

## Appendix 1

### Summary Revenue Budgets and Capital Programme for 2024/25 Budget and MTFs (2025/26 to 2028/29)

REVENUE					
Approved 2024/25 Budget & Medium-Term Financial Strategy (2025/26 to 2028/29)					
	2024/25	2025/26	2026/27	2027/28	2028/29
	£000	£000	£000	£000	£000
<b>Net Direct Cost of Services</b>	<b>14,771</b>	<b>15,021</b>	<b>15,513</b>	<b>16,064</b>	<b>16,431</b>
Capital Financing	560	779	882	920	972
<b>Net Expenditure</b>	<b>15,331</b>	<b>15,800</b>	<b>16,395</b>	<b>16,984</b>	<b>17,403</b>
Contributions to/(from) Reserves					
- General Reserves	4,043	958	(1,667)	(2,079)	(2,130)
- Earmarked Reserves	(1,460)	(345)	(301)	(280)	(226)
	<b>2,583</b>	<b>613</b>	<b>(1,968)</b>	<b>(2,359)</b>	<b>(2,356)</b>
<b>Budget Requirement</b>	<b>17,914</b>	<b>16,413</b>	<b>14,427</b>	<b>14,625</b>	<b>15,047</b>
Total Grants	(10,987)	(9,197)	(6,911)	(6,789)	(6,883)
<b>Council Tax Requirement</b>	<b>6,927</b>	<b>7,216</b>	<b>7,516</b>	<b>7,836</b>	<b>8,164</b>

Summary of Capital Programme 2024/25 to 2028/29							Table 6	
Service Area	Asset Category	2024/25	2025/26	2026/27	2027/28	2028/29	Total	
		£000	£000	£000	£000	£000	£000	£000
<b>Assets</b>	Infrastructure	8,010	2,500	0	0	0	10,510	<b>12,584</b>
	Cemeteries & Burials	1,056	15	40	0	0	1,111	
	Civic Buildings	783	0	0	180	0	963	
<b>Customers</b>	Housing	1,043	0	0	0	0	1,043	<b>8,232</b>
	Service Transformation	20	20	20	20	20	100	
	Leisure Centres	6,098	41	41	41	41	6,262	
	CCTV	37	10	10	10	10	77	
	s.106 Schemes	250	250	250	0	0	750	
<b>Economic Development: Business Centres</b>	Business & Enterprise	92	60	0	140	0	292	<b>292</b>
<b>Economic Development: Market Hall &amp; Events</b>	Market Hall	252	144	0	0	0	396	<b>396</b>
<b>Environmental Services</b>	Waste Collection	920	0	0	0	0	920	<b>920</b>
<b>Parks &amp; Open Spaces</b>	Parks etc	320	160	100	20	20	620	<b>620</b>
<b>Projects</b>	Environmental Projects	40	0	0	0	0	40	<b>683</b>
	Corporate	381	172	38	52	0	643	
<b>Regulatory</b>	Environmental Projects	2,468	197	163	0	0	2,828	<b>5,156</b>
	Grants	420	420	420	420	420	2,100	
	Car Parking	228	0	0	0	0	228	
<b>Total Capital Programme</b>		<b>22,418</b>	<b>3,989</b>	<b>1,082</b>	<b>883</b>	<b>511</b>	<b>28,883</b>	
5% Contingency		800	199	54	44	26	1,123	
<b>Total Capital Programme</b>		<b>23,218</b>	<b>4,188</b>	<b>1,136</b>	<b>927</b>	<b>537</b>	<b>30,006</b>	

**2024/25 Revenue Outturn and Variance Analysis by Portfolio & Director**  
**Service Categorisation**

**Appendix 2**

2023/24 Outturn	Service Analysis - BY PORTFOLIO	Original Budget	Approved Budget Increases	Virements & Reserve Movements	Updated Budget	Forecast Outturn	Variance	
£000		£000	£000	£000	£000	£000	£000	£000
1,459	Strategy	429	0	0	429	436	7	2%
(494)	Finance	1,305	0	0	1,305	683	(622)	-47.7%
4,531	Environment & Climate Change	4,968	0	0	4,968	4,997	29	1%
499	Culture Leisure Economy & Tourism	491	0	0	491	486	(5)	-1.0%
3,358	Corporate	3,385	0	(277)	3,108	3,303	195	6.3%
846	Planning	1,892	0	0	1,892	1,887	(5)	-0.3%
817	Wellbeing	1,030	0	146	1,176	1,131	(45)	-3.8%
0	Non-Service Specific	1,271	0	131	1,402	1,362	(40)	-2.9%
<b>11,016</b>	<b>Net Direct Cost of Services</b>	<b>14,771</b>	<b>0</b>	<b>0</b>	<b>14,771</b>	<b>14,285</b>	<b>(486)</b>	<b>-3.3%</b>
399	Capital Financing	560	0	0	560	560	0	0.0%
<b>11,415</b>	<b>Net Expenditure</b>	<b>15,331</b>	<b>0</b>	<b>0</b>	<b>15,331</b>	<b>14,845</b>	<b>(486)</b>	<b>-3.2%</b>
	Approved Carry Forwards from 2023/24					(1,062)	(1,062)	
	<b>Revised Net Expenditure</b>					<b>13,783</b>	<b>(1,548)</b>	<b>-10.1%</b>

2023/24 Outturn	Service Analysis - BY DIRECTOR	Original Budget	Approved Budget Increases	Virements & Reserve Movements	Updated Budget	Forecast Outturn	Variance	
£000		£000	£000	£000	£000	£000	£000	£000
0	Chief Executive	194	0	123	317	313	(4)	-1%
425	Deputy Chief Executive	3,748	0	(277)	3,471	3,594	123	3.5%
2,577	Resources	1,922	0	7	1,929	1,382	(547)	-28.4%
6,662	Communities	6,682	0	147	6,829	6,773	(56)	-0.8%
1,352	Planning	2,225	0	0	2,225	2,223	(2)	-0.1%
<b>11,016</b>	<b>Net Direct Cost of Services</b>	<b>14,771</b>	<b>0</b>	<b>0</b>	<b>14,771</b>	<b>14,285</b>	<b>(486)</b>	<b>-3.3%</b>
399	Capital Financing	560	0	0	560	560	0	0.0%
<b>11,415</b>	<b>Net Expenditure</b>	<b>15,331</b>	<b>0</b>	<b>0</b>	<b>15,331</b>	<b>14,845</b>	<b>(486)</b>	<b>-3.2%</b>
	Approved Carry Forwards from 2023/24					(1,062)	(1,062)	
	<b>Revised Net Expenditure</b>					<b>13,783</b>	<b>(1,548)</b>	<b>-10.1%</b>

2023/24 Outturn	Reconciliation to Council Tax Requirement	Original Budget	Approved Budget Increases	Virements & Reserve Movements	Updated Budget	Forecast Outturn	Variance	
£000		£000	£000	£000	£000	£000	£000	£000
<b>11,415</b>	<b>Net Expenditure</b>	<b>15,331</b>	<b>0</b>	<b>0</b>	<b>15,331</b>	<b>14,845</b>	<b>(486)</b>	<b>-3.2%</b>
	Contributions to/(from) Reserves							
7,367	- General Reserves	4,043	0	0	4,043	5,591	1,548	0.0%
655	- Earmarked Reserves	(1,460)	0	0	(1,460)	(2,522)	(1,062)	72.7%
<b>8,022</b>		<b>2,583</b>	<b>0</b>	<b>0</b>	<b>2,583</b>	<b>3,069</b>	<b>486</b>	<b>18.8%</b>
<b>19,437</b>	<b>Budget Requirement</b>	<b>17,914</b>	<b>0</b>	<b>0</b>	<b>17,914</b>	<b>17,914</b>	<b>0</b>	<b>0.0%</b>
(12,629)	Corporate Funding & Grants	(10,987)	0	0	(10,987)	(10,987)	0	0.0%
<b>6,808</b>	<b>Council Tax Requirement</b>	<b>6,927</b>	<b>0</b>	<b>0</b>	<b>6,927</b>	<b>6,927</b>	<b>0</b>	<b>0.0%</b>

Original Budget £000	2024/25 Reserve Movements		Appendix 2 (continued)		
		Updated Actuals 31.03.24 £000		Updated Budget £000	Forecast Outturn £000
	<b>&gt; General Fund (Unallocated) Reserve</b>				
2,509	<b>b/f</b>	2,283		2,283	2,283
4,043	Cont from/(to) Services			4,043	5,591
(3,486)	Cont from/(to) Budget Surplus			(4,043)	(4,905)
	Audit adjustment				
3,066	<b>c/f</b>			2,283	2,969
15,331	Net Expenditure	11,415		11,415	14,845
3,066	Gen Fund Minimum @ 20%			2,283	2,969
Yes	<b>Are Reserves maintained at 20% of Net Expenditure</b>			Yes	Yes
	<b>&gt; Earmarked Reserves</b>				
	<b>Budget Surplus Reserve</b>				
0	<b>b/f</b>	0		0	0
3,486	Cont from/(to) General Fund			3,486	4,905
(3,486)	Cont from/(to) Earmarked Reserves			(3,486)	(4,905)
0	<b>c/f</b>			0	0
	<b>Projects, Risk &amp; Smoothing Reserve</b>				
3,267	<b>b/f</b>	3,977		3,977	3,977
(953)	Cont from/(to) Services			(953)	(953)
(481)	Cont from/(to) Financial Sustainability			(481)	(481)
40	Cont from/(to) CEI			40	40
1,873	<b>c/f</b>			2,583	2,583
	<b>Capital &amp; Contract Reserve</b>				
2,653	<b>b/f</b>	3,043		3,043	3,043
(500)	Cont from/(to) Financial Sustainability			(500)	(500)
(50)	Cont from/(to) Services			(50)	(1,112)
2,103	<b>c/f</b>			2,493	1,431
	<b>Transformation Reserve</b>				
1,000	<b>b/f</b>	2,186		2,186	2,186
(100)	Cont from/(to) Services			(100)	(100)
900	<b>c/f</b>			2,086	2,086
	<b>Financial Sustainability Reserve</b>				
2,909	<b>b/f</b>	3,999		3,999	3,999
1,739	Cont from/(to) Budget Surplus			1,739	3,158
481	Cont from/(to) PRS			481	481
574	Cont from/(to) Capital & Contracts			574	574
5,703	<b>c/f</b>			6,793	8,212
	<b>Collection Fund Reserve</b>				
1,000	<b>b/f</b>	1,000		1,000	1,000
0	Cont from/(to) Earmarked Reserves			0	0
1,000	<b>c/f</b>			1,000	1,000
	<b>Corporate Plan &amp; Strategy Reserve</b>				
723	<b>b/f</b>	1,909		1,909	1,909
1,747	Cont from/(to) Budget Surplus			1,747	1,747
2,470	<b>c/f</b>			3,656	3,656
	<b>Community, Economic &amp; Infrastructure Reserve</b>				
1,000	<b>b/f</b>	2,186		2,186	2,186
0	Cont from/(to) Earmarked Reserves			0	0
(40)	Cont from/(to) PRS			(40)	(40)
0	Cont from/(to) Budget Surplus			0	0
960	<b>c/f</b>			2,146	2,146
	<b>Investment Reserve</b>				
1,229	<b>b/f</b>	1,229		1,229	1,229
0	Cont from/(to) Earmarked Reserves			0	0
1,229	<b>c/f</b>			1,229	1,229

Commentary on 2024/25 Budget Variances Greater than £25,000, by Director Service Categorisation			Appendix 3	
Service	Directorate Variance £000	Total £000	Detailed Service Variance	
			Commentary	
<b>Chief Executive</b>	(4)			
Cumulative variances less than £25k		(4)		
<b>Deputy Chief Executive</b>	123			
IT Services		121	Unbudgeted licence cost for Idox hosting £70k, will be addressed in 24.25 budget setting, and other software (mainly citrix costs) £51k due to delayed transformation implementation.	
Cumulative variances less than £25k		2		
<b>Resources</b>	(547)			
Insurance		43	Higher insurance premiums.	
Interest & Investment Income		(843)	Interest rates higher than budgeted.	
Market Hall		95	£35k increased cost share of cleaning contract, £33k forecast overspend on gas and electric, £2k routine maintenance and income forecast to be £25k below budget due to reduced footfall during the week.	
Corporate Savings		45	£45k of vacancy savings for quarter 1 achieved and matched by savings in individual cost centres, spread over several cost centres so under the £25k threshold. Net nil impact overall but an overspend in Corporate Savings.	
Cumulative variances less than £25k		113		
<b>Communities</b>	(56)			
HDC Temporary Accommodation		26	Increased temporary accommodation costs	
Cumulative variances less than £25k		(82)		
<b>Planning</b>	(2)			
Development Control		51	Income forecast to be under as reduced majors so far this year mitigated by salary saving due to vacancy.	
Cumulative variances less than £25k		(53)		
<b>Finance &amp; Assets: Capital Financing</b>	0			
<b>Net Expenditure</b>	(486)	(486)		
Approved Carry Forwards from 2023/24	(1,062)	(1,062)		
<b>Net Expenditure after Carry Forwards applied</b>	(1,548)	(1,548)		
<b>Proposed contribution to NPPF Reserve</b>	400	400	To be agreed	
<b>Revised Net Expenditure</b>	(1,148)	(1,148)		

General Fund Reserves, 31 <sup>st</sup> March 2024			Appendix 4
Reserve	Balance (£m)	Purpose	Useable / Unusable
<b>General Fund (Unallocated Reserve)</b>	<b>2.3</b>	Emergency funding (20% of net expenditure)	Unusable
<b>Earmarked Reserves</b>	<b>19.5</b>		
Projects, Risks & Smoothing	4.0	To meet known future pressures, primarily the Local Plan.	Unusable, as this is funding set-aside to meet known future costs.
Capital & Contracts	3.0	To meet known capital and revenue contract costs.	Unusable, as this is funding set-aside to meet known future costs.
Transformation	2.2	To meet costs relating to the current transformation programme.	Usable, but this would be available to meet costs of transformation.
Financial Sustainability	4.0	To ensure medium-term sustainability can be achieved to ensure the Council will be able to deliver services into the future.	Unusable, as this is funding set-aside to meet future costs.
Collection Fund	1.0	To manage potential Collection Fund risk.	Usable, but this would only be available to meet the impact of future Collection Fund movements.
Corporate Plan & Strategy	1.9	To support delivery of priorities within the Corporate Plan.	Usable, but this would be available to meet costs of the corporate plan.
Community, Economic & Infrastructure	2.2	To meet potential costs relating to community etc development.	Usable, but this would be available to meet the costs of community development.
Commercial Investment	1.2	To meet potential costs where investments will generate a return.	Usable, but this would be available to support the costs of commercial investment.
<b>Total</b>	<b>21.8</b>		

2024/25 Capital Forecast Outturn and Variance Analysis				Appendix 5				
Service Area	Asset Category	Capital Project	24/25 Budget	'23/24 Actual Slippage	Updated Budget	24/25 Qtr 1 Actuals	Forecast Outturn	Variance
			£000	£000	£000	£000	£000	£000
Assets	Infrastructure	Northampton Road	50	868	918	3	918	0
	Infrastructure	Balancing Area Works	0	15	15		15	0
	Infrastructure	Lutterworth Town Centre, Heritage Action Zone	457	528	985		985	0
	Infrastructure	Depot	5,000	2,481	7,481		7,481	0
	Infrastructure	Public Realm Furniture Replacement / Enhancement	20	75	95		95	0
	Cemeteries & Burials	Cemetery; Market Harborough Northampton Road Extension	0	87	87		87	0
	Cemeteries & Burials	Cemetery; Market Harborough, New Cemetery	950		950	21	950	0
	Cemeteries & Burials	Cemetery; Boundary Walls & Paths	0		0	1	0	0
	Civic Buildings	The Symington Building, External Works	0	386	386	1	386	0
	Civic Buildings	The Symington Building, Ventilation Works	0	148	148		148	0
	Civic Buildings	The Symington Building, Concierge	0	60	60		60	0
	Civic Buildings	The Symington Building, Generator	0	85	85		85	0
	Civic Buildings	The Symington Building, M&E Works	0	15	15		15	0
	Civic Buildings	The Symington Building, Secondary Glazing	150	44	194		194	0
	Civic Buildings	Audit Visual, Civic Suite	0	60	60		60	0
Customers	Housing	Temporary Accomodation; New Housing Provision	0	910	910		910	0
	Housing	Temporary Accomodation; Enhancement of Current Provision (Plowmans Yard)	200	99	299	6	299	0
	Service Transformation	Customer Services Development	20	35	55		55	0
	Grants	Jubilee Grants	0		0		0	0
	Leisure Centres	Leisure Centres, Market Harborough	3,908	5,396	9,304	3	9,304	0
	Leisure Centres	Leisure Centres, Lutterworth	999	568	1,567	(36)	1,567	0
	Leisure Centres	Leisure Centre, Equipment	426		426		426	0
	Leisure Centres	Leisure Centres, Remedial works outside of contract	765		765		765	0
	CCTV	CCTV, Welland Park	0	12	12		12	0
	CCTV	CCTV, Lutterworth	0	12	12		12	0
CCTV	CCTV	10	27	37		37	0	
S.106 Schemes	S.106 Schemes	250	193	443	215	443	0	
Economic Development; Business Centres	Business & Enterprise	Harborough Innovation Centre, M&E Works	15	35	50		50	0
	Business & Enterprise	Harborough Innovation Centre, Solar	0	77	77	18	77	0
Economic Development; Market Hall & Events	Business & Enterprise	Harborough Innovation Centre, Kitchens	0		0		0	0
	Market Hall, Market Harborough	Market Hall, Heating	65	(3)	62	31	62	0
	Market Hall, Market Harborough	Market Harborough, Market Hall, Hot Water Tanks	41		41		41	0
	Market Hall, Market Harborough	Market Harborough, Market Hall, Roof & Windows	94		94		94	0
Environmental Services	Market Hall, Market Harborough	Market Harborough, Market Hall, Lift Replacement	52		52		52	0
	Waste Collection	Food Waste; purchase of collection recepticals and vehicles	920		920		920	0
Parks & Open Spaces	Parks & Opens Spaces	Play Areas	20	(423)	(403)	6	(403)	0
	Parks & Opens Spaces	Parks & Open Spaces, Welland Park	0	267	267	7	267	0
	Parks & Opens Spaces	Parks & Open Spaces, General	100	50	150	1	150	0
Projects	Environmental Projects	Solar Farm	40		40		40	0
	Corporate	Special Project Funding	381		381		381	0
Regulatory	Environmental Projects	EV Charging	0	206	206		206	0
	Environmental Projects	Environmental Grants	164	257	421	116	421	0
	Environmental Projects	Flex D (LEVI)	250	1,991	2,241	12	2,241	0
	Grants	Disabled Facilities Grants (Lightbulb)	420	(17)	403	53	403	0
	Car Parking	Car Parking (System Upgrades)	107		107		107	0
	Car Parking	Car Parking (Lighting Upgrades)	121		121		121	0
Total Capital Programme before contingency	ICT & Transformation	ICT & Transformation		679	679	93	679	0
	Housing & Homelessness Schemes	Housing & Homelessness Schemes		1,736	1,736		1,736	0
Indicative 5% Contingency (to remain unfunded, funding to be found from in-year unused capital allocations/slippage)			800		800		800	0
<b>Total Capital Programme</b>			<b>16,795</b>	<b>16,957</b>	<b>32,952</b>	<b>550</b>	<b>32,952</b>	<b>0</b>

Proposed Budget Carry Forwards from 2024/25				Appendix 6
Reason	£'000		Requested by	Future years impact
S106 - data transfer	25	Expertise to support S106 information to digital	R Felts	2024/25 only No future years impact
Harborough Innovation Centre	25	Batteries to complement the recently installed solar panels which will further improve service efficiency	C Averill	
Harborough Enterprise Centre	15	Hotdesking booths to enable short-term flexible client services	C Averill	
Waste Contract procurement	280		R Smith	
Special Expenses Project	60	Fundamental review	C Mason	
Discretionary Income review	60	Fundamental review	C Mason	
Election storage	5	New storage capacity	L Elliot	
Open Spaces Resourcing	40	To support development of open spaces policy	Cabinet	
<b>Total One-Off</b>	<b>510</b>			
Election Apprentice	38	Capacity building and succession planning	L Elliot	Funding for 2024/25 Future years impact will be determined through 2025/6 budget setting
Finance resource	150	Capacity building for transactional and business partnering	C Mason	
Democratic Services Apprentice	38	Capacity building and succession planning	L Elliot	
Neighbourhood Services Officer	56	Capacity building for new waste responsibilities	R Smith	
Asset Officer (Development)	56	Capacity building to support asset development	C Averill	
Systems Officer (Uniform)	56	Capacity building to support uniform digitalisation	D Atkinson	
Housing Officer (Empty Properties)	56	Capacity building to support the reduction of empty properties	E Bird	
Community Development Officers	51	Capacity building to support community safety	Cabinet	
Community Safety Officer (CCTV)	51	Capacity building	Cabinet	
<b>Total Likely Future Years Impact</b>	<b>552</b>			
<b>Total Carry Forwards</b>	<b>1,062</b>			