



Budget for 2024/25

Medium Term Financial Strategy

2025/26 – 2028/29

Foreword from Portfolio Holder for Finance

Over recent years all local authorities have faced significant challenges, there were the many years of austerity following the financial crash of 2008, then the Coronavirus Pandemic of 2020 and now the cost-of-living, high-inflation environment primarily caused by the Ukraine conflict.

The council has continued to provide high quality services to its residents and businesses through these testing times, and this year is no exception. The Council has put in place a series of different initiatives that support its broad residential and business community. It also has proposals to ensure that the wealth generated across the district is shared with the district.

The Council has for this and next year a surplus budget totalling £5m, before allocations of earmarked reserves - and it will use these funds wisely. This surplus has been generated from a combination of strong financial leadership that ensures its services are run with value for money and continuous improvement at their core, but also from the benefits of growth due to both new residents and businesses seeing Harborough as a destination of choice.

Firstly, it wishes to share this success with residents and will be freezing Council Tax next year. Secondly, this surplus has awarded the council the opportunity to share its wealth across the district by delivering much needed support close to communities via a town & parish grant scheme, and various funding initiatives to support key ambitions and priorities including support for young people, leisure, planning and growth. Further, there will be a mix of long-term capital investment such as community development, investments in waste, developing climate change mitigations along, with some revenue funding that will support the delivery of key priority areas, including strategic planning, strategic development and economic regeneration.

As mentioned earlier, the council has in place strong financial leadership during a time of high inflation. It has been able to recognise the future financial risk from a possible government change in funding and through prudent financial management is delivering a balanced budget for the entire period through to 2028/29; although it will be using some of the surplus to meet current future years forecast deficits. The Council has an excellent record of transforming its services to increase efficiency and we are working across the Council to continue to achieve this. We have “continuous improvement” at the core of how we deliver our services and we will continue to invest in ICT and our assets to enable the delivery of services closer to our customers.

The Medium-Term financial Strategy provides the framework by which we will meet our targets and ensure that the Council continues to deliver vital services to those people that live and work in the district.

Councillor Mark Graves

Portfolio Holder for Finance

1. Executive Summary

- 1.1 The Council aims to deliver cost-effective and sustainable services over the medium-term in line with its corporate priorities. The current national and local economic environment has been challenged in recent years by the legacy of the Coronavirus Pandemic and now with the implications of the current cost-of-living crisis and high inflationary environment. However local government has itself faced significant financial challenge since the financial crisis of 2008 to 2010. The Council has met these challenges well; it has embraced continuous improvement that continues to deliver transformational change; the aim of which is ensure that the council can deliver its essential services within an environment that has embedded financial resilience and sustainability at its core. Further, the Medium-Term Financial Strategy (MTFS) has achieved a balanced budget. The MTFS provides the resourcing roadmap to help the Council deliver its priorities and has achieved a balanced budget for each year of the MTFS, although with the use of Earmarked Reserves over the last three years.
- 1.2 However, the Council's significant savings programme is embedded into the MTFS, therefore the Council must deliver these savings to achieve its ambitions. And with the budget gap emerging in 2026/27, further service transformation and collaboration will be needed to ensure that the Council can continue to deliver cost-effective and sustainable services to its community for many years to come.

2. Purpose of the Medium-Term Financial Strategy

- 2.1 The aim of Harborough District Council's MTFS is to support longer term planning with the aim of delivering a stable and sustainable financial environment to support the achievement of its vision and strategic objectives. The MTFS is a key element of the Council's corporate governance arrangements and an integral element of the Council's corporate planning process.
- 2.2 The MTFS provides a framework that will assist the Council in effectively applying its limited financial resources in a manner which achieves the strategic priorities set out in the Corporate Delivery Plan. By striving to ensure the costs of delivering its service objectives over the term of the strategy are commensurate with the overall forecast financial resources available, the Council can seek to maintain the financial health of the authority in a manner which does not place an unreasonable burden on local taxpayers.
- 2.3 The financial strategy also recognises the requirement to maintain a balance between the desire to continue to deliver services but to also deliver services in a way that is both affordable and sustainable. It acknowledges the need to manage any reliance on balances and reserves and their use to bring about the introduction of service transformation. It will provide a framework for the detailed financial plans over the period 2024/25 to 2028/29. The MTFS should not be a static "once and for all" document; it is meant to provide a roadmap to deliver efficient and effective services over the medium-term

3. Background

- 3.1 The Council set the 2023/24 budget expecting to contribute a £5.2m into reserves (before allocations from earmarked reserves) to support the delivery of services.
- 3.2 During 2023/24 the Council has continued to support its local community in dealing with the cost-of-living and high inflationary environment. Further, sources of income from pre-pandemic activity, such as car parking, have not recovered to pre-pandemic levels. However, the council has benefited from better investment income returns from the higher interest rate environment. As at Quarter 2, the Council is anticipating a forecast underspend of £410k, as reported to Cabinet in November 2023 ([Report](#) / [Financial Appendix](#)).

- **National Issues**

- 3.3 **Cost-of-Living/High Inflationary Environment**; the most significant increase in cost is in respect of pay. When the council set its 2023/24 budget it allowed for an annual pay increase of 4%. The national employer settled on a flat rate increase of £1,925 for all NJC pay points 2 to 43 inclusive and an increase of 3.88% for pay points above 44 but below Chief Executive, for Chief Executives the increase was 3.5%. The net impact of this is an exceed of budget by £75k.

- **Government Funding**

- 3.4 When the Council set its 2023/24 budget, it was anticipating to receive £1.3m in General Grant for 2024/25. Following the issue of the final settlement in February, the Council is now expecting to receive funding totalling £2.9m; these include:
- New Homes Bonus**; (NHB) a one-year allocation of £1.2m. The Council is anticipating an allocation for 2025/26 as it is considered unlikely that this source of funding will not occur the year following a general election (which is expected towards the end of 2024/25). For 2025/26 the council has recognised a lower receipt of 65% of the 2024/25 allocation.
 - Other Grants**, the Council also receives £182k in grants to support ongoing rural delivery. It is recognised at this level for each year of the MTFS.
 - Services Grant**; this is a grant provided to all tiers of local government in recognition of the vital services delivered at every level of local government. The Councils 2024/25 allocation is £11k; reducing to nil in 2025/26.
 - 4% Funding Guarantee**; at the provisional settlement in December, this was a 3% Funding Guarantee. In January the government increased this to a 4% Funding Guarantee and the Council will receive £1.5m. For 2025/26 the council has recognised a lower receipt of 65% of the 2024/25 allocation.

4. The Councils Vision and Priorities

4.1 **Vision:** Working with our communities, we will build a future for the people of Harborough district that gives them the best life chances and opportunities through:

- Community leadership to create a sense of pride in our place
- Promoting health and wellbeing and encouraging healthy life choices
- Creating a sustainable environment to protect future generations
- Supporting businesses and residents to deliver a prosperous local economy

4.2 **Priorities:** The outcomes that are expected to be delivered will be across four principal areas:

- Place and community** – ensuring there is housing to meet local needs of all ages, that growth provides employment and is designed well, recognising the rural nature of the district and that communities are involved in how that growth is shaped.
- Healthy Lives** – giving the guidance and support to all our residents to make healthy life choices, to live longer healthier independent lives, not only physically but in good mental health too.
- Environment and sustainability** – enhancing and protecting our natural environment with improved access to open and green spaces, addressing climate issues proactively looking to future sustainable options and reducing environmental crime to further protect the environment.
- Economy** – that local employment options are available to allow residents to prosper in our district, developing and retaining the skills our employers need and supporting businesses to be successful, promoting the area to both employees, employers, and visitors to ensure a stable future economy.

4.3 The corporate plan will help to direct how front line and support services will deliver priorities, and it is now aligned with the budget setting process. This MTFS provides the resources roadmap to deliver the corporate outcomes.

5. The Medium-Term Financial Strategy

5.1 The MTFS is the council's financial roadmap that reflects the Councils priorities over the medium-term. A summarised Consolidated Final Budget for 2024/25 and MTFS (2025/26 to 2028/29) is shown in **Table 1** below. A detailed Consolidated Budget and MTFS, along with summary portfolio budgets is shown at **Annex 1**.

Summary Consolidated Final Budget 2024/25 & MTFS (2025/26 to 2028/29)				Table 1		
	2023/24 Original Budget £000	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	2028/29 £000
Net Cost of Services	12,053	14,771	15,021	15,513	16,064	16,431
Capital Financing	424	560	779	882	920	971
Net Expenditure	12,477	15,331	15,800	16,395	16,984	17,402
Reserves Contributions to/from Support Services	5,212	4,042	958	(1,667)	(2,079)	(2,130)
Other Net Reserves Contributions	(790)	(1,460)	(345)	(301)	(280)	(226)
Reserve Contributions	4,422	2,582	613	(1,968)	(2,359)	(2,356)
Budget Requirement	16,899	17,913	16,413	14,427	14,625	15,046
Total Grant	(10,092)	(10,987)	(9,197)	(6,911)	(6,789)	(6,883)
Council Tax Requirement	6,807	6,926	7,216	7,516	7,836	8,163

5.2 In summary,

- i. the council has benefited from both short and medium-term benefits due to additional business rates. When the council set its 2023/24 budget, it was anticipating that for 2024/25 its business rates and collection fund surplus would be £5.9m and a deficit of £213k respectively. For the actual 2024/25 budget, the:
 - council is expecting to receive £6.7m in business rates, an increase of £805k. This increase is due to the government revaluation that was introduced from April 2023 and growth primarily at Magna Park. However, the amount of receipt is reduced by a government addition to the NDR tariff of £520k (if the tariff hadn't been in place the additional business rate would have been £1.3m).
 - collection fund surplus is now £1.4m, this is primarily due to further anticipated growth at Magna Park.
 - In respect of both business rates and the collection fund, the respective calculations are shown in Annex A and B of [Appendix 2](#) of the [Final Budget 2024/25 & MTFS](#) reported to Cabinet on the 12 February.
- ii. by allocating the surplus budget to Earmarked Reserves and then releasing it over the MTFS period the council has been able to meet the forecast annual budget deficit from 2025/26 onwards, the higher costs of delivery as a consequence of higher inflation, the anticipated high impacts of Fair Funding and the Business Rates Reset and to finance the cost of commitments to meet corporate plan priorities.
- iii. In last year's MTFS, the council was forecasting to commit £2.5m to meet the forecast budget deficits for 2025/26 through to 2027/28; for the same period in this year's MTFS the forecast budget deficit has increased to £2.8m (an increase of £273k, 10.9%).
- iv. The Council is expected to freeze Council Tax at the same rate as in 2023/24, £177.97 for a Band D equivalent property (this will be third year that Council Tax will have been held at this level).

5.3 As noted earlier, the Council is in this financial position because of its position as a destination of choice for both domestic and business development, but also ever-increasing demand, expected reductions in government grant and the cost-of-living/high inflationary environment. Although the council does accrue a net benefit in the first years of the MTFS, by 2025/26 the Council is back into a deficit position. The council must ensure that it remains financial resilient and sustainable and therefore it needs to continue to ensure that it maintains strong financial leadership and it has done this by ensuring that it is continually reviewing its service offer and thus its costs base. It has achieved this by undertaking a fundamental budget review of all services and introducing other transformational change.

6. Service Efficiency

- 6.1 The Council has a good track record of addressing service pressures. However, as noted earlier, the Council is currently facing two significant draws on its resources:
- 6.2 Firstly, **cost-of-living/high inflationary environment**; the council has recognised several issues in this regard including:
- i. Pay, the council has increased its pay estimate to 3.5% for 2024/25.
 - ii. Waste Management, the cost of procuring a new waste contract, extending the current contract by two-years and the ongoing cost of the new contract.
 - iii. Utility costs, the council has increased its estimated costs relating to gas and electricity.

These issues are highlighted in further detail in the draft budget that was considered by Cabinet in January 2024 ([Report](#) / [Appendix 3](#))

- 6.3 Secondly, **increasing demand and government reductions in grant**. Each year the council, through its budget preparation process effectively undertake a budget challenge-lite process. As a consequence of the pressures facing services, it has been necessary to include some growth. These items are discussed both in [Appendix 3](#) to the Draft Budget report presented to Cabinet in January and also in in Appendix 1 to the Final Budget report. To deliver improvements in medium term financial planning, the Council has also recognised the currently modelled impacts of the future potential government changes to funding from Fair Funding and the Business Rates Reset – in the Final Budget the assessed impact is £2.2m, an increase of £1.6m over that included in the Draft Budget (£594k).

7. Reserves

- 7.1 Reserves represent the past investment by Council Taxpayer's in their community; consequently reserves are the foundation of the Councils financial sustainability and underpin the effective delivery of its broad range of services and capital investment.
- 7.2 Cabinet approved a Reserves Strategy in November 2020 and an update to the strategy in November 2023 ([Report](#) / [Appendix](#)). The Strategy introduces good governance over its reserves and set its minimum level of reserves at 20% of net expenditure.
- 7.3 As part of the 2024/25 Budget and MTFS (2025/26 to 2028/29);
- i. the Council can maintain the General Fund (Unallocated) Reserve at its minimum level for the whole of the MTFS.
 - ii. compared to the final year of the MTFS approved last year, by 2027/28 the Council was expecting to have a total Reserves position of £12.6m; this year's MTFS is expecting a total reserves position of £16.6m (an increase of £4m, 31.8%).
- 7.4 A detailed Consolidated Reserves Statement is shown at **Annex 2** and summarised in **Table 2** below. This reserves statement represents the currently estimated reserves position, it is expected that as time progresses the use of reserves to meet the then

prevailing financial situation will change, and the required flexibility is embedded within the proposed Reserves Strategy.

Summary Reserves Statement for the Consolidated Final Budget 2024/25 & MTFS (2025/29 to 2028/29)				Table 2		
All numbers as at 31 March of each year	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
	Updated Budget £000	£000	£000	£000	£000	£000
General Fund (Unallocated) Reserve - Reserves at 20% of Net Expenditure	2,495 Yes	3,066 Yes	3,160 Yes	3,279 Yes	3,397 Yes	3,481 Yes
Earmarked Reserves						
Budget Surplus	0	0	0	0	0	0
Projects, Risk & Smoothing	2,183	1,873	1,985	2,116	2,247	2,378
Capital & Contract	2,901	2,103	2,473	2,398	2,344	2,344
Transformation	1,000	900	900	900	900	900
Financial Sustainability	2,956	5,703	5,790	4,271	2,213	0
Collection Fund	1,000	1,000	1,000	1,000	1,000	1,000
Corporate Plan & Strategy	723	2,470	2,776	2,509	2,370	2,370
Community, Economic & Infrastructure	1,000	960	960	960	960	960
Commercial Investment Reserve	1,229	1,229	1,229	1,229	1,229	1,229
Total Reserve Balances	15,487	19,304	20,273	18,662	16,660	14,662

8. Capital Programme

- 8.1 The Council has reviewed its capital programme; constraining it to within an affordability envelope of currently held resources (external funding, capital receipts and revenue financing). A summary of the capital programme is shown in **Table 3** below.
- 8.2 The Capital Programme includes a broad range of capital investment; as well as the routine investments in Disabled Facilities Grants (Lightbulb), this also includes significant investment in service transformation, fixed asset enhancement, technology and the Environmental/Climate Change Grants Scheme that was approved by Cabinet in February. Approval of the capital programme, like the revenue budget, does award permission to incur expenditure; however, the included capital items will be subject to the governance arrangements for major projects or similar agreed processes.

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

9. Treasury

9.1 The management of cash, debt and investment is an intrinsic element of an organisations daily financial management. Within local government such activity is highly regulated; including the requirement for Council to approve the overarching Treasury Management Strategy (TMS) and receive and comment on six-monthly and end of year performance. The overarching TMS includes the following individual documents:

- Treasury Management Strategy and Prudential Indicators.
- Criteria for Investment of Surplus Funds.
- Interest Rate Forecasts.
- Economic Background, Debt Analysis, Counterparty and Temporary Investment.
- Flexible Use of Capital Receipts

9.2 There are no substantive changes in its TMS compared to previous years.

10. Budgetary Control and Governance

10.1 Budgetary Control and Financial Governance are key to effective management of all organisations. The establishment of a Medium-Term Financial Strategy is key to the governance process as this provides a financial roadmap for the Council to follow; it is of course not set-in stone but should be an ongoing tool to support the delivery of the Councils policies, strategic objectives, and day-to-day financial management.

10.2 The Council formally reports its financial performance on a quarterly basis to both its Corporate Management Team and Cabinet; including highlighted reporting to the Scrutiny Performance Panel. Going forward, this reporting will also reflect impacts over the MTFS period how General Fund reserves continue to support the service activity of

the Council. Such forward looking budgetary control is necessary to ensure that medium-term goals are achieved, but is expressly important in times of:

- **Crisis;** such as has been the case with the CV19 pandemic. It is essential that the Council can proactively manage its resources and know the risk and impact as the crisis continues.
- **Challenge;** such as now when the Council is having to work in an environment of increasing demand with reducing resources.
- **Transformation;** the need for the Council to transform is pressing, along with its performance management system (Pentana), ongoing financial performance management will be key to ensuring that the required transformation is delivered.

11. Risks; including “Robustness of Reserves”

11.1 The Council’s Responsible Finance Officer (s.151) is required to make a statutory statement in respect of the Budget and Reserves (s.25, LG Finance Act 2003) and a detailed commentary is shown in **Annex 3**. This commentary addresses the risks that both the Council and the wider local government community face at this challenging time, including cost-of-living/high inflationary environment. In addition, sensitivity analysis is applied against these risks and their impact on General Fund reserves is assessed. In summary, the key findings are:

- i. In 2024/25 the budget requirement is £17.9m, this is achieved without a net contribution from Reserves to meet unplanned expenditure.
- ii. The Council maintains its 20% minimum level of reserves for the General Fund (Unallocated) Reserve for the entire duration of the MTFS.
- iii. The sensitivity analysis has shown that for 2024/25 the Council has sufficient reserves to meet a range of sensitivity scenarios. However, over the MTFS period, financial challenge will be encountered by 2026/27.

11.2 The Council cannot be considered to be self-financing over the MTFS i.e. income = expenditure as it must use reserves to meet unplanned expenditure from 2026/27 onwards.

11.3 To balance a budget is a complex and continuous activity and Councils must ensure they have good financial planning in place supported by active monitoring and review. However, unexpected budgetary pressures may occur that result in an unbalanced budget. Realigning the budget requires good communication and financial control. It is the:

- “direct” responsibility of the Responsible Financial Officer (RFO) to ensure that the budget is balanced but they cannot work in isolation. The RFO must be supported by the chief executive and the leadership team and the administration. However, it is also the,
- “indirect” responsibility of the Council to ensure that it supports the delivery of services that are:
 - Economically viable,
 - Efficiently run, and
 - Effective at meeting their aims and objectives.

11.4 And in a fast-changing, fiscally constrained environment it does require a Council to be entrepreneurial, inspirational, and collaborative so it can deliver customer centric services. To achieve this it must:

- maximise its sources of income (Council Tax, Fees & Charges),
- deliver the right services to a standard that is effective (minimal), and
- have at its core an ethos of financial sustainability and resilience, transformation, and continuous improvement.

1. Consolidated Final Budget 2024/25 & MTFS (2025/26 to 2028/29)

Consolidated Final Budget 2024/25 & MTFS (2025/26 to 2028/29)					
Key	2024/25	2025/26	2026/27	2027/28	2028/29
ER = Earmarked Reserve IR = Investment Reserve PRS = Projects, Risk & Smoothing CEI = Community, Economic & Infrastructure NDR = Non-Domestic Rates	Final Budget	Final Budget	Final Budget	Final Budget	Final Budget
	£	£	£	£	£
Finance	1,830,324	1,924,604	2,048,450	2,156,199	2,159,054
Planning, Environment & Waste	6,668,204	6,536,661	6,104,170	6,164,682	6,119,473
Wellbeing, Communities & Housing	1,200,657	1,205,316	1,067,529	1,067,529	1,067,529
Strategy (aka Planning & Regeneration)	694,873	769,023	767,323	753,723	752,023
Corporate & Regulatory Services	3,086,763	2,717,560	2,710,740	2,720,111	2,730,044
Contingency (including Pay/Services/FCC Inflation)	1,290,146	1,867,698	2,814,533	3,201,686	3,602,390
Net Direct Cost of Services	14,770,967	15,020,862	15,512,745	16,063,930	16,430,513
Capital Financing	560,325	779,023	882,296	919,610	972,318
Net Expenditure	15,331,292	15,799,885	16,395,041	16,983,540	17,402,831
	0	0	0	0	0
Cont to/(from) Reserves (amts in squ brackets=reason for movement)					
General Reserves	- General Fund Balance "Planned" contributions to	0	0	0	0
	- General Fund Balance "Planned" contributions (from)	0	0	0	0
Earmarked Reserves	- General Fund Balance "Unplanned" contributions (from) ER	0	(1,667,103)	(2,078,943)	(2,129,560)
	- General Fund Balance "Unplanned" contributions to ER	4,043,006	957,716	0	0
	- Earmarked Reserve: PRS (from) - Conts for Local Elections, t	(1,290,399)	(225,000)	(206,000)	(206,000)
	- Earmarked Reserve: PRS (from) - Conts for Local Plan Accele	0	0	0	0
	- Earmarked Reserve: CV19 (from) - 3rd Year TIG	0	0	0	0
	- Earmarked Reserve: Transformation	(100,000)	0	0	0
	- Earmarked Reserve: Projects & Contracts (Waste Procurem	(50,000)	(100,000)	(75,000)	(54,000)
	- Earmarked Reserve: Projects & Contracts carry forwards	0	0	0	0
	- Earmarked Reserve: Projects, Risks & Smoothing	(20,000)	(20,000)	(20,000)	(20,000)
	- Earmarked Reserve: Investment Reserve	0	0	0	0
Budget Requirement	17,913,898	16,412,601	14,426,938	14,624,597	15,047,271
Business Rates (NDR)	(6,681,141)	(7,273,152)	(7,345,884)	(7,419,343)	(7,493,536)
Revenue Support Grant	0	0	0	0	0
Other General Fund Grants	(182,384)	(182,384)	(182,384)	(182,384)	(182,384)
Fair Funding Review & NDR Reset	0	0	617,000	813,000	793,000
Covid-19 Grants	0	0	0	0	0
New Homes Bonus	(1,203,875)	(782,519)	0	0	0
Services Grant	(11,268)	0	0	0	0
Funding Guarantee (4% as of January 2024)	(1,475,083)	(958,804)	0	0	0
Collection Fund (Surplus)/Deficit	(1,433,216)	0	0	0	0
Total Grant	(10,986,967)	(9,196,859)	(6,911,268)	(6,788,727)	(6,882,920)
Council Tax Requirement	6,926,931	7,215,742	7,515,670	7,835,870	8,164,351

2. 2024/25 Gross to Net / Subjective Service Budgets

(please ignore table references)

Subjective Analysis for the 2024/25 Budget			Table 4	
2023/24 Net £000	Subjective Analysis	2024/25 Expenditure £000	2024/25 Income £000	2024/25 Net £000
10,128	Employees	10,940	0	10,940
1,734	Premises	1,810	0	1,810
105	Transport	105	0	105
8,966	Supplies & Services	11,125	0	11,125
1,933	Third Party Payments (*)	2,076	0	2,076
35	Transfer payments	35	0	35
99	Housing Benefit	7,136	(7,235)	(99)
(10,749)	Fees & Charges, Rental Income etc		(11,220)	(11,220)
12,053		33,227	(18,455)	14,771

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

Subjective Analysis by Portfolio			Table 5
2023/24 £000	Portfolio Name		2024/25 £000
2,142	Finance	Employee costs	1,812
655		Premise expense	731
18		Transport	18
748		Supplies and Services	1,032
1,477		Third Party Payments	1,410
(79)		Transfer Payments	20
(3,053)		Fees, charges, rental income	(3,193)
1,907	Finance Total		1,830
2,364	Planning, Environment & Waste	Employee costs	2,759
602		Premise expense	602
41		Transport	41
6,177		Supplies and Services	7,416
309		Third Party Payments	395
(4,317)		Fees, charges, rental income	(4,545)
5,176	Planning, Environment & Waste Total		6,668
967	Wellbeing, Communities & Housing	Employee costs	1,193
12		Premise expense	12
10		Transport	10
508		Supplies and Services	445
22		Third Party Payments	47
15		Transfer Payments	15
(515)		Fees, charges, rental income	(520)
1,019	Wellbeing, Communities & Housing Total		1,201
729	Strategy	Employee costs	766
117		Premise expense	117
4		Transport	4
193		Supplies and Services	233
59		Third Party Payments	55
(454)		Fees, charges, rental income	(480)
647	Strategy Total		695
3,926	Corporate & Regulatory Services	Employee costs	4,411
348		Premise expense	348
33		Transport	33
695		Supplies and Services	708
67		Third Party Payments	69
(2,411)		Fees, charges, rental income	(2,482)
2,658	Corporate & Regulatory Services Total		3,087
646	Contingency	Supplies and Services	1,290
		Fees, charges, rental income	
646	Contingency - total		1,290
12,053	Grand Total		14,771

3. Portfolio Service Budgets

Portfolio Budgets by Cost Centre

DETAILED BUDGET PAPERS 2023/24 - Finance																					
Cost Centre			Responsible Director		Service Lead		NEW BUDGET: 2024/25														
							Previous Years Growth/ Savings				Base Budget	Growth/Savings etc								Budget for Year	Variance to Budget
							2021/22 Budget Setting	2022/23 Budget Setting	2022/23 Service Requested Budget Changes	2023/24 Budget Setting		Service proposed changes Gross Expenditure	Service proposed changes Gross Income	Service proposed changes Other	TSB Review	2023/24 payroll award of £1925 per fte	2024/25 Scale point increment	Other payroll changes, fte etc	Permanent Virements		
Cost Centre	Cost Centre Description	Service	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	
10025	Accountancy Services	Finance	C MASON	C BLAND	0	0	0	0	469,991	0	0	65,000	0	14,443	4,986	1,911	(1,500)	554,831	84,840		
10029	Payroll	Finance	C MASON	C BLAND	0	0	0	0	22,500	0	0	0	0	0	0	0	0	22,500	0		
10030	Insurance	Finance	C MASON	C BLAND	0	0	0	0	216,800	46,000	0	0	0	0	0	0	0	262,800	46,000		
10048	Treasury Management	Finance	C MASON	C BLAND	0	0	0	0	9,500	0	0	0	0	0	0	0	0	9,500	0		
10050	Interest & Investment Income	Finance	C MASON	C BLAND	(21,000)	0	0	299,000	(529,000)	(626,000)	(65,000)	0	0	0	0	0	0	(1,220,000)	(691,000)		
10052	Non Distributed Costs	Finance	C MASON	C BLAND	0	0	0	0	58,000	0	0	0	0	0	0	0	0	58,000	0		
10053	Corporate Managmnt (Resources)	Finance	C MASON	C BLAND	0	0	0	(25,000)	27,000	25,000	0	0	0	0	0	0	0	52,000	25,000		
10301	The Symington Building	Facilities Mgmt - Public Realm	C MASON	CAVERILL	0	0	0	0	17,413	113,600	(46,862)	0	50,000	3,369	0	891	0	138,411	120,998		
10524	Pension Scheme	Finance	C MASON	C BLAND	0	0	0	0	72,500	0	0	0	0	0	0	0	0	72,500	0		
10027	Internal Audit	CO (151), Assets, Internal Audit, GoS	C MASON	C MASON	0	0	0	0	63,200	2,452	0	0	0	0	0	0	0	65,652	2,452		
10202	Doddridge Road Offices	CO (151), Assets, Internal Audit, GoS	C MASON	CAVERILL	0	0	0	0	(6,700)	0	0	0	0	0	0	0	0	(6,700)	0		
10235	Corporate Asset Management	CO (151), Assets, Internal Audit, GoS	C MASON	CAVERILL	0	0	0	0	265,381	0	0	0	0	9,130	2,046	6,064	(2,200)	280,421	15,040		
10307	Business Enterprise	HEC	L ELLIOTT	Vacant Post	0	(73,971)	73,971	(62,934)	46,211	0	0	0	0	0	0	4,284	0	50,495	4,284		
10031	IT Services	ICT	C MASON	R CHEW	0	0	0	0	554,395	70,000	0	0	0	14,062	4,265	(16,892)	85,450	711,280	156,885		
10036	Telephony	ICT	C MASON	R CHEW	0	0	0	0	25,800	0	0	0	0	0	0	0	0	25,800	0		
10040	Revenues & Benefits	Revs & Bens	C MASON	C BLAND	0	0	0	0	1,194,200	0	0	0	0	0	0	0	0	1,194,200	0		
10042	Non Domestic Rates	Revs & Bens	C MASON	C BLAND	0	0	0	0	(176,000)	0	0	0	0	0	0	0	0	(176,000)	0		
10044	Council Tax Collection Costs	Revs & Bens	C MASON	C BLAND	0	0	0	0	(105,000)	0	0	0	6,886	0	(6,886)	0	0	(105,000)	0		
10046	Benefits	Revs & Bens	C MASON	C BLAND	0	0	0	0	90	0	0	0	6,059	0	(6,149)	0	0	0	(90)		
10187	Housing Benefits	Revs & Bens	C MASON	C BLAND	0	0	0	0	(99,200)	0	0	0	0	0	0	0	0	(99,200)	0		
10263	Discretionary Discount Scheme	Revs & Bens	C MASON	C BLAND	0	0	0	0	20,000	0	0	0	0	0	0	0	0	20,000	0		
10264	Council Tax Support Scheme	Revs & Bens	C MASON	C BLAND	0	0	0	0	(52,000)	0	0	0	0	0	0	0	0	(52,000)	0		
10308	Revenue And Benefits Support	Revs & Bens	C MASON	C BLAND	0	0	0	0	130	0	0	0	3,338	0	(3,468)	0	0	0	(130)		
10169	Energy Management	Facilities Mgmt - Public Realm	C MASON	CAVERILL	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
10196	Garages	Facilities Mgmt - Public Realm	C MASON	CAVERILL	0	0	0	0	500	0	0	0	0	0	0	0	0	500	0		
10203	Off-Site Storage (Incl Decant)	Facilities Mgmt - Public Realm	C MASON	CAVERILL	0	0	0	0	3,200	0	0	0	0	0	0	0	0	3,200	0		
10229	CCTV	CCTV, Control Centre	L ELLIOTT	R FELTS	0	0	0	0	52,050	0	0	0	0	0	0	0	0	52,050	0		
10248	Business Enterprise	HIC	L ELLIOTT	Vacant Post	0	(83,762)	83,762	(42,924)	(97,852)	0	(4,000)	0	0	8,010	0	(1,074)	0	(94,916)	2,936		
New Item Final Budget	External Funding Support; contribution to earmarked reserve.	Finance	L ELLIOTT	R FELTS					0	0	0	0	0	0	0	0	10,000	10,000	10,000		
10280	Hdcs Trading Account	Chief Executives	L ELLIOTT	C BLAND	0	0	0		0	0	0	0	0	0	0	0	0	0	0		
	Total				(21,000)	(157,733)	157,733	168,142	2,053,109	257,052	(676,862)	0	50,000	65,297	11,297	(21,319)	91,750	1,830,324	(222,785)		

DETAILED BUDGET PAPERS 2023/24 - Finance

Responsible Director Service Lead			MTFS YEAR 1: 2025/26								MTFS YEAR 2: 2026/27										
			Previous Years	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			
					2023/24 Budget Setting	Service proposed changes Gross Expenditure	Service proposed changes Gross Income			TSB Review	2021/22 Budget Setting	2022/23 Budget Setting		2023/24 Budget Setting	Service proposed changes Gross Expenditure	Service proposed changes Gross Income			Updated Budget for Year		
Cost Centre	Cost Centre Description	Service	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£				
10025	Accountancy Services	Finance	C MASON	C BLAND	0	554,831	0	0	0	554,831	0	0	0	0	554,831	0	0	0	554,831	0	
10029	Payroll	Finance	C MASON	C BLAND	0	22,500	0	0	0	22,500	0	0	0	0	22,500	0	0	0	22,500	0	
10030	Insurance	Finance	C MASON	C BLAND	0	262,800	0	0	0	262,800	0	0	0	0	262,800	0	0	0	262,800	0	
10048	Treasury Management	Finance	C MASON	C BLAND	0	9,500	0	0	0	9,500	0	0	0	0	9,500	0	0	0	9,500	0	
10050	Interest & Investment Income	Finance	C MASON	C BLAND	41,000	(1,179,000)	0	169,000	0	(1,010,000)	169,000	0	0	48,000	(962,000)	0	162,000	0	(800,000)	162,000	
10052	Non Distributed Costs	Finance	C MASON	C BLAND	0	58,000	0	0	0	58,000	0	0	0	0	58,000	0	0	0	58,000	0	
10053	Corporate Managmnt (Resources)	Finance	C MASON	C BLAND	0	52,000	0	0	0	52,000	0	0	0	0	52,000	0	0	0	52,000	0	
10301	The Symington Building	Facilities Mgmt - Public Realm	C MASON	C AVERILL	0	138,411	0	0	(50,000)	88,411	(50,000)	0	0	0	88,411	0	0	(83,700)	4,711	(83,700)	
10524	Pension Scheme	Finance	C MASON	C BLAND	0	72,500	0	0	0	72,500	0	0	0	0	72,500	0	0	0	72,500	0	
10207	Internal Audit	CO (151), Assets, Internal Audit, GoS	C MASON	C MASON	0	65,652	2,547	0	0	68,199	2,547	0	0	0	68,199	2,646	0	0	70,845	2,646	
10202	Doddridge Road Offices	CO (151), Assets, Internal Audit, GoS	C MASON	C AVERILL	0	(6,700)	0	0	0	(6,700)	0	0	0	0	(6,700)	0	0	0	(6,700)	0	
10235	Corporate Asset Management	CO (151), Assets, Internal Audit, GoS	C MASON	C AVERILL	0	280,421	0	0	0	280,421	0	0	0	0	280,421	0	0	0	280,421	0	
10307	Business Enterprise	HEC	L ELLIOTT	Vacant Post	(38,996)	11,499	(456)	(460)	0	10,583	(916)	0	0	0	10,583	0	0	0	10,583	0	
10031	It Services	ICT	C MASON	R CHEW	0	711,280	0	0	0	711,280	0	0	0	0	711,280	0	0	0	711,280	0	
10036	Telephony	ICT	C MASON	R CHEW	0	25,800	0	0	0	25,800	0	0	0	0	25,800	0	0	0	25,800	0	
10040	Revenues & Benefits	Revs & Bens	C MASON	C BLAND	0	1,194,200	0	0	0	1,194,200	0	0	0	0	1,194,200	0	0	0	1,194,200	0	
10042	Non Domestic Rates	Revs & Bens	C MASON	C BLAND	0	(176,000)	0	0	0	(176,000)	0	0	0	0	(176,000)	0	0	0	(176,000)	0	
10044	Council Tax Collection Costs	Revs & Bens	C MASON	C BLAND	0	(105,000)	0	0	0	(105,000)	0	0	0	0	(105,000)	0	0	0	(105,000)	0	
10046	Benefits	Revs & Bens	C MASON	C BLAND	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
10187	Housing Benefits	Revs & Bens	C MASON	C BLAND	0	(99,200)	0	0	0	(99,200)	0	0	0	0	(99,200)	0	0	0	(99,200)	0	
10263	Discretionary Discount Scheme	Revs & Bens	C MASON	C BLAND	0	20,000	0	0	0	20,000	0	0	0	0	20,000	0	0	0	20,000	0	
10264	Council Tax Support Scheme	Revs & Bens	C MASON	C BLAND	0	(52,000)	0	0	0	(52,000)	0	0	0	0	(52,000)	0	0	0	(52,000)	0	
10308	Revenue And Benefits Support	Revs & Bens	C MASON	C BLAND	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
10169	Energy Management	Facilities Mgmt - Public Realm	C MASON	C AVERILL	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	C AVERILL	0	500	0	0	0	500	0	0	0	0	500	0	0	0	500	0	0
10203	Off-Site Storage (Incl Decant)	Facilities Mgmt - Public Realm	C MASON	C AVERILL	0	3,200	0	0	0	3,200	0	0	0	0	3,200	0	0	0	3,200	0	0
10229	CCTV	CCTV, Control Centre	L ELLIOTT	R FELTS	0	52,050	0	0	0	52,050	0	0	0	0	52,050	0	0	0	52,050	0	0
10248	Business Enterprise	HIC	L ELLIOTT	Vacant Post	(14,355)	(109,271)	(9,333)	(4,667)	0	(123,271)	(14,000)	0	0	0	(123,271)	0	(5,100)	0	(128,371)	(5,100)	0
New Item Final Budget	External Funding Support; contribution to earmarked reserve.	Finance	L ELLIOTT	R FELTS	0	10,000	0	0	0	10,000	0	0	0	0	10,000	0	0	0	10,000	0	0
10280	Hdcs Trading Account	Chief Executives	L ELLIOTT	C BLAND	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Total				(12,351)	1,817,973	(7,242)	163,873	(50,000)	1,924,604	106,631	0	0	48,000	1,972,604	2,646	156,900	(83,700)	2,048,450	75,846	

DETAILED BUDGET PAPERS 2023/24 - Finance

			Responsible Director	Service Lead	MTFS YEAR 3: 2027/28					MTFS YEAR 4: 2028/29				2029/30	
Cost Centre	Cost Centre Description	Service			Base Budget	Growth/Savings etc		Budget for Year	Variance to Budget	Base Budget	Growth/Savings etc		Budget for Year	Variance to Budget	Base Budget
						Service proposed changes	Gross Expenditure				Service proposed changes	Gross Income			
					£	£	£	£	£	£	£	£	£	£	
10025	Accountancy Services	Finance	C MASON	C BLAND	554,831	0	0	554,831	0	554,831	0	554,831	0	554,831	
10029	Payroll	Finance	C MASON	C BLAND	22,500	0	0	22,500	0	22,500	0	22,500	0	22,500	
10030	Insurance	Finance	C MASON	C BLAND	262,800	0	0	262,800	0	262,800	0	262,800	0	262,800	
10048	Treasury Management	Finance	C MASON	C BLAND	9,500	0	0	9,500	0	9,500	0	9,500	0	9,500	
10050	Interest & Investment Income	Finance	C MASON	C BLAND	(800,000)	0	105,000	(695,000)	105,000	(695,000)	0	(695,000)	0	(695,000)	
10052	Non Distributed Costs	Finance	C MASON	C BLAND	58,000	0	0	58,000	0	58,000	0	58,000	0	58,000	
10053	Corporate Managmnt (Resources)	Finance	C MASON	C BLAND	52,000	0	0	52,000	0	52,000	0	52,000	0	52,000	
10301	The Symington Building	Facilities Mgmt - Public Realm	C MASON	C AVERILL	4,711	0	0	4,711	0	4,711	0	4,711	0	4,711	
10524	Pension Scheme	Finance	C MASON	C BLAND	72,500	0	0	72,500	0	72,500	0	72,500	0	72,500	
10027	Internal Audit	CO (151), Assets, Internal Audit, GoS	C MASON	C MASON	70,845	2,749	0	73,594	2,749	73,594	2,855	76,449	2,855	76,449	
10202	Doddridge Road Offices	CO (151), Assets, Internal Audit, GoS	C MASON	C AVERILL	(6,700)	0	0	(6,700)	0	(6,700)	0	(6,700)	0	(6,700)	
10235	Corporate Asset Management	CO (151), Assets, Internal Audit, GoS	C MASON	C AVERILL	280,421	0	0	280,421	0	280,421	0	280,421	0	280,421	
10307	Business Enterprise	HEC	L ELLIOTT	Vacant Post	10,583	0	0	10,583	0	10,583	0	10,583	0	10,583	
10031	It Services	ICT	C MASON	R CHEW	711,280	0	0	711,280	0	711,280	0	711,280	0	711,280	
10036	Telephony	ICT	C MASON	R CHEW	25,800	0	0	25,800	0	25,800	0	25,800	0	25,800	
10040	Revenues & Benefits	Revs & Bens	C MASON	C BLAND	1,194,200	0	0	1,194,200	0	1,194,200	0	1,194,200	0	1,194,200	
10042	Non Domestic Rates	Revs & Bens	C MASON	C BLAND	(176,000)	0	0	(176,000)	0	(176,000)	0	(176,000)	0	(176,000)	
10044	Council Tax Collection Costs	Revs & Bens	C MASON	C BLAND	(105,000)	0	0	(105,000)	0	(105,000)	0	(105,000)	0	(105,000)	
10046	Benefits	Revs & Bens	C MASON	C BLAND	0	0	0	0	0	0	0	0	0	0	
10187	Housing Benefits	Revs & Bens	C MASON	C BLAND	(99,200)	0	0	(99,200)	0	(99,200)	0	(99,200)	0	(99,200)	
10263	Discretionary Discount Scheme	Revs & Bens	C MASON	C BLAND	20,000	0	0	20,000	0	20,000	0	20,000	0	20,000	
10264	Council Tax Support Scheme	Revs & Bens	C MASON	C BLAND	(52,000)	0	0	(52,000)	0	(52,000)	0	(52,000)	0	(52,000)	
10308	Revenue And Benefits Support	Revs & Bens	C MASON	C BLAND	0	0	0	0	0	0	0	0	0	0	
10169	Energy Management	Facilities Mgmt - Public Realm	C MASON	C AVERILL	0	0	0	0	0	0	0	0	0	0	
10196	Garages	Facilities Mgmt - Public Realm	C MASON	C AVERILL	500	0	0	500	0	500	0	500	0	500	
10203	Off-Site Storage (Incl Decant)	Facilities Mgmt - Public Realm	C MASON	C AVERILL	3,200	0	0	3,200	0	3,200	0	3,200	0	3,200	
10229	CCTV	CCTV, Control Centre	L ELLIOTT	R FELTS	52,050	0	0	52,050	0	52,050	0	52,050	0	52,050	
10248	Business Enterprise	HIC	L ELLIOTT	Vacant Post	(128,371)	0	0	(128,371)	0	(128,371)	0	(128,371)	0	(128,371)	
New Item Final Budget	External Funding Support; contribution to earmarked reserve.	Finance	L ELLIOTT	R FELTS	10,000	0	0	10,000	0	10,000	0	10,000	0	10,000	
10280	Hdcs Trading Account	Chief Executives	L ELLIOTT	C BLAND	0	0	0	0	0	0	0	0	0	0	
	Total				2,048,450	2,749	105,000	2,156,199	107,749	2,156,199	2,855	2,159,054	2,855	2,159,054	

DETAILED BUDGET PAPERS 2023/24 - Planning, Environment & Waste

			Responsible Director	Service Lead	NEW BUDGET: 2024/25													
					Previous Years Growth/ Savings			Base Budget	Growth/Savings etc								Budget for Year	Variance to Budget
					2021/22 Budget Setting	2022/23 Budget Setting	2023/24 Budget Setting		Service proposed changes Gross	Service proposed changes Gross Income	2023/24 payroll award of £1925 per	2024/25 Scale point incremen	Other payroll changes, fte etc	Inflation	Permane nt Virement s	Other priorities		
Cost Centre	Cost Centre Description	Service			£	£	£	£	£	£	£	£	£	£	£	£	£	£
10026	Health & Safety	Operational Services	L ELLIOTT	R SMITH	0	0	0	28,345	(8,458)	0	963	517	(1,120)	0	0	0	20,247	(8,098)
10088	Street Cleaning	Operational Services	L ELLIOTT	R SMITH	0	0	0	941,533	0	0	0	0	0	0	0	0	941,533	0
10125	Open Spaces & Amenity Areas	Operational Services	L ELLIOTT	R SMITH	0	0	0	174,451	0	0	0	0	0	0	0	0	174,451	0
10140	S.E. Allotments	Operational Services	L ELLIOTT	R SMITH	0	0	0	(1,034)	0	0	0	0	0	(300)	0	0	(1,334)	(300)
10147	S.E. Market Harborough Recn	Operational Services	L ELLIOTT	R SMITH	0	0	0	264,603	0	0	0	0	0	0	0	0	264,603	0
10148	S.E. Lutterworth Recn / Park	Operational Services	L ELLIOTT	R SMITH	0	0	0	39,084	0	0	0	0	0	0	0	0	39,084	0
10159	Trade Refuse	Operational Services	L ELLIOTT	R SMITH	0	0	0	(241,167)	0	0	0	0	0	0	0	0	(241,167)	0
10160	Waste Management	Operational Services	L ELLIOTT	R SMITH	0	0	0	427,237	88,000	0	16,864	5,946	(16,460)	0	0	33,697	555,284	128,047
10161	Residual Waste Collections	Operational Services	L ELLIOTT	R SMITH	0	0	0	1,177,880	0	0	0	0	(12,300)	0	0	0	1,165,580	(12,300)
10162	Recycling Collections	Operational Services	L ELLIOTT	R SMITH	0	0	0	977,699	0	0	0	0	0	0	0	0	977,699	0
10197	External Grounds Maintenance	Operational Services	L ELLIOTT	R SMITH	0	0	0	(58,619)	32,000	0	0	0	0	0	0	0	(26,619)	32,000
10242	S.E. Fleckney	Operational Services	L ELLIOTT	R SMITH	0	0	0	316	0	0	0	0	0	0	0	0	316	0
10243	S.E. Great Glen	Operational Services	L ELLIOTT	R SMITH	0	0	0	2,515	0	0	0	0	0	0	0	0	2,515	0
10244	S.E. Scraptoft	Operational Services	L ELLIOTT	R SMITH	0	0	0	5,589	0	0	0	0	0	0	0	0	5,589	0
10246	S.E. Broughton Astley	Operational Services	L ELLIOTT	R SMITH	0	0	0	12,145	0	0	0	0	0	0	0	0	12,145	0
10272	Flytipping	Operational Services	L ELLIOTT	R SMITH	0	0	0	10,000	0	0	0	0	0	0	0	0	10,000	0
10010	Development Control	Development Control, Enforcement	D ATKINSON	A EASTWOOD	(50,000)	0	45,000	(392,364)	(77,630)	0	26,434	688	(25,332)	0	(18,300)	0	(486,504)	(94,140)
10016	Archaeological & Ecolog Advice	Development Control, Enforcement	D ATKINSON	A EASTWOOD	0	0	0	33,775	55,000	0	0	0	0	0	0	0	88,775	55,000
10019	Footpath/Bridleway Orders	Development Control, Enforcement	D ATKINSON	A EASTWOOD	0	0	0	(1,100)	0	0	0	0	0	0	0	0	(1,100)	0
10084	Enforcement	Development Control, Enforcement	D ATKINSON	A EASTWOOD	0	0	0	0	0	0	0	0	0	0	0	0	0	0
10151	Planning Enforcement	Development Control, Enforcement	D ATKINSON	A EASTWOOD	0	0	0	160,763	0	0	5,774	688	22,138	0	0	68,395	257,758	96,995
10081	Quick Response Team	Facilities Mgmt - Public Realm	C MASON	CAVERILL	0	0	0	2,230	40,600	0	1,925	0	795	0	0	0	45,550	43,320
10082	Abandoned Vehicles	Facilities Mgmt - Public Realm	C MASON	CAVERILL	0	0	0	2,200	0	0	0	0	0	0	0	0	2,200	0
10086	District-Wide Bus Shelters	Facilities Mgmt - Public Realm	C MASON	CAVERILL	0	0	0	3,400	0	0	0	0	0	0	0	0	3,400	0
10089	Street Furniture Etc	Facilities Mgmt - Public Realm	C MASON	CAVERILL	0	0	0	4,300	0	0	0	0	0	0	0	0	4,300	0
10115	S.E. Public Conveniences	Facilities Mgmt - Public Realm	C MASON	CAVERILL	0	0	0	27,754	0	0	0	0	0	0	0	0	27,754	0
10145	S.E. Thurnby	Facilities Mgmt - Public Realm	C MASON	CAVERILL	0	0	0	31,454	0	0	0	0	0	0	0	0	31,454	0
10170	Flood Prevent & Land Drainage	Facilities Mgmt - Public Realm	C MASON	CAVERILL	0	0	0	12,800	0	0	0	0	0	0	0	0	12,800	0
10245	S.E. War Memorial/Public Realm	Facilities Mgmt - Public Realm	C MASON	CAVERILL	0	0	0	16,060	0	0	0	0	0	0	0	0	16,060	0
10009	Section 106 Agreements	Strategic Planning/Policy	D ATKINSON	T NELSON	0	0	0	12,230	30,000	0	1,925	948	(2,733)	0	0	0	42,370	30,140
10013	Env Enhancements/Conservtn	Strategic Planning/Policy	D ATKINSON	T NELSON	0	0	0	0	0	0	0	0	0	0	0	0	0	0
10112	Planning Policy	Strategic Planning/Policy	D ATKINSON	T NELSON	0	0	0	261,760	0	0	8,473	445	10,482	0	(1,500)	0	279,660	17,900
10207	Local Plan Cont to Reserves	Strategic Planning/Policy	D ATKINSON	T NELSON	0	0	0	277,300	0	0	0	0	0	0	0	0	277,300	0
10207A	Local Plan Cont from Reserves	Strategic Planning/Policy	D ATKINSON	T NELSON	0	0	0	206,000	0	0	0	0	0	0	0	0	206,000	0
10208	Local Plan General	Strategic Planning/Policy	D ATKINSON	T NELSON	0	0	0	0	0	0	0	0	0	0	0	1,139,539	1,139,539	1,139,539
10011	Building Control	Building Control	D ATKINSON	J HOWARTH	0	(26,000)	0	39,861	53,246	0	0	0	0	0	(12,650)	0	80,457	40,596
10150	Environmental Health	Regulatory	L ELLIOTT	E BIRD	0	0	0	602,855	0	0	20,326	3,145	3,054	0	(7,300)	0	622,080	19,225
10175	Pest/Dog Services	Regulatory	L ELLIOTT	E BIRD	0	0	0	25,700	3,425	(3,300)	0	0	0	0	0	0	25,825	125
10219	Head Of Planning	CO (Planning)	D ATKINSON	D ATKINSON	0	0	0	117,610	0	0	3,088	0	1,902	0	0	0	122,600	4,990
10205	Neighbourhood Plan	Strategic Planning/Policy	D ATKINSON	T NELSON	0	0	0	(60,000)	0	30,000	0	0	0	0	0	0	(30,000)	30,000
	Total				(50,000)	(26,000)	45,000	5,145,165	216,183	26,700	85,772	12,377	(7,274)	(12,600)	(39,750)	1,241,631	6,668,204	1,523,039

DETAILED BUDGET PAPERS 2023/24 - Planning, Environment & Waste

			Responsible Director	Service Lead	MTFS YEAR 1: 2025/26						MTFS YEAR 2: 2026/27					
Cost Centre	Cost Centre Description	Service			Base Budget	Growth/Savings etc			Budget for Year	Variance to Budget	Base Budget	Growth/Savings etc		Budget for Year	Variance to Budget	
						Service proposed changes Gross	Service proposed changes Gross Income	Other priorities				Service proposed changes Gross	Other priorities			
					£	£	£	£	£	£	£	£	£	£	£	£
10026	Health & Safety	Operational Services	L ELLIOTT	R SMITH	20,247	0	0	0	20,247	0	20,247	0	0	20,247	0	0
10088	Street Cleaning	Operational Services	L ELLIOTT	R SMITH	941,533	0	0	0	941,533	0	941,533	0	0	941,533	0	0
10125	Open Spaces & Amenity Areas	Operational Services	L ELLIOTT	R SMITH	174,451	0	0	0	174,451	0	174,451	0	0	174,451	0	0
10140	S.E. Allotments	Operational Services	L ELLIOTT	R SMITH	(1,334)	0	0	0	(1,334)	0	(1,334)	0	0	(1,334)	0	0
10147	S.E. Market Harborough Recn	Operational Services	L ELLIOTT	R SMITH	264,603	0	0	0	264,603	0	264,603	0	0	264,603	0	0
10148	S.E. Lutterworth Recn / Park	Operational Services	L ELLIOTT	R SMITH	39,084	0	0	0	39,084	0	39,084	0	0	39,084	0	0
10159	Trade Refuse	Operational Services	L ELLIOTT	R SMITH	(241,167)	0	0	0	(241,167)	0	(241,167)	0	0	(241,167)	0	0
10160	Waste Management	Operational Services	L ELLIOTT	R SMITH	555,284	119,000	0	1,179	675,463	120,179	675,463	75,000	1,592	752,055	76,592	76,592
10161	Residual Waste Collections	Operational Services	L ELLIOTT	R SMITH	1,165,580	400,000	0	0	1,565,580	400,000	1,565,580	0	0	1,565,580	0	0
10162	Recycling Collections	Operational Services	L ELLIOTT	R SMITH	977,699	0	0	0	977,699	0	977,699	0	0	977,699	0	0
10197	External Grounds Maintenance	Operational Services	L ELLIOTT	R SMITH	(26,619)	0	0	0	(26,619)	0	(26,619)	0	0	(26,619)	0	0
10242	S.E. Fleckney	Operational Services	L ELLIOTT	R SMITH	316	0	0	0	316	0	316	0	0	316	0	0
10243	S.E. Great Glen	Operational Services	L ELLIOTT	R SMITH	2,515	0	0	0	2,515	0	2,515	0	0	2,515	0	0
10244	S.E. Scraftoft	Operational Services	L ELLIOTT	R SMITH	5,589	0	0	0	5,589	0	5,589	0	0	5,589	0	0
10246	S.E. Broughton Astley	Operational Services	L ELLIOTT	R SMITH	12,145	0	0	0	12,145	0	12,145	0	0	12,145	0	0
10272	Flytipping	Operational Services	L ELLIOTT	R SMITH	10,000	0	0	0	10,000	0	10,000	0	0	10,000	0	0
10010	Development Control	Development Control, Enforcement	D ATKINSON	A EASTWOOD	(486,504)	(18,892)	0	0	(505,396)	(18,892)	(505,396)	0	0	(505,396)	0	0
10016	Archaeological & Ecolog Advice	Development Control, Enforcement	D ATKINSON	A EASTWOOD	88,775	0	0	0	88,775	0	88,775	0	0	88,775	0	0
10019	Footpath/Bridleway Orders	Development Control, Enforcement	D ATKINSON	A EASTWOOD	(1,100)	0	0	0	(1,100)	0	(1,100)	0	0	(1,100)	0	0
10084	Enforcement	Development Control, Enforcement	D ATKINSON	A EASTWOOD	0	0	0	0	0	0	0	0	0	0	0	0
10151	Planning Enforcement	Development Control, Enforcement	D ATKINSON	A EASTWOOD	257,758	0	0	2,394	260,152	2,394	260,152	0	3,232	263,384	3,232	3,232
10081	Quick Response Team	Facilities Mgmt - Public Realm	C MASON	C AVERILL	45,550	0	0	0	45,550	0	45,550	(38,000)	0	7,550	(38,000)	(38,000)
10082	Abandoned Vehicles	Facilities Mgmt - Public Realm	C MASON	C AVERILL	2,200	0	0	0	2,200	0	2,200	0	0	2,200	0	0
10086	District-Wide Bus Shelters	Facilities Mgmt - Public Realm	C MASON	C AVERILL	3,400	0	0	0	3,400	0	3,400	0	0	3,400	0	0
10089	Street Furniture Etc	Facilities Mgmt - Public Realm	C MASON	C AVERILL	4,300	0	0	0	4,300	0	4,300	0	0	4,300	0	0
10115	S.E. Public Conveniences	Facilities Mgmt - Public Realm	C MASON	C AVERILL	27,754	0	0	0	27,754	0	27,754	0	0	27,754	0	0
10145	S.E. Thurnby	Facilities Mgmt - Public Realm	C MASON	C AVERILL	31,454	0	0	0	31,454	0	31,454	0	0	31,454	0	0
10170	Flood Prevent & Land Drainage	Facilities Mgmt - Public Realm	C MASON	C AVERILL	12,800	0	0	0	12,800	0	12,800	0	0	12,800	0	0
10245	S.E.War Memorial/Public Realm	Facilities Mgmt - Public Realm	C MASON	C AVERILL	16,060	0	0	0	16,060	0	16,060	0	0	16,060	0	0
10009	Section 106 Agreements	Strategic Planning/Policy	D ATKINSON	T NELSON	42,370	0	0	0	42,370	0	42,370	0	0	42,370	0	0
10013	Env Enhancements/Conservtn	Strategic Planning/Policy	D ATKINSON	T NELSON	0	0	0	0	0	0	0	0	0	0	0	0
10112	Planning Policy	Strategic Planning/Policy	D ATKINSON	T NELSON	279,660	0	0	0	279,660	0	279,660	0	0	279,660	0	0
10207	Local Plan Cont to Reserves	Strategic Planning/Policy	D ATKINSON	T NELSON	277,300	0	0	0	277,300	0	277,300	0	0	277,300	0	0
10207A	Local Plan Cont from Reserves	Strategic Planning/Policy	D ATKINSON	T NELSON	206,000	0	0	0	206,000	0	206,000	0	0	206,000	0	0
10208	Local Plan General	Strategic Planning/Policy	D ATKINSON	T NELSON	1,139,539	0	0	(665,224)	474,315	(665,224)	474,315	0	(474,315)	0	(474,315)	(474,315)
10011	Building Control	Building Control	D ATKINSON	J HOWARTH	80,457	0	0	0	80,457	0	80,457	0	0	80,457	0	0
10150	Environmental Health	Regulatory	L ELLIOTT	E BIRD	622,080	0	0	0	622,080	0	622,080	0	0	622,080	0	0
10175	Pest/Dog Services	Regulatory	L ELLIOTT	E BIRD	25,825	0	0	0	25,825	0	25,825	0	0	25,825	0	0
10219	Head Of Planning	CO (Planning)	D ATKINSON	D ATKINSON	122,600	0	0	0	122,600	0	122,600	0	0	122,600	0	0
10205	Neighbourhood Plan	Strategic Planning/Policy	D ATKINSON	T NELSON	(30,000)	0	30,000	0	0	30,000	0	0	0	0	0	0
	Total				6,668,204	500,108	30,000	(661,651)	6,536,661	(131,543)	6,536,661	37,000	(469,491)	6,104,170	(432,491)	(432,491)

DETAILED BUDGET PAPERS 2023/24 - Planning, Environment & Waste																
			Responsible Director	Service Lead	MTFS YEAR 3: 2027/28					MTFS YEAR 4: 2028/29					2029/30	
					Base Budget	Growth/Savings etc		Budget for Year	Variance to Budget	Base Budget	Growth/Savings etc		Budget for Year	Variance to Budget		
Cost Centre	Cost Centre Description	Service	Service proposed changes Gross	Other priorities		£	£				£	£			£	Service proposed changes Gross
					£	£	£	£	£	£	£	£	£	£	£	
10026	Health & Safety	Operational Services	L ELLIOTT	R SMITH	20,247	0	0	20,247	0	20,247	0	0	20,247	0	20,247	
10088	Street Cleaning	Operational Services	L ELLIOTT	R SMITH	941,533	0	0	941,533	0	941,533	0	0	941,533	0	941,533	
10125	Open Spaces & Amenity Areas	Operational Services	L ELLIOTT	R SMITH	174,451	0	0	174,451	0	174,451	0	0	174,451	0	174,451	
10140	S.E. Allotments	Operational Services	L ELLIOTT	R SMITH	(1,334)	0	0	(1,334)	0	(1,334)	0	0	(1,334)	0	(1,334)	
10147	S.E. Market Harborough Recn	Operational Services	L ELLIOTT	R SMITH	264,603	0	0	264,603	0	264,603	0	0	264,603	0	264,603	
10148	S.E. Lutterworth Recn / Park	Operational Services	L ELLIOTT	R SMITH	39,084	0	0	39,084	0	39,084	0	0	39,084	0	39,084	
10159	Trade Refuse	Operational Services	L ELLIOTT	R SMITH	(241,167)	0	0	(241,167)	0	(241,167)	0	0	(241,167)	0	(241,167)	
10160	Waste Management	Operational Services	L ELLIOTT	R SMITH	752,055	54,000	2,149	808,204	56,149	808,204	(54,000)	2,901	757,105	(51,099)	757,105	
10161	Residual Waste Collections	Operational Services	L ELLIOTT	R SMITH	1,565,580	0	0	1,565,580	0	1,565,580	0	0	1,565,580	0	1,565,580	
10162	Recycling Collections	Operational Services	L ELLIOTT	R SMITH	977,699	0	0	977,699	0	977,699	0	0	977,699	0	977,699	
10197	External Grounds Maintenance	Operational Services	L ELLIOTT	R SMITH	(26,619)	0	0	(26,619)	0	(26,619)	0	0	(26,619)	0	(26,619)	
10242	S.E. Fleckney	Operational Services	L ELLIOTT	R SMITH	316	0	0	316	0	316	0	0	316	0	316	
10243	S.E. Great Glen	Operational Services	L ELLIOTT	R SMITH	2,515	0	0	2,515	0	2,515	0	0	2,515	0	2,515	
10244	S.E. Scraptoft	Operational Services	L ELLIOTT	R SMITH	5,589	0	0	5,589	0	5,589	0	0	5,589	0	5,589	
10246	S.E. Broughton Astley	Operational Services	L ELLIOTT	R SMITH	12,145	0	0	12,145	0	12,145	0	0	12,145	0	12,145	
10272	Flytipping	Operational Services	L ELLIOTT	R SMITH	10,000	0	0	10,000	0	10,000	0	0	10,000	0	10,000	
10010	Development Control	Development Control, Enforcement	D ATKINSON	A EASTWOOD	(505,396)	0	0	(505,396)	0	(505,396)	0	0	(505,396)	0	(505,396)	
10016	Archaeological & Ecolog Advice	Development Control, Enforcement	D ATKINSON	A EASTWOOD	88,775	0	0	88,775	0	88,775	0	0	88,775	0	88,775	
10019	Footpath/Bridleway Orders	Development Control, Enforcement	D ATKINSON	A EASTWOOD	(1,100)	0	0	(1,100)	0	(1,100)	0	0	(1,100)	0	(1,100)	
10084	Enforcement	Development Control, Enforcement	D ATKINSON	A EASTWOOD	0	0	0	0	0	0	0	0	0	0	0	
10151	Planning Enforcement	Development Control, Enforcement	D ATKINSON	A EASTWOOD	263,384	0	4,363	267,747	4,363	267,747	0	5,890	273,637	5,890	273,637	
10081	Quick Response Team	Facilities Mgmt - Public Realm	C MASON	C AVERILL	7,550	0	0	7,550	0	7,550	0	0	7,550	0	7,550	
10082	Abandoned Vehicles	Facilities Mgmt - Public Realm	C MASON	C AVERILL	2,200	0	0	2,200	0	2,200	0	0	2,200	0	2,200	
10086	District-Wide Bus Shelters	Facilities Mgmt - Public Realm	C MASON	C AVERILL	3,400	0	0	3,400	0	3,400	0	0	3,400	0	3,400	
10089	Street Furniture Etc	Facilities Mgmt - Public Realm	C MASON	C AVERILL	4,300	0	0	4,300	0	4,300	0	0	4,300	0	4,300	
10115	S.E. Public Conveniences	Facilities Mgmt - Public Realm	C MASON	C AVERILL	27,754	0	0	27,754	0	27,754	0	0	27,754	0	27,754	
10145	S.E. Thurnby	Facilities Mgmt - Public Realm	C MASON	C AVERILL	31,454	0	0	31,454	0	31,454	0	0	31,454	0	31,454	
10170	Flood Prevent & Land Drainage	Facilities Mgmt - Public Realm	C MASON	C AVERILL	12,800	0	0	12,800	0	12,800	0	0	12,800	0	12,800	
10245	S.E.War Memorial/Public Realm	Facilities Mgmt - Public Realm	C MASON	C AVERILL	16,060	0	0	16,060	0	16,060	0	0	16,060	0	16,060	
10009	Section 106 Agreements	Strategic Planning/Policy	D ATKINSON	T NELSON	42,370	0	0	42,370	0	42,370	0	0	42,370	0	42,370	
10013	Env Enhancements/Conservtn	Strategic Planning/Policy	D ATKINSON	T NELSON	0	0	0	0	0	0	0	0	0	0	0	
10112	Planning Policy	Strategic Planning/Policy	D ATKINSON	T NELSON	279,660	0	0	279,660	0	279,660	0	0	279,660	0	279,660	
10207	Local Plan Cont to Reserves	Strategic Planning/Policy	D ATKINSON	T NELSON	277,300	0	0	277,300	0	277,300	0	0	277,300	0	277,300	
10207A	Local Plan Cont from Reserves	Strategic Planning/Policy	D ATKINSON	T NELSON	206,000	0	0	206,000	0	206,000	0	0	206,000	0	206,000	
10208	Local Plan General	Strategic Planning/Policy	D ATKINSON	T NELSON	0	0	0	0	0	0	0	0	0	0	0	
10011	Building Control	Building Control	D ATKINSON	J HOWARTH	80,457	0	0	80,457	0	80,457	0	0	80,457	0	80,457	
10150	Environmental Health	Regulatory	L ELLIOTT	E BIRD	622,080	0	0	622,080	0	622,080	0	0	622,080	0	622,080	
10175	Pest/Dog Services	Regulatory	L ELLIOTT	E BIRD	25,825	0	0	25,825	0	25,825	0	0	25,825	0	25,825	
10219	Head Of Planning	CO (Planning)	D ATKINSON	D ATKINSON	122,600	0	0	122,600	0	122,600	0	0	122,600	0	122,600	
10205	Neighbourhood Plan	Strategic Planning/Policy	D ATKINSON	T NELSON	0	0	0	0	0	0	0	0	0	0	0	
	Total				6,104,170	54,000	6,512	6,164,682	60,512	6,164,682	(54,000)	8,791	6,119,473	(45,209)	6,119,473	

DETAILED BUDGET PAPERS 2023/24 - Wellbeing, Communities & Housing

				Responsible Director	Service Lead	NEW BUDGET: 2024/25												Budget for Year	Variance to Budget
Cost Centre	Cost Centre Description	Service	Corporate Priority			Previous	Base Budget	Growth/Savings etc											
						2022/23 Budget Setting		Service proposed changes Gross Expenditure	Service proposed changes Gross Income	Service proposed changes Other	Estimated Net Leisure Mgmt Fee	2023/24 payroll award of £1925 per fte	2024/25 Scale point increment	Other payroll changes, fte etc	Permanen t Virements	Other priorities			
																	£		
						£	£	£	£	£	£	£	£	£	£	£	£		
10122	Physical Activity	Recreation		L ELLIOTT	R FELTS	0	86,591	0	0	0	0	4,994	2,432	(566)	0	0	93,451	6,860	
10124	Recreation Development	Recreation		L ELLIOTT	R FELTS	(40,000)	43,150	383,818	(383,818)	0	(80,733)	0	0	0	0	0	(37,583)	(80,733)	
10136	Youth Awareness Initiatives	Corporate Support		L ELLIOTT	C MASON	0	0	0	0	0	0	0	0	0	0	0	0	0	
10155	Health Services	Regulatory		L ELLIOTT	E BIRD	0	(6,690)	0	(3,000)	0	0	0	0	0	0	0	(9,690)	(3,000)	
10239	Lightbulb Social Care	Regulatory		L ELLIOTT	E BIRD	0	19,700	25,601	0	0	0	0	0	0	0	0	45,301	25,601	
10260	Head Of Communities	CO, Communities		L ELLIOTT	V JESSOP	0	112,240	0	0	0	0	3,029	1,493	2,568	0	0	119,330	7,090	
10241	Anniversary Events	CO, Communities		L ELLIOTT	V JESSOP	0	2,000	0	0	0	0	0	0	0	0	0	2,000	0	
10179	HDC Temporary Accommodation	Housing & Homelessness		L ELLIOTT	R FELTS	0	(53,800)	0	0	0	0	0	0	0	0	0	(53,800)	0	
10188	Homelessness	Housing & Homelessness		L ELLIOTT	R FELTS	0	85,276	0	0	0	0	0	0	0	0	0	85,276	0	
10201	Housing Services	Housing & Homelessness		L ELLIOTT	R FELTS	0	460,870	0	0	(28,490)	0	19,425	4,539	41,156	(1,500)	50,000	546,000	85,130	
10076	Grants To External Bodies	Grants, Parishes & Community Safety		L ELLIOTT	R FELTS	0	108,990	0	0	0	0	1,194	275	(1,179)	0	0	109,280	290	
10077	Advice To Parishes	Grants, Parishes & Community Safety		L ELLIOTT	R FELTS	0	51,490	0	0	26,490	0	1,925	948	(5,413)	0	0	75,440	23,950	
10121	Safer Communities Laa Fund	Grants, Parishes & Community Safety		L ELLIOTT	R FELTS	0	(5,000)	0	0	0	0	0	0	0	0	0	(5,000)	0	
10168	Community Safety	Grants, Parishes & Community Safety		L ELLIOTT	R FELTS	0	77,754	4,250	0	0	0	4,042	1,668	5,960	(1,500)	0	92,174	14,420	
10270	Local Lottery	Grants, Parishes & Community Safety		L ELLIOTT	R FELTS	0	(13,000)	0	0	0	0	0	0	0	0	0	(13,000)	0	
10017	S.E. Harborough In Bloom	Community Partnerships		L ELLIOTT	R FELTS	0	7,000	0	0	0	0	0	0	0	0	0	7,000	0	
10265	Community Partnerships	Community Partnerships		L ELLIOTT	R FELTS	0	2,461	0	0	0	0	0	0	(1,111)	0	0	1,350	(1,111)	
New Item Final Budget	Community Resilience Support; contribution to Earmarked Reserve	Community Partnerships		L ELLIOTT	R FELTS	0	0	0	0	0	0	0	0	0	0	10,000	10,000	10,000	
New Item Final Budget	Admin support; Member Community Fund	Community		L ELLIOTT	R FELTS	0	0	0	0	0	0	0	0	0	0	40,926	40,926	40,926	
New Item Final Budget	Parish Grants Administration	Community		L ELLIOTT	R FELTS	0	0	0	0	0	0	0	0	0	0	92,202	92,202	92,202	
10269	Refugee Resettlement			L ELLIOTT	R FELTS	0	0	0	0	0	0	1,925	948	(2,873)	0	0	0	0	
	Total					(40,000)	979,032	413,669	(386,818)	(2,000)	(80,733)	36,534	12,303	38,542	(3,000)	193,128	1,200,657	221,625	

DETAILED BUDGET PAPERS 2023/24 - Wellbeing, Communities & Housing

				Responsible Director	Service Lead	MTFS YEAR 1: 2025/26						MTFS YEAR 2: 2026/27				MTFS YEAR 3: 2027/28			MTFS YEAR 4: 2028/29			2028/29
Cost Centre	Cost Centre Description	Service	Corporate Priority			Base Budget	Growth/Savings etc			Budget for Year	Variance to Budget	Base Budget	with/Saving	Budget for Year	Variance to Budget	Base Budget	Budget for Year	Variance to Budget	Base Budget	Budget for Year	Variance to Budget	Base Budget
							Service proposed changes Gross Expenditure	Service proposed changes Gross Income	Other priorities				Other priorities									
						£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	
10122	Physical Activity	Recreation		L ELLIOTT	R FELTS	93,451	0	0	0	93,451	0	93,451	0	93,451	0	93,451	93,451	0	93,451	93,451	0	93,451
10124	Recreation Development	Recreation		L ELLIOTT	R FELTS	(37,583)	383,818	(383,818)	0	(37,583)	0	(37,583)	0	(37,583)	0	(37,583)	(37,583)	0	(37,583)	(37,583)	0	(37,583)
10136	Youth Awareness Initiatives	Corporate Support		L ELLIOTT	C MASON	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
10155	Health Services	Regulatory		L ELLIOTT	E BIRD	(9,690)	0	0	0	(9,690)	0	(9,690)	0	(9,690)	0	(9,690)	(9,690)	0	(9,690)	(9,690)	0	(9,690)
10239	Lightbulb Social Care	Regulatory		L ELLIOTT	E BIRD	45,301	0	0	0	45,301	0	45,301	0	45,301	0	45,301	45,301	0	45,301	45,301	0	45,301
10260	Head Of Communities	CO, Communities		L ELLIOTT	V JESSOP	119,330	0	0	0	119,330	0	119,330	0	119,330	0	119,330	119,330	0	119,330	119,330	0	119,330
10241	Anniversary Events	CO, Communities		L ELLIOTT	V JESSOP	2,000	0	0	0	2,000	0	2,000	0	2,000	0	2,000	2,000	0	2,000	2,000	0	2,000
10179	HDC Temporary Accommodation	Housing & Homelessness		L ELLIOTT	R FELTS	(53,800)	0	0	0	(53,800)	0	(53,800)	0	(53,800)	0	(53,800)	(53,800)	0	(53,800)	(53,800)	0	(53,800)
10188	Homelessness	Housing & Homelessness		L ELLIOTT	R FELTS	85,276	0	0	0	85,276	0	85,276	0	85,276	0	85,276	85,276	0	85,276	85,276	0	85,276
10201	Housing Services	Housing & Homelessness		L ELLIOTT	R FELTS	546,000	0	0	0	546,000	0	546,000	0	546,000	0	546,000	546,000	0	546,000	546,000	0	546,000
10076	Grants To External Bodies	Grants, Parishes & Community Safety		L ELLIOTT	R FELTS	109,280	0	0	0	109,280	0	109,280	0	109,280	0	109,280	109,280	0	109,280	109,280	0	109,280
10077	Advice To Parishes	Grants, Parishes & Community Safety		L ELLIOTT	R FELTS	75,440	0	0	0	75,440	0	75,440	0	75,440	0	75,440	75,440	0	75,440	75,440	0	75,440
10121	Safer Communities Laa Fund	Grants, Parishes & Community Safety		L ELLIOTT	R FELTS	(5,000)	0	0	0	(5,000)	0	(5,000)	0	(5,000)	0	(5,000)	(5,000)	0	(5,000)	(5,000)	0	(5,000)
10168	Community Safety	Grants, Parishes & Community Safety		L ELLIOTT	R FELTS	92,174	0	0	0	92,174	0	92,174	0	92,174	0	92,174	92,174	0	92,174	92,174	0	92,174
10270	Local Lottery	Grants, Parishes & Community Safety		L ELLIOTT	R FELTS	(13,000)	0	0	0	(13,000)	0	(13,000)	0	(13,000)	0	(13,000)	(13,000)	0	(13,000)	(13,000)	0	(13,000)
10017	S.E. Harborough In Bloom	Community Partnerships		L ELLIOTT	R FELTS	7,000	0	0	0	7,000	0	7,000	0	7,000	0	7,000	7,000	0	7,000	7,000	0	7,000
10265	Community Partnerships	Community Partnerships		L ELLIOTT	R FELTS	1,350	0	0	0	1,350	0	1,350	0	1,350	0	1,350	1,350	0	1,350	1,350	0	1,350
New Item Final Budget	Community Resilience Support; contribution to Earmarked Reserve	Community Partnerships		L ELLIOTT	R FELTS	10,000	0	0	0	10,000	0	10,000	0	10,000	0	10,000	10,000	0	10,000	10,000	0	10,000
New Item Final Budget	Admin support; Member Community Fund	Community		L ELLIOTT	R FELTS	40,926	0	0	1,432	42,358	1,432	42,358	(42,358)	0	(42,358)	0	0	0	0	0	0	0
New Item Final Budget	Parish Grants Administration	Community		L ELLIOTT	R FELTS	92,202	0	0	3,227	95,429	3,227	95,429	(95,429)	0	(95,429)	0	0	0	0	0	0	0
10269	Refugee Resettlement			L ELLIOTT	R FELTS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Total					1,200,657	383,818	(383,818)	4,659	1,205,316	4,659	1,205,316	(137,787)	1,067,529	(137,787)	1,067,529	1,067,529	0	1,067,529	1,067,529	0	1,067,529

DETAILED BUDGET PAPERS 2023/24 - Strategy

			Responsible Director	Service Lead	NEW BUDGET: 2024/25												
					Previous	Base Budget	Growth/Savings etc								Budget for Year	Variance to Base Budget	
Cost Centre	Cost Centre Description	Service			2022/23 Budget Setting		Service proposed changes Gross Expenditure	Service proposed changes Gross Income	Service proposed changes Other	2023/24 payroll award of £1925 per fte	2024/25 Scale point increment	Other payroll changes, fte etc	Inflation	Virement			Other
					£	£	£	£	£	£	£	£	£	£	£	£	£
10012	Strategic Planning & Housing	Strategic Planning/Policy	D ATKINSON	T NELSON	0	160,970	0	0	0	5,088		2,472	0	0	0	168,530	7,560
10262	Market Harb Town Team Project	Strategic Planning/Policy	D ATKINSON	T NELSON	0	0	0	0	0	0	0	0	0	0	0	0	0
10210	Joint Strategic Planning	Strategic Planning/Policy	D ATKINSON	T NELSON	(5,281)	39,530	2,000	0	0	0	0	0	0	0	0	41,530	2,000
10015	Ed Strat - Potential	Economic Strategy/Development	L ELLIOTT	L ELLIOTT	0	15,900	(5,900)	0	0	0	0	0	0	0	0	10,000	(5,900)
10043	S.E. Town Centre Support	Economic Strategy/Development	L ELLIOTT	L ELLIOTT	0	41,240	0	0	0	0	0	0	(15,000)	15,000		41,240	0
10043	S.E. Town Centre Support-Christmas Lights	Economic Strategy/Development	L ELLIOTT	L ELLIOTT		0	0	0	0	0	0	0	15,000	5,000		20,000	20,000
New Item - Final Budget	Market Harborough Christmas Car Parking	Economic Strategy/Development	L ELLIOTT	L ELLIOTT		0	0	0	0	0	0	0	0	15,000		15,000	15,000
New Item - Final Budget	Lutterworth Christmas Car Parking	Economic Strategy/Development	L ELLIOTT	L ELLIOTT		0	0	0	0	0	0	0	0	10,000		10,000	10,000
10055	Market Hall	Economic Strategy/Development	L ELLIOTT	L ELLIOTT	0	(89,734)	0	(8,400)	0	6,698	417	2,245	0	0	0	(88,774)	960
10065	The Square	Economic Strategy/Development	L ELLIOTT	L ELLIOTT	0	(22,260)	0	3,600	0			(2,300)	0	0	0	(20,960)	1,300
10206	Ed Strat - Location	Economic Strategy/Development	L ELLIOTT	L ELLIOTT	0	238,850	0	0	0	7,891	1,031	(212)	0	0	0	247,560	8,710
10069	Communication	Communication	L ELLIOTT	R OAKLEY	0	206,030	0	0	2,000	7,636	1,356	2,188	0	0	0	219,210	13,180
10233	Ed Strat - Talent	CO (Planning), Eco Strategy (Talent)	L ELLIOTT	L ELLIOTT	(7,000)	13,000	(13,000)	0	0	0	0	0	0	0	0	0	(13,000)
10211	Strategic Growth Team	Planning - Growth	D ATKINSON	A EASTWOOD	0	31,537	0	0	0	0	0	0	0	0	0	31,537	0
	Total				(12,281)	635,063	(16,900)	(4,800)	2,000	27,313	2,804	6,693	(2,300)	0	45,000	694,873	59,810

DETAILED BUDGET PAPERS 2023/24 - Strategy

Cost Centre			Cost Centre Description	Service	Responsible Director	Service Lead	MTFS YEAR 1: 2025/26					MTFS YEAR 2: 2026/27				MTFS YEAR 3: 2027/28				MTFS YEAR 4: 2028/29				2029/30	
							Previous 2023/24 Budget Setting	Base Budget	Growth/Savings etc		Budget for Year	Variance to Budget	Base Budget	wth/Saving: Service proposed changes Gross Income	Budget for Year	Variance to Budget	Base Budget	wth/Saving: Service proposed changes Gross Income	Budget for Year	Variance to Budget	Base Budget	Growth/S Service proposed changes Gross Income	Budget for Year	Variance to Budget	Base Budget
									Service proposed changes Expenditure	Gross proposed changes Gross Income															
							£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£		
10012	Strategic Planning & Housing	Strategic Planning/Policy	D ATKINSON	T NELSON	0	168,530	0	0	168,530	0	168,530	0	168,530	0	168,530	0	168,530	0	168,530	0	168,530	0	168,530		
10262	Market Harb Town Team Project	Strategic Planning/Policy	D ATKINSON	T NELSON	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
10210	Joint Strategic Planning	Strategic Planning/Policy	D ATKINSON	T NELSON	0	41,530	0	0	41,530	0	41,530	0	41,530	0	41,530	0	41,530	0	41,530	0	41,530	0	41,530		
10015	Ed Strat - Potential	Economic Strategy/Development	L ELLIOTT	L ELLIOTT	40,000	50,000	5,900	0	55,900	5,900	55,900	0	55,900	0	55,900	0	55,900	0	55,900	0	55,900	0	55,900		
10043	S.E. Town Centre Support	Economic Strategy/Development	L ELLIOTT	L ELLIOTT	0	41,240	0	0	41,240	0	41,240	0	41,240	0	41,240	0	41,240	0	41,240	0	41,240	0	41,240		
10043	S.E. Town Centre Support-Christmas Lights	Economic Strategy/Development	L ELLIOTT	L ELLIOTT	0	20,000	0	0	20,000	0	20,000	0	20,000	0	20,000	0	20,000	0	20,000	0	20,000	0	20,000		
New Item Final Budget	Market Harborough Christmas Car Parking	Economic Strategy/Development	L ELLIOTT	L ELLIOTT	0	15,000	0	0	15,000	0	15,000	0	15,000	0	15,000	0	15,000	0	15,000	0	15,000	0	15,000		
New Item Final Budget	Lutterworth Christmas Car Parking	Economic Strategy/Development	L ELLIOTT	L ELLIOTT	0	10,000	0	0	10,000	0	10,000	0	10,000	0	10,000	0	10,000	0	10,000	0	10,000	0	10,000		
10055	Market Hall	Economic Strategy/Development	L ELLIOTT	L ELLIOTT	0	(88,774)	0	(10,500)	(99,274)	(10,500)	(99,274)	0	(99,274)	0	(99,274)	(11,900)	(111,174)	(11,900)	(111,174)	0	(111,174)	0	(111,174)		
10065	The Square	Economic Strategy/Development	L ELLIOTT	L ELLIOTT	0	(20,960)	0	(4,250)	(25,210)	(4,250)	(25,210)	(1,700)	(26,910)	(1,700)	(26,910)	(1,700)	(28,610)	(1,700)	(28,610)	(1,700)	(30,310)	(1,700)	(30,310)		
10206	Ed Strat - Location	Economic Strategy/Development	L ELLIOTT	L ELLIOTT	0	247,560	30,000	0	277,560	30,000	277,560	0	277,560	0	277,560	0	277,560	0	277,560	0	277,560	0	277,560		
10069	Communication	Communication	L ELLIOTT	R OAKLEY	0	219,210	0	0	219,210	0	219,210	0	219,210	0	219,210	0	219,210	0	219,210	0	219,210	0	219,210		
10233	Ed Strat - Talent	CO (Planning), Eco Strategy (Talent)	L ELLIOTT	L ELLIOTT	0	0	13,000	0	13,000	13,000	13,000	0	13,000	0	13,000	0	13,000	0	13,000	0	13,000	0	13,000		
10211	Strategic Growth Team	Planning - Growth	D ATKINSON	A EASTWOOD	0	31,537	0	0	31,537	0	31,537	0	31,537	0	31,537	0	31,537	0	31,537	0	31,537	0	31,537		
	Total				40,000	734,873	48,900	(14,750)	769,023	34,150	769,023	(1,700)	767,323	(1,700)	767,323	(13,600)	753,723	(13,600)	753,723	(1,700)	752,023	(1,700)	752,023		

DETAILED BUDGET PAPERS 2023/24 - Corporate & Regulatory Services

			Responsible Director	Budget Holder	NEW BUDGET: 2024/25														Budget for Year	Variance to Budget
Cost Centre	Cost Centre Description	Service			Previous Years Growth/		Base Budget	Growth/Savings etc												
					2022/23 Budget Setting	2023/24 Budget Setting		Service proposed changes Gross Expenditure	Service proposed changes Gross Income	Service proposed changes Other	2023/24 payroll award of £1925 per fte	2024/25 Scale point increment	Other payroll changes, fte etc	Permanent Virements	Inflation	Other				
					£	£	£	£	£	£	£	£	£	£	£	£	£			
10003	Corporate Administration	Corporate Support	C MASON	C MASON	0	0	588,283	0	0	0	27,629	3,490	34,758	(54,985)	0	0	599,175	10,892		
10032	Postages	Corporate Support	C MASON	C MASON	0	0	40,400	0	0	0	0	0	0	0	0	0	40,400	0		
10037	Corporate Printing	Corporate Support	C MASON	C MASON	0	0	12,000	3,000	0	0	0	0	0	0	0	0	15,000	3,000		
10051	Land Charges	Corporate Support	C MASON	C MASON	0	0	(118,200)	0	0	0	0	0	0	(7,300)	0	0	(125,500)	(7,300)		
10066	Performance/Change Mana	Corporate Support	C MASON	C MASON	0	0	2,868	0	0	0	0	0	0	0	0	0	2,868	0		
10165	Public Burials	Corporate Support	C MASON	C MASON	0	0	2,500	0	0	0	0	0	0	0	0	0	2,500	0		
10231	Central Stationery Store	Corporate Support	C MASON	C MASON	0	0	13,100	0	0	0	0	0	0	0	0	0	13,100	0		
10022	Legal Services	Legal & Democratic Support	C MASON	J YOUNG	0	(8,000)	268,765	169,171	0	0	6,435	1,656	10,124	(39,500)	0	0	416,651	147,886		
10072	Members Allowances & Exp	Legal & Democratic Support	C MASON	J YOUNG	0	0	318,650	0	0	0	0	0	0	0	0	0	318,650	0		
10073	Committee Servicing	Legal & Democratic Support	C MASON	J YOUNG	0	0	162,315	4,107	0	21,000	7,489	2,745	0	35,885	0	0	233,541	71,226		
10213	Programme Management	ICT	C MASON	R CHEW	0	0	180,130	0	0	0	5,773	948	(33,401)	0	0	0	153,450	(26,680)		
10023	Human Resources	HR & Training	C MASON	R JENNER	(15,000)	0	263,960	8,300	(4,000)	0	9,493	613	18,884	(1,500)	0	0	295,750	31,790		
10024	Corporate & Mangmnt Train	HR & Training	C MASON	R JENNER	0	0	35,300	0	0	0	0	0	0	0	0	0	35,300	0		
10060	Elections	Elections	C MASON	C MASON	0	0	16,600	0	0	0	0	0	0	0	0	0	16,600	0		
10060A	Elections - Cont from Reserves	Elections	C MASON	C MASON	0	(166,000)	0	0	0	0	0	0	0	0	0	0	0	0		
10060B	Elections - Cont to Reserve	Elections	C MASON	C MASON	0	0	40,000	0	0	0	0	0	0	0	0	0	40,000	0		
10061	Registration Of Electors	Register of Electors	C MASON	C MASON	0	0	43,100	0	0	0	0	0	0	0	0	0	43,100	0		
10078	Emergency Plan/ Bus Contr	Regulatory	L ELLIOTT	E BIRD	0	0	29,800	2,352	0	0	0	0	0	0	0	0	32,152	2,352		
10096	Car Park Services	Regulatory	L ELLIOTT	E BIRD	58,929	(105,000)	(749,576)	19,500	(21,000)	0	0	0	0	0	0	0	(751,076)	(1,500)		
10101	Hackney Carriage Licensing	Regulatory	L ELLIOTT	E BIRD	0	0	(31,800)	0	0	0	0	0	0	0	0	0	(31,800)	0		
10117	On Street C.P.E	Regulatory	L ELLIOTT	E BIRD	0	0	199,714	0	0	0	28,471	2,245	154	0	0	0	230,584	30,870		
10118	Car Parks Administration	Regulatory	L ELLIOTT	E BIRD	0	0	58,460	0	0	0	1,927	0	963	0	0	0	61,350	2,890		
10119	Off Street C.P.E.	Regulatory	L ELLIOTT	E BIRD	0	0	(170,477)	0	0	0	0	0	0	0	0	0	(170,477)	0		
10154	Licences	Regulatory	L ELLIOTT	E BIRD	0	0	(79,600)	0	0	0	0	0	0	0	0	0	(79,600)	0		
10163	S.E.Cemeteries & Burial Gro	Facilities Mgmt - Public Res	C MASON	CAVERILL	0	0	10,425	0	0	0	0	0	0	0	(4,000)	0	6,425	(4,000)		
10164	Closed Churchyards	Facilities Mgmt - Public Res	C MASON	CAVERILL	0	0	40,140	0	0	0	0	0	0	0	0	0	40,140	0		
10167	Cctv	CCTV, Control Centre	L ELLIOTT	R FELTS	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
10193	Control Centre	CCTV, Control Centre	L ELLIOTT	R FELTS	(11,000)	0	103,990	13,000	0	0	20,891	2,195	21,974	0	0	0	162,050	58,060		
10173	Licensing Team	Regulatory	L ELLIOTT	E BIRD	0	0	124,220	0	0	0	5,007	0	1,953	(7,300)	0	0	123,880	(340)		
10232	Section 151 Officer	CO (151), Assets, Internal A	C MASON	C MASON	0	0	122,460	0	0	50,000	3,068	0	2,882	0	0	0	178,410	55,950		
10237	Corporate In Year Savings	CO (151), Assets, Internal A	C MASON	C MASON	0	0	(180,000)	0	0	0	0	0	0	0	0	0	(180,000)	0		
10230	Head Of Legal	CO Legal & Democratic	C MASON	J YOUNG	0	0	90,628	0	0	0	2,080	1,025	(9,733)	0	0	0	84,000	(6,628)		
10305	External Audit	Finance	C MASON	C BLAND	0	0	88,000	51,000	0	0	0	0	0	0	0	0	139,000	51,000		
10238	Apprentice Levy Costs	Finance	C MASON	C BLAND	0	0	13,600	0	0	0	0	0	0	0	0	0	13,600	0		
10035	Customer Services	Customer Services	L ELLIOTT	R FELTS	0	0	611,995	58,000	0	0	26,955	5,712	8,648	(1,500)	0	50,750	760,560	148,565		
10104	Consultation	Customer Services	L ELLIOTT	R FELTS	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
10302	Customer Services (2) CC	Customer Services	L ELLIOTT	R FELTS	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
10236	Equalities & Safeguarding	Customer Services	L ELLIOTT	R FELTS	0	0	35,300	0	0	0	1,156	0	424	0	0	0	36,880	1,580		
10021	Chief Executives Group	Joint Chief Executives	J RICHARDSON	J RICHARDS	0	0	3,500	0	0	0	0	0	0	(1,500)	0	0	2,000	(1,500)		
10054	Lga Subscriptions	Joint Chief Executives	J RICHARDSON	J RICHARDS	0	0	20,200	0	0	0	0	0	0	0	0	0	20,200	0		
10071	Corporate Activities	Joint Chief Executives	L ELLIOTT	L ELLIOT	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
10222	Old cost centre	Joint Chief Executives	L ELLIOTT	L ELLIOT	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
10226	Chief Executive	Joint Chief Executives	J RICHARDSON	J RICHARDS	0	0	168,250	0	0	0	3,959	2,181	(2,800)	0	0	0	171,590	3,340		
10215	Deputy Chief Executive		L ELLIOTT	L ELLIOT	0	0	130,740	0	0	0	3,430	0	2,140	0	0	0	136,310	5,570		
?????	Enforcement Cross-Cutting	Regulatory	L ELLIOTT	E BIRD	0	0	(75,000)	0	0	0	0	0	0	0	0	75,000	0	75,000		
?????	HR Cross-Cutting		C MASON	R JENNER	0	0	(22,000)	0	0	0	0	0	0	0	0	22,000	0	22,000		
	Total				32,929	(279,000)	2,412,740	328,430	(25,000)	71,000	153,763	22,810	56,970	(77,700)	(4,000)	147,750	3,086,763	674,022		

DETAILED BUDGET PAPERS 2023/24 - Corporate & Regulatory Services

Cost Centre			Responsible Director		Budget Holder		MTFS YEAR 1: 2025/26							MTFS YEAR 2: 2026/27							
							Previous Years Growth/ 2022/23 Budget Setting		Base Budget	Growth/Savings etc			Budget for Year	Variance to Budget	Previous Years		Base Budget	Growth/Savings Service proposed changes Gross Expenditure	Budget for Year	Variance to Budget	
										2023/24 Budget Setting	Service proposed changes Gross Expenditure	Service proposed changes Gross Income			Service proposed changes Other	2022/23 Budget Setting					2023/24 Budget Setting
Cost Centre	Cost Centre Description	Service				£	£	£	£	£	£	£	£	£	£	£	£	£			
10003	Corporate Administration	Corporate Support	C MASON	C MASON	0	0	599,175	0	0	0	599,175	0	0	0	599,175	0	599,175	0			
10032	Postages	Corporate Support	C MASON	C MASON	0	0	40,400	0	0	0	40,400	0	0	0	40,400	0	40,400	0			
10037	Corporate Printing	Corporate Support	C MASON	C MASON	0	0	15,000	0	0	0	15,000	0	0	0	15,000	0	15,000	0			
10051	Land Charges	Corporate Support	C MASON	C MASON	0	0	(125,500)	0	0	0	(125,500)	0	0	0	(125,500)	0	(125,500)	0			
10066	Performance/Change Management	Corporate Support	C MASON	C MASON	0	0	2,868	0	0	0	2,868	0	0	0	2,868	0	2,868	0			
10165	Public Burials	Corporate Support	C MASON	C MASON	0	0	2,500	0	0	0	2,500	0	0	0	2,500	0	2,500	0			
10231	Central Stationery Store	Corporate Support	C MASON	C MASON	0	0	13,100	0	0	0	13,100	0	0	0	13,100	0	13,100	0			
10022	Legal Services	Legal & Democratic Support	C MASON	J YOUNG	0	0	416,651	0	0	0	416,651	0	0	0	416,651	0	416,651	0			
10072	Members Allowances & Expenses	Legal & Democratic Support	C MASON	J YOUNG	0	0	318,650	0	0	0	318,650	0	0	0	318,650	0	318,650	0			
10073	Committee Servicing	Legal & Democratic Support	C MASON	J YOUNG	0	0	233,541	0	0	0	233,541	0	0	0	233,541	0	233,541	0			
10213	Programme Management	ICT	C MASON	R CHEW	0	(116,110)	37,340	0	0	0	37,340	0	0	0	37,340	0	37,340	0			
10023	Human Resources	HR & Training	C MASON	R JENNER	0	0	295,750	0	0	0	295,750	0	0	0	295,750	0	295,750	0			
10024	Corporate & Mangmnt Training	HR & Training	C MASON	R JENNER	0	0	35,300	0	0	0	35,300	0	0	0	35,300	0	35,300	0			
10060	Elections	Elections	C MASON	C MASON	0	0	16,600	0	0	0	16,600	0	0	0	16,600	0	16,600	0			
10060A	Elections - Cont from Reserves	Elections	C MASON	C MASON	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
10060B	Elections - Cont to Reserve	Elections	C MASON	C MASON	0	0	40,000	0	0	0	40,000	0	0	0	40,000	0	40,000	0			
10061	Registration Of Electors	Register of Electors	C MASON	C MASON	0	0	43,100	0	0	0	43,100	0	0	0	43,100	0	43,100	0			
10078	Emergency Plan/ Bus Continuity	Regulatory	L ELLIOTT	E BIRD	0	0	32,152	0	0	0	32,152	0	0	0	32,152	0	32,152	0			
10096	Car Park Services	Regulatory	L ELLIOTT	E BIRD	56,267	(45,000)	(739,809)	0	(103,700)	0	(843,509)	(103,700)	53,339	(69,000)	(859,170)	0	(859,170)	0			
10101	Hackney Carriage Licencing	Regulatory	L ELLIOTT	E BIRD	0	0	(31,800)	0	0	0	(31,800)	0	0	0	(31,800)	0	(31,800)	0			
10117	On Street C.P.E	Regulatory	L ELLIOTT	E BIRD	0	0	230,584	0	0	0	230,584	0	0	0	230,584	0	230,584	0			
10118	Car Parks Administration	Regulatory	L ELLIOTT	E BIRD	0	0	61,350	0	0	0	61,350	0	0	0	61,350	0	61,350	0			
10119	Off Street C.P.E.	Regulatory	L ELLIOTT	E BIRD	0	0	(170,477)	0	(22,000)	0	(192,477)	(22,000)	0	0	(192,477)	0	(192,477)	0			
10154	Licences	Regulatory	L ELLIOTT	E BIRD	0	0	(79,600)	0	0	0	(79,600)	0	0	0	(79,600)	0	(79,600)	0			
10163	S.E.Cemeteries & Burial Grounds	Facilities Mgmt - Public Realm	C MASON	C AVERILL	0	0	6,425	0	0	0	6,425	0	0	0	6,425	0	6,425	0			
10164	Closed Churchyards	Facilities Mgmt - Public Realm	C MASON	C AVERILL	0	0	40,140	0	0	0	40,140	0	0	0	40,140	0	40,140	0			
10167	Cctv	CCTV, Control Centre	L ELLIOTT	R FELTS	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
10193	Control Centre	CCTV, Control Centre	L ELLIOTT	R FELTS	0	0	162,050	0	0	0	162,050	0	0	0	162,050	0	162,050	0			
10173	Licensing Team	Regulatory	L ELLIOTT	E BIRD	0	0	123,880	0	0	0	123,880	0	0	0	123,880	0	123,880	0			
10232	Section 151 Officer	CO (151), Assets, Internal Audit	C MASON	C MASON	0	0	128,410	0	0	(50,000)	128,410	(50,000)	0	0	128,410	0	128,410	0			
10237	Corporate In Year Savings	CO (151), Assets, Internal Audit	C MASON	C MASON	0	0	(180,000)	0	0	0	(180,000)	0	0	0	(180,000)	0	(180,000)	0			
10230	Head Of Legal	CO Legal & Democratic	C MASON	J YOUNG	0	0	84,000	0	0	0	84,000	0	0	0	84,000	0	84,000	0			
10305	External Audit	Finance	C MASON	C BLAND	0	0	139,000	8,340	0	0	147,340	8,340	0	0	147,340	8,841	156,181	8,841			
10238	Apprentice Levy Costs	Finance	C MASON	C BLAND	0	0	13,600	0	0	0	13,600	0	0	0	13,600	0	13,600	0			
10035	Customer Services	Customer Services	L ELLIOTT	R FELTS	0	0	760,560	0	0	0	760,560	0	0	0	760,560	0	760,560	0			
10104	Consultation	Customer Services	L ELLIOTT	R FELTS	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
10302	Customer Services (2) CC	Customer Services	L ELLIOTT	R FELTS	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
10236	Equalities & Safeguarding	Customer Services	L ELLIOTT	R FELTS	0	0	36,880	0	0	0	36,880	0	0	0	36,880	0	36,880	0			
10021	Chief Executives Group	Joint Chief Executives	J RICHARDSON	J RICHARDSON	0	0	2,000	0	0	0	2,000	0	0	0	2,000	0	2,000	0			
10054	Lga Subscriptions	Joint Chief Executives	J RICHARDSON	J RICHARDSON	0	0	20,200	0	0	0	20,200	0	0	0	20,200	0	20,200	0			
10071	Corporate Activities	Joint Chief Executives	L ELLIOTT	L ELLIOTT	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
10222	Old cost centre	Joint Chief Executives	L ELLIOTT	L ELLIOTT	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
10226	Chief Executive	Joint Chief Executives	J RICHARDSON	J RICHARDSON	0	0	171,590	0	0	0	171,590	0	0	0	171,590	0	171,590	0			
10215	Deputy Chief Executive	Joint Chief Executives	L ELLIOTT	L ELLIOTT	0	0	136,310	0	0	0	136,310	0	0	0	136,310	0	136,310	0			
?????	Enforcement Cross-Cutting	Regulatory	L ELLIOTT	E BIRD	0	0	0	0	(75,000)	(75,000)	(75,000)	(75,000)	0	0	(75,000)	0	(75,000)	0			
?????	HR Cross-Cutting	Regulatory	C MASON	R JENNER	0	0	0	0	(22,000)	(22,000)	(22,000)	(22,000)	0	0	(22,000)	0	(22,000)	0			
	Total				56,267	(161,110)	2,981,920	8,340	(125,700)	(147,000)	2,717,560	(264,360)	53,339	(69,000)	2,701,899	8,841	2,710,740	8,841			

DETAILED BUDGET PAPERS 2023/24 - Corporate & Regulatory Services

			Responsible Director	Budget Holder	MTFS YEAR 3: 2027/28				MTFS YEAR 4: 2028/29				2028/29
Cost Centre	Cost Centre Description	Service			Base Budget	Growth/Service proposed changes Gross Expenditure	Budget for Year	Variance to Budget	Base Budget	Growth/Service proposed changes Gross Expenditure	Budget for Year	Variance to Budget	Base Budget
					£	£	£	£	£	£	£	£	£
10003	Corporate Administration	Corporate Support	C MASON	C MASON	599,175	0	599,175	0	599,175	0	599,175	0	599,175
10032	Postages	Corporate Support	C MASON	C MASON	40,400	0	40,400	0	40,400	0	40,400	0	40,400
10037	Corporate Printing	Corporate Support	C MASON	C MASON	15,000	0	15,000	0	15,000	0	15,000	0	15,000
10051	Land Charges	Corporate Support	C MASON	C MASON	(125,500)	0	(125,500)	0	(125,500)	0	(125,500)	0	(125,500)
10066	Performance/Change Mana	Corporate Support	C MASON	C MASON	2,868	0	2,868	0	2,868	0	2,868	0	2,868
10165	Public Burials	Corporate Support	C MASON	C MASON	2,500	0	2,500	0	2,500	0	2,500	0	2,500
10231	Central Stationery Store	Corporate Support	C MASON	C MASON	13,100	0	13,100	0	13,100	0	13,100	0	13,100
10022	Legal Services	Legal & Democratic Support	C MASON	J YOUNG	416,651	0	416,651	0	416,651	0	416,651	0	416,651
10072	Members Allowances & Exp	Legal & Democratic Support	C MASON	J YOUNG	318,650	0	318,650	0	318,650	0	318,650	0	318,650
10073	Committee Servicing	Legal & Democratic Support	C MASON	J YOUNG	233,541	0	233,541	0	233,541	0	233,541	0	233,541
10213	Programme Management	ICT	C MASON	R CHEW	37,340	0	37,340	0	37,340	0	37,340	0	37,340
10023	Human Resources	HR & Training	C MASON	R JENNER	295,750	0	295,750	0	295,750	0	295,750	0	295,750
10024	Corporate & Mangmnt Train	HR & Training	C MASON	R JENNER	35,300	0	35,300	0	35,300	0	35,300	0	35,300
10060	Elections	Elections	C MASON	C MASON	16,600	0	16,600	0	16,600	0	16,600	0	16,600
10060A	Elections - Cont from Reserves	Elections	C MASON	C MASON	0	0	0	0	0	0	0	0	0
10060B	Elections - Cont to Reserve	Elections	C MASON	C MASON	40,000	0	40,000	0	40,000	0	40,000	0	40,000
10061	Registration Of Electors	Register of Electors	C MASON	C MASON	43,100	0	43,100	0	43,100	0	43,100	0	43,100
10078	Emergency Plan/ Bus Contr	Regulatory	L ELLIOTT	E BIRD	32,152	0	32,152	0	32,152	0	32,152	0	32,152
10096	Car Park Services	Regulatory	L ELLIOTT	E BIRD	(859,170)	0	(859,170)	0	(859,170)	0	(859,170)	0	(859,170)
10101	Hackney Carriage Licensing	Regulatory	L ELLIOTT	E BIRD	(31,800)	0	(31,800)	0	(31,800)	0	(31,800)	0	(31,800)
10117	On Street C.P.E	Regulatory	L ELLIOTT	E BIRD	230,584	0	230,584	0	230,584	0	230,584	0	230,584
10118	Car Parks Administration	Regulatory	L ELLIOTT	E BIRD	61,350	0	61,350	0	61,350	0	61,350	0	61,350
10119	Off Street C.P.E.	Regulatory	L ELLIOTT	E BIRD	(192,477)	0	(192,477)	0	(192,477)	0	(192,477)	0	(192,477)
10154	Licences	Regulatory	L ELLIOTT	E BIRD	(79,600)	0	(79,600)	0	(79,600)	0	(79,600)	0	(79,600)
10163	S.E.Cemeteries & Burial Gro	Facilities Mgmt - Public Reg	C MASON	C AVERILL	6,425	0	6,425	0	6,425	0	6,425	0	6,425
10164	Closed Churchyards	Facilities Mgmt - Public Reg	C MASON	C AVERILL	40,140	0	40,140	0	40,140	0	40,140	0	40,140
10167	Cctv	CCTV, Control Centre	L ELLIOTT	R FELTS	0	0	0	0	0	0	0	0	0
10193	Control Centre	CCTV, Control Centre	L ELLIOTT	R FELTS	162,050	0	162,050	0	162,050	0	162,050	0	162,050
10173	Licensing Team	Regulatory	L ELLIOTT	E BIRD	123,880	0	123,880	0	123,880	0	123,880	0	123,880
10232	Section 151 Officer	CO (151), Assets, Internal A	C MASON	C MASON	128,410	0	128,410	0	128,410	0	128,410	0	128,410
10237	Corporate In Year Savings	CO (151), Assets, Internal A	C MASON	C MASON	(180,000)	0	(180,000)	0	(180,000)	0	(180,000)	0	(180,000)
10230	Head Of Legal	CO Legal & Democratic	C MASON	J YOUNG	84,000	0	84,000	0	84,000	0	84,000	0	84,000
10305	External Audit	Finance	C MASON	C BLAND	156,181	9,371	165,552	9,371	165,552	9,933	175,485	9,933	165,552
10238	Apprentice Levy Costs	Finance	C MASON	C BLAND	13,600	0	13,600	0	13,600	0	13,600	0	13,600
10035	Customer Services	Customer Services	L ELLIOTT	R FELTS	760,560	0	760,560	0	760,560	0	760,560	0	760,560
10104	Consultation	Customer Services	L ELLIOTT	R FELTS	0	0	0	0	0	0	0	0	0
10302	Customer Services (2) CC	Customer Services	L ELLIOTT	R FELTS	0	0	0	0	0	0	0	0	0
10236	Equalities & Safeguarding	Customer Services	L ELLIOTT	R FELTS	36,880	0	36,880	0	36,880	0	36,880	0	36,880
10021	Chief Executives Group	Joint Chief Executives	J RICHARDSON	J RICHARDS	2,000	0	2,000	0	2,000	0	2,000	0	2,000
10054	Lga Subscriptions	Joint Chief Executives	J RICHARDSON	J RICHARDS	20,200	0	20,200	0	20,200	0	20,200	0	20,200
10071	Corporate Activities	Joint Chief Executives	L ELLIOTT	L ELLIOT	0	0	0	0	0	0	0	0	0
10222	Old cost centre	Joint Chief Executives	L ELLIOTT	L ELLIOT	0	0	0	0	0	0	0	0	0
10226	Chief Executive	Joint Chief Executives	J RICHARDSON	J RICHARDS	171,590	0	171,590	0	171,590	0	171,590	0	171,590
10215	Deputy Chief Executive		L ELLIOTT	L ELLIOT	136,310	0	136,310	0	136,310	0	136,310	0	136,310
?????	Enforcement Cross-Cutting	Regulatory	L ELLIOTT	E BIRD	(75,000)	0	(75,000)	0	(75,000)	0	(75,000)	0	(75,000)
?????	HR Cross-Cutting		C MASON	R JENNER	(22,000)	0	(22,000)	0	(22,000)	0	(22,000)	0	(22,000)
	Total				2,710,740	9,371	2,720,111	9,371	2,720,111	9,933	2,730,044	9,933	2,720,111

DETAILED BUDGET PAPERS 2023/24 - Contingency & Inflationary Provisions

			Responsible Director	Budget Holder	NEW BUDGET: 2024/25										
Cost Centre	Cost Centre Description	Service			Previous Years Growth/ Savings			Base Budget	Growth/Savings etc					Budget for Year	Variance to Base Budget
					2021/22 Budget Setting	2022/23 Budget Setting	2023/24 Budget Setting		Service proposed changes Gross Expenditu re	Service proposed changes Gross Income	Service proposed changes Other	One-Year Saving Deferral	Other		
					£	£	£	£	£	£	£	£	£	£	£
10509	Central Items - Contingency	Finance	C MASON	C BLAND	0	0	0	0	0	0	0	0	0	0	0
Nominal	Inflation - Pay - Services 2 NCS	Corporate - Finance	C MASON	C BLAND	188,726	0	152,736	716,695	0	0	0	0	(367,504)	349,191	(367,504)
Nominal	Inflation - Pay to Capital Fin	Corporate - Finance	C MASON	C BLAND	14,819	0	0	14,819	0	0	0	0	0	14,819	0
Nominal	Inflation - Services	Corporate - Finance	C MASON	C BLAND	0	0	0	0	0	0	0	0	0	0	0
Nominal	Inflation - Employer Oncosts	Corporate - Finance	C MASON	C BLAND	0	0	21,000	(73,000)	0	0	0	0	47,000	(26,000)	47,000
Nominal	Inflation - FCC	Operational Services	L ELLIOTT	R SMITH	0	222,315	0	832,198	77,685	0	0	0	0	909,883	77,685
Nominal	Inflation - Energy costs	Operational Services	C MASON	CAVERILL	0	0	0	42,253	0	0	0	0	0	42,253	0
Nominal	FCC 5% Escalator for Potential Govt Changes to Waste	Operational Services	L ELLIOTT	R SMITH	0	0	0	0	0	0	0	0	0	0	0
Nominal	Target Operating Model Service Efficiency	Operational Services	J RICHARDSON	J RICHARDS	0	0	0	(287,858)	0	0	0	287,858	0	0	287,858
Nominal	Shared Service; DM Support	Operational Services	D ATKINSON	D ATKINSON	0	0	0	0	0	0	0	0	0	0	0
	Total				203,545	222,315	173,736	1,245,107	77,685	0	0	287,858	(320,504)	1,290,146	45,039

DETAILED BUDGET PAPERS 2023/24 - Contingency & Inflationary Provisions

			Responsible Director	Budget Holder	MTFS YEAR 1: 2025/26										MTFS YEAR 2: 2026/27								
					Previous Years Growth/		Base Budget	Growth/Savings etc				Budget for Year	Variance to Budget	Previous Years Growth/		Base Budget	Growth/Savings etc				Budget for Year	Variance to Budget	
Cost Centre	Cost Centre Description	Service			2022/23 Budget Setting	2023/24 Budget Setting		FCC contract changes	One-Year Saving Deferral	Budget Correction	Inflation- Employer Oncosts			2022/23 Budget Setting	2023/24 Budget Setting		FCC contract changes	Budget Correction	Inflation Employer Oncosts				
					£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£
10509	Central Items - Contingency	Finance	C MASON	C BLAND	0	0	0	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	C BLAND	251,299	51,626	652,116	0	0	58,487	710,603	58,487	257,582	54,431	1,022,616	0	0	62,049	1,084,665	62,049	0	62,049	
Nominal	Inflation - Pay to Capital Fin	Corporate - Finance	C MASON	C BLAND	0	0	14,819	0	0	0	14,819	0	0	0	14,819	0	0	0	14,819	0	0	0	
Nominal	Inflation - Services	Corporate - Finance	C MASON	C BLAND	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Nominal	Inflation - Employer Oncosts	Corporate - Finance	C MASON	C BLAND	0	1,000	(25,000)	0	0	47,000	22,000	47,000	0	0	22,000	0	0	0	22,000	0	0	0	
Nominal	Inflation - FCC	Operational Services	L ELLIOTT	R SMITH	236,931	0	1,146,814	40,069	0	0	1,186,883	40,069	233,767	0	1,420,650	57,233	0	0	1,477,883	57,233	0	0	
Nominal	Inflation - Energy costs	Operational Services	C MASON	C AVERILL	0	188,000	230,253	0	0	0	230,253	0	0	0	230,253	0	0	0	230,253	0	0	0	
Nominal	FCC 5% Escalator for Potential Govt Changes to Waste	Operational Services	L ELLIOTT	R SMITH	269,969	0	269,969	(269,969)	0	0	0	(269,969)	279,177	0	279,177	11,823	0	0	291,000	11,823	0	0	
Nominal	Target Operating Model Service Efficiency	Operational Services	J RICHARDSON	J RICHARDS	(9,002)	0	(9,002)	0	(287,858)	0	(296,860)	(287,858)	(9,227)	0	(306,087)	0	0	0	(306,087)	0	0	0	
Nominal	Shared Service; DM Support	Operational Services	D ATKINSON	D ATKINSON	(3,188)	0	(3,188)	0	3,188	0	3,188	0	(3,267)	0	(3,267)	0	3,267	0	3,267	0	0	3,267	
	Total				746,009	240,626	2,276,781	(229,900)	(287,858)	3,188	105,487	1,867,698	(409,083)	758,032	54,431	2,680,161	69,056	3,267	62,049	2,814,533	134,372	0	

DETAILED BUDGET PAPERS 2023/24 - Contingency & Inflationary Provisions

			Responsible Director	Budget Holder	MTFS YEAR 3: 2027/28					MTFS YEAR 4: 2028/29				2028/29
Cost Centre	Cost Centre Description	Service			Previous	Base Budget	Growth/Saving Inflation Pay to Capital Financing	Budget for Year	Variance to Budget	Base Budget	Growth/ Inflation Employer Oncosts	Budget for Year	Variance to Budget	Base Budget
					2023/24 Budget Setting									
					£	£	£	£	£	£	£	£	£	£
10509	Central Items - Contingency	Finance	C MASON	C BLAND	0	0	0	0	0	0	0	0	0	0
Nominal	Inflation - Pay - Services 2 NCS	Corporate - Finance	C MASON	C BLAND	321,373	1,406,038	65,780	1,471,818	65,780	1,471,818	400,704	1,872,522	400,704	1,872,522
Nominal	Inflation - Pay to Capital Fin	Corporate - Finance	C MASON	C BLAND	0	14,819	0	14,819	0	14,819	0	14,819	0	14,819
Nominal	Inflation - Services	Corporate - Finance	C MASON	C BLAND	0	0	0	0	0	0	0	0	0	0
Nominal	Inflation - Employer Oncosts	Corporate - Finance	C MASON	C BLAND	0	22,000	0	22,000	0	22,000	0	22,000	0	22,000
Nominal	Inflation - FCC	Operational Services	L ELLIOTT	R SMITH	0	1,477,883	0	1,477,883	0	1,477,883	0	1,477,883	0	1,477,883
Nominal	Inflation - Energy costs	Operational Services	C MASON	C AVERILL	0	230,253	0	230,253	0	230,253	0	230,253	0	230,253
Nominal	FCC 5% Escalator for Potential Govt Changes to Waste	Operational Services	L ELLIOTT	R SMITH	0	291,000	0	291,000	0	291,000	0	291,000	0	291,000
Nominal	Target Operating Model Service Efficiency	Operational Services	J RICHARDSON	J RICHARDS	0	(306,087)	0	(306,087)	0	(306,087)	0	(306,087)	0	(306,087)
Nominal	Shared Service; DM Support	Operational Services	D ATKINSON	D ATKINSON	0	0	0	0	0	0	0	0	0	0
	Total				321,373	3,135,906	65,780	3,201,686	65,780	3,201,686	400,704	3,602,390	400,704	3,602,390

Consolidated Final Budget 2024/25 & MTFS (2025/26 to 2028/29) and Service Budgets

Annex 2

Consolidated General Fund Reserve		2024/25	2025/26	2026/27	2027/28	2028/29
		Final Budget	Final Budget	Final Budget	Final Budget	Final Budget
		£	£	£	£	£
General Fund (Unallocated) Reserve						
b/f		2,509,061	3,066,258	3,159,977	3,279,008	3,396,708
Cont from/(to) Services		4,043,006	957,716	(1,667,103)	(2,078,943)	(2,129,560)
Cont from/(to) Budget Surplus Reserve		(3,485,809)	(863,997)	1,786,134	2,196,643	2,213,418
c/f		3,066,258	3,159,977	3,279,008	3,396,708	3,480,566
Net Expenditure		15,331,292	15,799,885	16,395,041	16,983,540	17,402,831
		15,331,292	15,799,885	16,395,041	16,983,540	17,402,831
Minimum Level of Reserves @	20.0%	3,066,258	3,159,977	3,279,008	3,396,708	3,480,566
Variance of GFR to Minimum Level of Reserves	20.0%	0	0	0	0	0
Budget Surplus Reserve						
b/f		1	1	1	1	1
Cont from/(to) General Fund		3,485,809	863,997	(1,786,134)	(2,196,643)	(2,213,418)
Cont from/(to) ER: Financial Sustainability		(1,739,134)	(87,520)	1,519,338	2,057,295	2,213,418
Cont from/(to) ER: Corporate Plan & Strategy		(1,746,675)	(306,477)	266,796	139,348	0
Cont from/(to) ER: Capital & Contracts		0	(470,000)	0	0	0
c/f		1	1	1	1	1
		Ok	Ok	Ok	Ok	Ok
Earmarked Reserve: Projects, Risk & Smoothing						
b/f		3,267,296	1,873,397	1,985,397	2,116,397	2,247,397
Cont (to) Services		(1,290,399)	(225,000)	(206,000)	(206,000)	(206,000)
Cont from Services		337,000	337,000	337,000	337,000	337,000
Cont from/(to) ER: Financial Sustainability		(480,500)	0	0	0	0
Cont from/(to) ER: Community, Economic & Infrastructure		40,000	0	0	0	0
c/f		1,873,397	1,985,397	2,116,397	2,247,397	2,378,397
Earmarked Reserve: Capital & Contract						
b/f		2,653,059	2,103,059	2,473,059	2,398,059	2,344,059
Cont to services (waste procurement)		(50,000)	(100,000)	(75,000)	(54,000)	0
Cont from/(to) ER: Financial Sustainability		(500,000)	0	0	0	0
Cont from/(to) BS Reserve: Waste Vehicles		0	470,000	0	0	0
c/f		2,103,059	2,473,059	2,398,059	2,344,059	2,344,059
Earmarked Reserve: Transformation						
b/f		1,000,000	900,000	900,000	900,000	900,000
Cont (to) Services		(100,000)	0	0	0	0
c/f		900,000	900,000	900,000	900,000	900,000
Earmarked Reserve: Financial Sustainability						
b/f		2,909,359	5,702,531	5,790,051	4,270,713	2,213,418
Cont from/(to) BS Reserve		1,739,134	87,520	(1,519,338)	(2,057,295)	(2,213,418)
Cont from/(to) ER: PRS		480,500	0	0	0	0
Cont from/(to) ER Capital & Contracts		573,538	0	0	0	0
c/f		5,702,531	5,790,051	4,270,713	2,213,418	0
Earmarked Reserve: Collection Fund Reserve						
b/f		1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
c/f		1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Earmarked Reserve: Corporate Plan & Strategy						
b/f		722,992	2,469,667	2,776,144	2,509,348	2,370,000
Cont from/(to) BS Reserve		(123,325)	(193,523)	(266,796)	(139,348)	0
Cont from/(to) BS Res: Grant to Towns & Parishes		1,000,000	0	0	0	0
Cont from/(to) BS Res: Ward Area Imp Fund		170,000	0	0	0	0
Cont from/(to) BS Res: Leisure Strategy Action Fund		100,000	0	0	0	0
Cont from/(to) BS Res: Young Persons Initiative Fund		100,000	0	0	0	0
Cont from/(to) BS Res: Dist Place Narrative/Vision & Mplanning		100,000	0	0	0	0
Cont from/(to) BS Res: Asset Facilitation Fund		0	500,000	0	0	0
Cont from/(to) BS Res: Net-Zero2030 Initiatives Fund		400,000	0	0	0	0
c/f		2,469,667	2,776,144	2,509,348	2,370,000	2,370,000
Earmarked Reserve: Community, Economic & Infrastructure						
b/f		1,000,000	960,000	960,000	960,000	960,000
Cont from/(to) ER: Community, Economic & Infrastructure		(40,000)	0	0	0	0
c/f		960,000	960,000	960,000	960,000	960,000
Earmarked Reserve: Investment Reserve						
b/f		1,229,011	1,229,011	1,229,011	1,229,011	1,229,011
c/f		1,229,011	1,229,011	1,229,011	1,229,011	1,229,011
Forecast "End-of-Year" Reserves Balances (c/f)						
Total General Fund (Unallocated) Reserve		3,066,258	3,159,977	3,279,008	3,396,708	3,480,566
Total Earmarked Reserves		16,237,666	17,113,663	15,383,529	13,263,886	11,181,468
Total General Fund Reserves		19,303,924	20,273,640	18,662,537	16,660,594	14,662,034

1 Introduction

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 2024/25 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.

2 Budget Setting

2.1 At the time of writing, the [2023/24 Quarter 2 Financial Performance Report](#) is reporting a forecast underspend of £410k in respect of service expenditure. The main reasons for the underspend are:

- Savings in programme management.
- Increased investment income and savings from Director costs
- Overspends in central costs relating to insurance, external audit and corporate savings not achieved, as well as service costs relating to homelessness, trade waste, and housing.
- Underachievement of income from development management, strategic planning, and planning appeals.

2.2 Over the autumn of 2023, officers have made extenuating efforts to review their service budgets. This year, due to a host of reasons, as reported in the draft budget (see 1.3.3) the council is forecasting a net increase in service expenditure of £2m for 2024/25, with net savings occurring by 2028/29 giving a net increase in spend of £1.7m. Since the draft budget further service growth has been proposed, which is discussed at para 1.3.3.

2.3 In addition the Council:

- continues to embed transformational change across services as required, especially following the new ICT Strategy. The reconfiguration of Customer Services is now complete.

- has included some unavoidable growth due to increases in utility costs, waste contract extension and the new contract, some shared service costs and staffing restructures.
- chosen to defer some savings proposals to allow for a “holistic” review to be undertaken to determine if their deliverability stills remains practical in the current operational environment.
- continues to work with partners across Leicestershire in respect of joint working arrangements for several services; the aim being to streamline and achieve efficiencies in delivery.

2.4 As noted elsewhere within this report, the Council achieves a surplus budget for the next two years, which will be set aside to help meet the gap that starts to emerge from 2026/27 onwards as well as provide some direct funding for specific political ambitions and priorities. In 2020 it was established that there was an MTFS gap of £16m. For the current budget, if the council was not “recognising” the potential impact of the Fair Funding Review from 2026/27 onwards there would be a surplus of £754k over the MTFS – a reduction of almost £17m. However, the council has chosen to take a prudent position and fully recognise the impact of Fair Funding which results in a cumulative budget gap of £875k (a reduction of 94.5%).

2.5 However, Councillors must remain mindful that:

- by 2028/29 the actual in-year gap is £2.1m (i.e. to balance the year savings/income or a combination of both is needed).
 - there may be the need to undertake 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 December 2023:
- 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.**

3 Challenges Facing the Council

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:

Cost-of-Living/High Inflationary Economy

3.2 The Council is seeing significant inflationary impacts on how it delivers its services; some examples include:

- i **Pay;** for 2023/24 staff pay was increased by a flat £1,925 between the Apprentice Grade through to Grade 10 (equating to between a +9% increase to 3.88%); for Grades 11 and above the increase was 3.88%.

- ii **Utility Costs**; both privately and corporately everyone is paying more for their use of gas and electricity. This trend is continuing although the council is anticipating a decrease in prices during 2025/26 and onwards.
- iii **Leisure Contract**; from April 2024 the Council will be entering into a new Leisure contract following appointment of the preferred contractor by Council in December 2023. The contract will include an innovative management fee that will encompass reimbursement of capital financing costs so effectively the capital investment will be net-nil to the council over the life of the contract.
- iv **Waste Collection**; the Council is anticipating an inflationary increase of 5.6% for 2024/25. As the Council provides a discretionary green waste service and for 2024/25 there will not be any increase in fees. With the contract extension and then the new procurement the council has included an estimated annual increase of £400k per annum (this is not compounded per annum).
- v **Development Management & Legal Services**; the Council will be increasing resources in both these teams. It is considered that the service has declined over the past couple of years and investment is needed to bring the services back to a fair level of performance.
- vi **Capital Projects**; the Council is seeing an increase in capital development costs, so some capital reallocation has been necessary to meet these demands. By way of example, the Temporary Housing Unit planned for 4, Roman Way was facing very significant cost increases so a review has been undertaken to provide District-wide provision rather than in one single location.
- vii **Investment Income**. With the Bank of England increasing base rates, the short-term investment market is seeing a significant increase in rates and the Council is expected to achieve high investment returns from its investment portfolio as indicated earlier in this report. Also, the Council is actively monitoring its position in respect of long-term debt. The Council has for many years “internally borrowed” to finance its capital programme (i.e. the net benefits of working capital, reserve holdings etc) because long-term borrowing has been considerably more expensive. However, if the market does reverse and long-term rates become favourable the Council may start to undertake external borrowing to “lock-in” these rates for the longer-term (of course, all such actions will be undertaken considering the delegations and requirements of the Councils Treasury Policy and Strategies and expert advice from its Treasury Advisors).

Public Sector Austerity – grant funding

- 3.3 For the past few years, the public sector has been facing the most significant austerity programme in a generation and because of the government’s ring-fencing of some government departments/services (i.e. NHS, Overseas Aid etc.); this has meant that local government has met a significant share of the austerity programme. More recently, independent insights into future government funding propositions are clearly showing a direction of travel that indicates a continuation of this challenging financial environment. Although the risks being publicly aired are primarily within the upper tier services of children’s and adults social care, as shown elsewhere within this report and in the routine quarterly monitoring reports, lower tier district councils are facing significant financial risks relating to homelessness, waste collection etc. Considering this the government has recognised this risk and made available in January 2024 additional funding over and above that announced in the provision settlement of December 2023. The additional funding totalled £600m; £500m for

social care (upper tier); £100m for Funding Guarantee and £15m for rural services grant; with Harborough benefiting by a one-off increase for 2024/25 of £120k:

- £95k to increase the funding guarantee from 3% to 4% (from £1.4m to £1.5m), and
- £25k increase in rural services grant (from £157k to £182k; it is assumed this increase continues in each year of the MTFS).

3.4 Following the 2024/25 provisional settlement announced in December 2023 and the further funding of January 2024, **Table 7** clearly shows how the Councils core grant funding streams change from the current year (2023/24) through to the last year of the MTFS (2028/29). In respect of direct grant, the Council will encounter significant reductions over the MTFS; specifically New Homes Bonus which will reduce from £1.2m in 2024/25 to nil by 2026/27. The government has for some years been planning to undertake a review of local government funding (known as the Fair Funding Review and NDR Reset) but it has been delayed several times. It is now expected to be undertaken post the general election as part of the spending review with potential implementation in 2026/27. Current modelling is showing a potential impact of £617k from 2026/27 and this risk has been included in the current MTFS.

Comparison of "Core" Grants				Table 7		
2023/24 Budget - to - 2024/25 Budget and MTFs (2025/26 to 2028/29)						
	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	2028/29 £000
2023/24 Budget & MTFs (*)						
NDR (**)	5,841	5,876	5,911	5,947	5,983	
Revenue Support Grant	0	0	0	0	0	
Other General Fund Grants	141	141	141	141	141	
New Homes Bonus (***)	1,660	1,079	0	0	0	
Services Grants	69	0	0	0	0	
3% Funding Guarantee	819	55	0	0	0	
Total	8,530	7,151	6,052	6,088	6,124	0
2024/25 Budget & MTFs						
NDR		6,681	7,273	7,346	7,419	7,494
Revenue Support Grant		0	0	0	0	0
Other General Fund Grants		182	182	182	182	182
New Homes Bonus (***)		1,204	783	0	0	0
Services + Lower Tier Services Grants		11	0	0	0	0
3% Funding Guarantee		1,475	959	0	0	0
Total		9,553	9,197	7,528	7,601	7,676
Variance between Grant Assumptions						
NDR		805	1,362	1,399	1,436	
Revenue Support Grant		0	0	0	0	
Other General Fund Grants		41	41	41	41	
New Homes Bonus		125	783	0	0	
Services Grants		11	0	0	0	
3% Funding Guarantee		1,420	959	0	0	
Total		971	2,186	1,440	1,477	
NDR		13.7%	23.0%	23.5%	24.0%	
Revenue Support Grant		0.0%	0.0%	0.0%	0.0%	
Other General Fund Grants		29.1%	29.1%	29.1%	29.1%	
New Homes Bonus		11.6%	100.0%	0.0%	0.0%	
Services Grants		0.0%	0.0%	0.0%	0.0%	
3% Funding Guarantee		2581.8%	100.0%	0.0%	0.0%	
Total		10.2%	23.8%	19.1%	19.4%	
NB. * This is the budget agreed by Council, February 2023. ** The 2023/24 NDR number is gross and would be subject to s.31 CV19 related grant. *** 2023/24 and 2024/25 NHB were both 1-year settlements.						

Programme of Service Review and Transformation

- 3.5 It is probably fair to say that all councils are undertaking some form of service review and seeking to ensure that services are provided with affordability, value for money and continuous improvement at their core. As mentioned earlier, the Council has previously undertaken a fundamental budget review (BC25) and further savings in subsequent years. However, because of the impacts of inflation and some identified service underinvestment it has been necessary for the council to invest in its services for 2024/25, these are discussed in detail elsewhere in this report.
- 3.6 In addition, the Council is also expecting, on a full year basis to generate savings as follows:

- i. Completing the ICT transformation of the council's infrastructure and how the Council uses ICT (primarily moving to the cloud for all systems). Including the implementation of a new finance and legal system and in the near future the new s.106 and Idox systems.
- ii. Although deferred for 2024/25, there savings initiatives (£377k), or a fair proportion of them, are expected to be realised in 2025/26. These initiatives include a new "target operating model" (£280k), Enforcement Review (£75k) and HR Terms & Conditions Review (£22k).
- iii. reviewing its property asset holdings; this includes:
 - development of new depot and cemetery. It is hoped that the new Depot will generate savings due to lower contract costs when the Waste Contract is relet in 2027/28,
 - development of existing assets. Redevelopments of the Market Harborough and Lutterworth Leisure Facilities with a new contractor from 2024/25 meeting some of the capital financing costs, as well as enhancing current car parking via the provision of more electrical charging points;
 - developing new temporary accommodation provision across the district.
 - systematic review of land holdings and where possible the active disposal of surplus land, and
 - reviews of current property holdings due to new ways of working, The Symington Building by way of example.

4 Governance

- 4.1 The [2021/22 Annual Governance Statement \(AGS\)](#) is the last to have received an audit opinion. The [Draft 2022/23 AGS](#) was published in line with the Statutory deadline but has yet to receive an opinion by external audit. Reflecting on the latest AGS, it was produced based on the seven principles within the CIPFA/SOLACE Framework Delivering Good Governance in Local Government and the Leader and Chief Executive have stated how they consider that they meet the requirements of the frameworks.
- 4.2 On the 26 July 2023, the Council's Head of Internal Audit reported to the Audit and Standards Committee in respect of the Annual Internal Audit Report & Opinion 2022/23 ([Report](#) / [Appendix](#)) that the assurance given for the year to 31 March 2023 is noted below. This will be reviewed and updated prior to external audit issuing their final opinion on the 2022/23 Statement of Accounts, AGS and VfM:

I am satisfied that sufficient internal audit work has been undertaken to inform an opinion on the adequacy and effectiveness of governance, risk management and internal control for 2022/23. In giving this opinion, it should be noted that assurance can never be absolute. The most that the internal audit service can provide is reasonable assurance that there are no major weaknesses in the system of internal control.

It is my opinion that Satisfactory Assurance can be given over the adequacy and effectiveness of the Council's control environment for 2022/23 – see definition of assurance opinions in section 4.1 of this report. This control environment comprises of the system of internal control, governance arrangements and risk management. Any limitations over this opinion are detailed and explained further below.

Financial control

Controls relating to the key financial systems which were reviewed during the year were concluded to be operating at a level of Satisfactory Assurance for compliance and Good Assurance was given for the design of the control environment.

Bank reconciliation procedures were found to be generally sound, and testing confirmed that reconciliations were complete and accurate. Controls over suspense accounts were found to be effective with good evidence of review and clearance of outstanding balances at the time of audit.

Treasury management arrangements are robust and could be strengthened through the routine recording of the basis for selection of investment counterparties.

Sundry debt collection has been adversely affected by staffing reductions and associated work pressures in 2022/23 and the Council is significantly under-performing against target. Management should ensure that sufficient resources are allocated to debt recovery activities to ensure recovery action is brought up to date in the short term and maintained going forward.

Risk management

The Council's structures and processes for identifying, assessing, and managing risk have remained generally consistent during 2022/23. The Internal Audit plan was risk based and informed by the Council's risk management framework and reporting.

Internal control

For the audits completed by the Internal Audit service in 2022/23 and finalised at the time of reporting, 100% of the opinions given in relation to the control environment and compliance have been of at least Satisfactory Assurance.

Of the high and medium priority agreed management actions due for implementation during 2022/23, 89% had been completed during the year. Of the low priority actions, 43% remained overdue at 31st March 2023 – but these actions have not been assessed as representing a risk to the authority and, rather, seek to achieve further improvement.

There have been no incidences during 2022/23 where the internal audit team have highlighted a fundamental risk or weakness and management have sought to accept the risk, rather than agree an appropriate action.

Internal Audit has not been made aware of any further significant 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.

5 Risks

- 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 or the current inflationary economic environment).

Mitigation of Unforeseen Events

- 5.2 The Council takes a relatively prudent position in ensuring that it maintains its General Fund (Unallocated) Reserve at 20% of Net Expenditure.
- 5.3 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, (as was the case during the CV19 pandemic).
- 5.4 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:
 - Transformation
 - Collection Fund
 - Corporate Plan & Strategy
 - Community Economic & Infrastructure
 - Commercial Investment

The Projects, Risk & Smoothing, Capital & Contract and Financial Sustainability, Reserves are excluded from any “robustness” sensitivity as they exist to meet the costs of known service delivery and revenue commitments.

Risk Modelling

5.5 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 definitive of all the risks that a District Council might face; however, it does represent some of the more significant potential risks that the Council may face:

- Normal Business Risks (this will include most of the inflationary impacts)
 - under achievement of savings.
 - inflation.
 - reduced income
 - government grants
 - failure of a borrower.
 - emergency.
 - property related.
 - increased demands on services.
 - council tax.

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

5.7 **Normal Business Risk**

i. **Underachievement of Net Savings & Additional Income**

[Table 3 of of the Draft 2024/25 Budget & MTFS \(2025/26 to 2028/29\)](#) shows that the total net change in income/savings was £727k (the following detail being shown in [Appendix 3](#))

- Finance (Apx 3i): increase in income of £695k
- Planning, Environment & Waste (Apx 3ii): decrease in income of £59k
- Wellbeing, Communities & Housing (Apx 3iii): increase in income of £84k
- Strategy (Apx 3iv): increase in income of £7k

In addition, there remains a residual TOM saving of £287k as well as savings from reviews of Enforcement and HR Terms & Conditions (£97k) that were not achieved in 2023/24 and have been brought forward into 2024/25. However, these savings have been deferred by one-year to 2025/26. If these savings are

included this gives a total saving of £1.1m. However, as ever with savings they are dependent on the market, management and political conditions prevailing at the time. It is therefore prudent to assume that some of this income and savings may not be achieved; a fair assumption is that there is 30% underachievement which equates to £333k.

ii. **Inflation**

With regard to:

- **Pay;** the budget for 2024/25 includes an “across the board” pay increase of 3.5%. Considering employer oncosts (national insurance and pension), this equates to a total cost of £10.9m; a further 1% for sensitivity equates to £109k.
- **Business Rates** (those payable by HDC); the budget for 2024/25 includes a Business Rates budget of £400k. 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 2024/25 budget as services are required to generally contain inflationary spend within their current budgets. However, as noted in the Draft budget report this year has seen considerable inflationary related cost impacts e.g. unavoidable increases in respect of insurance, utility costs, the Councils own liabilities in respect of business rates and contractor costs. Consequently, no further sensitivity has been carried-out for general services. However, considering the current volatile inflationary market, it would be prudent to provide an additional sensitivity assessment. The main concern is around utility costs, and this is addressed later in this commentary.
- **Borrowing;** the Council only has long-term fixed borrowing, so the risk of interest rate fluctuation is fully mitigated. In respect of short-term borrowing, the Council has considerable cash balances that are invested, it also and effectively manages its cash flow therefore any short-term interest risk is also mitigated (if the Council had to acquire cash quickly, it could request cash back from an investor – the impact being the loss of the “deals” associated interest and potential loss of some goodwill). Consequently, no further sensitivity will be applied to this risk.

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

Total fees and charges are £10.8m, therefore, for sensitivity analysis a 20% loss of income from fees and charges would amount to £2.2m. The largest income streams that are susceptible to variation include:

- Planning Fees, £1.4m
- Car Parks, £1.1m
- Trade Waste, £860k
- Market Hall, £478k

iv. **Reduced income: Grants**

For 2024/25 the Councils total grant receivable is £2.9m and is expected to reduce to £1.9m in 2025/26; this is because:

- New Homes Bonus will reduce to £783k (£1.2m, 2024/25).
- Services Grant will reduce to nil (£11k, 2024/25).
- Funding Guarantee will reduce to £959k (£1.5m, 2024/25)_

However, for sensitivity purposes the Council is including a notional 10% reduction in the total grant receivable to reflect potential future losses (£287k).

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

- Since the localisation of Non-Domestic Rates in April 2013 it has become increasingly clear that the business rate 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 2024/25 the government has split the NDR multiplier between small and large businesses. In calculating the expected business rates income in the NDR 1 the Council has assumed limited growth based on information provided by the Leicestershire Revenue & Benefits Partnership. For each year of the MTFS, the Council has taken a prudent position by increasing its NDR income by 1%. 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 2024/25 is £5.2m.
- Although it is fair to say that any NDR reduction would be limited by the existence of the safety net (i.e. it provides a statutory limitation to losses), it is fair to apply sensitivity to the gap between the safety net and the estimated NDR receipt. Losses can be accrued in several ways; reduced NDR because of business failure, demolition, or catastrophic event, but are more usually impacted due to rating appeals (some of which can take many years to conclude). Further, the Leicestershire NDR Pool will have a wider mitigating effect. In respect of:
 - NDR, the gap between the estimated income (£1.8m) and the safety net (£1.7m) is £100k; 10% sensitivity reduction will be applied giving £10k.
 - S.31, a 10% sensitivity reduction will be applied giving £525k.
- The Council is anticipating its share of the NDR Surplus to be of £1.3m (1.4.7), a 15% sensitivity will be applied giving £185k.

vi. **Failure of a Borrower**

The 2024/25 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, CV19 and high inflation/cost of living 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 £4.5m; if this amount was lost and the Council had to borrow from the PWLB, at current rates for 1-year this would amount to a cost of £249k. 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 difference ways. Some risks are insured against, so losses are limited to the excesses payable and for local government the Government’s Bellwin Scheme can meet a proportion, over a threshold, of the costs of any significant peacetime emergencies (e.g. severe flooding). Further, the Council does maintain its General Fund (Unallocated) Reserve 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. One of this year’s growth proposals is to establish an Earmarked Reserves in respect of Community Resilience, with an annual £10k contribution. 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 £322k. These costs are managed via contract, but it is prudent to include a small sensitivity (15%) for potential increases (£48k).
- **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 £911k. A sensitivity allowance of 20% has been included, reflecting the potential for additional one-off costs (£182k).

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 service that has had been most susceptible to demand changes is homelessness and Council Tax Support. With regard to:

- homelessness, the budget for 2024/25 is £577k, and for
- Council Tax Support is £52k;

If there was a 10% increase in demand for each this would require an additional £63k (£58k and £5k respectively).

In addition, ICT is a service under considerable demand. The current budget is £737k, so if there was a 10% increase in costs this would amount to £74k.

x. **Transformation**

The 2024/25 Capital Programme included £1.5m in respect of transformation. Although the capital ICT transformation programme is approaching its end, the council is continuing to transform in many other ways (review of property, climate change, housing etc). As financing would be “capital”, with strong programme management that would avoid costly cost overruns and firm sources of finance, no sensitivity adjustment is to be made.

xi. **Council Tax**

The Council has chosen to freeze Council Tax for 2024/25 but to then notionally increase by 2.99% for each subsequent year of the MTFS. By its very nature any freeze in Council Tax does introduce a compounded and structural loss of income. Over the duration of the MTFS, the net lost income is £1.1m, also by 2026/27 the Council is facing a deficit of £1.7m, increasing to £2.1m by 2028/29. It is therefore considered prudent that the Council should make the 2024/25 Council Tax freeze a one-off as this would exacerbate future years estimated deficits.

Further, the government’s measure of local authority funding, Core Spending Power, assumes that all Councils will increase their Council Tax to the maximum possible. If the Council had increased its Council Tax by the maximum of 2.99% this would have generated an income of £326k.

Considering that for each year there is always an increase in collectable Council Tax because of the annual increase in the Council Tax Base, the additional Council Tax that will be generated even with a 0% increase is £120k. Therefore, the risk of not increasing is the difference between what could have been generated if Council Tax had been increased to the maximum compared to what the Council has chosen to increase by; for 2024/25 this is £207k. It is considered that this entire amount should be included in the sensitivity analysis.

5.8 Risks Associated with the High-Inflationary Environment

The direct and indirect/macro and micro impacts of the high-inflationary environment are expected to continue well into 2024/25, and potentially into future years as well. However, some of these impacts have already been recognised:

- i. **within this budget.** These include:
 - adjustments made to reflect lower demand related income within Car Parking and Development Management and an increase in income due to Interest and Investment Income.
 - direct inflationary impacts in respect of Utility Bills and some impacts within the capital programme.
- 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.

In previous years the impact of the Coronavirus Pandemic has been considered in this risk assessment. Although coronavirus is still an ongoing health issue, it is now actively managed within this council’s sickness policy so is not directly considered an exceptional risk.

6. Sensitivity of the 2024/25 Budget and Reserves

- 6.1 Considering the risks noted above and the stated budget assumptions, the accumulated total “sensitivity impact” is £4.5m. 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 2024/25, based on the likelihood of occurrence, is as follows:

- Pessimistic view, additional pressure of £1.9m
- Middle-View, additional pressure of £1.9m
- Optimistic View, additional pressure of £628k

Sensitivity of Risks to 2024/25 Budget & Funding Options								Table 8			
Risk Determinant		Costs Included in 2024/25 Budget	Risk	Sensitivity Impact		Likelihood of Occurrence					
						Pessimistic		Middle-Way		Optimistic	
		£000		+/-	Cost £000	Factor	£000	Factor	£000	Factor	£000
Underachievement of Net Savings & Additional Income		1,111	Savings not achieved.	30%	333	0.5	167	0.4	133	0.1	33
Inflation	Pay (incl other pay related costs)	10,940	Pay increase from 1.75% to 2.75%	1%	109	0.6	66	0.3	33	0.1	11
	Business Rates (HDC Payable)	400	Business Rates vary due to change in liability etc.	5%	20	0.6	12	0.2	4	0.2	4
	General Inflation	No adjustment made, see report.									
	Borrowing	No adjustment made, see report.									
Reduced Income	Fees & Charges, Sales and Rents (including £500k for Car Parking Fees & Charges)	10,100	Reduction in income.	20%	2,020	0.4	808	0.5	1,010	0.1	202
Government Grant	Grants	2,873	2023/24 grants reducing more that expected in future years.	10%	287	0.3	86	0.4	115	0.3	86
	NDR (Difference between Safety Net and Budgeted Receipts)	100	Reduced NDR receipts.	10%	10	0.6	6	0.3	3	0.1	1
	S.31 Grant	5,247	Reduced s.31 grant	10%	525	0.6	315	0.3	157	0.1	52
	Collection Fund NDR (Surplus)/Deficit	1,236	Collection Fund Surplus less than expected.	15%	185	0.6	111	0.3	56	0.1	19
Failure of Borrower		249	Potential cost of borrowing from PWLB.	100%	249	0.2	50	0.5	125	0.3	75
Emergency		300	Immediate use of funds in the event of a local emergency.	50%	150	0.2	30	0.5	75	0.3	45
Property Related	Utilities Property Costs	322	Cost of Utility Bills at HDC premises.	15%	48	0.3	14	0.6	29	0.1	5
	Property Maintenance and Enhancement	911	Estate property enhancement/development.	20%	182	0.8	146	0.1	18	0.1	18
Increased Demand of Services	Homelessness	577	Increase in demand.	10%	58	0.4	23	0.5	29	0.1	6
	Council Tax Support Scheme	52	Increase in demand.	10%	5	0.4	2	0.3	2	0.3	2
	ICT	737	Additional service requirement.	10%	74	0.8	59	0.1	7	0.1	7
Transformation		No adjustment made, see report.									
Loss of Council Tax due to Freezing compared to the Core Spending Power assumption of a maximum increase (2.99%)		207	Council Tax income foregone for not increasing to the maximum	100%	207	0.2	41	0.5	104	0.3	62
Total Sensitivity					4,463		1,936		1,899		628

7 Sensitivity of Reserves and the Impact over the Budget/MTFS (2024/25 to 2028/29)

- 7.1 There is no statutory minimum level of reserves; however, as noted elsewhere, Cabinet approved a 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.
- 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. For 2024/25 the Council has not included any new “strategic” earmarked reserves, but it has agreed two additional allocations within the Projects, Risk and Smoothing reserve in respect of External Bid Preparation Support and Community Resilience Support.
- 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 shown in **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, the primary test of financial resilience, which compares the likelihood of risk against the General Fund (Unallocated) Reserve (GFUA) only.
 - Stage 2, the secondary test of financial resilience, which compares the likelihood of risk 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

- 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) are considered, the reserves are sufficient to meet the “Pessimistic”, “Middle-Way” and “Optimistic” sensitivity options for 2024/25. For:
- 2024/25, the GFUA is adequate for all risk options which means that Council can be assured that it has sufficient revenue contingency.
 - 2025/26 to 2027/28, only the Optimistic option can finance service expenditure and by 2028/29 no risk options can be financed.

It is therefore fair to conclude that the GFUA is only adequate for 2024/25. 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 needed in future years (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 surplus budget with a net contribution to reserves in the first two years of the MTFS, the impact of this second test demonstrates that for the first three years of the MTFS all sensitivity options can be financed. However, the situation starts to decline from 2027/28 whereby only the Optimistic option can be financed and for the final year no option can be financed.

Stage 2 – The Secondary Test of Financial Resilience

- 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 Financial Sustainability, Capital & Contracts and Projects & Risks Reserves as these three 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 2028/29; here 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 transformation and savings, along with this year’s budget has increased 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 financial challenges of future years.

It should be noted that it is currently estimated that the cumulative balances for the Capital & Contracts Earmarked Reserve will total £2.3m in 2028/29. This would be more than sufficient to meet the “Pessimistic” risk option noted in (3) above.

- (4) When the cumulative impact of the estimated “unplanned” contribution from reserves is considered, this shows that the only issue is in 2028/29, but again there is sufficient in the Capital & Contracts Earmarked Reserve to meet this risk.

Impact of 2023/24 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	2024/25 £000			2025/26 £000			2026/27 £000			2027/28 £000			2028/29 £000		
	1	General Fund Reserve c/f (*)	3,066	3,066	3,066	1,130	1,167	2,438	(806)	(732)	1,810	(2,742)	(2,631)	1,182	(4,678)	(4,530)	554
		Pessimistic £000 (1,936)	Middle-Way £000 (1,899)	Optimistic £000 (628)	Pessimistic £000 (1,936)	Middle-Way £000 (1,899)	Optimistic £000 (628)	Pessimistic £000 (1,936)	Middle-Way £000 (1,899)	Optimistic £000 (628)	Pessimistic £000 (1,936)	Middle-Way £000 (1,899)	Optimistic £000 (628)	Pessimistic £000 (1,936)	Middle-Way £000 (1,899)	Optimistic £000 (628)	
		Estimated Reserves c/f	1,130	1,167	2,438	(806)	(732)	1,810	(2,742)	(2,631)	1,182	(4,678)	(4,530)	554	(6,615)	(6,429)	(74)
		- Do Reserves remain positive	Yes	Yes	Yes	No	No	Yes	No	No	Yes	No	No	Yes	No	No	No
		Adjusting General Fund Reserve for Estimated Contribution from Reserves															
	Cumulative Estimated Contribution to/(from) Reserves	4,043	4,043	4,043	5,001	5,001	5,001	3,334	3,334	3,334	1,255	1,255	1,255	(875)	(875)	(875)	
Stage 2: The Secondary Test of Financial Resilience		General Fund Reserve, Budget Surplus Reserve and Un-Committed Earmarked Reserves	2024/25 £000			2025/26 £000			2026/27 £000			2027/28 £000			2028/29 £000		
	3	General Fund Reserve c/f (*)	3,066	3,066	3,066												
		Budget Surplus Reserve c/f	0	0	0												
		Earmarked Reserves (Transformation, Collection Fund, Corp Plan & Strategy, Community etc, Investment)	6,559	6,559	6,559												
		Total Reserves	9,625	9,625	9,625	7,689	7,726	8,997	5,753	5,827	8,369	3,817	3,928	7,741	1,881	2,029	7,113
		Pessimistic £000 (1,936)	Middle-Way £000 (1,899)	Optimistic £000 (628)	Pessimistic £000 (1,936)	Middle-Way £000 (1,899)	Optimistic £000 (628)	Pessimistic £000 (1,936)	Middle-Way £000 (1,899)	Optimistic £000 (628)	Pessimistic £000 (1,936)	Middle-Way £000 (1,899)	Optimistic £000 (628)	Pessimistic £000 (1,936)	Middle-Way £000 (1,899)	Optimistic £000 (628)	
	Estimated Reserves c/f	7,689	7,726	8,997	5,753	5,827	8,369	3,817	3,928	7,741	1,881	2,029	7,113	(56)	130	6,485	
4	- Do Reserves remain positive	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	No	Yes	Yes	
	Adjusting General Fund Reserve, Budget Surplus and Non-committed Earmarked Reserves for Estimated Contribution from Reserves																
	Cumulative Estimated Contribution from Reserves	4,043	4,043	4,043	5,001	5,001	5,001	3,334	3,334	3,334	1,255	1,255	1,255	(875)	(875)	(875)	
	Estimated Reserves c/f	11,732	11,769	13,040	10,754	10,828	13,370	7,151	7,262	11,075	3,136	3,284	8,368	(931)	(745)	5,610	
	- 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 2024																	

7.6 Consequently, it is fair to say that:

- i. Considering the 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 at the same time.
 - when 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, or indeed past the current MTFS. However, the Council needs to take a balanced 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 the need to use reserves in the last three 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.

7.7 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.

8 CIPFA Resilience Index

8.1 Each year the Chartered Institute of Public Finance and Accountancy (CIPFA) issues its annual Resilience Index. The 2023 index, which reviews financial resilience based on the 2021/22 statement of accounts, was published in early January 2024, this is shown at **Annex E**. In summary, the index for the Council fairly represents the position of the authority as at the 31st March 2022.

9 Conclusion

2024/25 Budget

9.1 Considering all the factors noted within the “Robustness” statement in respect of 2024/25, I consider that the combination of the:

- Councils’ commitment to continue to find service efficiencies,
- the direction of travel in relation to governance, and
- it’s clear intention to invest in services,

the budget proposed for 2024/25 should not give Members any significant concerns over the Council’s financial position.

Medium Term Financial Strategy (2024/25 to 2028/29)

- 9.2 With regard to the period covered by the MTFS; the Council does face some significant future funding risk with the:
- expected reduction in NHB,
 - the implications of Fair Funding and Business Rates Reset,
 - 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.
- 9.3 The Council has taken proactive action to address its budgetary concerns by undertaking an annual Budget Challenge-Lite process and several other transformational and cost control initiatives. Further, by:
- including a notional increase in Council Tax from 2025/26 onwards it has recognised the risk associated with compounding income losses into its assessment of financial resilience.
 - Including the potential impact of the Fair Funding Review and Business Rates Reset, it has recognised one of the more significant risks facing financial sustainability that are not in its direct control.
- 9.4 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 of Resources (& s.151. Officer)
Responsible Financial Officer (Section 151)

Briefing Paper

CIPFA Resilience Index 2023

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.

CIPFA issued its 2023 index in early January, 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 2022/23 Statement of Accounts.

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, in respect of this section no further commentary is shown here because the index says, “refer to local authority website”. These are the links to the reports of the respective meetings for the Audit & Standards Committee where the Committee approved the [accounts for 2021/22](#) and the [auditor’s completion report](#). The Councils 2022/23 accounts are expected to be presented to committee in March 2024.

Regarding the CIPFA “near neighbour” group that HDC is compared to for 2022/23, the Councils included are the following district councils (lower tier); East Cambridgeshire, East Hampshire, Lichfield, Ribble Valley, Rushcliffe, South Oxfordshire, Stratford-on-Avon, Test Valley, Tewkesbury, Uttlesford, Vale of White Horse, West Oxfordshire, Winchester, Wychavon. Please note that no comparison is provided to previous years because the Councils family group has changed – consequently any such comparison would give spurious results.

Summary Conclusions

The CIPFA resilience index for HDC represents fairly the current position for the Council for 2022/23 in that following approval of the Reserves Strategy, the council has been able to maintain the General Fund (Unallocated) Reserve over each year of the MTFS. Further, expenditure was increasing whilst government grant was decreasing – showing increasing (and therefore higher risk) variations in less “reliant” income streams.

As part of the 2024/25 Budget and Medium-Term Financial Strategy, the Council is addressing many of these issues; including reviewing budgets, implementation of the Reserves Strategy and more transparent and open budget monitoring and reporting.

Clive Mason; Director of Resources (and s.151 Officer), February 2024

1. “General” Resilience Indicators

CIPFA Index 2023



In the main, the 2023 general resilience indicators are showing a fair mix of risk which is quite representative of the council's position in respect of general resilience. The commentary below reflects general comments; in respect of:

- **Reserves**; the general reserves sustainability score shows the council at low risk, this is not surprising as total reserves at the end of 2022/23 totalled £15.5m. For 2024/25 it is anticipated that reserves will total £19.3m, so the index would be even more positive. Reserves do fall in subsequent years, but this is due to budgeted commitments and to the forecast future years budget gap from the Financial Sustainability Earmarked Reserve.
- **Level of Reserves**; this is a spurious result. This indicator looks at the level of reserves relating to net revenue expenditure. For 2022/23, with reserves of £15.5m and net expenditure at £12.5m the indicator should show a lower risk position. What this indicator could be showing is the level of “unallocated general fund reserve”. Members will recall that the council set a minimum

level of unallocated general fund reserve at 20% in February 2021 - firstly it should be noted that there is no “set or determined” minimum, it is for each council to decide. Prior to approving the reserves strategy, the council had most of its reserves effectively unallocated. This is poor practice as reserves are there to provide choice in investment, reduce risk and provide for future plans. By splitting between unallocated and earmarked it appropriate enables this.

- **Gross external debt**; our external debt is quite low compared to the range.
- **CTax Requirement/Net Revenue Expenditure**; this is higher risk and is fair. It shows that we are relatively highly geared in respect of Council Tax i.e. for 2022/23, council tax was 85% of Net expenditure (£6.8m/£12.5m); compared to the budget requirement council tax was 40%; both are high rates.
- **Growth Above Baseline**; this is high risk and is fair. It is widely known that the council is in a high growth area and the risk from a combination of council tax (residential growth) and business rates (business growth) is significant.

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	0.00	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 recoded to 100.

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

Conclusion: Nothing further to add.



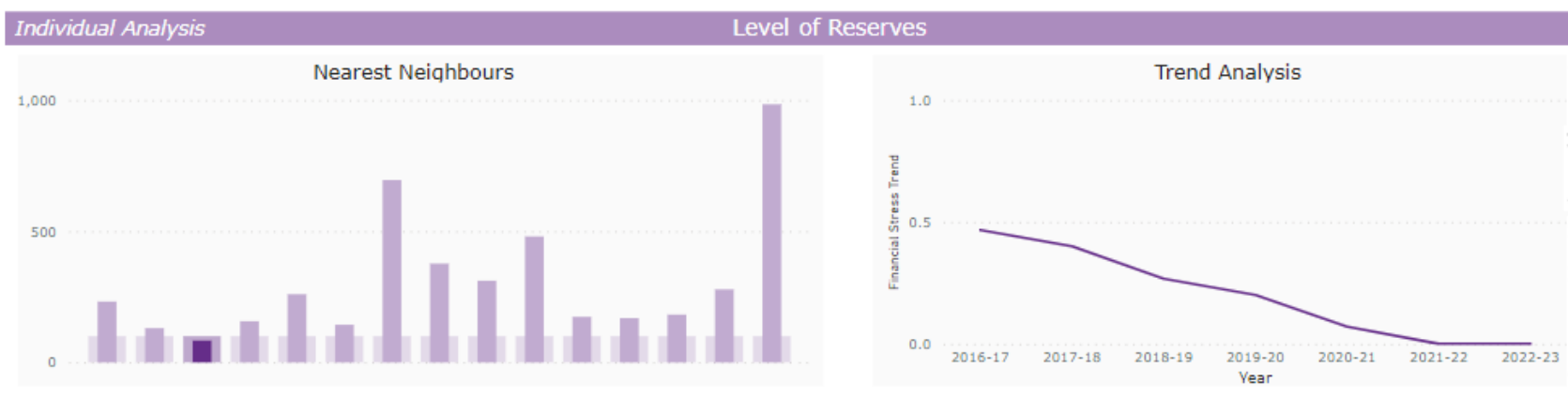
1.2 Level of Reserves

Level of Reserves	83.10%	83.10%	984.18%
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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. In reality; however, this means that reserves have not been actively employed to provide a means to invest either in services or local communities. What this high-level analysis does not show is the proportion of earmarked to general reserves; as reported previously HDC has maintained a very high level of earmarked and Unallocated General Reserves at 20% of net expenditure.



1.3 Change in Reserves – no graph to show

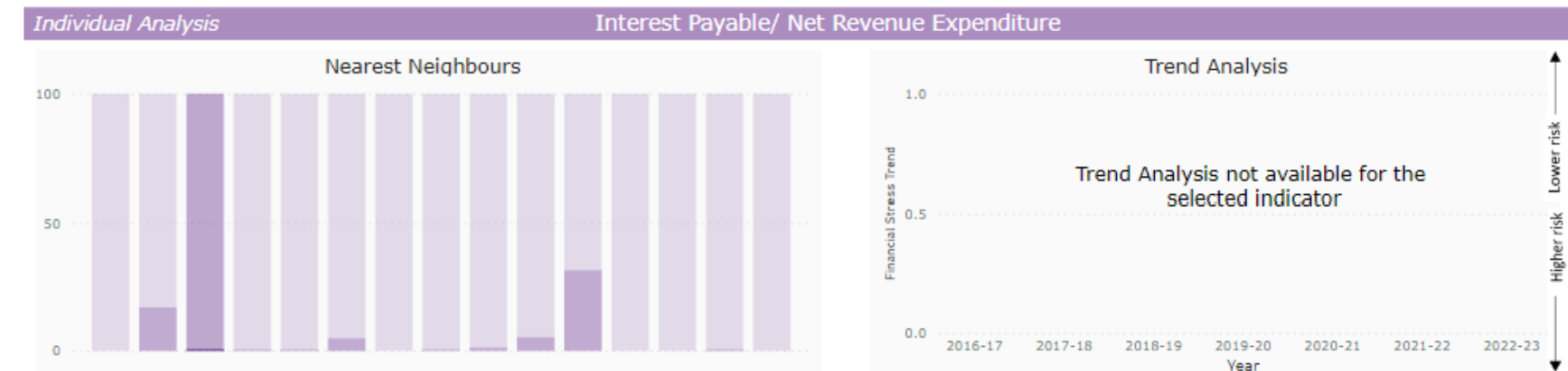
1.4 Interest Payable / Net Revenue Expenditure

Interest Payable/ Net Revenue Expenditure	0.00%	0.59%	31.48%
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CIPFA Definition: This indicator is the ratio of Interest Payable and Net Revenue Expenditure

For HDC: The third bay is HDC, but there is no dark bar – which shows that 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.



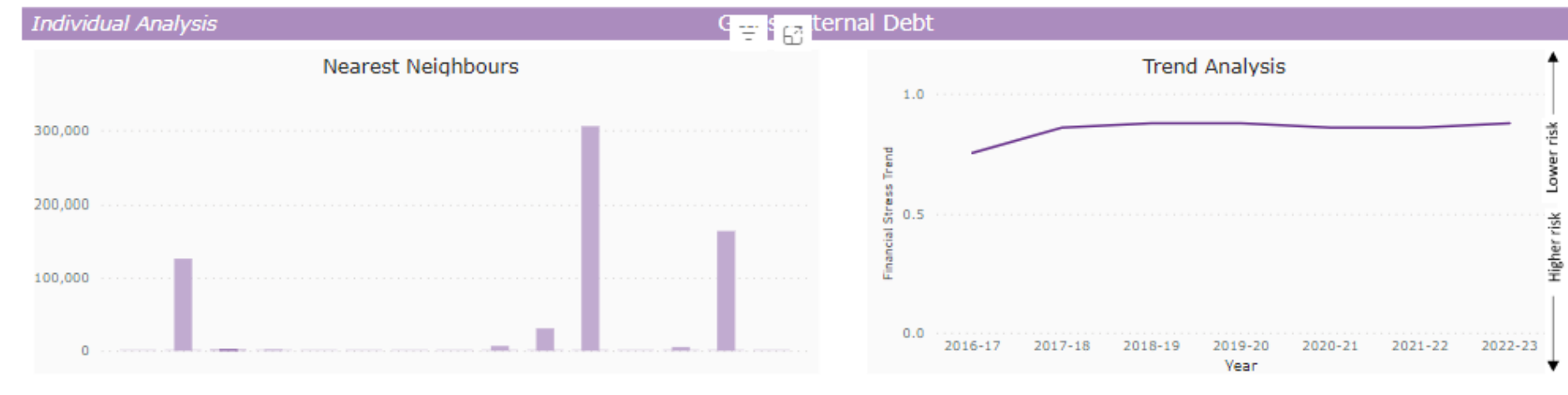
1.5 Gross External Debt

Gross External Debt	£0k	£1,490k	£305,434k
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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.



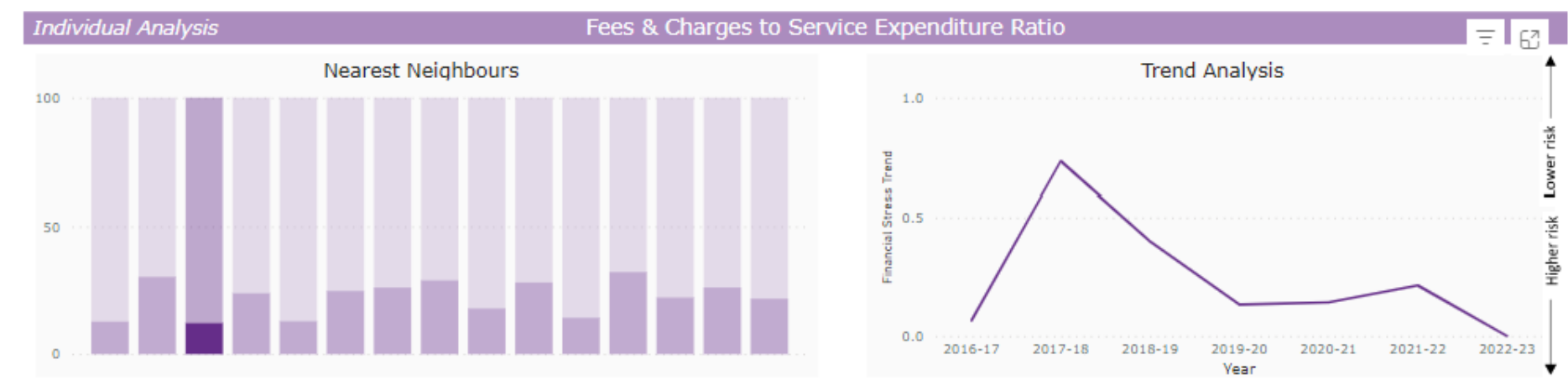
1.6 Fees & Charges to Service Expenditure Ratio

Fees & Charges to Service Expenditure Ratio	12.13%	12.13%	32.15%
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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 less than average. However, the trend does show that funding risk is decreasing i.e. the Council is generating more income from fees & charges.

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. Further, it must ensure that it is maximising its income sources; this is because this will help it to meet the ever-increasing demand for services – but the balance between “over reliance” and “just right” needs to be weighed carefully. No matter what though, discretionary fees and charges should be increased to ensure that, as a minimum, they keep pace with inflation.



1.7 Council tax Requirement / Net Revenue Expenditure

Council Tax Requirement / Net Revenue Expenditure	65.66%	68.82%	107.69%
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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.

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. Also, with the Council now increasing Council Tax, it has been able to "halt" the structural funding decline that the years of no increase were brought to bear.



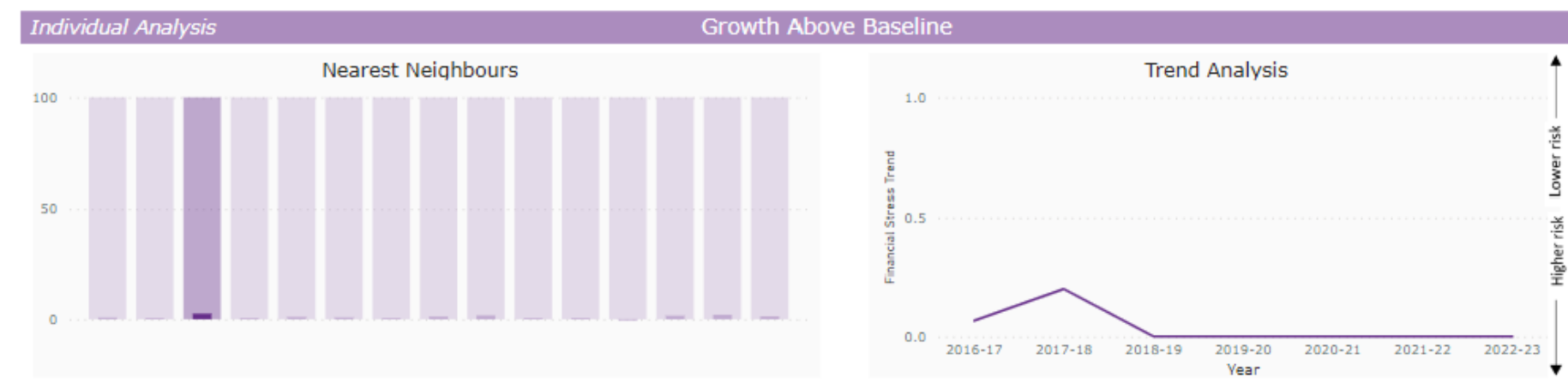
1.8 Growth Above Baseline

Growth Above Baseline	-4.16%	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.



2. “General” Resilience Indicators

The results of the “reserve resilience indicators” is shown below, with HDC being the middled (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



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

2.1 Unallocated Reserves

Unallocated Reserves	9.74%	18.87%	345.22%
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CIPFA Definition: This indicator is calculated as the ratio of unallocated reserves to net revenue expenditure.

For HDC: In February 2021 Council approved the Reserves Strategy; the first such strategy of its kind. This introduced an Unallocated General Reserve of 20% of net expenditure. This approach allows the balance of general fund reserves to be allocated (earmarked) to mitigate risk or prioritised to meet priorities (this is indicated by the drop in reserves) but maintain a contingency reserve for unforeseen events. It is this reserve that is pivotal in maintain financial sustainability.

Conclusions: The application of a minimum level of reserves does mean the council can appropriately allocate resources to meet priorities whilst maintaining an effective contingency reserve.



2.2 Earmarked Reserves

Earmarked Reserves	45.60%	64.23%	812.29%
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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: Earmarked reserves make-up a small proportion of the Councils overall general reserves and as shown below, when compared to other Councils the amount allocated is not significant. Further, the trend analysis is also showing that the HDC has a lower number of reserves earmarked which indicates that the risk of under provision may mean that the resources are not being allocated to meet known risks and demands. However, in contrast, as noted in 2.1, the Council was holding significant Unallocated reserves so any shortfall could be met from that general reserve allocation.

Conclusions: Earmarked reserves should be used to meet known or potential future risks; also, to earmark funds for future investment opportunities. As noted in 2.1, the new Reserves Strategy will address this issue directly.

