	0	0	0	0	132	533	0	733	61,390	1,398				
10023	Human Resources	HR & Training	C MASON	282,450		0	(6,300)	0	276,150	2,000	0	0	0	0	0	0	0	(4,367)	2,248	1,666	3,093	280,790	4,640					
10024	Corporate & Mangmnt Train	HR & Training	C MASON	57,400		0	(14,100)	0	43,300	0	0	0	0	0	0	0	0	0	0	0	0	0	43,300	0				
10060	Elections	Elections	ELLIOTT	16,600		0	0	0	16,600	0	0	0	0	0	0	0	0	0	0	0	0	0	16,600	0				
10061	Registration Of Electors	Register of Electors	ELLIOTT	69,100		0	(15,000)	0	54,100	0	0	0	0	0	0	0	0	0	0	0	0	0	54,100	0				
10078	Emergency Plan/ Bus Contir	Car Parking, Lightbulb etc	J EVANS	29,800		0	0	0	29,800	0	0	0	0	0	0	0	0	0	0	0	0	0	29,800	0				
10096	Car Park Services	Car Parking, Lightbulb etc	J EVANS	(1,207,031)		0	(4,000)	0	(1,211,031)	0	0	126	0	0	215,596	0	0	0	0	0	0	0	(995,309)	215,722				
10101	Hackney Carriage Licencing	Car Parking, Lightbulb etc	J EVANS	(31,800)		0	0	0	(31,800)	0	0	0	0	0	0	0	0	0	0	0	0	0	(31,800)	0				
10117	On Street C.P.E	Car Parking, Lightbulb etc	J EVANS	(49,636)		0	0	0	(49,636)	0	0	0	0	(1,000)	0	0	0	(8,378)	4,158	2,068	5,722	(47,066)	2,570					
10118	Car Parks Administration	Car Parking, Lightbulb etc	J EVANS	51,440		0	0	0	51,440	0	0	0	0	0	0	0	0	(958)	455	1,017	626	52,580	1,140					
10119	Off Street C.P.E.	Car Parking, Lightbulb etc	J EVANS	47,763		0	(4,000)	0	43,763	(3,000)	0	0	0	(1,000)	0	0	0	760	0	0	0	0	40,523	(3,240)				
10154	Licences	Car Parking, Lightbulb etc	J EVANS	(79,600)		0	0	0	(79,600)	0	0	0	0	0	0	0	0	0	0	0	0	0	(79,600)	0				
10163	S.E.Cemeteries & Burial Gro	Facilities Mgmt - Public Rea	C MASON	16,581		0	0	0	16,581	0	0	1,892	(2,548)	0	0	0	0	0	0	0	0	0	15,925	(656)				
10164	Closed Churchyards	Facilities Mgmt - Public Rea	C MASON	38,570		0	0	0	38,570	0	0	1,570	0	0	0	0	0	0	0	0	0	0	40,140	1,570				
10167	Cctv	CCTV, Control Centre	C MASON	13,875		0	(300)	0	13,575	(8,000)	0	0	0	0	0	0	(5,575)	0	0	0	0	0	0	(13,575)				
10193	Control Centre	CCTV, Control Centre	C MASON	108,512		0	(36,000)	0	72,512	(17,000)	0	0	0	3	0	0	7,425	0	3,716	3,150	2,254	4,330	76,390	3,878				
10173	Licensing Team	Car Parking, Lightbulb etc	J EVANS	115,420		0	0	0	115,420	0	0	0	0	0	0	0	0	(2,156)	983	2,018	1,355	117,620	2,200					
10232	Section 151 Officer	CO (151), Assets, Internal A	C MASON	114,080		0	0	0	114,080	0	0	0	0	0	0	0	(900)	0	2,619	935	0	1,336	118,070	3,990				
10237	Corporate In Year Savings	CO (151), Assets, Internal A	C MASON	(120,000)		0	0	0	(120,000)	0	0	0	0	0	0	(60,000)	0	164,000	0	0	0	0	(16,000)	104,000				
10230	Head Of Legal & Democrati	CO Legal & Democratic	ELLIOTT	108,680		0	0	0	108,680	0	0	0	0	0	0	0	0	(1,079)	952	1,467	1,310	111,380	2,650					
10305	External Audit	Finance	C MASON	40,000		0	0	0	40,000	0	0	0	0	0	0	0	0	0	0	0	0	0	40,000	0				
10238	Apprentice Levy Costs	Finance	C MASON	13,600		0	0	0	13,600	0	0	0	0	0	0	0	0	0	0	0	0	0	13,600	0				
10035	Customer Services	Customer Services	J EVANS	349,790		0	0	0	349,790	0	0	0	0	(2,100)	0	0	0	(4,336)	2,663	2,048	3,665	351,730	1,940					
10104	Consultation	Customer Services	J EVANS	0		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0				
10302	Customer Services (2) CC	Customer Services	J EVANS	414,660		(113,000)	0	0	301,660	0	0	0	0	0	0	0	0	0	0	0	0	0	301,660	0				
10236	Equalities & Safeguarding	Customer Services	J EVANS	33,020		0	0	0	33,020	0	0	0	0	0	0	0	0	(37)	289	0	398	33,670	650					
10021	Chief Executives Group	Joint Chief Execitves	N PROUDFOOT/LE	3,500		0	0	0	3,500	0	0	0	0	0	0	0	0	0	0	0	0	0	3,500	0				
10054	Lga Subscriptions	Joint Chief Execitves	N PROUDFOOT/LE	18,000		0	0	0	18,000	0	0	0	0	0	0	0	2,200	0	0	0	0	0	20,200	2,200				
10071	Corporate Activities	Joint Chief Execitves	N PROUDFOOT/LE	0		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0				
10222	Old cost centre	Joint Chief Execitves	N PROUDFOOT/LE	0		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0				
10226	Chief Executive	Joint Chief Execitves	N PROUDFOOT/LE	279,454	(118,032)	0	0	0	161,422	0	0	0	0	0	0	0	(2,200)	0	1,531	1,592	2,190	1,955	166,490	5,068				
10215	Deputy Chief Executive	ELLIOTT		0	118,032	0	0	0	118,032	0	0	0	0	0	0	0	0	0	7,789	1,081	0	1,488	128,390	10,358				
?????	Enforcement Cross-Cutting	J EVANS		0	0	0	0	0	0	(75,000)	0	0	0	(72,000)	0	0	0	0	0	0	0	0	(147,000)	(147,000)				
?????	HR Cross-Cutting	C MASON		0	0	0	0	0	0	3,000	(23,000)	0	0	0	0	0	0	0	0	0	0	0	(20,000)	(20,000)				
Total				2,365,630	0	(113,000)	(260,867)	0	1,991,763	(95,000)	(131,000)	3,588	(2,380)	(86,097)	215,596	(60,000)	950	164,000	(28,651)	28,863	24,433	39,557	2,065,622	73,859				

DETAILED BUDGET PAPERS 2021/22 - Corporate & Regulatory Services

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

DETAILED BUDGET PAPERS 2021/22 - Corporate & Regulatory Services

Cost Centre			Responsible Director	MTFS YEAR 1: 2023/24		MTFS YEAR 3: 2025/26							MTFS YEAR 4: 2026/27							2027/28
				Previous Years Growth/ Savings	Previous Years Growth/ Savings	Base Budget	Growth/Savings etc			Budget for Year	Variance to Budget	Previous Years Growth/ Savings	Base Budget	Growth/Savings etc			Budget for Year	Variance to Budget	Base Budget	
							BC25-T2/3 "Firm Savings"	BC25-T2/3 "More Work Needed"	Other re car parking income					BC25-T2/3 "Firm Savings"	BC25-T2/3 "More Work Needed"	Other re car parking income				
Cost Centre	Cost Centre Description	Service		£	£	£	£	£	£	£	£	£	£	£	£	£	£	£		
10003	Corporate Administration	Corporate Support	L ELLIOTT	0	0	597,921	0	0	0	597,921	0	0	597,921	0	0	0	597,921	0	597,921	
10032	Postages	Corporate Support	L ELLIOTT	0	0	40,400	0	0	0	40,400	0	0	40,400	0	0	0	40,400	0	40,400	
10037	Corporate Printing	Corporate Support	L ELLIOTT	0	0	12,000	0	0	0	12,000	0	0	12,000	0	0	0	12,000	0	12,000	
10051	Land Charges	Corporate Support	L ELLIOTT	0	0	(118,200)	0	0	0	(118,200)	0	0	(118,200)	0	0	0	(118,200)	0	(118,200)	
10066	Performance/Change Mana	Corporate Support	L ELLIOTT	0	0	2,868	0	0	0	2,868	0	0	2,868	0	0	0	2,868	0	2,868	
10165	Public Burials	Corporate Support	L ELLIOTT	0	0	2,500	0	0	0	2,500	0	0	2,500	0	0	0	2,500	0	2,500	
10231	Central Stationery Store	Corporate Support	L ELLIOTT	0	0	13,100	0	0	0	13,100	0	0	13,100	0	0	0	13,100	0	13,100	
10022	Legal Services	Legal & Democratic Support	L ELLIOTT	0	0	246,500	0	0	0	246,500	0	0	246,500	0	0	0	246,500	0	246,500	
10072	Members Allowances & Exp	Legal & Democratic Support	L ELLIOTT	0	0	320,950	0	0	0	320,950	0	0	320,950	0	0	0	320,950	0	320,950	
10073	Committee Servicing	Legal & Democratic Support	L ELLIOTT	0	0	161,560	0	0	0	161,560	0	0	161,560	0	0	0	161,560	0	161,560	
10213	Smarter Services Programm	Legal & Democratic Support	L ELLIOTT	0	0	61,390	0	0	0	61,390	0	0	61,390	0	0	0	61,390	0	61,390	
10023	Human Resources	HR & Training	C MASON	0	0	248,790	0	0	0	248,790	0	0	248,790	0	0	0	248,790	0	248,790	
10024	Corporate & Mangmnt Train	HR & Training	C MASON	0	0	43,300	0	0	0	43,300	0	0	43,300	0	0	0	43,300	0	43,300	
10060	Elections	Elections	L ELLIOTT	0	0	16,600	0	0	0	16,600	0	0	16,600	0	0	0	16,600	0	16,600	
10061	Registration Of Electors	Register of Electors	L ELLIOTT	0	0	54,100	0	0	0	54,100	0	0	54,100	0	0	0	54,100	0	54,100	
10078	Emergency Plan/ Bus Contr	Car Parking, Lightbulb etc	J EVANS	0	0	29,800	0	0	0	29,800	0	0	29,800	0	0	0	29,800	0	29,800	
10096	Car Park Services	Car Parking, Lightbulb etc	J EVANS	0	0	(799,008)	0	0	56,267	(742,741)	56,267	0	(742,741)	0	0	53,339	(689,402)	53,339	(689,402)	
10101	Hackney Carriage Licencing	Car Parking, Lightbulb etc	J EVANS	0	0	(31,800)	0	0	0	(31,800)	0	0	(31,800)	0	0	0	(31,800)	0	(31,800)	
10117	On Street C.P.E	Car Parking, Lightbulb etc	J EVANS	0	0	(47,066)	0	0	0	(47,066)	0	0	(47,066)	0	0	0	(47,066)	0	(47,066)	
10118	Car Parks Administration	Car Parking, Lightbulb etc	J EVANS	0	0	52,580	0	0	0	52,580	0	0	52,580	0	0	0	52,580	0	52,580	
10119	Off Street C.P.E.	Car Parking, Lightbulb etc	J EVANS	0	0	40,523	0	0	0	40,523	0	0	40,523	0	0	0	40,523	0	40,523	
10154	Licences	Car Parking, Lightbulb etc	J EVANS	0	0	(79,600)	0	0	0	(79,600)	0	0	(79,600)	0	0	0	(79,600)	0	(79,600)	
10163	S.E.Cemeteries & Burial Gro	Facilities Mgmt - Public Res	C MASON	0	0	15,925	0	0	0	15,925	0	0	15,925	0	0	0	15,925	0	15,925	
10164	Closed Churchyards	Facilities Mgmt - Public Res	C MASON	0	0	40,140	0	0	0	40,140	0	0	40,140	0	0	0	40,140	0	40,140	
10167	Cctv	CCTV, Control Centre	C MASON	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
10193	Control Centre	CCTV, Control Centre	C MASON	0	0	59,390	0	0	0	59,390	0	0	59,390	0	0	0	59,390	0	59,390	
10173	Licensing Team	Car Parking, Lightbulb etc	J EVANS	0	0	117,620	0	0	0	117,620	0	0	117,620	0	0	0	117,620	0	117,620	
10232	Section 151 Officer	CO (151), Assets, Internal A	C MASON	0	0	118,070	0	0	0	118,070	0	0	118,070	0	0	0	118,070	0	118,070	
10237	Corporate In Year Savings	CO (151), Assets, Internal A	C MASON	0	0	(16,000)	0	0	0	(16,000)	0	0	(16,000)	0	0	0	(16,000)	0	(16,000)	
10230	Head Of Legal & Democratic	CO Legal & Democratic	L ELLIOTT	0	0	111,330	0	0	0	111,330	0	0	111,330	0	0	0	111,330	0	111,330	
10305	External Audit	Finance	C MASON	0	0	40,000	0	0	0	40,000	0	0	40,000	0	0	0	40,000	0	40,000	
10238	Apprentice Levy Costs	Finance	C MASON	0	0	13,600	0	0	0	13,600	0	0	13,600	0	0	0	13,600	0	13,600	
10035	Customer Services	Customer Services	J EVANS	0	0	351,730	0	0	0	351,730	0	0	351,730	0	0	0	351,730	0	351,730	
10104	Consultation	Customer Services	J EVANS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
10302	Customer Services (2) CC	Customer Services	J EVANS	(110,000)	0	191,660	0	0	0	191,660	0	0	191,660	0	0	0	191,660	0	191,660	
10236	Equalities & Safeguarding	Customer Services	J EVANS	0	0	33,670	0	0	0	33,670	0	0	33,670	0	0	0	33,670	0	33,670	
10021	Chief Executives Group	Joint Chief Execitives	N PROUDFOOT/L E	0	0	3,500	0	0	0	3,500	0	0	3,500	0	0	0	3,500	0	3,500	
10054	Lga Subscriptions	Joint Chief Execitives	N PROUDFOOT/L E	0	0	20,200	0	0	0	20,200	0	0	20,200	0	0	0	20,200	0	20,200	
10071	Corporate Activities	Joint Chief Execitives	N PROUDFOOT/L E	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
10222	Old cost centre	Joint Chief Execitives	N PROUDFOOT/L E	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
10226	Chief Executive	Joint Chief Execitives	N PROUDFOOT/L E	0	0	166,490	0	0	0	166,490	0	0	166,490	0	0	0	166,490	0	166,490	
10215	Deputy Chief Executive		L ELLIOTT	0	0	128,390	0	0	0	128,390	0	0	128,390	0	0	0	128,390	0	128,390	
????	Enforcement Cross-Cutting		J EVANS	0	0	(147,000)	0	0	0	(147,000)	0	0	(147,000)	0	0	0	(147,000)	0	(147,000)	
????	HR Cross-Cutting		C MASON	0	0	(22,000)	0	0	0	(22,000)	0	0	(22,000)	0	0	0	(22,000)	0	(22,000)	
	Total			(110,000)	0	2,095,923	0	0	56,267	2,152,190	56,267	0	2,152,190	0	0	53,339	2,205,529	53,339	2,205,529	

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

			Responsible Director	NEW BUDGET YEAR: 2022/23	MTFS YEAR 1: 2023/24	MTFS YEAR 2: 2024/25	MTFS YEAR 3: 2025/26	MTFS YEAR 4: 2026/27	2027/28
Cost Centre	Cost Centre Description	Service		Budget for Year	Budget for Year	Budget for Year	Budget for Year	Budget for Year	Base Budget
				£	£	£	£	£	£
10509	Central Items - Contingency	Finance	C MASON	0	0	0	0	0	0
Nominal	Inflation - Pay - Services 2 NCS	Corporate - Finance	C MASON	0	189,462	378,188	629,487	887,069	887,069
Nominal	Inflation - Pay to Capital Fin	Corporate - Finance	C MASON	0	10,950	25,769	25,769	25,769	25,769
Nominal	Inflation - Services	Corporate - Finance	C MASON	0	0	0	0	0	0
Nominal	Inflation - Employer Oncosts	Corporate - Finance	CMASON	0	0	0	0	0	0
Nominal	Inflation - FCC	Operational Services	J EVANS	130,727	404,673	626,988	863,919	1,097,686	1,097,686
Nominal	FCC 5% Escalator for Potential Govt Changes to Waste	Operational Services	J EVANS	0	0	0	269,969	549,146	549,146
Nominal	Target Operating Model Service Efficiency	Operational Services	L ELLIOTT	(353,000)	(360,060)	(360,060)	(369,062)	(378,288)	(378,288)
Nominal	Shared Service; DM Support	Operational Services	D ATKINSON	(94,000)	(127,500)	(127,500)	(130,688)	(133,955)	(133,955)
	<b>Total</b>			<b>(316,273)</b>	<b>117,525</b>	<b>543,385</b>	<b>1,289,395</b>	<b>2,047,427</b>	<b>2,047,427</b>

DETAILED BUDGET PAPERS 2021/22 - Contingency & Inflationary Provisions

			Responsible Director	NEW BUDGET YEAR: 2022/23													
Cost Centre	Cost Centre Description	Service		Previous Years Approved Base Budget	Previous Years Growth/Savings	BC25-T2/3 "Firm Savings"	BC25-T2/3 "More Work Needed Savings"	New Base Budget	Growth/Savings etc						Budget for Year	Variance to Base Budget	
									FCC contract changes	Inflation - Pay - Services	Inflation - Pay to Capital Financing	Inflation - Employer Oncosts	Target Operating Model Service Efficiency	Shared Service; DM Support			
				£	£			£	£	£	£	£	£		£	£	
10509	Central Items - Contingency	Finance	C MASON	0	0	0	0	0	0	0	0	0	0	0	0	0	
Nominal	Inflation - Pay - Services 2 NCS	Corporate - Finance	C MASON	0	92,048	0	0	92,048	0	(92,048)	0	0	0	0	0	0	
Nominal	Inflation - Pay to Capital Fin	Corporate - Finance	C MASON	0	7,228	0	0	7,228	0	0	(7,228)	0	0	0	0	0	
Nominal	Inflation - Services	Corporate - Finance	C MASON	0	0	0	0	0	0	0	0	0	0	0	0	0	
Nominal	Inflation - Employer Oncosts	Corporate - Finance	CMASON	0	44,872	0	0	44,872	0	0	0	(44,872)	0	0	0	0	
Nominal	Inflation - FCC	Operational Services	J EVANS	(53,616)	74,862	0	0	21,246	109,481	0	0	0	0	0	130,727	184,343	
Nominal	FCC 5% Escalator for Potential Govt Changes to Waste	Operational Services	J EVANS	0	0	0	0	0	0	0	0	0	0	0	0	0	
Nominal	Target Operating Model Service Efficiency	Operational Services	L ELLIOTT	0	0	0	0	0	0	0	0	0	(353,000)	0	(353,000)	(353,000)	
Nominal	Shared Service; DM Support	Operational Services	D ATKINSON	0	0	0	0	0	0	0	0	0	0	(94,000)	(94,000)	(94,000)	
	Total			(53,616)	219,010	0	0	165,394	109,481	(92,048)	(7,228)	(44,872)	(353,000)	(94,000)	(316,273)	(262,657)	

DETAILED BUDGET PAPERS 2021/22 - Contingency & Inflationary Provisions

			Responsible Director	MTFS YEAR 1: 2023/24								MTFS YEAR 2: 2024/25								
				Previous Years Growth/Sa vings	Base Budget	Growth/Savings etc					Budget for Year	Variance to Base Budget	Previous Years Growth/Savin gs	Base Budget	Growth/Savings etc				Budget for Year	Variance to Base Budget
Cost Centre	Cost Centre Description	Service				FCC contract changes	Inflation - Pay - Services	Inflation - Pay to Capital Financing	Inflation - Employer Oncosts	Shared Service; DM Support					FCC contract changes	Inflation - Pay - Services	Inflation - Pay to Capital Financing	Inflation - Employer Oncosts		
				£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£
10509	Central Items - Contingency	Finance	C MASON	0	0	0	0	0	0		0	0	0	0	0	0	0	0	0	0
Nominal	Inflation - Pay - Services 2 NCS	Corporate - Finance	C MASON	139,452	139,452	0	50,010	0	0		189,462	50,010	188,726	378,188	0	0	0	0	378,188	0
Nominal	Inflation - Pay to Capital Fin	Corporate - Finance	C MASON	10,950	10,950	0	0	0	0		10,950	0	14,819	25,769	0	0	0	0	25,769	0
Nominal	Inflation - Services	Corporate - Finance	C MASON	0	0	0	0	0	0		0	0	0	0	0	0	0	0	0	0
Nominal	Inflation - Employer Oncosts	Corporate - Finance	CMASON	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Nominal	Inflation - FCC	Operational Services	J EVANS	0	130,727	273,946	0	0	0		404,673	273,946	0	404,673	222,315	0	0	0	626,988	222,315
Nominal	FCC 5% Escalator for Potential Govt Changes to Waste	Operational Services	J EVANS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Nominal	Target Operating Model Service Efficiency	Operational Services	L ELLIOTT	0	(353,000)	0	(7,060)	0	0	0	(360,060)	(7,060)		(360,060)	0	0	0	0	(360,060)	0
Nominal	Shared Service; DM Support	Operational Services	D ATKINSON	0	(94,000)	0	(1,880)	0	0	(31,620)	(127,500)	(33,500)		(127,500)	0	0	0	0	(127,500)	0
	Total			150,402	(165,871)	273,946	41,070	0	0	(31,620)	117,525	283,396	203,545	321,070	222,315	0	0	0	543,385	222,315



DETAILED BUDGET PAPERS 2021/22 - Contingency & Inflationary Provisions

			Responsible Director	MTFS YEAR 3: 2025/26								MTFS YEAR 4: 2026/27								2027/28
Cost Centre	Cost Centre Description	Service		Previous Years Growth/Savings	Base Budget	Growth/Savings etc				Budget for Year	Variance to Budget	Previous Years Growth/Savings	Base Budget	Growth/Savings etc				Budget for Year	Variance to Budget	Base Budget
						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 - Contingency	Finance	C MASON	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Nominal	Inflation - Pay - Services 2 NCS	Corporate - Finance	C MASON	0	378,188	0	251,299	0	0	629,487	251,299	0	629,487	0	257,582	0	0	887,069	257,582	887,069
Nominal	Inflation - Pay to Capital Fin	Corporate - Finance	C MASON	0	25,769	0	0	0	0	25,769	0	0	25,769	0	0	0	0	25,769	0	25,769
Nominal	Inflation - Services	Corporate - Finance	C MASON	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Nominal	Inflation - Employer Oncosts	Corporate - Finance	CMASON	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Nominal	Inflation - FCC	Operational Services	J EVANS	0	626,988	236,931	0	0	0	863,919	236,931	0	863,919	233,767	0	0	0	1,097,686	233,767	1,097,686
Nominal	FCC 5% Escalor for Potential Govt Changes to Waste	Operational Services	J EVANS	0	0	269,969				269,969	269,969	0	269,969	279,177	0	0	0	549,146	279,177	549,146
Nominal	Target Operating Model Service Efficiency	Operational Services	L ELLIOTT		(360,060)	0	(9,002)	0	0	(369,062)	(9,002)		(369,062)	0	(9,227)	0	0	(378,288)	(9,227)	(378,288)
Nominal	Shared Service; DM Support	Operational Services	D ATKINSON		(127,500)	0	(3,188)	0	0	(130,688)	(3,188)		(130,688)	0	(3,267)	0	0	(133,955)	(3,267)	(133,955)
	Total			0	543,385	506,900	239,110	0	0	1,289,395	746,010	0	1,289,395	512,944	245,088	0	0	2,047,427	758,032	2,047,427

## 3.0 CAPITAL

3.1 The detailed Capital Programme for 2022/23 to 2026/27 is shown in **Table 6 (i)** below, including the sources of finance. A detailed Unsupported Borrowing schedule is shown in **Table 6 (ii to iv)**. The revenue implication of the individual capital proposals (capital financing) for 2022/23 is £506k, increasing to £906k by 2026/27.

**Table 6 (i)**

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

Spend	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	Total Capital Programme	Funding
£	£	£	£	£			£	
<b>Capital Schemes Pre 2021/22</b>								
The Symington Building Ventilation Schemes	57,154	0	0	0			57,154	Borrowing
Market Hall Planned Maintenance	196,000	0	0	0			196,000	Borrowing
Additional CCTV (Lutterworth & Welland Park)	20,000	20,000	20,000	20,000	20,000	20,000	120,000	Borrowing
Install CCTV Cameras - Lutterworth & Welland Park	55,000						55,000	Borrowing
Harborough Innovation Centre Works	20,000	20,000	20,000	20,000	20,000	20,000	120,000	1/3 Service Charge, 2/3 Borrowing
Housing & Homelessness: Roman Way	350,000	600,000					950,000	Harborough Housing Fund / Borrowing
Housing & Homelessness: Plowman's Yard	35,428	50,000					85,428	Harborough Housing Fund / Borrowing
Market Harborough Leisure Centre (Refurbishment)	100,000	2,000,000	2,000,000	750,000	350,000	0	5,200,000	Borrowing / Receipts
Lutterworth Leisure Centre (Refurbishment)		250,000	400,000		0	0	650,000	Borrowing / Receipts
Leisure Centres PPM	50,000	100,000	0	0		50,000	200,000	Borrowing
Play Area Equipment	240,000	276,000	100,000	100,000	100,000	100,000	916,000	Borrowing / Receipts (50/50)
Lightbulb / Social Care Projects	401,264	420,000	420,000	420,000	420,000	420,000	2,501,264	Grant
Symington Rec Ground Pavilion PPM	162,000	0	0	0	0	0	162,000	Receipts
HDC Properties M&E Works	11,000	0	0	0	0	0	11,000	Borrowing
Lutterworth Country Park Open Space	38,797	0	0	0	0	0	38,797	Borrowing
Cemetery Chapel Northampton Road	0	0	50,000	0	0	0	50,000	Borrowing
S106 Schemes	1,685,295	250,000	250,000	250,000	250,000	250,000	2,935,295	Grant
Coach Parking	0	0	400,000	400,000			800,000	Capital Receipts
PCI DSS Solution	18,000						18,000	Borrowing
ICT Development / Channel Shift (Netcall)	327,467	75,000	75,000	0			477,467	Borrowing
VMWare Host & SAN expansion	70,000	0	0	0			70,000	Borrowing
Efin pdf Capture System	13,161						13,161	Revenue Funding
Transformation - Contact Centre	167,900	200,000					367,900	Revenue Funding
Transformation	68,939	0	100,000	0			168,939	Revenue Funding
Rebuild Churchyard Walls	3,797						3,797	Borrowing
Balancing Area Works	21,000						21,000	Borrowing
Naseby Square Redevelopment	15,000						15,000	Borrowing
De Verdon Road Redevelopment	60,000						60,000	Borrowing
LADS Phase 2	479,600						479,600	Grant
<b>New Capital Schemes in 2021/22</b>								
Lifeline Digital Telecare Alarms	40,000	0	0	0			40,000	Revenue Funding
Electric Charging Points	59,000	0	0	0			59,000	Borrowing / Grant
Performance & Risk Management Software	7,648	0	0	0			7,648	Borrowing
Lutterworth Town Centre Heritage Action Zone	530,000	0	0	0			530,000	LLEP Grant / Receipts
<b>Capital Projects Approved in Previous Years</b>	<b>5,303,450</b>	<b>4,261,000</b>	<b>3,835,000</b>	<b>1,960,000</b>	<b>1,160,000</b>	<b>860,000</b>	<b>17,379,450</b>	
<b>New Capital Schemes 2022/23</b>								
Frank Whittle Monument			75,000				75,000	Reserves / Borrowing / S106
The Symington Building: External Works		222,000	250,000				472,000	Borrowing
Welland Park Public Toilet Refurbishment		260,000					260,000	Borrowing / S106 (£50K) / Grant - Changing Place Toilets (£88K)
EV Charging Points (Car & Bike)		90,000					90,000	Borrowing (£22K) / External Grants (£68K)
Finance & Assets System		430,000					430,000	Transformation Reserve
New Depot					5,000,000		5,000,000	Borrowing
Cemetery: Market Harborough				1,000,000			1,000,000	S106 (£358K), Borrowing
Service Transformation: FUCR		1,500,000					1,500,000	Capital Receipts
Hybrid Democratic Virtualisation	40,000						40,000	COMF / Borrowing
Market Harborough Leisure Centre - Additional Funds			1,000,000	2,000,000	550,000	0	3,550,000	Offset by contractor contributions
Lutterworth Leisure Centre - Additional Funds			100,000	250,000			350,000	Offset by contractor contributions
<b>Total New Capital Projects</b>	<b>40,000</b>	<b>2,502,000</b>	<b>1,425,000</b>	<b>3,250,000</b>	<b>5,550,000</b>	<b>0</b>	<b>12,767,000</b>	
<b>Total Capital Plan</b>	<b>5,343,450</b>	<b>6,763,000</b>	<b>5,260,000</b>	<b>5,210,000</b>	<b>6,710,000</b>	<b>860,000</b>	<b>30,146,450</b>	
<b>Sources of Finance</b>								
LLEP (pro-rata)	453,000	0	0	0	0	0	453,000	
Better Care Fund	401,264	420,000	420,000	420,000	420,000	420,000	2,501,264	
External Funding	499,600	156,000	1,100,000	2,250,000	550,000	0	4,555,600	
S106	1,735,295	400,000	300,000	658,000	300,000	300,000	3,693,295	
Harborough Housing Fund	385,428	650,000	0	0	0	0	1,035,428	
Capital Receipts / FUCR	703,000	3,926,000	500,000	450,000	50,000	50,000	5,679,000	
Service Charge	6,000	6,000	6,000	6,000	6,000	6,000	36,000	
Direct Revenue Funding	250,000	630,000	100,000	0	0	0	980,000	
Borrowing (Internal/MRP)	909,863	575,000	2,834,000	1,426,000	5,384,000	84,000	11,212,863	
<b>Total Financing</b>	<b>5,343,450</b>	<b>6,763,000</b>	<b>5,260,000</b>	<b>5,210,000</b>	<b>6,710,000</b>	<b>860,000</b>	<b>30,146,450</b>	

Table 6 (ii)

UNSUPPORTED BORROWING - REPAYMENT SCHEDULE				Current Year	New Budget Year	Medium-Term Financial Strategy				Total		
Purpose of Loan										Payments	Outstanding	Overall
	Loan	Drawn	Yrs	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	To Date		
	£			£	£	£	£	£	£	£	£	£
Pre-2008/09 Borrowing												
Lutterworth Sports Centre	150,000	2004/05	15	0	0	0	0	0	0	150,000	0	150,000
Car Parks	228,400	2004/05	10	0	0	0	0	0	0	228,400	0	228,400
Recycling	113,500	2004/05	3	0	0	0	0	0	0	113,500	0	113,500
Car Parks	16,925	2005/06	10	3	0	0	0	0	0	16,925	0	16,925
Replacement PC's etc.	48,276	2005/06	5	0	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	0	2,607	0	2,607
E-Financials Software Licence	53,900	2005/06	5	0	0	0	0	0	0	53,900	0	53,900
Academy Software/ Licence	208,975	2005/06	4	0	0	0	0	0	0	208,975	0	208,975
Upgrade CCTV Systems	7,076	2006/07	5	(0)	0	0	0	0	0	7,076	0	7,076
Street Scene Provision	10,000	2006/07	10	0	0	0	0	0	0	10,000	0	10,000
Rebuilding Churchyard Walls	7,644	2006/07	10	(2)	0	0	0	0	0	7,644	0	7,644
Landscaping, Nelson Street	7,000	2006/07	10	0	0	0	0	0	0	7,000	0	7,000
Recreation Grants	14,000	2006/07	5	0	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	1,578	33,133	6,309	39,442
New Roof, Dunleyway Pavilion	20,353	2007/08	10	(2)	0	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	12,028	240,556	60,138	300,694
Car Parks Investment Programme	3,776	2007/08	10	3	0	0	0	0	0	3,776	0	3,776
Replacement of Play Equipment	51,639	2007/08	10	1	0	0	0	0	0	51,639	0	51,639
Street Scene Provision	10,207	2007/08	10	2	0	0	0	0	0	10,207	0	10,207
Improvements to CCTV	42,160	2007/08	5	0	0	0	0	0	0	42,160	0	42,160
Memorial Garden Gates	4,210	2007/08	10	0	0	0	0	0	0	4,210	0	4,210
2nd Floor Office Refurbishment	10,000	2007/08	10	0	0	0	0	0	0	10,000	0	10,000
Virtual Server Replacement	52,730	2007/08	5	0	0	0	0	0	0	52,730	0	52,730
Voice Recording Facility	19,050	2007/08	10	0	0	0	0	0	0	19,050	0	19,050
Rebuilding Churchyard Walls	10,765	2007/08	10	4	0	0	0	0	0	10,765	0	10,765
New Franking Machine	6,200	2007/08	3	0	0	0	0	0	0	6,200	0	6,200
Pre-2008/09 Borrowing	1,439,529			13,612	13,605	13,605	13,605	13,605	13,605	1,373,081	66,448	1,439,529
2008/09 Borrowing												
Renovation Grants & Disabled Facilities etc.	341,910	2008/09	25	13,676	13,676	13,676	13,676	13,676	13,676	259,851	82,059	341,910
Improvements to CCTV	8,700	2008/09	5	0	0	0	0	0	0	8,700	0	8,700
Virtual Server Replacement	4,702	2008/09	5	(1)	0	0	0	0	0	4,702	0	4,702
Car Parks Investment Programme	515,349	2008/09	10	1	0	0	0	0	0	515,349	0	515,349
Recreation Grants	31,550	2008/09	5	0	0	0	0	0	0	31,550	0	31,550
Unidentified balancing requirement	281,061	2009/10	10	(1)	0	0	0	0	0	281,061	0	281,061
Adjustment to Balancing requirement	(45,696)	2010/11	9	3	0	0	0	0	0	(45,696)	0	(45,696)
2008/09 Borrowing	2,577,105			27,290	27,282	27,282	27,282	27,282	27,282	2,428,598	148,507	2,577,105
2009/10 Borrowing												
Replacement of Play Equipment	183,423	2009/10	10	(3)	0	0	0	0	0	183,423	0	183,423
St Nicholas churchyard wall	32,330	2009/10	10	0	0	0	0	0	0	32,330	0	32,330
Churchyard walls	18,791	2009/10	10	(1)	0	0	0	0	0	18,791	0	18,791
St Wilfred's churchyard wall	17,072	2009/10	10	(2)	0	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	2,982	53,667	20,871	74,538
Disabled facilities	231,336	2009/10	25	9,253	9,253	9,253	9,253	9,253	9,253	166,562	64,774	231,336
2009/10 Borrowing	3,134,595			39,519	39,517	39,517	39,517	39,517	39,517	2,900,444	234,151	3,134,595
2010/11 Borrowing												
Disabled Facilities Grants	264,196	2010/11	25	10,568	10,568	10,568	10,568	10,568	10,568	179,650	84,546	264,196
2010/11 Borrowing	3,398,791			50,087	50,085	50,085	50,085	50,085	50,085	3,080,094	318,697	3,398,791
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	0	189,996	0	189,996
Bellfields Skate Park Floodlighting	12,680	2011/12	10	0	0	0	0	0	0	12,680	0	12,680
2011/12 Borrowing	3,601,467			62,754	62,751	62,751	62,751	62,751	50,085	3,282,770	318,697	3,601,467
2012/13 Borrowing												
Holistic Dry Recycling	958,925	2012/13	15	63,928	63,928	63,928	63,928	63,928	63,928	958,925	0	958,925
Redevelopment of Council Headquarters (incl Decant)	1,054,509	2012/13	25	42,180	42,180	42,180	42,180	42,180	42,180	632,705	421,804	1,054,509
Market Hall Improvements	7,875	2012/13	25	315	315	315	315	315	315	4,725	3,150	7,875
Repairs to Scraptoft Closed Churchyard Wall	18,260	2012/13	25	730	730	730	730	730	730	10,956	7,304	18,260
Footway Resurfacing, St Cuthberts Churchyard	9,850	2012/13	20	493	493	493	493	493	493	7,388	2,463	9,850
All Saints, Theddingworth Churchyard Wall	13,589	2012/13	25	544	544	544	544	544	544	8,153	5,436	13,589
St Wilfrid's Kibworth Churchyard Wall	0	2012/13	25	0	0	0	0	0	0	0	0	0
Call Centre Lifeline Equipment Upgrade	38,700	2012/13	5	0	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	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	1,954	29,305	19,536	48,841
Disabled Facilities Grants	57,310	2012/13	25	2,292	2,292	2,292	2,292	2,292	2,292	34,386	22,924	57,310
2012/13 Borrowing	5,857,989			175,190	175,187	175,187	175,187	175,187	162,521	5,056,676	801,313	5,857,989
2013/14 Borrowing												
Holistic Dry Recycling	(1,881)	2013/14	15	(125)	(125)	(125)	(125)	(125)	(125)	(1,756)	(125)	(1,881)
Redevelopment of Council Headquarters	1,529,989	2013/14	25	61,200	61,200	61,200	61,200	61,200	61,200	856,794	673,195	1,529,989
Replacement of Play Equipment	49,734	2013/14	10	4,973	4,973	0	0	0	0	49,734	0	49,734
St Wilfrid's Kibworth Churchyard Wall	38,384	2013/14	25	1,535	1,535	1,535	1,535	1,535	1,535	21,495	16,889	38,384
Rebuild Churchyard Walls	409	2013/14	25	16	16	16	16	16	16	229	180	409
Market Hall Improvements	449,717	2013/14	25	17,989	17,989	17,989	17,989	17,989	17,989	251,842	197,875	449,717
Call Centre Lifeline Equipment Upgrade	11,299	2013/14	5	0	0	0	0	0	0	11,299	0	11,299
Website / portals	29,200	2013/14	5	0	0	0	0	0	0	29,200	0	29,200
Bar Coding (Efinancials)	18,325	2013/14	5	0	0	0	0	0	0	18,325	0	18,325
Harborough Innovation Centre	58,843	2013/14	25	2,354	2,354	2,354	2,354	2,354	2,354	25,891	32,952	58,843
Private Sector Renewal Loans & Grants	12,297	2013/14	25	492	492	492	492	492	492	5,411	6,886	12,297
Disabled Facilities Grants	172,744	2013/14	25	6,910	6,910	6,910	6,910	6,910	6,910	76,007	96,737	172,744
2013/14 Borrowing	8,227,049			270,533	270,531	265,557	265,557	265,557	252,891	6,401,147	1,825,902	8,227,049
2014/15 Borrowing												
Redevelop Orchard Rd Car Park, Broughton Astley	2,421	2014/15	10	242	242	242	0	0	0	2,421	0	2,421
Relocation of HDC Offices	1,339	2014/15	25	54	54	54	54	54	54	696	643	1,339
Relocation / development of Museum & Library	26,176	2014/15	25	1,047	1,047	1,047	1,047	1,047	1,047	13,612	12,564	26,176
Redevelopment of Council Headquarters	55,644	2014/15	25	2,226	2,226	2,226	2,226	2,226	2,226	28,935	26,709	55,644
Resurface Fox Yard	13,137	2014/15	10	1,314	1,314	1,314	0	0	0	13,137	0	13,137
St Peter, Leire - Churchyard Wall Repairs	186	2014/15	25	7	7	7	7	7	7	97	89	186
Northampton Rd Cemetery - Resurface Footways	77,754	2014/15	10	7,775	7,775	7,775	0	0	0	77,754	0	77,754
All Saints, Theddingworth Churchyard Wall	126	2014/15	25	5	5	5	5	5	5	66	60	126
Replacement of Play Equipment	44,418	2014/15	10	4,442	4,442	4,442	0	0	0	44,418	0	44,418
St Wilfrid's Kibworth Churchyard Wall	6,323	2014/15	25	253	253	253	253	253	253	3,288	3,035	6,323
Rebuild Churchyard Walls	10,312	2014/15	25	412	412	412	412	412	412	5,362	4,950	10,312
War Memorial - St Wilfrids, Kibworth	1,888	2014/15	25	76	76	76	76	76	76	982	906	1,888
Market Hall Improvements	22,212	2014/15	25	888	888	888	888	888	888	11,550	10,662	22,212
Relocation of Lutterworth CCTV	12,900	2014/15	5	0	0	0	0	0	0	12,900	0	12,900
All Saints, Billesdon Churchyard Wall	17,334	201										

Table 6 (iii)

UNSUPPORTED BORROWING - REPAYMENT SCHEDULE				Current Year	New Budget	Medium-Term Financial Strategy				Total		
Purpose of Loan	Loan £	Drawn	Yrs	2021/22 £	2022/23 £	2023/24 £	2024/25 £	2025/26 £	2026/27 £	Payments To Date	Outstanding £	Overall Payments £
<b>2015/16 Borrowing</b>												
Redevelop Orchard Rd Car Park, B.Astley	109,269	2015/16	10	10,927	10,927	10,927	10,927	0	0	109,269	0	109,269
Development of Council Headquarters	17,501	2015/16	25	700	700	700	700	700	700	8,400	9,101	17,501
The Symington Building Improved Access (lift)	17,918	2015/16	10	1,792	1,792	1,792	1,792	0	0	17,918	0	17,918
St Peter, Leire - Churchyard Wall Repairs	18,240	2015/16	25	730	730	730	730	730	730	8,755	9,485	18,240
Play Area Refurbishment	19,613	2015/16	10	1,961	1,961	1,961	1,961	0	0	19,613	0	19,613
Repairs to Wall - St Wilfrid's Kibworth	(1,660)	2015/16	25	(66)	(66)	(66)	(66)	(66)	(66)	(797)	(863)	(1,660)
Closed Churchyards Boundary Wall Repairs	18,288	2015/16	25	732	732	732	732	732	732	8,778	9,510	18,288
Market - Redevelopment Works	(2,268)	2015/16	25	(91)	(91)	(91)	(91)	(91)	(91)	(1,089)	(1,179)	(2,268)
Flood Wall & Piling - Commons Car Park	5,234	2015/16	25	209	209	209	209	209	209	2,512	2,722	5,234
Private Sector Renewal Loans & Grants	266	2015/16	25	11	11	11	11	11	11	128	138	266
Disabled Facility Grant	142,659	2015/16	25	5,706	5,706	5,706	5,706	5,706	5,706	68,476	74,183	142,659
<b>2015/16 Borrowing</b>	<b>9,327,272</b>			<b>328,475</b>	<b>328,472</b>	<b>323,499</b>	<b>309,726</b>	<b>295,046</b>	<b>282,379</b>	<b>7,139,577</b>	<b>2,187,695</b>	<b>9,327,272</b>
<b>2016/17 Borrowing</b>												
Car Parks Planned Maintenance	7,856	2016/17	10	786	786	786	786	786	0	7,856	0	7,856
Redevelop Orchard Rd Car Park, B.Astley	(2,625)	2015/16	10	(263)	(263)	(263)	(263)	(263)	0	(2,625)	0	(2,625)
The Symington Building Roofing Works - Rear Wing	87,870	2016/17	25	3,515	3,515	3,515	3,515	3,515	3,515	38,663	49,207	87,870
Redevelop Council Headquarters	32,442	2016/17	25	1,298	1,298	1,298	1,298	1,298	1,298	14,274	18,168	32,442
The Symington Building Improved Access (Lift Replace)	27,311	2016/17	10	2,731	2,731	2,731	2,731	2,731	0	27,311	0	27,311
Play Area Refurbishment	6,597	2016/17	10	660	660	660	660	660	0	6,597	0	6,597
Closed Churchyards Boundary Wall Repairs	11,795	2016/17	25	472	472	472	472	472	472	5,190	6,605	11,795
Market Hall - Boiler Replacements	1,387	2016/17	10	139	139	139	139	139	0	1,387	0	1,387
ICT Transformation Programme	11,802	2016/17	5	0	0	0	0	0	0	11,802	0	11,802
Website Portals	3,694	2016/17	5	0	0	0	0	0	0	3,694	0	3,694
Harborough Innovation Centre - Café	688	2016/17	10	69	69	69	69	69	0	688	0	688
Harborough Innovation Centre - Draught Lobby	1,478	2016/17	10	148	148	148	148	148	0	1,478	0	1,478
Property Appreciation Loan - 28 Patrick Street	11,696	2016/17	25	468	468	468	468	468	468	5,146	6,550	11,696
Disabled Facility Grant	157,710	2016/17	25	6,308	6,308	6,308	6,308	6,308	6,308	69,392	88,318	157,710
<b>2016/17 Borrowing</b>	<b>9,686,973</b>			<b>344,804</b>	<b>344,802</b>	<b>339,828</b>	<b>326,055</b>	<b>311,375</b>	<b>294,440</b>	<b>7,330,431</b>	<b>2,356,542</b>	<b>9,686,973</b>
<b>2017/18 Working Budget</b>												
Car Parking Strategy (Replace machines etc)	156,163	2017/18	5	31,233	0	0	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	2,544	25,442	0	25,442
Kings Head Place Car Park Resurfacing	18,027	2017/18	10	1,803	1,803	1,803	1,803	1,803	1,803	18,027	0	18,027
The Symington Building External Signage	993	2017/18	5	199	0	0	0	0	0	993	0	993
Closed Churchyards Boundary Wall Repairs	16,657	2017/18	25	666	666	666	666	666	666	6,663	9,994	16,657
Market Hall - Boiler Replacements	32,255	2017/18	10	3,226	3,226	3,226	3,226	3,226	3,226	32,255	0	32,255
Flood Wall & Piling - Commons Car Park	6,378	2017/18	25	255	255	255	255	255	255	2,551	3,827	6,378
Efin Upgrade Incorp Collab Planning	(12,841)	2017/18	5	(2,568)	0	0	0	0	0	(12,841)	0	(12,841)
ICT Hardware Refresh	65,098	2017/18	5	13,020	0	0	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	8,630	86,299	0	86,299
Harborough Innovation Centre - Draught Lobby	18,002	2017/18	10	1,800	1,800	1,800	1,800	1,800	1,800	18,002	0	18,002
Move On Space	145,772	2017/18	25	5,831	5,831	5,831	5,831	5,831	5,831	58,309	87,463	145,772
Private Sector Renewal Loans & Grants	10,422	2017/18	25	417	417	417	417	417	417	4,169	6,253	10,422
Disabled Facility Grant	903	2017/18	25	36	36	36	36	36	36	361	542	903
<b>2017/18 Working Budget</b>	<b>10,256,543</b>			<b>411,895</b>	<b>370,010</b>	<b>365,036</b>	<b>351,263</b>	<b>336,583</b>	<b>319,648</b>	<b>7,791,922</b>	<b>2,464,621</b>	<b>10,256,543</b>
<b>2018/19 Working Budget</b>												
Coach Parking	55,380	2018/19	10	5,538	5,538	5,538	5,538	5,538	5,538	49,842	5,538	55,380
Play Area Refurbishment	105,750	2018/19	10	10,575	10,575	10,575	10,575	10,575	10,575	95,175	10,575	105,750
Move On Space	2,736,027	2018/19	25	109,441	109,441	109,441	109,441	109,441	109,441	984,970	1,751,057	2,736,027
Garage Site Redevelop - Naseby Square	29,505	2018/19	25	1,180	1,180	1,180	1,180	1,180	1,180	10,622	18,883	29,505
<b>2018/19 Working Budget</b>	<b>13,183,205</b>			<b>538,629</b>	<b>496,744</b>	<b>491,770</b>	<b>477,997</b>	<b>463,317</b>	<b>446,382</b>	<b>8,932,530</b>	<b>4,250,675</b>	<b>13,183,205</b>
<b>2019/20 Working Budget</b>												
Car Parks	117,218	2019/20	10	11,722	11,722	11,722	11,722	11,722	11,722	93,774	23,444	117,218
Electric Car Charging Points	10,273	2019/20	5	2,055	2,055	2,055	0	0	0	10,273	0	10,273
External Signage Symington Bldg	59,983	2019/20	5	11,997	11,997	11,997	0	0	0	59,983	0	59,983
Planned Maintenance	44,317	2019/20	10	4,432	4,432	4,432	4,432	4,432	4,432	35,454	8,863	44,317
Countryside Park, Lutt.	4,250	2019/20	10	425	425	425	425	425	425	3,400	850	4,250
Replacement Of Play Equipment	39,957	2019/20	10	3,996	3,996	3,996	3,996	3,996	3,996	31,965	7,991	39,957
Leisure Centres Landlord Repair Obligat	80,596	2019/20	10	8,060	8,060	8,060	8,060	8,060	8,060	64,477	16,119	80,596
Leisure Equipment Purchase	35,234	2019/20	5	7,047	7,047	7,047	0	0	0	35,234	0	35,234
Harborough Market Hall	3,650	2019/20	10	365	365	365	365	365	365	2,920	730	3,650
Ict Development/ Channel Shift	121,262	2019/20	5	24,252	24,252	24,252	0	0	0	121,262	0	121,262
Ict Development/ Channel Shift	38,671	2019/20	5	7,734	7,734	7,734	0	0	0	38,671	0	38,671
Ict Development/ Channel Shift	26,532	2019/20	5	5,306	5,306	5,306	0	0	0	26,532	0	26,532
Install Cctv Cameras - Harborough	17,099	2019/20	5	3,420	3,420	3,420	0	0	0	17,099	0	17,099
Hic - Car Park Extension	3,600	2019/20	25	144	144	144	144	144	144	1,152	2,448	3,600
Hic - Ict Upgrade	36,520	2019/20	5	7,304	7,304	7,304	0	0	0	36,520	0	36,520
Hic - Cafe	2,210	2019/20	25	88	88	88	88	88	88	707	1,503	2,210
Hic - Draught Lobby	4,429	2019/20	25	177	177	177	177	177	177	1,417	3,012	4,429
Planned Maintenance	8,640	2019/20	10	864	864	864	864	864	864	6,912	1,728	8,640
Harborough Grow On Centre	12,130	2019/20	25	485	485	485	485	485	485	3,881	8,248	12,130
Harborough Grow On Centre	776,651	2019/20	25	31,066	31,066	31,066	31,066	31,066	31,066	248,528	528,122	776,651
Harborough Grow On Centre	45	2019/20	25	2	2	2	2	2	2	14	31	45
Naseby Square Garage Site Redevelopment	1,045,011	2019/20	25	41,800	41,800	41,800	41,800	41,800	41,800	334,403	710,607	1,045,011
De Verdon Road Development	453,454	2019/20	25	18,138	18,138	18,138	18,138	18,138	18,138	145,105	308,349	453,454
<b>2019/20 Working Budget</b>	<b>16,124,938</b>			<b>729,508</b>	<b>687,623</b>	<b>682,649</b>	<b>599,761</b>	<b>585,081</b>	<b>568,146</b>	<b>10,252,217</b>	<b>5,872,720</b>	<b>16,124,938</b>
<b>2020/21 Working Budget</b>												
Coach Parking	18,829	2020/21	25	753	753	753	753	753	753	4,519	14,310	18,829
Planned Maintenance	75,248	2020/21	10	7,525	7,525	7,525	7,525	7,525	7,525	45,149	30,099	75,248
Symington Building Mosaic Floor	30,185	2020/21	10	3,018	3,018	3,018	3,018	3,018	3,018	18,111	12,074	30,185
Tsb Ventilation Works	12,583	2020/21	10	1,258	1,258	1,258	1,258	1,258	1,258	7,550	5,033	12,583
Cementary Expansions	11,876	2020/21	25	475	475	475	475	475	475	2,850	9,026	11,876
Countryside Park, Lutt.	6,953	2020/21	10	695	695	695	695	695	695	4,172	2,781	6,953
Alternative Leisure Centre Site	15,906	2020/21	40	398	398	398	398	398	398	2,386	13,520	15,906
Leisure Centres Landlord Repair Obligat	9,730	2020/21	10	973	973	973	973	973	973	5,838	3,892	9,730
Welland Park Footpath	24,964	2020/21	10	2,496	2,496	2,496	2,496	2,496	2,496	14,978	9,986	24,964
Leisure Centre Access Road	7,372	2020/21	10	737	737	737	737	737	737	4,423	2,949	7,372
Ict Development/ Channel Shift	151,533	2020/21	5	30,307	30,307	30,307	30,307	30,307	30,307	181,839	(30,307)	151,533
Ict Hardware Refresh	14,340	2020/21	5	2,868	2,868	2,868	2,868	2,868	2,868	17,208	(2,868)	14,340
Cemetery Chapel	41,704	2020/21	10	4,170	4,170	4,170	4,170	4,170	4,170	25,023	16,682	41,704
Lifeline Digitisation	84,749	2020/21	5	16,950	16,950	16,950	16,950	16,950	16,950	101,699	(16,950)	84,749
Hic - Ict Upgrade	13,484	2020/21	5	2,697	2,697	2,697	2,697	2,697	2,697	16,181	(2,697)	13,484
Harborough Grow On Centre	221,026	2020/21	40	5,526	5,526	5,526	5,526	5,526	5,526	33,154	187,872	221,026
Naseby Square Garage Site Redevelopment	51,977	2020/										

Table 6 (iv)

UNSUPPORTED BORROWING - REPAYMENT SCHEDULE				Current Year	New Budget	Medium-Term Financial Strategy				Total		
Purpose of Loan	Loan £	Drawn	Yrs	2021/22 £	2022/23 £	2023/24 £	2024/25 £	2025/26 £	2026/27 £	Payments To Date £	Outstanding £	Overall Payments £
<b>2021/22 Working Budget</b>												
The Symington Building Ventilation Schemes	57,154	2021/22	10		5,715	5,715	5,715	5,715	5,715	28,577	28,577	57,154
Market Hall Planned Maintenance	196,000	2021/22	10		19,600	19,600	19,600	19,600	19,600	98,000	98,000	196,000
CCTV Replacements & Upgrades	75,000	2021/22	5		15,000	15,000	15,000	15,000	15,000	75,000	0	75,000
Harborough Innovation Centre Works	14,000	2021/22	10		1,400	1,400	1,400	1,400	1,400	7,000	7,000	14,000
Leisure Centres PPM	50,000	2021/22	10		5,000	5,000	5,000	5,000	5,000	20,000	30,000	50,000
HDC Properties M&E Works	11,000	2021/22	10		1,100	1,100	1,100	1,100	1,100	5,500	5,500	11,000
Lutterworth Country Park Open Space	38,797	2021/22	10		3,880	3,880	3,880	3,880	3,880	19,399	19,399	38,797
PCI DSS Solution	18,000	2021/22	3		6,000	6,000	6,000	6,000	6,000	30,000	(12,000)	18,000
ICT Development / Channel Shift	327,467	2021/22	3		109,156	109,156	109,156	109,156	109,156	545,778	(218,311)	327,467
VMWare Host & SAN expansion	70,000	2021/22	5		14,000	14,000	14,000	14,000	14,000	70,000	0	70,000
Rebuild Churchyard Walls	3,797	2021/22	10		380	380	380	380	380	1,899	1,899	3,797
Balancing Area Works	21,000	2021/22	10		2,100	2,100	2,100	2,100	2,100	10,500	10,500	21,000
Performance & Risk Management Software	7,648	2021/22	3		2,549	2,549	2,549	2,549	2,549	12,747	(5,099)	7,648
<b>2021/22 Working Budget</b>	<b>17,855,103</b>			<b>818,830</b>	<b>957,825</b>	<b>957,852</b>	<b>874,964</b>	<b>860,284</b>	<b>843,348</b>	<b>11,712,551</b>	<b>6,142,552</b>	<b>17,855,103</b>
<b>2022/23 Working Budget</b>												
CCTV Replacements & Upgrades	20,000	2022/23	5			4,000	4,000	4,000	4,000	16,000	4,000	20,000
Harborough Innovation Centre Works	14,000	2022/23	10			1,400	1,400	1,400	1,400	5,600	8,400	14,000
Leisure Centres PPM	100,000	2022/23	10			10,000	10,000	10,000	10,000	40,000	60,000	100,000
ICT Development	75,000	2022/23	3			25,000	25,000	25,000	25,000	100,000	(25,000)	75,000
The Symington Building: External Works	222,000	2022/23	40			5,550	5,550	5,550	5,550	16,650	205,350	222,000
Welland Park Public Toilet Refurbishment	122,000	2022/23	25			4,880	4,880	4,880	4,880	19,520	102,480	122,000
EV Charging Points (Car & Bike)	22,000	2022/23	5			4,400	4,400	4,400	4,400	17,600	4,400	22,000
<b>2022/23 Working Budget</b>	<b>18,430,103</b>			<b>818,830</b>	<b>957,825</b>	<b>1,007,532</b>	<b>930,194</b>	<b>915,514</b>	<b>898,578</b>	<b>11,927,921</b>	<b>6,502,182</b>	<b>18,430,103</b>
<b>2023/24 Working Budget</b>												
CCTV Replacements & Upgrades	20,000	2023/24	5				4,000	4,000	4,000	12,000	8,000	20,000
Harborough Innovation Centre Works	14,000	2023/24	10				1,400	1,400	1,400	4,200	9,800	14,000
Market Harborough Leisure Centre	2,000,000	2023/24	10				200,000	200,000	200,000	400,000	1,600,000	2,000,000
Lutterworth Leisure Centre	500,000	2023/24	10				50,000	50,000	50,000	100,000	400,000	500,000
Cemetery Chapel Northampton Road	50,000	2023/24	10				5,000	5,000	5,000	15,000	35,000	50,000
ICT Development	75,000	2023/24	5				15,000	15,000	15,000	45,000	30,000	75,000
Frank Whittle Monument	25,000	2023/24	10				2,500	2,500	2,500	7,500	17,500	25,000
The Symington Building: External Works	250,000	2023/24	40				6,250	6,250	6,250	18,750	231,250	250,000
<b>2023/24 Working Budget</b>	<b>21,364,103</b>			<b>818,830</b>	<b>957,825</b>	<b>1,007,532</b>	<b>964,344</b>	<b>1,199,664</b>	<b>1,182,728</b>	<b>12,530,371</b>	<b>8,833,332</b>	<b>21,364,103</b>
<b>2024/25 Borrowing</b>												
CCTV Replacements & Upgrades	20,000	2024/25	5					4,000	4,000	8,000	12,000	20,000
Harborough Innovation Centre Works	14,000	2024/25	10					1,400	1,400	2,800	11,200	14,000
Market Harborough Leisure Centre	750,000	2024/25	10					75,000	75,000	150,000	600,000	750,000
Lutterworth Leisure Centre	250,000	2024/25	10					25,000	25,000	50,000	200,000	250,000
New Cemetery M.H.	642,000	2024/25	40					16,050	16,050	32,100	609,900	642,000
<b>2024/25 Borrowing</b>	<b>23,040,103</b>			<b>818,830</b>	<b>957,825</b>	<b>1,007,532</b>	<b>964,344</b>	<b>1,321,114</b>	<b>1,304,178</b>	<b>12,773,271</b>	<b>10,266,832</b>	<b>23,040,103</b>
<b>2025/26 Borrowing</b>												
CCTV Replacements & Upgrades	20,000	2025/26	5						4,000	4,000	16,000	20,000
Harborough Innovation Centre Works	14,000	2025/26	10						1,400	1,400	12,600	14,000
Market Harborough Leisure Centre	350,000	2025/26	10						35,000	35,000	315,000	350,000
New Depot	5,000,000	2025/26	40						125,000	125,000	4,875,000	5,000,000
<b>2025/26 Borrowing</b>	<b>28,424,103</b>			<b>818,830</b>	<b>957,825</b>	<b>1,007,532</b>	<b>964,344</b>	<b>1,321,114</b>	<b>1,469,578</b>	<b>12,938,671</b>	<b>15,485,432</b>	<b>28,424,103</b>
<b>2026/27 Borrowing</b>												
CCTV Replacements & Upgrades	20,000	2026/27	5							0	20,000	20,000
Harborough Innovation Centre Works	14,000	2026/27	10							0	14,000	14,000
Leisure Centres PPM	50,000	2026/27	10							0	50,000	50,000
<b>2026/27 Borrowing</b>	<b>28,508,103</b>			<b>818,830</b>	<b>957,825</b>	<b>1,007,532</b>	<b>964,344</b>	<b>1,321,114</b>	<b>1,469,578</b>	<b>12,938,671</b>	<b>15,569,432</b>	<b>28,508,103</b>

## 4.0 FEES AND CHARGES

- 4.1 The Fees and Charges that will be applicable from April 2022 to March 2023 have been included in **Annex A**. These fees and charges are correct at the time of reporting but there may be changes or new charges throughout the year that will be agreed by the Portfolio Holder for Finance and the S151 Officer.

## 5.0 ROBUSTNESS OF THE 2022/23 BUDGET AND MEDIUM-TERM FINANCIAL STRATEGY (2023/24 TO 2026/27)

### 5.1 Introduction

- 5.1.1 Section 25 of the Local Government Act 2003 requires me, as the Council's Responsible Financial Officer, to report on the robustness of the 2022/23 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 2021/22 Quarter 2 Financial Performance Report is reporting a forecast overspend of £107k in respect of service expenditure. This is the first overspend that the Council has had in consecutive years. However, the main reasons for the overspend centre largely on the following:
- that the Council had not budgeted for a pay award for 2021/22, having followed the Chancellors directions when he announced in his Autumn Statement/Budget in 2020 that the wider public sector would not have a pay award in 2021/22, and
  - the Council has witnessed a significant reduction in car parking income as a consequence of the CV19 pandemic.
- 5.2.2 Over the summer of 2020, it was reported to members that the Council was facing a significant financial challenge of around £4m each year of the MTFS. To close this gap, the Council commenced a Budget Challenge process, known as “Budget Challenge 2025” (BC25) – this review was undertaken based on Zero Based Budgeting principles. The programme completed in the early summer of 2021 and achieved savings of circa £3.1m per annum by 2024/25. The results of Tranche 1 were reported to Cabinet in January 2021 and Tranches 2 and 3 in September 2021.
- 5.2.3 In addition the Council:
- continues to embed the Change Programme (formerly known as Smarter Services) and the transformational changes expected from the new ICT Strategy and the reconfiguration of Customer Services.
  - has incorporated savings following an Establishment Review, a review of the Councils operating model and a Shared-Services proposition with another Leicestershire District Council in respect of Development Management.
  - work collaboratively 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,
  - has committed to increase Council Tax by £5 for a Band D equivalent property in 2022/23; with an indicative/notional increase over the following years of the MTFS.

- continues to work with partners across Leicestershire to develop joint working arrangements in respect of a number of services; the aim being to streamline and achieve efficiencies in delivery.

5.2.4 As noted elsewhere within this report, the Council maintains a nil budget gap for the next three years in respect of the unplanned use of reserves. However, a gap does start to open from 2025/26 onwards (totalling £2.5m) which has to be met from the unplanned use of reserves. Upon reflecting on the gap identified in 2020, it is fair to say that:

- in respect of the current 2021/22 Budget & MTFS, the gap is closed (as there is no unplanned use of reserves), and
- looking at the original budget gap of £16m, a gap now totalling £2.5m, represents a reduction of 84%.

5.2.5 However, Councillors must remain mindful of this gap and ensure that there continues to be a:

- robust review of service provision and service efficiency,
- embed continuous improvement with its strategic and operational services, and
- continue to have at its core the agreed strategic principles as agreed by Cabinet in November 2021:

- A. To maintain, within expected service constraints, service expenditure within the approved net expenditure envelope.**
- B. To ensure that over the medium term, financial sustainability can be achieved.**

### 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

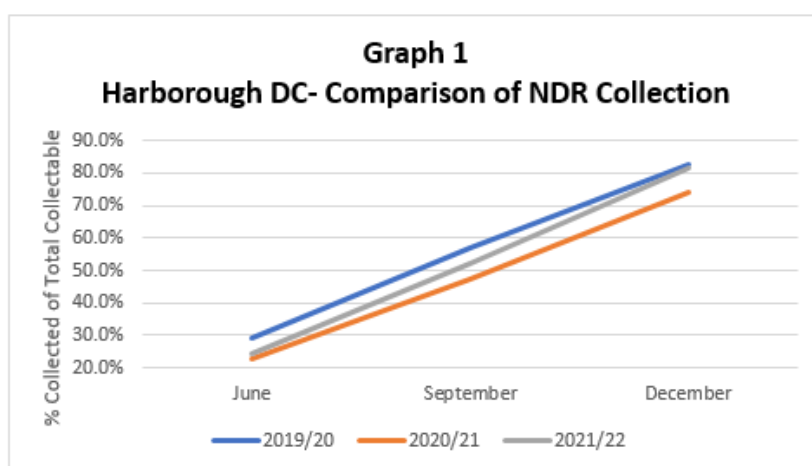
tens of millions of pounds to local businesses. This work has required considerable alternative working and some relaxation in some “business as usual” practices, i.e. debt recovery.

- 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.

5.3.3 This pressure has continued during 2021/22. Council approved additional support to its Leisure Service offer early in the year and the impact on Car Parking has been significant (as noted earlier). However, as at the end of December, collection rates for Business Rates although down 1.5% compared to 2019/20 (the last full year Pre-CV19) they were markedly better than those of 2021/22, as shown in the **Graph 1** below. In contrast however, although Council Tax collection in 2021/22 is down compared to both 2020/21 and 2019/20 (**Graph 2**), the reductions are less than for NDR. Also, comparing 2021/22 to 2019/20, unlike Business Rates, collection rates are a little worse than compared to 2020/21 – the reason for this is because the Partnership

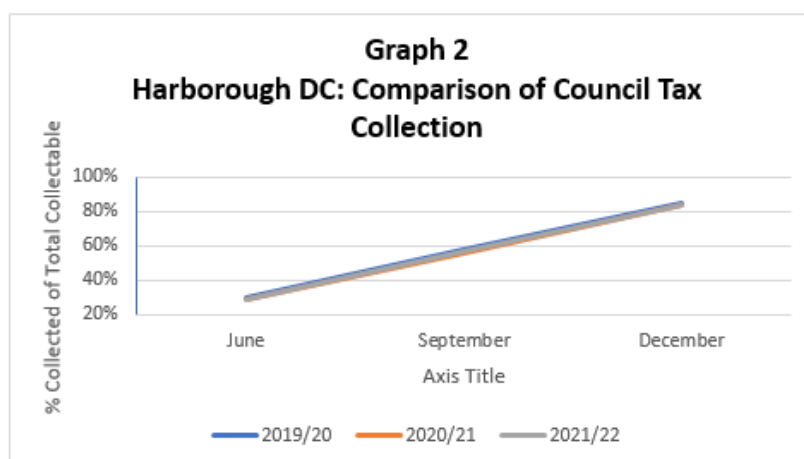
- diverted its limited resources away from Council Tax collection to administer the governments numerous business grants, whilst maintaining modest recovery in respect of NDR, and
- has also seen a reduction in court sittings,

Also, the Partnership is seeing a significant number of customers who are experiencing genuine difficulties in making payments. To help the partnership, the Council along with its partners has provided some of its New Burden’s funding associated with the governments grants scheme to provide additional resource during the Winter to Summer of 2022 period.



Harborough DC NDR Collection Rates			
Year	June	September	December
2021/22	24.2%	52.2%	81.4%
2020/21	22.5%	47.5%	74.1%
2019/20	28.9%	56.8%	82.9%
Variance Between 2021/22 and:			
2020/21	1.7%	4.7%	7.3%
2019/20	-4.7%	-4.6%	-1.5%





Harborough DC Council Tax Collection Rates			
Year	June	September	December
2021/22	28.9%	56.3%	83.5%
2020/21	28.6%	56.1%	83.6%
2019/20	29.6%	57.4%	84.7%
Variance Between 2021/22 and:			
2020/21	0.3%	0.2%	-0.1%
2019/20	-0.7%	-1.1%	-1.2%

## Public Sector Austerity – Cuts in grant funding

- 5.3.4 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 Change Programme (which now includes BC25), technological transformation via the ICT Strategy, collaborative service delivery with partners, changes to delivery models, relatively innovative approaches to financing services and exploring new investment opportunities.
- 5.3.5 Following the 2022/23 provisional settlement announced in December 2021, **Table 7** clearly shows that the core grant funding streams for the Councils MTFS and how they change from the current year (2021/22) through to the last year of the MTFS (2026/27). Some of these changes are a direct consequence of CV19 i.e. NDR increasing from £3.8m in 2021/22 to £9.2 in 2022/23; this being due to the fact that the government will be compensating local government via s.31 grant for the expected losses (due to collection) that will be recognised in the Collection Fund (itself increasing from a surplus of £10k in 2021/22 to a deficit of £5.5m in 2022/23). In respect of direct grant, the Council will encounter significant reductions over the MTFS; specifically New Homes Bonus will reduce from of £2.3m in 2022/23 to nil in 2023/24. The government has for some years been planning to undertake a review of local government funding (Fair Funding and NDR Revaluation); unfortunately, this has been delayed a number of times, but it is expected to be undertaken in 2023/24. For 2022/23, the government has again 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 £1.8m.

Comparison of "Core" Grants				Table 7		
2021/22 Budget - to - 2022/23 Budget and MTFs (2023/24 to 2026/27)						
	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000
<b>2021/22 Budget &amp; MTFs</b>						
NDR	3,757	3,779	3,802	3,825		
Revenue Support Grant	0	0	0	0		
Other General Fund Grants	134	134	134	134		
New Homes Bonus (***)	2,057	556	0	0		
Services + Lower Tier Services Grants	251	0	0	0		
<b>Total</b>	<b>6,199</b>	<b>4,469</b>	<b>3,936</b>	<b>3,959</b>	<b>0</b>	<b>0</b>
<b>2022/23 Budget &amp; MTFs</b>						
NDR (**)		9,227	4,100	4,125	4,149	4,174
Revenue Support Grant		0	0	0	0	0
Other General Fund Grants		134	134	134	134	134
New Homes Bonus (***)		2,332	0	0	0	0
Services + Lower Tier Services Grants		201	0	0	0	0
<b>Total</b>		<b>11,894</b>	<b>4,234</b>	<b>4,259</b>	<b>4,283</b>	<b>4,308</b>
<b>Variance between Grant Assumptions</b>						
NDR		5,448	298	300		
Revenue Support Grant		0	0	0		
Other General Fund Grants		0	0	0		
New Homes Bonus		1,776	0	0		
Services + Lower Tier Services Grants		201	0	0		
<b>Total</b>		<b>7,224</b>	<b>298</b>	<b>300</b>		
NDR		144.2%	7.8%	7.8%		
Revenue Support Grant		0.0%	0.0%	0.0%		
Other General Fund Grants		0.0%	0.0%	0.0%		
New Homes Bonus		319.4%	0.0%	0.0%		
Services + Lower Tier Services Grants		0.0%	0.0%	0.0%		
<b>Total</b>		<b>60.7%</b>	<b>7.0%</b>	<b>7.0%</b>		
NB. * This excludes the grants announced in 2021/22 that are, in the main, the governments response to CV19 ** 2022/23 NDR is higher due to recognition of additional s.31 grant in respect of CV19. *** New Homes Bonus legacy amounts have been known since the original award.						

## Programme of Service Review and Transformation

5.3.6 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 has undertaken a fundamental budget review, BC25, and this has generated annual savings of £3.1m by 2024/25.

5.3.7 In addition, the Council is also expecting, on a full year basis to generate savings from the:

- i. onboarding of its current Customer Services from Charnwood DC; saving £218k per annum,
- ii. undertaking a significant transformation of its ICT infrastructure and how the Council uses ICT (primarily moving to the cloud for all systems), saving £98k per annum,

- iii. developing a new “target operating model” that will generate annual savings of £353k.
- iv. reviewing its property asset holdings; this includes:
  - development of new (New Depot and Cemetery in Market Harborough) (investment of £6m). It is hoped that the New Depot will generate savings due to lower contract costs when the Waste Contract is relet in 2025/26,
  - development of existing assets (redevelopments of the Market Harborough and Lutterworth Leisure Facilities, as well as enhancing current car parking via the provision of more electrical charging points totalling £9.75m gross; with a new contractor from 2024/25 meeting some of the capital financing costs),
  - disposal of surplus (De Verdon Road that was sold in the Autumn of 2021, this achieved a new capital receipt of £4.4m) and the Naseby Square development (expected in late Winter 2022, which currently is estimated to achieve a break-even position), and
  - reviews of current holdings due to new ways of working (The Symington Building).
- v. Innovative means of financing services; in the last year this has included the adoption of a:
  - Flexible Use of Capital Receipts Strategy (identifying potential use of £1.5m of receipts to support Transformation)
  - new MRP Policy (this will save £1.3m by 2024/25).
  - review of its cash holdings, whereby it will move circa £6m from short to medium-long term investments that will generate income of in excess of £116k.

## 5.4 Governance

5.4.1 The 2019/20 Annual Governance Statement (AGS) is the last to have received an audit opinion. The Draft 2020/21 AGS was published in line with the Statutory deadline but is yet to receive an opinion by external audit. Reflecting on both the last approved and the draft AGS, the Leader and the Chief Executive consider that:

- **Governance**
  - For 2019/20 and 2020/21, the Council’s governance arrangements have remained generally consistent with previous years.
  - Of the Internal Audit reports published, no significant governance issues need to be brought to the attention of the Council.
- **Financial control**
  - Controls relating to the Councils key financial systems were reviewed during both years and 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 both years. The Audit & Standards Committee have reviewed the Councils risk register and its ongoing risk performance during the year.

- Internal Audit work is targeted upon the Council's key areas of risk and work completed in 2019/20 and 2020/21 has assessed assurances in relation to controls in some of these areas.
- **Internal control**
  - For the audits completed in 2019/20 and 2020/21, 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 21<sup>st</sup> July 2021, the Council's Head of Internal Audit reported to the Audit and Standards Committee that the assurance given for the year to 31 March 2021 is noted below. This will be reviewed and updated prior to external audit issuing their final opinion on the 2020/21 Statement of Accounts, AGS and VfM:

*Based upon the outcomes of the agreed programme of work delivered by Internal Audit during 2020/21 it is my opinion that Satisfactory Assurance can be given over the adequacy and effectiveness of the Council's control environment operating during 2020/21. This control environment comprises of the system of internal control, governance arrangements and risk management. This remains consistent with the opinions given in recent years and acknowledges areas of sound control as well as some areas of weakness requiring management action.*

*It must be noted that this general opinion is based upon the outcomes of planned audit work and does not reflect potential issues highlighted by an ongoing investigation, which may require the opinion to be revisited. It is not possible to report upon, or discuss, the findings of this work at this time, pending conclusion of the formal investigation.*

**Financial control** - Controls relating to the key financial systems which were reviewed during the year were concluded to be generally operating effectively. Some delays noted in completion of the bank reconciliations have since been rectified and procedures must be embedded effectively going forward.

*It should be noted that Internal Audit have not received any assurances over key controls operating in the delegated revenues and benefits service for 2020/21 as at the time of reporting. As such, assurance cannot currently be given in this area.*

**Risk management** - Established structures and processes for identifying, assessing, and managing risk remained consistent during 2020/21. The risk and opportunity register was subject to review throughout the financial year and was shared with the Audit and Standards Committee.

*Internal Audit work is targeted upon the Council's key areas of risk and work completed in 2020/21 has assessed assurances in relation to controls in some of the key areas highlighted on the register.*

**Governance** - During 2020/21, the Covid-19 pandemic resulted in a number of restrictions and a range of additional responsibilities placed upon the Council to drive the national response and support to local communities. During this time, Council, Executive and committee meetings have been held remotely to enable decision making to continue, in line with the Constitution.

**Internal control** - For the audits completed in 2020/21, 100% of overall audit opinions given in relation to the control environment and compliance have been of at least Satisfactory Assurance.

Action plans have been agreed to address areas of weakness. Of the recommended actions agreed, and due for implementation during the financial year, 96% have been completed by Council officers.

Internal Audit has not been made aware of any further governance, risk or internal control issues which would reduce the above opinion. No systems of controls can provide absolute assurance against material misstatement or loss, nor can Internal Audit give that assurance.

The Covid-19 pandemic has required alternative ways of working and delayed the commencement of audit fieldwork in the first half of 2020/21. During the financial year, however the vast majority of planned audit assignments have been delivered and, as such, it is my opinion that there is sufficient basis upon which to inform an opinion.

## 5.5 Risks

- 5.5.1 Because of the nature of the macro and micro environment 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 enable members to take a view on financial performance over the medium term. There will always be items that emerge after the budget has been approved, indeed budgeted items that are considered “firm” now can themselves be improved on or vice-versa; such impacts 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 takes a relatively prudent position in ensuring that it maintains its General Fund (Unallocated) Reserve at 20% of Net Expenditure.
- 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 stepped process to ensure that service savings are utilised before reserves are used to meet additional cost. Where a situation has occurred that is:

- ‘service’ specific, the
  - i. 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),
  - ii. second call for funding will be general service reductions. Such an approach will inevitably have an impact on service delivery,
  - iii. and finally, the use of General Fund reserves would be considered.
- ‘corporate’ in nature, then consideration will be given to the first and second calls (a and b), but corporate impacts are likely to be “strategic” and therefore there may be a need for General Fund reserves to be more quickly accessed, (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).

5.5.5 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, the following reserve sequence will be followed:

- General Fund (Unallocated) Reserve, and then the
- Budget Surplus Earmarked Reserve, along with the following Earmarked Reserves:
  - Commercial Investment
  - Community Economic & Infrastructure
  - Transformation
  - Projects, Risks & Smoothing

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 might face;

however, it does represent some of the more significant potential risks that the Council may 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 £2.2m. These savings cover those services reviewed as part of BC25 (Tranche 2 and 3) and other savings. 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 £650k.

##### ii. **Inflation**

With regard to:

- **Pay;** the budget for 2022/23 includes an “across the board” pay increase. Considering employer oncosts (national insurance and pension), this equates to a total cost of £9.5m; a further 1% for sensitivity equates to £95k.
- **Business Rates** (those payable by HDC); the budget for 2022/23 includes a Business Rates budget of £395k. Several of the Council’s properties 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 £20k.
- **General Inflation;** no general inflation has been included in the 2022/23 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 2022/23 assumes a net borrowing cost of £9k based on an average rate of 1.6%, between 1.12% (short-term) and 1.87% (10-year PWLB). If this rate increased by 0.25% (to 2%) the cost of borrow would increase proportionally, for sensitivity purposes a 75% impact is modelled which equates to £7k.

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

Total fees and charges are £7.5m, therefore, for sensitivity analysis a 20% loss of income from fees and charges would amount to £1.5m. The largest income streams that are susceptible to variation include:

- Planning Fees, £1.2m
- Car Parks, £1.3m (Off-Street)
- Trade Waste, £860k
- Market Hall, £363k

### iv. **Reduced income: Grants**

For 2022/23 the Councils total grant receivable is £2.7m and is expected to reduce to £134k in 2023/24; this is because:

- New Homes Bonus will reduce to Nil (£2.3m, 2022/23).
- There are no guarantees on the extension of 2022/23 Services Grant and Lower Tier Services Grant (totalling £201k).

However, for sensitivity purposes the Council is including a notional 10% reduction in the total grant receivable to reflect potential future losses (£270k).

### 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 2022/23 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 £800k growth. 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 2022/23 is £7.3m.

- 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 (£18.8m) and the safety net (£13.6m) is £5.2m; 10% sensitivity reduction will be applied giving £520k.
  - S.31, a 10% sensitivity reduction will be applied giving £730k.
- The Council is anticipating its share of the NDR Deficit to be of £5.5m (1.4.7), a 15% sensitivity will be applied giving £825k.

vi. **Failure of a Borrower**

The 2022/23 counterparty limit for lending is £8m to a single institution.

The main "borrowing" risk rests whether the lending is either on a short- or long-term basis. The £8m limit is restricted to bodies with a credit rating of F1. 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 medium to long term impacts of both Brexit and CV19 remain 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 expected to be around £2.6m; if this amount was lost and the Council had to borrow from the PWLB, at current rates this would amount to a cost of £46k. 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% (£150k) applied for sensitivity analysis.

viii. **Property Related Costs**

- **Utility Costs;** the current costs associated with utilities are £246k. These costs are managed via contract, but it is prudent to include a small sensitivity (10%) for potential increases (£25k).
- **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 £952k. A sensitivity allowance of 20% has been included, reflecting the potential for additional one-off costs (£190k).

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 2022/23 is £663k, and for
- Council Tax Support is £3.1m;

If there was a 10% increase in demand for each this would require an additional £376k (£66k and £310k respectively).

In addition, ICT is a service under considerable demand. The current budget is £641k, so if there was a 10% increase in costs this would amount to £64k.

x. **Transformation**

The Capital Programme includes £1.5m in respect of transformation. It is currently envisaged that the cost of this transformation will be met from a direct contribution from capital receipts (Flexible Use of Capital Receipts). As financing would be "capital", no sensitivity adjustment is to be made.

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 (i.e. avoiding a future “financial” structural deficit). The Council has chosen to increase by £5. An increase of £5 increase represents £366k, 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 2022/23, 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.
  - Adjustments made to reflect lower income within Car Parking, Interest and Investment Income – but no adjustment for Development Management (Development Control) as performance in 2021/22 has been better than anticipated; it is expected that this will continue into 2022/23 and subsequent years.
- 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 2022/23 Budget and Reserves**

- 5.6.1 Considering the risks noted above and the stated budget assumptions, the accumulated total “cash” risk is £5.4m. 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 2022/23, based on the likelihood of occurrence, is as follows:

- Pessimistic view, additional pressure of £2.8m
- Middle-View, additional pressure of £2m
- Optimistic View, additional pressure of £634k

Sensitivity of Risks to 2022/23 Budget & Funding Options								Table 8			
Risk Determinant		Costs Included in 2022/23 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		2,167	Savings not achieved.	30%	650	0.5	325	0.4	260	0.1	65
Inflation	Pay (incl other pay related costs)	9,460	Pay increase from 1.75% to 2.75%	1%	95	0.6	57	0.3	28	0.1	9
	Business Rates (HDC Payable)	395	Business Rates vary due to change in liability etc.	5%	20	0.6	12	0.2	4	0.2	4
	Short-Term Investment/Borrowing Costs	9	Difference between Borrowing; increased from 1.12% (short-term) to 1.87% (10 year PWLB).	75%	7	0.2	1	0.5	3	0.3	2
Reduced Income	Fees & Charges, Sales and Rents (including £500k for Car Parking Fees & Charges)	7,500	Reduction in income.	20%	1,500	0.4	600	0.5	750	0.1	150
Government Grant	Grants	2,700	Reduction in NHB following change to "needs" system and consequential redistribution.	10%	270	0.3	81	0.4	108	0.3	81
	NDR (Difference between Safety Net and Budgeted Receipts)	5,200	Reduced NDR receipts.	10%	520	0.6	312	0.3	156	0.1	52
	S.31 Grant	7,300	Reduced s.31 grant	10%	730	0.6	438	0.3	219	0.1	73
	Collection Fund NDR (Surplus)/Deficit	5,551	Collection Fund Surplus less than expected.	15%	833	0.6	500	0.3	250	0.1	83
Failure of Borrower		46	Potential cost of borrowing from PWLB.	100%	46	0.2	9	0.5	23	0.3	14
Emergency		150	Immediate use of funds in the event of a local emergency.	50%	75	0.2	15	0.5	38	0.3	23
Property Related	Utilities Property Costs	246	Cost of Utility Bills at HDC premises.	10%	25	0.3	7	0.6	15	0.1	2
	Property Maintenance and Enhancement	952	Estate property enhancement/development.	20%	190	0.8	152	0.1	19	0.1	19
Increased Demand of Services	Homelessness	663	Increase in demand.	10%	66	0.4	27	0.5	33	0.1	7
	ICT	3,100	Additional service requirement.	10%	310	0.8	248	0.1	31	0.1	31
	Council Tax Support	641	Increase in demand.	10%	64	0.4	26	0.3	19	0.3	19
Total Sensitivity				5,400		2,810		1,956		634	

## 5.7 Sensitivity of Reserves and the Impact over the Budget/MTFS (2022/23 to 2026/27)

- 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 Net Expenditure. 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 Investment.
- 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 (**Table 8**) will be compared to two sets of reserves. The detailed analysis is shown in **Table 9** and relevant commentary is shown below. These financial resilience tests assess the impact of the “modelled risks” in two stages:
- Stage 1, against the General Fund (Unallocated) Reserve (GFUA) only.
  - Stage 2, against the GFUA and some Earmarked Reserves.

Further, each stage is subdivided between an initial assessment ignoring the unplanned use of reserves and a second assessment that applies the unplanned use of reserves.

### Stage 1 – The Primary Test of Financial Resilience

- 5.7.4 The modelled risks will be compared against the *General Fund (Unallocated) Reserve only*.

As shown in **Table 9** at point:

- (1) when only the General Fund (Unallocated) Reserve (GFUA) is considered, the reserves is sufficient to meet the “Middle-Way” and “Optimistic” sensitivity options but not the “Pessimistic” option for 2022/23.

For 2023/24 and 2024/25, only the Optimistic option can be financing but thereafter no risk options can be financed.

Considering the “unlikelihood” of the Pessimistic option occurring, it is fair to conclude that the GFUA is adequate for 2022/23. However, the Council must closely watch its expenditure to ensure that it does not increase significantly; if this occurs the Council will have to divert reserves to meet the higher GFUA

need (i.e. diverting reserves from potential discretionary use to meet its stated GFUA minimum level of reserves).

- (2) Considering that the Council has achieved a nil “unplanned” reserve use for the first 3 years of the MTFS, the impact of this second test does not change the conclusions of (1) above – except the amount of reserves lost has increased significantly.

## **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 use of the Councils Earmarked Reserves to supplement the GFUA (except the CV19 Internal Recovery and the Capital & Contracts Reserves as these two reserves are in place to mitigate known risks and potential revenue-based contracts). At point:

- (3) this clearly shows that the Council would have sufficient reserves to meet all modelled risks until through to 2025/26, and in 2026/27 the assessment is showing that only the “Pessimistic” risk would not be financed. This clearly demonstrates that the proactive action taken by the Council in respect of BC25 and subsequent transformation is increasing the Councils financial resilience. However, the Council must continue with its programme of transformation to ensure that it has robust processes and practices in place to meet the future years financial challenges.
- (4) When the cumulative impact of the estimated “unplanned” contribution from reserves is considered, this broadly reflects (3) above, in that the “Middle-Way” risk is not met in 2026/27.

It should be noted that it is currently estimated that the cumulative balances for both the CV19 and Contracts Earmarked Reserves will total £1.7m in 2026/27. This will be insufficient to meet the Pessimistic risk options in (3) and (4) above (£2.2m and £4.7m) respectively - consequently, if this situation arose, the Council would be facing a s.114 report situation. However, this situation is some 4+ years from now, and both the political and professional leadership would have acted well before then to remedy this situation.

Impact of 2022/23 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	2022/23 £000			2023/24 £000			2024/25 £000			2026/26 £000			2026/27 £000		
	1	General Fund Reserve c/f (*)	2,291	2,291	2,291	(519)	335	1,657	(3,328)	(1,621)	1,022	(6,138)	(3,578)	388	(8,948)	(5,534)	(246)
			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	Pessimistic £000	Middle-Way £000	Optimistic £000
		Reduction in Reserves (in year)	2,810	1,956	634	2,810	1,956	634	2,810	1,956	634	2,810	1,956	634	2,810	1,956	634
		Estimated Reserves c/f	(519)	335	1,657	(3,328)	(1,621)	1,022	(6,138)	(3,578)	388	(8,948)	(5,534)	(246)	(11,757)	(7,490)	(881)
		- Do Reserves remain positive	No	Yes	Yes	No	No	Yes	No	No	Yes	No	No	No	No	No	No
	2	Adjusting General Fund Reserve for Estimated Contribution from Reserves															
		Cumulative Estimated Contribution from Reserves	0	0	0	0	0	0	0	0	0	551	551	551	2,513	2,513	2,513
		Estimated Reserves c/f	(519)	335	1,657	(3,328)	(1,621)	1,022	(6,138)	(3,578)	388	(9,499)	(6,085)	(797)	(14,270)	(10,003)	(3,394)
- Do Reserves remain positive		No	Yes	Yes	No	No	Yes	No	No	Yes	No	No	No	No	No	No	
Stage 2: The Secondary Test of Financial Resilience		General Fund Reserve, Budget Surplus Reserve and Un-Committed Earmarked Reserves	2020/21 £000			2021/22 £000			2022/23 £000			2023/24 £000			2023/24 £000		
	3	General Fund Reserve c/f (*)	2,291	2,291	2,291												
		Budget Surplus Reserve c/f	0	0	0												
		All Earmarked Reserves (except Covid-19 + Capital & Contract)	9,590	9,590	9,590												
			11,881	11,881	11,881	9,071	9,925	11,247	6,262	7,969	10,612	3,452	6,012	9,978	642	4,056	9,344
			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	Pessimistic £000	Middle-Way £000	Optimistic £000
	Reduction in Reserves (in year)	2,810	1,956	634	2,810	1,956	634	2,810	1,956	634	2,810	1,956	634	2,810	1,956	634	
	Estimated Reserves c/f	9,071	9,925	11,247	6,262	7,969	10,612	3,452	6,012	9,978	642	4,056	9,344	(2,167)	2,100	8,709	
	- Do Reserves remain positive	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	No	Yes	Yes	
	4	Adjusting General Fund Reserve, Budget Surplus and Non-committed Earmarked Reserves for Estimated Contribution from Reserves															
		Cumulative Estimated Contribution from Reserves	0	0	0	0	0	0	0	0	0	551	551	551	2,513	2,513	2,513
Estimated Reserves c/f		9,071	9,925	11,247	6,262	7,969	10,612	3,452	6,012	9,978	91	3,505	8,793	(4,680)	(413)	6,196	
- Do Reserves remain positive		Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	No	No	Yes	
* = The minimum level of reserves is 20% of Net 'Budgeted' Expenditure + is the reserves position as at the 31st March 2023																	

#### 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 the 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.
  - where in future years drawdowns from reserves are considered; the Council needs to be cognisant that this will reduce the available funds to meet potential financing stresses towards the end of the MTFS. However, the Council needs to take a balance approach between investing in its community and securing longer term financial security.
- ii. the Council is not self-sufficient over the medium-term in respect of “income = expenditure” as there is an “unplanned” use of reserves in the last two years of the MTFS. However, it is fair to say that in respect of its total resource availability, other than in an extreme scenario, the Council can meet its medium-term financial commitments.

5.7.8 However, the Council must continue in taking the right steps in service transformation and ensuring continuous improvement is at the centre of its operational environment. It is essential therefore both members and management take appropriate decisions as and when needed to ensure that services continue to be provided to our community over the medium-term.

### 5.8 CIPFA Resilience Index

5.8.1 Each year the Chartered Institute of Public Finance and Accountancy (CIPFA) issues its annual Resilience Index. The 2022 index, which reviews financial resilience based on the 2020/21 statement of accounts, was published on the 2<sup>nd</sup> February 2022, this is shown at **Annex B**. In summary, the index for the Council fairly represents the position of the authority as at the 31st March 2021. Since then, the BC25 programme has concluded, identifying savings of £3.1m, it has introduced the ICT Strategy and the Flexible Use of Capital Receipts Strategy and undertaken a further budgetary review that includes propositions in respect of a review of the Councils target operating model and shared services proposals.

### 5.9 Conclusion

#### **2022/23 Budget**

5.9.1 Considering all the factors noted within the “Robustness” statement in respect of 2022/23, I consider that the combination of the:



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

the budget proposed for 2022/23 should not give Members any significant concerns over the Council's financial position.

### **Medium Term Financial Strategy (2023/24 to 2026/27)**

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 is likely to continue to face a challenging financial future.

5.9.3 The Council has taken proactive action to address its budgetary concerns by undertaking the Budget Challenge 2025 programme and a number of other transformational and cost control initiatives. However, the current programme of change must continue and 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)

# ANNEX A

## FEES & CHARGES

### SCHEDULE OF CHARGES 2022/23

#### Leisure and Recreation Charges

	2021/22 £ p		Proposed 2022/23 £ p		Basis of charge
<b>LEISURE &amp; RECREATION CHARGES</b>					
<b><u>Use of Facilities @ Welland Park</u></b>					
<b>Tennis</b>					
Court per hour	Free		Free		Discretionary
<b>Netball &amp; Basketball</b>					
Schools per court	Free		Free		Discretionary
Others per court	Free		Free		Discretionary
<b>Bowls</b>					
Per player per session (inc. woods & overshoes hire)					
- morning, afternoon, evening.	7.73	* inc vat	8.11	* inc vat	Discretionary
Season Ticket	82.50	* inc vat	86.54	* inc vat	Discretionary
Bowls Club Fixtures-					
-per rink	27.33	inc vat	28.67	inc vat	Discretionary
Occasional matches-					
-per rink	27.33	inc vat	28.67	inc vat	Discretionary
Teams in Mkt. Harborough Bowls League					
- per match	27.33	inc vat	28.67	inc vat	Discretionary
*reduced to half price for children under 16, students, unemployed, senior citizens and registered disabled.					
<b><u>Hire of Sports Pitches</u></b>					
<b>Rounders</b>					
Rounders League – per season	129.10		135.43		Discretionary
<i>To mark out own pitches</i>					
<b><u>Allotments</u></b>					
Rent per plot per year					
Senior Citizens	23.82	*	24.99	*	Discretionary
Others	47.64	*	49.97	*	Discretionary
<i>12 months notice required to alter rent</i>					
<i>Half plots will attract a 50% charge</i>					

## SCHEDULE OF CHARGES 2022/23

### Cemeteries and Burial Grounds

CEMETERIES & BURIAL GROUNDS	2021/22 £ p	Proposed 2022/23 £ p	Basis of charge
<b>** Interment Monday – Friday</b>			
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.	384.00	403.00	Discretionary
Great Bowden	384.00	403.00	Discretionary
Foxton	384.00	403.00	Discretionary
Saddington	384.00	403.00	Discretionary
Great Easton	384.00	403.00	Discretionary
Blaston	384.00	403.00	Discretionary
-Double Depth Grave			
Northampton Rd.	506.00	531.00	Discretionary
Great Bowden	506.00	531.00	Discretionary
Foxton	506.00	531.00	Discretionary
Saddington	506.00	531.00	Discretionary
Great Easton	506.00	531.00	Discretionary
Blaston	506.00	531.00	Discretionary
- In an existing vault	226.00	237.00	Discretionary
Outside above hours – additional	134.00	141.00	Discretionary
Interment of cremated remains	164.00	172.00	Discretionary
Outside above hours – additional	104.00	109.00	Discretionary
Exhumation (subject to necessary approvals)	Treble Current Interment fee	Treble Current Interment fee	Discretionary
<b>** Exclusive Right of Burial</b>			
Grave 7' x 3' issued in rotation	439.00	461.00	Discretionary
Grave 7' x 3' selected in rotation	493.00	517.00	Discretionary
Grave 7' x 3' selected in reserve	548.00	575.00	Discretionary
Ashes Plot (Garden of Peace)	218.00	229.00	Discretionary
Re-assignment of Exclusive Right of Burial	56.00	59.00	Discretionary
Under 18			
Issued in Rotation - no charge for residents of the District	NIL	NIL	Discretionary
Selected in Rotation/Selected in Reserve	Normal charges apply	Normal charges apply	Discretionary
<i>Graves within childrens section are 4' x 2' 6"</i>			
<i>Ashes Plots are only available in rotation but an adjacent plot can be reserved at the time of interment. An adjacent plot purchased in reserve will be charged double fee.</i>			
<b>** Monuments</b>			
Headstones 25" to 36"	109.00	114.00	Discretionary
Headstones 13" to 24"	93.00	98.00	Discretionary
Vases up to 12"	88.00	92.00	Discretionary
Tablet in Chapel (Mkt. Harborough)	125.00	131.00	Discretionary
Memorial in Garden of Remembrance-			
12" x 12" x 15" max.	88.00	92.00	Discretionary
Additional Inscription	67.00	70.00	Discretionary
Named Rose Tree inc. 10 years maintenance	81.00	85.00	Discretionary
Replacement monument - 50% of monument fee			
<b>** Book of Remembrance</b>			
Single entry	49.00	51.00	Discretionary
Double entry	79.00	83.00	Discretionary
Treble entry	81.00	85.00	Discretionary
<b>** Cemetery Chapel</b>			
Use of Chapel	81.00	85.00	Discretionary
<b>Scattering of Cremated Remains</b>			
Adult (over 18)	21.00	22.00	Discretionary
Under 18	NIL	NIL	Discretionary
Under Turf Adult (over 18)	61.00	64.00	Discretionary
Under Turf Under 18	NIL	NIL	Discretionary
<b>Searches of Burial Registers</b>			
By appointment	14.00	15.00	Discretionary
No appointment	30.00	31.00	Discretionary
Copies of entries	14.00	15.00	Discretionary
<b>Topping Up Fee</b>			
	20.00	21.00	Discretionary

\*\* These categories are doubled for non-residents of the Harborough District.

## SCHEDULE OF CHARGES 2022/23

### Electoral Registration and Administration

ELECTORAL REGISTRATION & ADMINISTRATION		2021/22 £ p	Proposed 2022/23 £ p	Basis of charge
<b>Freedom of Information Act &amp; Environmental Information Regulations</b>				
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				
<b>Sale of Agendas</b>				
Annual Subscription				
	Development Control	available free online	available free online	Statutory
	Other Groups/Panels	available free online	available free online	Statutory
	Per Copy	available free online	available free online	Statutory
<b>Sale of Minute Books</b>				
Annual Subscription				
Single Copies				
All Minutes are available Free on the website				
<b>Register of Electors (Statutory Charges)</b>				
Full Register of electors & alterations (Paper format)				
	Standard Fee 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 plus	20.00	20.00	Statutory
	Per 1000 names or part:	1.50	1.50	Statutory
List of overseas electors (Paper format)				
	Standard Fee plus	10.00	10.00	Statutory
	Per 100 names or part:	5.00	5.00	Statutory
List of overseas electors (Data Format)				
	Standard Fee plus	20.00	20.00	Statutory
	Per 100 names or part:	1.50	1.50	Statutory
Edited Register of electors (Paper format)				
	Standard Fee plus	10.00	10.00	Statutory
	Per 1000 names or part:	5.00	5.00	Statutory
Edited Register of electors (Data Format)				
	Standard Fee plus	20.00	20.00	Statutory
	Per 1000 names or part:	1.50	1.50	Statutory
Marked register of electors (Paper format)				
	Standard Fee plus	10.00	10.00	Statutory
	Per 100 names or part:	2.00	2.00	Statutory
Marked register of electors (Data Format)				
	Standard Fee plus	20.00	20.00	Statutory
	Per 100 names or part:	1.00	1.00	Statutory
Fee for Certificate of Residency (per letter)				
	Per 100 names or part:	-	-	Statutory
<b>Local Land Charges *</b>				
Local Authority Search (incl NLIS) – one parcel of land				
	LLC1	20.00	15.00 incl VAT	Cost Recovery
	CON29R HDC Domestic	66.00	108.00 incl VAT	Cost Recovery
	CON29R HDC Commercial	66.00	150.00 incl VAT	Cost Recovery
	CON29R LCC	25.20	27.60 incl VAT	Cost Recovery
	Full Search (LLC1 = CON29R) - Domestic	111.20	150.60 incl VAT	Cost Recovery
	Full Search (LLC1 = CON29R) - Commercial	111.20	192.60 incl VAT	Cost Recovery
Each additional parcel of land up to				
	LLC1	5.00	5.00 incl VAT	Cost Recovery
	CON29 HDC	12.00	18.90 incl VAT	Cost Recovery
Part II Additional Enquiry (each)				
	Postal Search of Register	24.00	30.00 incl VAT	Cost Recovery
	NLIS Search of Register	20.00	15.00 incl VAT	Cost Recovery
	Personal Search of Land Charges Register	20.00	15.00 incl VAT	Cost Recovery
		NIL	NIL	Cost Recovery
Con29 Individual Questions				
Question no				
	4 LCC	18.00	19.20 incl VAT	Cost Recovery
	5	18.00	19.20 incl VAT	Cost Recovery
	6	18.00	19.20 incl VAT	Cost Recovery
	7	18.00	19.20 incl VAT	Cost Recovery
	8 HDC	18.00	19.20 incl VAT	Cost Recovery
	8 LCC	18.00	19.20 incl VAT	Cost Recovery
	8 Total	36.00	38.40 incl VAT	Cost Recovery
	9	18.00	19.20 incl VAT	Cost Recovery
	10	18.00	19.20 incl VAT	Cost Recovery
	11	18.00	19.20 incl VAT	Cost Recovery
	12	18.00	19.20 incl VAT	Cost Recovery
	13	18.00	19.20 incl VAT	Cost Recovery
	14	18.00	19.20 incl VAT	Cost Recovery
	15	18.00	19.20 incl VAT	Cost Recovery
	16	18.00	19.20 incl VAT	Cost Recovery
	17	18.00	19.20 incl VAT	Cost Recovery
	18	18.00	19.20 incl VAT	Cost Recovery
	19	18.00	19.20 incl VAT	Cost Recovery
	20	18.00	19.20 incl VAT	Cost Recovery
	21 LCC	18.00	19.20 incl VAT	Cost Recovery
	22 LCC	18.00	19.20 incl VAT	Cost Recovery
Administration Fee (CON29O questions only)				
		18.00	19.20 incl VAT	Cost Recovery
Expedited Search				
			36.00 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).

## SCHEDULE OF CHARGES 2022/23

### Markets

		2021/22		Proposed 2022/23		
		£ p		£ p		
MARKETS						Basis of charge
<b>Harborough Market</b>						
<u>Casual Stalls Only</u>						
Tuesday		25.00	inc vat	26.00	inc vat	Discretionary
Wednesday		20.00	inc vat	21.00	inc vat	Discretionary
Thursday		12.60	inc vat	13.00	inc vat	Discretionary
Friday		25.00	inc vat	26.00	inc vat	Discretionary
Saturday		35.00	inc vat	37.00	inc vat	Discretionary
Sunday - Regular		30.00	inc vat	31.00	inc vat	Discretionary
Sunday - Other		34.00	inc vat	36.00	inc vat	Discretionary
<b>Temporary Markets</b>						
Within the Council's Market Charter Area						
Registered Charity	Standard Fee - up to 15 stalls, per day	10.40		10.90		Discretionary
	Over 15 Stalls - per stall, per day	3.10		3.30		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)					
		31.20		32.70		Discretionary
Commercial Market	Standard Fee - up to 50 stalls, per day	208.30		218.50		Discretionary
	Over 50 Stalls - per stall, per day	3.10		3.30		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)					
		31.20		32.70		Discretionary
Non-Commercial Market	Standard Fee - up to 15 stalls, per day	26.00		27.30		Discretionary
	Over 15 Stalls - per stall, per day	3.10		3.30		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)					
		31.20		32.70		Discretionary

## SCHEDULE OF CHARGES 2022/23

### Misc. Housing Charges

	2021/22 £ p		Proposed 2022/23 £ p		Basis of charge
MISC. HOUSING CHARGES					
Lifeline Charges					
Weekly charge for monitoring of service	5.47	inc vat	5.52	inc vat	Cost recovery
Additional weekly charge for monitoring of fall detector pendants	2.40	inc vat	2.40	inc vat	Cost recovery
Set up fee for Lifeline	78.00	inc vat	102.00	inc vat	Cost recovery
Additional charge for set up of fall detector pendants	n/a		24.00	inc vat	Cost recovery
For Organisations, please contact the Lifeline service with your requirements and a quote will be supplied.					

## SCHEDULE OF CHARGES 2022/23

### Licences

	2021/22 £ p		Proposed 2022/23 £ p		Basis of charge
LICENCES					
Dangerous Wild Animals	345.00 +	Vets fees	362.00 +	Vets fees	Cost recovery
Selling of pets - New	225.00		245.00		Cost recovery
Selling of pets - Renewal	205.00		220.00		Cost recovery
Selling of pets with DWA - New	295.00		320.00		Cost recovery
Selling of pets with DWA - Renewal	275.00		295.00		Cost recovery
Hiring of Horses 1 year - New	276.00 +	Vets fees	300.00 +	Vets fees	Cost recovery
Hiring of Horses 1 year - Renewal	256.00 +	Vets fees	277.00 +	Vets fees	Cost recovery
Hiring of Horses 2 years - New	281.00 +	Vets fees	310.00 +	Vets fees	Cost recovery
Hiring of Horses 2 years - Renewal	261.00 +	Vets fees	287.00 +	Vets fees	Cost recovery
Hiring of Horses 3 years - New	286.00 +	Vets fees	320.00 +	Vets fees	Cost recovery
Hiring of Horses 3 years - Renewal	266.00 +	Vets fees	297.00 +	Vets fees	Cost recovery
Boarding of animals less than 7 - New	225.00		245.00		Cost recovery
Boarding of animals less than 7 - Renewal	205.00		220.00		Cost recovery
Boarding of animals 7 or more - New	246.00		270.00		Cost recovery
Boarding of animals 7 or more - Renewal	226.00		245.00		Cost recovery
Exhibition of animals - New	225.00		245.00		Cost recovery
Exhibition of animals - Renewal	205.00		220.00		Cost recovery
Breeding	227.00 +	Vets fees	245.00 +	Vets fees	Cost recovery
Breeding - renewal	205.00		220.00		Cost recovery
Fee for rerating establishment	120.00		125.00		Cost recovery
For any additional animal welfare licensable activity			50.00		Cost recovery
Animal welfare minor variation	30.00		35.00		Cost recovery
Animal welfare major variation	80.00		95.00		Cost recovery
Sex Establishments	890.00		985.00		Cost recovery
Acupuncture, electrolysis, skin piercing (includes ear piercing, tattooing and semi permanent make up)	225.00		259.00		Cost recovery
Hairdressing	225.00		250.00		Cost recovery
Houses In Multiple Occupation for 5 Year licence	770.00		845.00		Cost recovery
Health Certificate	120.00		125.00		Cost recovery
Food Hygiene re-rating fee	156.00		170.00		Cost recovery
Scrap Metal Dealers - New License	525.00		575.00		Cost recovery
Scrap Metal Dealers - Renewal of License	350.00		390.00		Cost recovery
Scrap Metal Dealers -Variation to License	290.00		315.00		Cost recovery
Immigration Housing Inspections	165.00		180.00		Cost recovery
Street Trading (Consent Streets):	Annual Charge		750.00		Discretionary
	Daily Charge		84.00		Discretionary
	Daily Charge		waived		Discretionary
Charities & Fund Raising	n/a		135.00		Cost recovery
Mobile Homes fit and proper person checks					Discretionary
Housing Enforcement Notice charge					
	Case by case calculation based on hourly rate of £51.00 to a max of £350.00				
	Charge to be determined for each request based on hourly rate of £52 (incl VAT)				
	Charge to be determined for each request based on hourly rate of £57				
Request for factual statement		+ £30.00 admin charge		+ £40.00 admin charge	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

## SCHEDULE OF CHARGES 2022/23

### Fixed Penalty Notices

Offence	Legislation	2021/22 £ p	Proposed 2022/23 £ p	Basis of charge
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 2014 Sch 3A Paragraph 7 (2)	80.00	80.00	Statutory
Unauthorised Distribution of Literature	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	S33 (1)(a) Environmental Protection Act 1990	400.00	400.00	Statutory
If paid within 14 days £300		300.00	300.00	Statutory
Littering from vehicles	Littering From Vehicles outside London(Keepers: Civil Penalties) Regulations 2018	150.00	150.00	Statutory

## SCHEDULE OF CHARGES 2022/23

### Misc. Health Charges

	2021/22 £ p		Proposed 2022/23 £ p	Basis of charge
<b>MISC. HEALTH CHARGES</b>				
<u>Stray Dogs</u>				
Return of seized dog	Daily Kennel Fee		Daily Kennel Fee	
	17.00 +		18.00 +	Discretionary
	prescribed fee		prescribed fee	
	25.00 +		26.00 +	Statutory
	vets fees if incurred		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>Private Water Supplies</u>				
Fees will be charged in accordance with Schedule 5 Of the Private water Supply Regs. 2009				
	-		-	Statutory
<u>Pollution Prevention and Control permits</u>				
Fees will be charged in accordance with national set levels				
<u>Domestic &amp; Bulky Refuse</u>				
Collection from domestic premises of bulky refuse	35.43		37.16	Discretionary
Replacement of standard bin	N/A	inc vat	N/A	Discretionary
Cost for delivery 140 litre bin (blue lidded, black or green)	37.76		39.61	Discretionary
Cost for delivery 180 litre black bin	49.11		51.52	Discretionary
Cost for delivery 240 litre (blue lidded, black or green)	46.96		49.26	Discretionary
Cost for delivery 360 litre bin	99.23		104.09	Discretionary
Service charge for emptying additional bin	N/A		N/A	Discretionary
Removal of a bin from a property	29.35		30.79	Discretionary
Clinical Waste Collection	Free		Free	Discretionary
<u>Garden Waste</u>				
Annual Collection Charge each 240 litre bin	55.00		55.00	Discretionary

## SCHEDULE OF CHARGES 2022/23

### Planning charges

	2021/22 £ p		Proposed 2022/23 £ p	Basis of charge
<b>PLANNING MISC. CHARGES</b>				
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)				
Meetings / Witten Advice:				
Strategic Proposal (50+ dwellings)	6,000.00	inc vat	6,294.00	inc vat
10,000+ sq m (Commercial)	6,000.00	inc vat	6,294.00	inc vat
Major Proposal (10 – 49 dwellings)	2,700.00	inc vat	2,832.30	inc vat
1,000 – 10,000 sq m (Commercial)	2,700.00	inc vat	2,832.30	inc vat
Minor Proposal (1 –3 dwellings)	300.00	inc vat	314.70	inc vat
300 – 1,000 sq m. (Commercial)	1,200.00	inc vat	1,258.80	inc vat
Minor Proposal (4-6 dwellings)	780.00	inc vat	818.22	inc vat
Minor Proposal (7-9 dwellings)	1,200.00	inc vat	1,258.80	inc vat
Householder; Extensions, outbuildings etc	79.20	inc vat	82.80	inc vat
New	Additional and follow up advice		75.00	inc vat
New	Team Leader advice required		51.00	inc vat
New	Information search to meet professional requests		51.00	inc vat
New	Planning application check request		51.00	inc vat
Application to divert a footpath or bridleway				
Fee for application (includes cost of advertising)	2,022.00		2,121.00	
Publications				
Local Plans Proposals Map	Free on website		Free on website	
Lutterworth / Mkt. Harborough Map	Free on website		Free on website	
Broughton Astley 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	
List of Planning Applications				
Per month	Free on website		Free on website	
Per year	Free on website		Free on website	



## SCHEDULE OF CHARGES 2022/23

### Legal fees

	2021/22 £ p	Proposed 2022/23 £ p	Basis of charge
<b>Legal Fees</b>			
Section 106 legal costs	1,520.00	1,593.00	Cost Recovery
Section 106 (Deed of Variation)	760.00	796.00	Cost Recovery
Property Transactions (includes Leases and Licences)	cost recovery	cost recovery	Cost Recovery

## SCHEDULE OF CHARGES 2022/23

### Street Naming and Numbering

	2021/22 £ p	Proposed 2022/23 £ p	Basis of charge
<b>STREET NAMING &amp; NUMBERING</b>			
Naming/numbering of 1 property	40.00	42.00	Discretionary
Naming /numbering of 2 to 5 properties (per property)	40.00	42.00	Discretionary
Naming/numbering of more than 5 properties	200.00 +	210.00 +	Discretionary
	£25 for each additional property	£26 for each additional property	Discretionary
Naming of new street	152.00	160.00	Discretionary
Naming/Numbering buildings of multiple occupation	40.00 +	42.00 +	Discretionary
	£25 each unit/flat within	£26 each unit/flat within	Discretionary
Rename single existing property	Nil	42.00	Discretionary
Renumber development	51.00 +	53.00 +	Discretionary
	£15 per plot	£17 per plot	Discretionary
Renaming of street	253.00 +	265.00 +	Discretionary
	Compensation	Compensation	Discretionary
Confirmation of address details	25.00	26.00	Discretionary

## SCHEDULE OF CHARGES 2022/23

### Engineering Services

	2021/22 £ p	Proposed 2022/23 £ p	Basis of charge
<b>ENGINEERING SERVICES</b>			
<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	75.10 inc vat	78.80 inc vat	Cost Recovery
Technical Services	102.70 inc vat	107.70 inc vat	Cost Recovery
Site Visit Services	129.20 inc vat	135.50 inc vat	Cost Recovery
Private Drain CCTV investigation & report	Please apply for price inc vat	Please apply for price inc vat	Cost Recovery

## SCHEDULE OF CHARGES 2022/23

### Events and Promotions

	2021/22 £ p	Proposed 2022/23 £ p	
<b>EVENTS &amp; PROMOTIONS</b>			
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 2022/23

### Hackney Carriages

	2021/22 £ p		Proposed 2022/23 £ p	
<b>Hackney Carriages &amp; Private Hire Vehicles</b>				
<i>With effect from 1 April 2015 Taxi proprietors will pay for their own Council MOT's</i>				
Vehicle Licence (annual) - New application			265.00	Cost Recovery
Hackney carriage/ private hire driver New application (3 year licence)	387.00		420.00	Cost Recovery
Hackney carriage/ private hire driver New application (DBS by 3rd party) (3 year licence)	332.00		365.00	Cost Recovery
Hackney carriage/ private hire driver Renewal (3 year licence)	295.00		320.00	Cost Recovery
Hackney carriage/ private hire driver Renewal (DBS by 3rd party) (3 year licence)	240.00		265.00	Cost Recovery
Operators Licence (5 year licence)	650.00		725.00	Cost Recovery
Operators Licence Renewal (5 year licence)	625.00		700.00	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	inc vat	35.00	Cost Recovery
Resit Knowledge test			40.00	Cost Recovery

# SCHEDULE OF CHARGES 2022/23

## Gambling Premises

		2021/22 £ p	Proposed 2022/23 £ p
<b>Premises Type</b>			
Existing Casinos	Application	5,100.00	5,100.00
	Annual Fee	3,060.00	3,060.00
	Variation Fee	2,040.00	2,040.00
	Transfer of Licence	1,377.00	1,377.00
	Re-instatement Fee	1,377.00	1,377.00
New Small Casinos	Application	8,000.00	8,000.00
	Annual Fee	5,000.00	5,000.00
	Variation Fee	4,000.00	4,000.00
	Transfer of Licence	1,800.00	1,800.00
	Re-instatement Fee	1,800.00	1,800.00
New Large Casinos	Licence Application (provisional statement holders)	3,000.00	3,000.00
	Provisional Statement Application	8,000.00	8,000.00
	Application	10,000.00	10,000.00
	Annual Fee	10,000.00	10,000.00
	Variation Fee	5,000.00	5,000.00
Regional Casinos	Transfer of Licence	2,150.00	2,150.00
	Re-instatement Fee	2,150.00	2,150.00
	Licence Application (provisional statement holders)	5,000.00	5,000.00
	Provisional Statement Application	10,000.00	10,000.00
	Application	15,000.00	15,000.00
Bingo Clubs	Annual Fee	15,000.00	15,000.00
	Variation Fee	7,500.00	7,500.00
	Transfer of Licence	6,500.00	6,500.00
	Re-instatement Fee	6,500.00	6,500.00
	Licence Application (provisional statement holders)	8,000.00	8,000.00
Tracks	Provisional Statement Application	15,000.00	15,000.00
	Application	1,040.00	3,500.00
	Annual Fee	520.00	800.00
	Variation Fee	520.00	1,750.00
	Transfer of Licence	312.00	1,200.00
Entertainment Centres (FEC)	Re-instatement Fee	312.00	1,200.00
	Licence Application (provisional statement holders)	520.00	1,200.00
	Provisional Statement Application	1,040.00	3,500.00
	Application	1,040.00	2,500.00
	Annual Fee	520.00	800.00
Adult Gaming Centres	Variation Fee	520.00	1,250.00
	Transfer of Licence	312.00	950.00
	Re-instatement Fee	312.00	950.00
	Licence Application (provisional statement holders)	520.00	950.00
	Provisional Statement Application	1,040.00	2,000.00
Betting Premises	Application	1,040.00	2,000.00
	Annual Fee	520.00	650.00
	Variation Fee	520.00	1,000.00
	Transfer of Licence	312.00	950.00
	Re-instatement Fee	312.00	950.00
Prescribed Fees	Licence Application (provisional statement holders)	520.00	950.00
	Provisional Statement Application	1,040.00	2,000.00
	Application	1,040.00	2,000.00
	Annual Fee	520.00	800.00
	Variation Fee	520.00	1,000.00
FEC Permits	Transfer of Licence	312.00	950.00
	Re-instatement Fee	312.00	950.00
	Licence Application (provisional statement holders)	520.00	950.00
	Provisional Statement Application	1,040.00	2,000.00
	Application	1,040.00	2,000.00
Prize Gaming Permits	Annual Fee	520.00	800.00
	Variation Fee	520.00	1,000.00
	Transfer of Licence	312.00	1,200.00
	Re-instatement Fee	520.00	1,200.00
	Licence Application (provisional statement holders)	1,040.00	1,200.00
Alcohol Licensed premises - 2 or less machines	Provisional Statement Application	1,000.00	2,000.00
	Application	1,040.00	3,000.00
	Annual Fee	520.00	500.00
	Variation Fee	520.00	1,500.00
	Transfer of Licence	312.00	1,200.00
Alcohol Licensed premises - more than 2 machines	Re-instatement Fee	312.00	1,200.00
	Licence Application (provisional statement holders)	520.00	1,200.00
	Provisional Statement Application	1,040.00	2,000.00
	Application	1,040.00	3,000.00
	Annual Fee	520.00	500.00
Club Gaming Permit	Variation Fee	520.00	1,500.00
	Transfer of Licence	312.00	1,200.00
	Re-instatement Fee	312.00	1,200.00
	Licence Application (provisional statement holders)	520.00	1,200.00
	Provisional Statement Application	1,040.00	3,000.00
Club Gaming Machine Permit	Change of Circumstances	51.00	51.00
	Copy of Licence	25.00	25.00
	Application	300.00	300.00
	Renewal Fee	300.00	300.00
	Change of Name	25.00	25.00
Small Lotteries Registration	Copy of Permit	15.00	15.00
	Application	301.00	301.00
	Renewal Fee	301.00	301.00
	Change of Name	25.00	25.00
	Copy of Permit	15.00	15.00
Temporary Use Notice	Application Fee	50.00	50.00
	Annual Fee	150.00	150.00
	Change of Name	50.00	50.00
	Copy of Permit	25.00	25.00
	Variation Fee	100.00	100.00
	Transfer	25.00	25.00
	Application Fee	200.00	200.00
	Annual Fee	50.00	50.00
	Renewal Fee	200.00	200.00
	Transitional Application Fee	100.00	100.00
	Copy of Permit	15.00	15.00
	Variation Fee	100.00	100.00
	Application Fee	200.00	200.00
	Annual Fee	50.00	50.00
	Renewal Fee	200.00	200.00
	Transitional Application Fee	100.00	100.00
	Copy of Permit	15.00	15.00
	Variation Fee	100.00	100.00
	Application Fee	40.00	40.00
	Renewal Fee	20.00	20.00
	Copy of Permit	15.00	15.00
Temporary Use Notice		425.00	425.00

## SCHEDULE OF CHARGES 2022/23

### Miscellaneous

2021/22  
£ p

Proposed  
2022/23  
£ 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.

#### Court Costs

Council Tax - Summons

43.00

44.50

Council Tax - Justice

0.50

0.50

Council Tax - Liability Order

17.00

17.50

Business Rates - Summons

46.00

47.50

Business Rates - Justice

0.50

0.50

Business Rates - Liability Order

27.50

28.50

## **Briefing Paper**

### **CIPFA Resilience Index 2022**

Each year the Chartered Institute of Public Finance & Accountancy (CIPFA) publishes its annual resilience index for each Council; the index is based on the preceding years financial statements and provides comparators between different Councils.

Due to the impact of the Coronavirus Pandemic and the delay in the publication of Councils financial statements, CIPFA delayed the publication of its 2022 Resilience Index from the Autumn until the 2<sup>nd</sup> February 2022. A link to the “free to use” CIPFA index is [here](#).

What follows is a general commentary on the results for Harborough District Council (HDC) and some comparisons to CIPFA “near neighbour” group authorities.

The index is based on the **2020/21 Statement of Accounts**; it does not reflect any 2021/22 financial performance, or the budget/medium-term financial strategy being approved by Council on the 21<sup>st</sup> February 2022.

The Resilience Index and this commentary is divided into 3 sets of indicators:

1. “General” Resilience Indicators.
2. “Reserves” Resilience Indicators.
3. Auditors Value for Money (VfM) Assessment

Regarding the CIPFA “near neighbour” group that HDC is compared to, it is understood that the Councils included are the following district councils (lower tier); Bromsgrove, Daventry, East Hampshire, Maldon, Ribble Valley, Rushcliffe, Selby, South Northamptonshire, South Oxfordshire, Stratford-on-Avon, Test Valley, Tewkesbury, Uttlesford, West Oxfordshire.

### **Summary Conclusions**

The CIPFA resilience index for HDC fairly represents the current position for the Council for 2020/21 in that it was maintaining fair levels of unallocated and earmarked reserves. Further, expenditure was increasing whilst government grant was decreasing, which resulted in showing increasing (and therefore higher risk) variations in less “reliant” income streams (fees and charges). Also, it is fair that the reserves position of the Council is skewed by the government grant the Council was holding in respect of CV19 Collection Fund deficit financing.

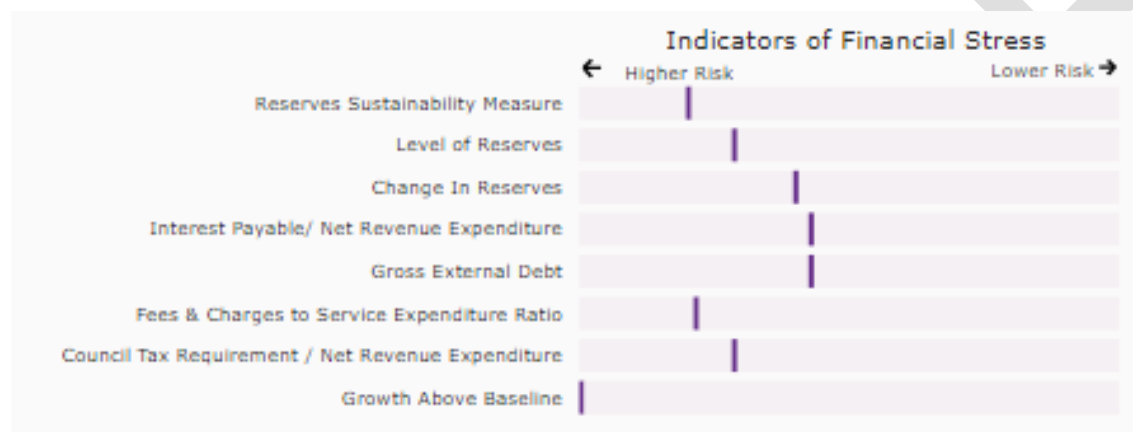
However, as part of the 2022/23 Budget and Medium-Term Financial Strategy, the Council has addressed many of these issues, including reviewing budgets (Budget Challenge 2025), being in the second year of a new approach to managing reserves (Reserves Strategy), having a more transparent and open budget preparation and reporting process, and a “longer” Medium-Term Financial Strategy (the budget year + 4 years).

Clive Mason; **Director, Finance, ICT & Assets**, (and Responsible Financial Officer), February 2022

## 1. “General” Resilience Indicators

In the main, the Councils position has moved to the “riskier” end of the spectrum compared to previous years; this is not surprising considering that it was during 2020/21 that the council commenced its direct interventions in the local community in response to the Coronavirus Pandemic (CV19). The level of reserves is fair and there has been limited change. However, the last three indices do show that the Council is to the higher end of the risk spectrum in respect of its sources of income – i.e. it is quite reliant on non-grant funding. This is not surprising, considering the government has been reducing grant funding over the past decade and Councils have sought to become more self-financing. What is key is that:

- Current income sources need to be maximised and effectively managed.
- The Council seeks to diversify its income sources as far as possible.



The results of the “general resilience indicators” is shown below, with HDC being the middle (highlighted) block of information (this pattern is the same throughout this briefing). The Min and Max amounts are the extremes when compared the CIPFA near neighbour group.

Indicator	Min	Indicator Value	Max
Reserves Sustainability Measure	100.00	100.00	100.00
Level of Reserves	39.60%	117.86%	300.00%
Change In Reserves	3.06%	42.25%	316.98%
Interest Payable/ Net Revenue Expenditure	0.00%	0.49%	14.72%
Gross External Debt	£0k	£1,490k	£229,907k
Fees & Charges to Service Expenditure Ratio	2.44%	10.45%	29.03%
Council Tax Requirement / Net Revenue Expenditure	28.96%	52.24%	100.00%
Growth Above Baseline	-153.23%	256.18%	256.18%

What now follows is a more detailed commentary in respect of each of the “General Resilience Indicators”.



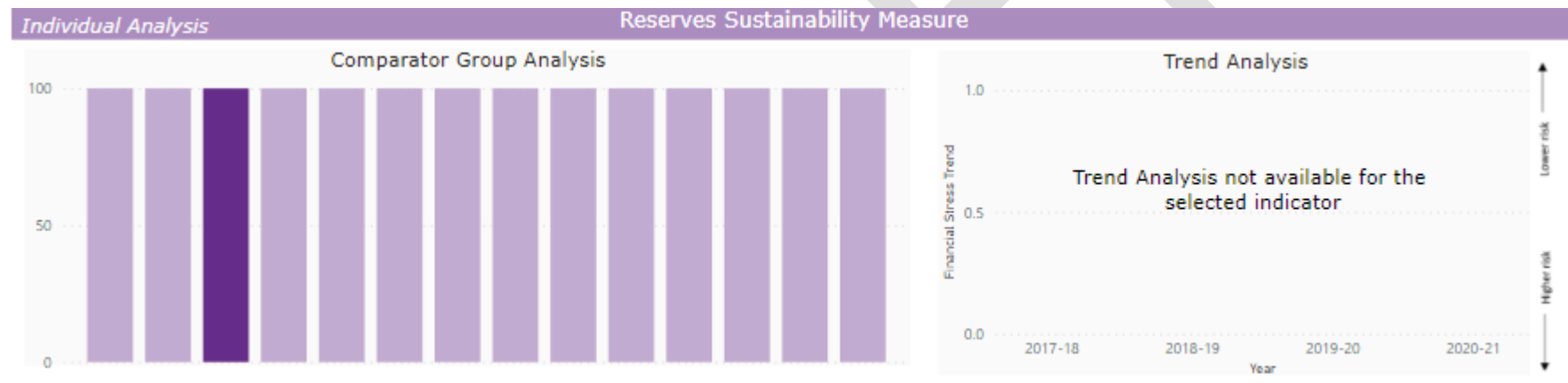
## 1.1 Reserves Sustainability Measure

Reserves Sustainability Measure	100.00	100.00	100.00
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**CIPFA Definition:** This indicator is the ratio between the current level of reserves and the average change in reserves in each of the past three years. A negative value (which implies reserves have increased) or one greater than 100 is record to 100.

**For HDC:** This indicates that reserves have remained sustainable over the past 3 years.

**Conclusion:** Nothing further to add.



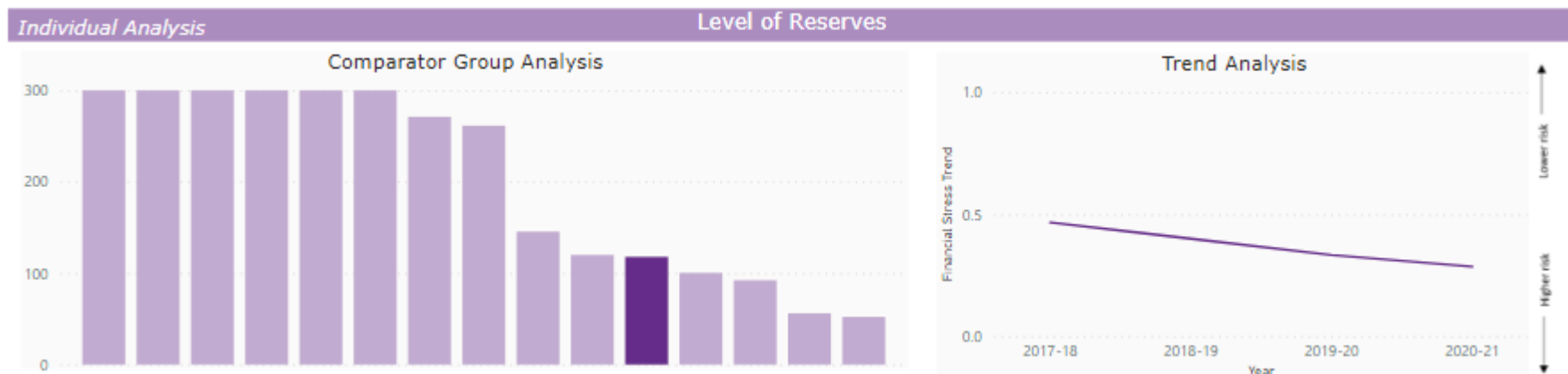
## 1.2 Level of Reserves

Level of Reserves	52.18%	117.86%	300.00%
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**CIPFA Definition:** This is the ratio of the current level of reserves (total useable excluding public health & schools) to the council's net revenue expenditure. CIPFA have set the figure at 100% for a small number of district councils to remove the impact of extreme outliers.

**For HDC:** This shows that the level of reserves held by the Council is more than net revenue expenditure (i.e. > 100%) – therefore a very prudent position. Upon comparison to other Councils the level of reserves held is not as much as other Councils as HDC is in the lower half of the comparator group. Further, the trend in stress has been increasing as the proportion of reserves compared to expenditure has decreased.

**Conclusion:** This shows that the Council has been cautious in its use of reserves i.e. maintaining reserves > net revenue expenditure. It does appear that other Councils have followed a similar approach. However, this means that reserves have not been actively employed to provide a means to invest either in services or local communities.



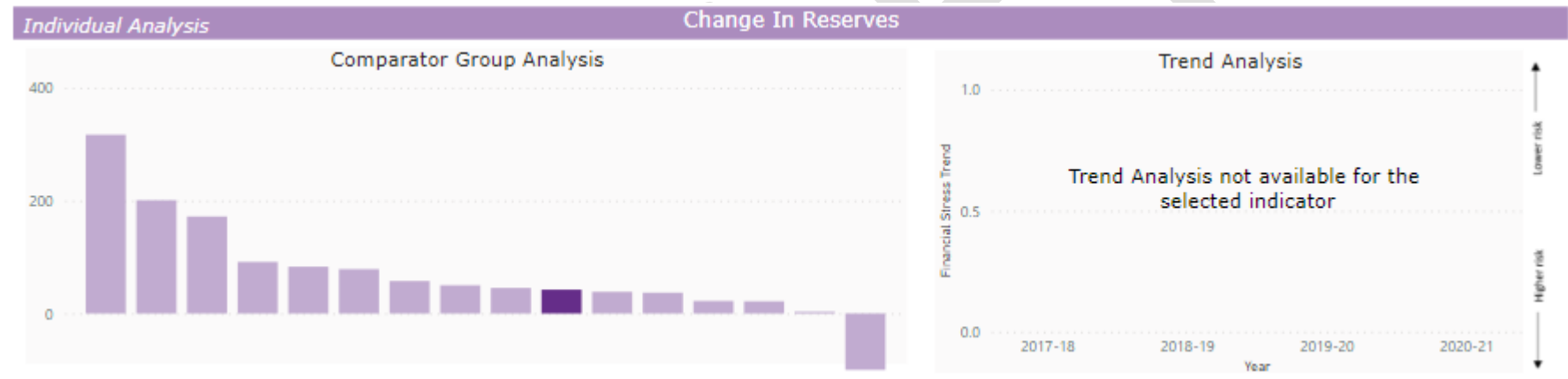
### 1.3 Change in Reserves

Change In Reserves	-100.00%	42.25%	316.98%
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**CIPFA Definition:** This indicator shows the average percentage change in reserves (total useable excluding public health and schools) over the past three years.

**For HDC:** This shows that the Councils reserves have increased over the last 3 years; this is not surprising as the Council had to set-aside considerable government CV19 related grant to meet future Collection Fund costs.

**Conclusion:** In more general terms the Council has been cautious in its use of reserves.



## 1.4 Interest Payable / Net Revenue Expenditure

Interest Payable/ Net Revenue Expenditure	0.00%	0.49%	14.72%
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**CIPFA Definition:** This indicator is the ratio of Interest Payable and Net Revenue Expenditure

**For HDC:** This shows that the interest payable to net revenue expenditure is not significant i.e. it is not using revenue resources to support external debt financing. Consequently, HDC is using its limited revenue resources to invest in day-to-day service delivery.

**Conclusion:** This is a very prudent approach and does permit the maximum resources to be used to meet day-to-day spend. However, what must be remembered, debt does allow organisations to provide long-term investment and this index does show that other Councils are potentially investing more in longer term investment initiatives.



## 1.5 Gross External Debt

Gross External Debt	£0k	£1,490k	£229,907k
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**CIPFA Definition:** This indicator compares the gross external debt held by a Council.

**For HDC:** Compared to other Councils the amount of debt is minimal. However, as the trend analysis shows, risk to the Council because of external debt is reducing – primarily because each year the amount of principal owed is reducing.

**Conclusions:** Debt is an active element of any organisations ongoing fiscal performance. But as the Council has not actively sought to increase the amount of external debt the amount of gross external debt is becoming lower risk as time progresses; this inevitably means that cash resources can be used to finance capital or other investments.



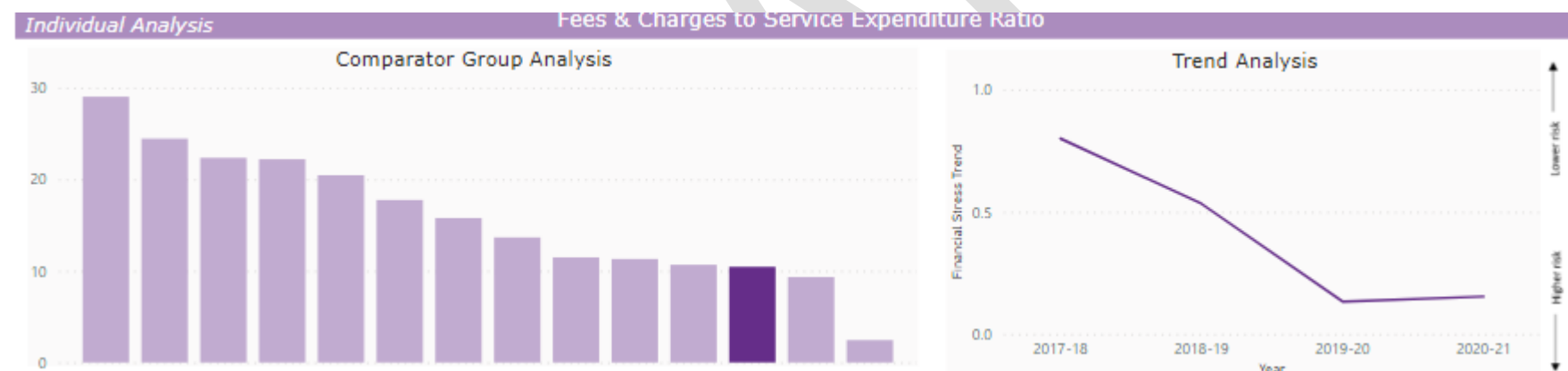
## 1.6 Fees & Charges to Service Expenditure Ratio

Fees & Charges to Service Expenditure Ratio	2.44%	10.45%	29.03%
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**CIPFA Definition:** This indicator shows the proportion of fees and charges against the council's total service expenditure.

**For HDC:** Compared to other Councils, the proportion of fees and charges is around the average (15%). However, the trend does show that risk relating to reliance is increasing i.e. the Council is getting more reliant on fees & charges as a primary source of income. However, as Fees & Charges are either set nationally or based on cost recovery, an increase in fees & charges does indicate that users of such services are paying a more representative rate of total cost.

**Conclusions:** With reductions in grant, it is expected that fees & charges will become an ever more important source of income to support day-to-day service expenditure. Consequently, it is imperative that the Council ensures that it collects amounts owed promptly and robustly.



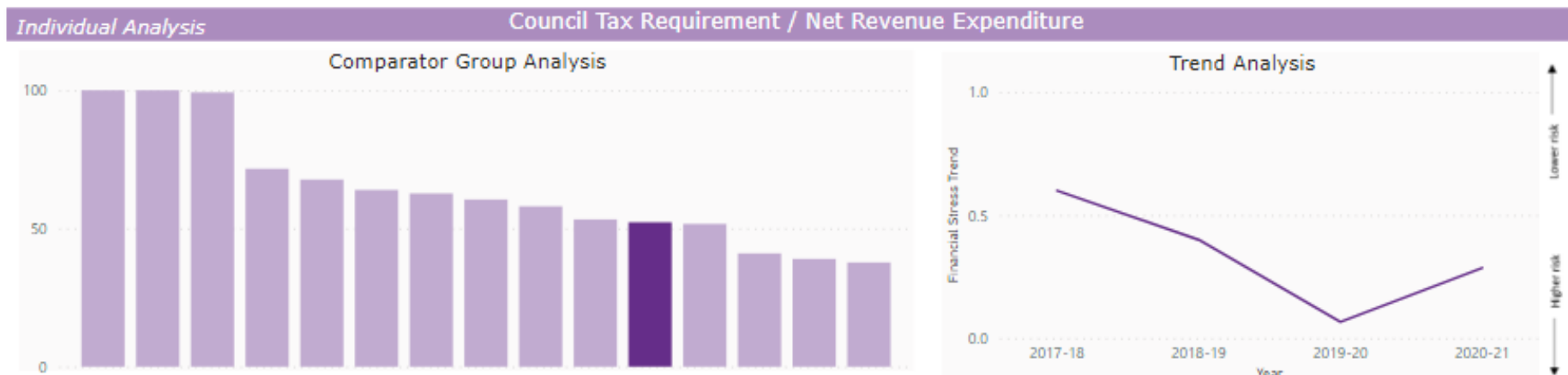
## 1.7 Council tax Requirement / Net Revenue Expenditure

Council Tax Requirement / Net Revenue Expenditure	37.71%	52.24%	100.00%
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**CIPFA Definition:** This indicator shows the ratio of council tax as a proportion of net expenditure.

**For HDC:** Compared to other Councils, the proportion of council tax is at the lower end of the comparative spectrum. However, like the fees & charges indices, as government grant decreases the proportion of council tax as a means of financing increases and therefore dependency on council tax as an income source increases – which then increases risk (gearing effect).

**Conclusions:** With reductions in government grant, it is expected that reliance on council tax will become an increasing source of income. Consequently, it is imperative that the Council ensures that it collects amounts owed promptly. The government's annual assessment of a Councils "core spending power" includes council tax as one of its primary sources of income and it assumes that Councils will increase its council tax by the maximum permissible (for District Councils this is currently the higher of £5 or 1.99%).



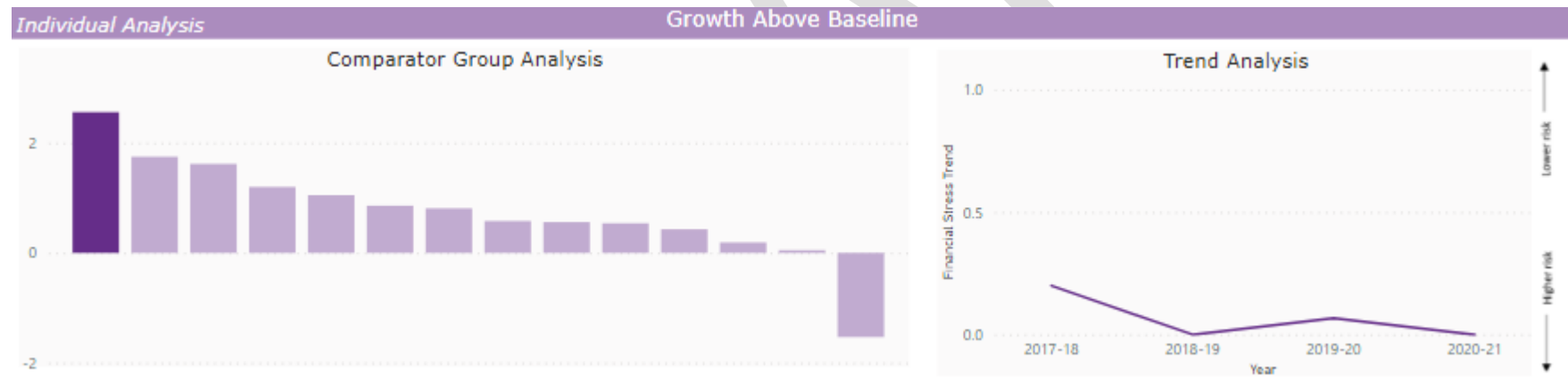
## 1.8 Growth Above Baseline

Growth Above Baseline	-153.23%	256.18%	256.18%
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**CIPFA Definition:** This indicator is calculated as the difference between the baseline funding level and retained rates, over the baseline funding level.

**For HDC:** Compared to other Councils, this clearly shows that “growth” within business rates is a key element of how the Council is financed; this is reflective of the local commercial market. This is also reflected in the trend analysis, in that HDC is certainly at the higher end of the risk axis’s.

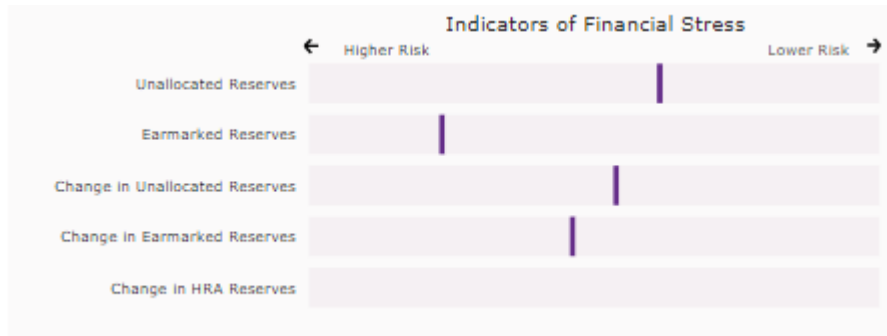
**Conclusions:** The Council should ensure that it enables commercial development to continue; it is in a prime location to achieve this. However, it should also seek to ensure that it diversifies its income sources. With the pending Fair Funding Review and Business Rates Rebase, there could be a future loss of income to the Council – the Council has sought to minimise this risk by including a “negative” funding line in its budget.





## 2. “General” Resilience Indicators

The following is a further set of indicators in respect of the Councils reserves. This shows that Unallocated Reserves are at the lower end of the risk spectrum (it is this reserve that the Council maintains to meet unforeseen events – and which it has a policy of maintaining at 20% of net expenditure).



The results of the “reserve resilience indicators” is shown below, with HDC being the middle (highlighted) block of information (this pattern is the same throughout this briefing). The Min and Max amounts are the extremes when compared the CIPFA near neighbour group.

Indicator	Min	Indicator Value	Max
Unallocated Reserves	6.30%	54.92%	300.00%
Earmarked Reserves	26.18%	62.94%	300.00%
Change in Unallocated Reserves	-53.72%	28.49%	638.94%
Change in Earmarked Reserves	-19.61%	56.92%	2,084.68%
Change in HRA Reserves	-33.79%	na	-6.50%

Harborough DC

CIPFA Neighbours

Blue arrows point from the 'Harborough DC' and 'CIPFA Neighbours' boxes to the 'Indicator Value' column of the table above.

What now follows is a more detailed commentary in respect of each of the “Reserve Resilience Indicators

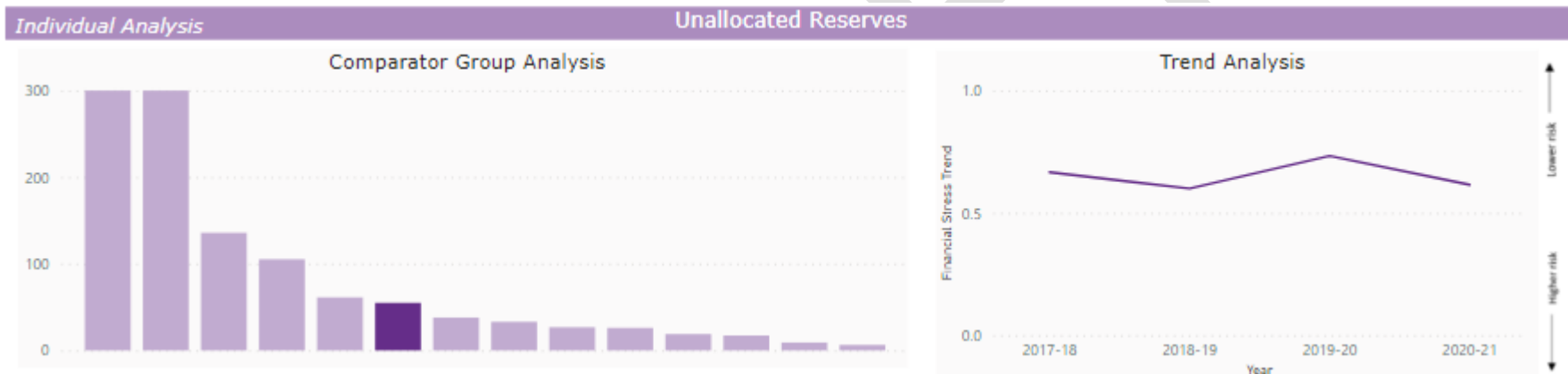
## 2.1 Unallocated Reserves

Unallocated Reserves	6.30%	54.92%	300.00%
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**CIPFA Definition:** This indicator is calculated as the ratio of unallocated reserves to net revenue expenditure.

**For HDC:** In November 2019, the Council approved a new minimum level of reserves of 20%; therefore, over the 3-year comparison the Council should expect to see a gradual reduction in this index.

**Conclusions:** The new minimum level of reserves policy will give the Council greater opportunity to invest in services and/or its communities.



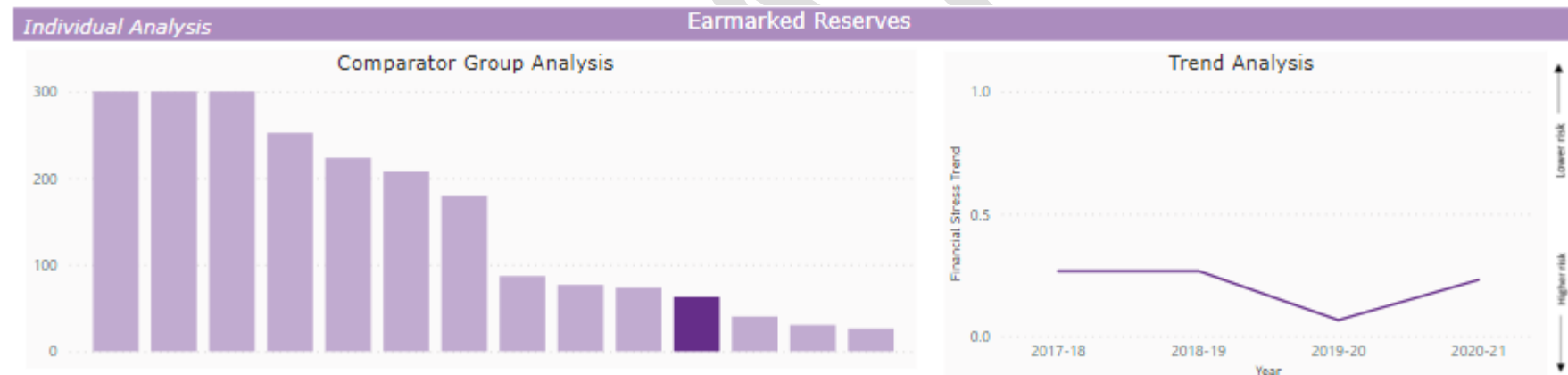
## 2.2 Earmarked Reserves

Earmarked Reserves	26.18%	62.94%	300.00%
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**CIPFA Definition:** This indicator is calculated as the ratio of earmarked reserves (excluding public health and schools) to net revenue expenditure.

**For HDC:** With the establishment of a minimum level of reserves, the proportion of earmarked reserves should increase in relation to total reserves – this is being shown below. In addition, at the end of 2020/21 the Council was holding onto significant government grant that it was required to earmark to enable it to fund future years Collection Fund deficits because of CV19.

**Conclusions:** Earmarked reserves should be used to meet known or potential future risks; also, to earmark funds for future investment opportunities. This approach is being adopted in the now implemented Reserves Strategy.



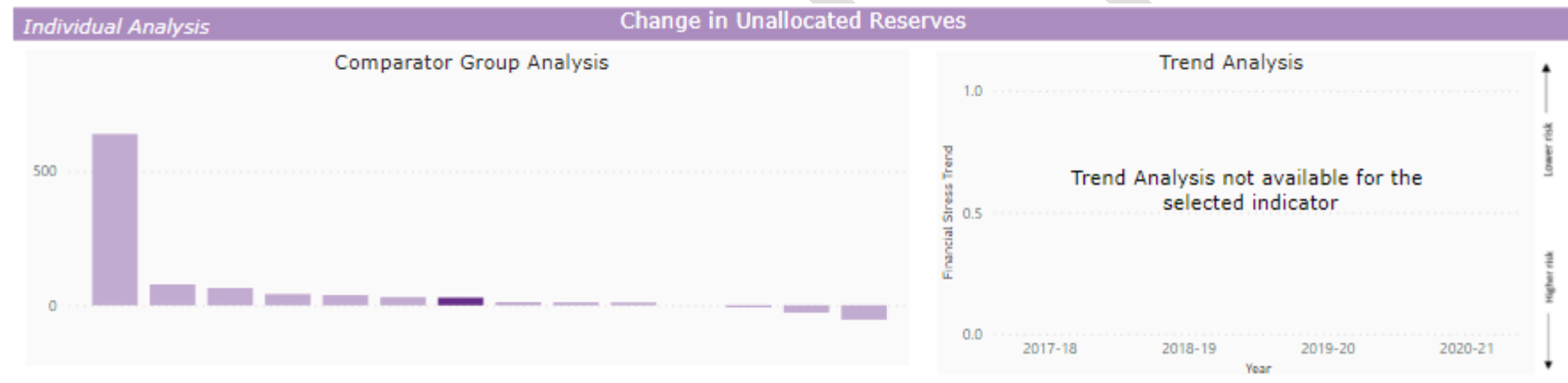
## 2.3 Change in Unallocated Reserves

Change in Unallocated Reserves	-53.72%	28.49%	638.94%
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**CIPFA Definition:** This indicator is the average percentage change in unallocated reserves over the past three years.

**For HDC:** Limited change in reserves compared to comparative Councils.

**Conclusions:** Nothing further to add.



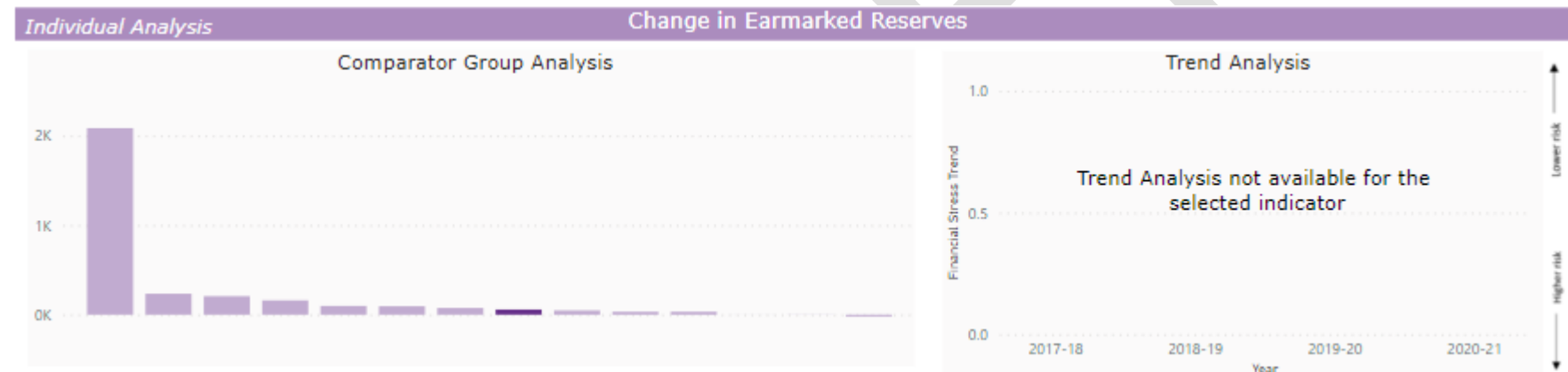
## 2.4 Change in Earmarked Reserves

Change in Earmarked Reserves	-19.61%	56.92%	2,084.68%
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**CIPFA Definition:** This indicator is the average percentage change in earmarked reserves over the past three years.

**For HDC:** This demonstrates that Earmarked Reserves have increased over for the past three years; but the Council is showing a similar level of change to other Councils. This is likely to be reflective of Council holding reserves to meet risk.

**Conclusions:** Nothing further to add; other than holding onto such significant levels of reserves does mean that resources are significantly tied up when they could be used to invest in services or the local community.



### 3. Auditors Value for Money (VfM) Assessment

Auditors VfM Assessment

Refer to local authority website

- 3.1 The CIPFA resilience index does usually provide an indication of what the auditors commentary was in respect of the years accounts that are being reviewed. However, as the auditor has not yet issued his opinion on the 2020/21 Statement of Accounts it has not been possible for CIPFA to comment on this aspect of the index.