

ANNEX 2

DRAFT MEDIUM TERM FINANCIAL PLAN

2014/15 to 2015/16

CONTENTS	
SECTION	PAGE
1. INTRODUCTION	1
2. THE FINANCIAL FRAMEWORK	1
3. CONSTRUCTING THE MTFP	1
4. NATIONAL & LOCAL CONTEXT	1
5. THE DRAFT MTFP 2014/15 – 2016/17	6
General Fund Revenue Budget	8
General Fund Capital Programme	17
HRA - Revenue Budget	17
HRA - Capital Programme	18
6. MEDIUM TERM FINANCIAL OUTLOOK (MTFO)	19
7. FINANCIAL STABILITY & THE MANAGEMENT OF RISK	20
8. ACCOUNTABILITY	21
PORTFOLIO PAGES	22

TABLES		
TABLE NUMBER AND TITLE		PAGE
1	SETTLEMENT FUNDING	2
2	SPENDING POWER	2
3	INCREASE IN DSG 2014/15	5
4	DSG ALLOCATIONS 2014/15	5
5A	SUMMARY GF REVENUE BUDGET 2014/15	7
5B	SUMMARY GF CAPITAL PROGRAMME 2014/15	7
5C	SUMMARY HRA REVENUE BUDGET 2014/15	8
5D	SUMMARY HRA CAPITAL PROGRAMME 2014/15	8
6	BUDGET REFRESH SUMMARY	8
7A	INFLATION – EMPLOYEE AND GENERAL	8
7B	INFLATION – SPECIFIC	9

8	PREVIOUSLY AGREED STRATEGIC CHOICES	9
9	PRESSURES	10
10	DEVELOPMENTS	10
11	BIG TICKETS	12
12	EFFICIENCIES AND OTHER SAVINGS	13
13	CORPORATE PROPOSALS	13
14	OVERALL IMPACT OF PROPOSED SAVINGS	14
15	NET BUDGET REQUIREMENT	14
16	SECTION 31 GRANTS (BUSINESS RATES)	15
17	FUNDING	15
18	AMOUNT TO BE RAISED BY COUNCIL TAX	16
19	GENERAL FUND CAPITAL INVESTMENT	17
20	GENERAL FUND CAPITAL RESOURCES	17
21	HRA BUDGET REFRESH SUMMARY	17
22	INCREASED HRA INCOME 2014/15	18
23	HRA BUDGET 2014/15	18
24	HRA CAPITAL INVESTMENT	18
25	HRA CAPITAL RESOURCES	19
26	MEDIUM TERM FINANCIAL OUTLOOK	20

APPENDICES	
APPENDIX NUMBER AND TITLE	
A.1	PRESSURES
A.2	DEVELOPMENTS
A.3	BIG TICKET SAVINGS
A.4	EFFICIENCIES & OTHER SAVINGS
B.1	MTFO – REVENUE 2014/15
B.2	MTFO – REVENUE 2015/16
B.3	MTFO – REVENUE 2016/17
C	MTFP – REVENUE 2014/15 – DETAILED PORTFOLIO BUDGETS

1. INTRODUCTION

Go ahead Nottingham: safe, clean, ambitious and proud. This is *One Nottingham's* 20 year vision for the City of Nottingham as set out in the Nottingham Plan to 2020.

The Council's Medium Term Financial Plan (MTFP) is the financial representation of the Council's service plans for the next three years. A new medium term financial strategy is in the process of being drawn up to reflect the significantly changed external financial, economic and policy outlook.

2. THE FINANCIAL FRAMEWORK

The main financial objectives for the City Council focus on: ensuring our financial planning and management support our citizens to have access to value for money services which are modern and fit for purpose; maintaining good underlying financial health and good governance, and always taking a longer term view.

This policy-led, medium term approach to financial planning and management is good practice and ensures that we can fund our vision, values and priorities. The City Council is committed to maintaining financial stability and delivering value for money through effective, economic and efficient services.

3. CONSTRUCTING THE MTFP

The Medium Term Financial Strategy (MTFS) sets out the principles we work to in order to deliver our aims and objectives. The City Council operates on a principal of medium term, policy-led financial planning. This connects the vision, values and priorities with decisions made in setting the annual budget within the MTFP.

In particular, any new investment is considered in the context of how it will contribute to realising the City Council's vision and performance improvement more generally. Options are worked up for consideration and decisions to stop, reduce or reshape services are made in full knowledge of the impact on objectives. All proposals are scrutinised throughout the budget process by peers, senior colleagues and councillors. The whole approach is informed by the use of a variety of performance and financial data.

4. NATIONAL AND LOCAL CONTEXT

Local Government continues to operate in a very challenging financial environment and there is considerable uncertainty and concern about the future levels of funding.

The provisional Local Government Finance settlement issued on 18 December 2013 provided provisional levels of government funding for 2014/15 and indicative figures for 2015/16. The final settlement received on 5 February 2014 confirmed only minor adjustments to this provisional settlement. The main elements of the settlement comprise three parts:

- **Settlement funding** - the total amount of funding assumed by the Department of Communities and Local Government (DCLG) to be available to an authority through the estimated business rates share and formula funding including grants which have rolled into it
- **Specific grant funding** not included in the settlement funding
- **Spending Power calculation** - the Government uses this to assess the overall impact on local authority funding. This includes the Council Tax requirement, New

Homes Bonus, the Settlement Funding, most specific grants and NHS funding for social care that also benefits health.

Settlement Funding

Table 1 summarises the total amount of funding assumed by DCLG to be available to an authority through an estimated business rates share and formula funding including grants which have been rolled into it.

TABLE 1: SETTLEMENT FUNDING		
DESCRIPTION	2014/15 £m	2015/16 £m
Revenue Support Grant (RSG)	103.264	72.607
Retained Business Rates Income	59.217	60.851
Business Rates Top-up	26.796	27.536
TOTAL SETTLEMENT FUNDING	189.278	160.994

The Government has assumed a level of business rates for Nottingham based on its original projections for 2013/14 up-rated by the small business rates multiplier. However, the MTFP has included in **Table 17** the forecast of retained business rates income as reported to DCLG in the NNDR1 return which is **£0.572m** lower than that forecast by DCLG for the settlement.

Spending Power

“Spending Power” is the Government’s assessment of council resources available to spend on their core services. This attempts to assess the total resources over which the Council can exercise discretion in how it can spend its funding; mainly comprising settlement funding, specific grants and council tax. The Government has calculated that Nottingham will receive an overall reduction in spending power of **5.1%** in 2014/15 and provisionally **5.3%** in 2015/16, as set out in **Table 2**.

TABLE 2: SPENDING POWER				
FUNDING TYPE	2013/14 £m	2014/15 £m	Adjusted 2014/15 £m	2015/16 £m
Settlement Funding Assessment	211.189	189.278	189.252	160.994
Specific Grants	9.887	12.261	9.250	9.325
TOTAL GRANT FUNDING	221.076	201.539	198.503	170.319
Council Tax	79.751	80.087	80.087	80.424
NHS funding to support social care and benefit health	5.548	7.104	12.249	23.262
REVENUE SPENDING POWER	306.375	288.730	290.838	274.005
Public Health Grant	27.081	27.839	27.839	27.839
REVENUE SPENDING POWER (including Public Health Grant)	333.456	316.569	318.677	301.844
Year on Year Reduction (£m)		(16.887)		(16.833)
Year on Year Reduction (%)		-5.1%		-5.3%

Retained Business Rates

With the localisation of business rates it is necessary for each authority to estimate the amount of business rates to be collected in 2014/15. The monitoring and estimating of business rates is a new local responsibility which transfers financial risks to the council. It

has a much greater degree of volatility than council tax due to uncertainties surrounding properties and in particular outstanding appeals.

Under the new scheme, Government has set the locally retained element of business rates at 50%, of which the council retains 49% and 1% is received by Nottinghamshire and City of Nottingham Fire and Rescue Authority. A provisional estimate of retained business rates has been made for the projections shown in this report.

The rateable value of businesses in Nottingham is £129.1m (NNDR1 January 2014). There are currently rating appeals lodged with the government's Valuation Office in respect of rateable values totalling £38.5m with some claims outstanding back to the 2005 rating list (and upon which interest could also be payable). Not all of these will be successful either in full or part. The value of appeals represents 11.98% of the total rateable value of the City. The cost of any successful appeals would be met from the monies received, and hence there will be a considerable degree of uncertainty and volatility in the actual level of income received by the Council in any one year.

In his Autumn Statement on 5 December, the Chancellor announced that the expected 3.2% RPI increase in the business rates multiplier for 2014/15 will now be capped at 2% and a range of other adjustments to reliefs and discounts will be introduced that will impact upon business rates collection levels. Councils will be fully refunded for any loss in revenue resulting from these changes through section 31 grants. An estimate for these compensating grants has been included in the MTFP based on the information collated in the NNDR1 business rates return to DCLG.

Top-up

Under the retained business rates scheme any authority with business rates income of less than their initial baseline funding level, as is the case for Nottingham, will receive the balance as a 'top-up'. Top-up will be a continuing feature of future funding settlements and will be annually up-rated by inflation. For 2014/15 the up-rating is 2.0%.

Revenue Support Grant (RSG)

All authorities will continue to receive RSG from central government in addition to their retained business rates. RSG is a grant, which can be used to finance revenue expenditure on any service. The amount of RSG to be provided to councils is made through the local government finance settlement.

Specific Grants

Some specific grants are outside the Settlement Funding Assessment but included within Spending Power calculations. The basis of distribution varies from grant to grant. The budget has again been constructed on the basis that if specific grant funding reduces then the expenditure and activity will reduce accordingly.

§ **Community Right to Bid/Challenge**

The Community Right to Challenge was introduced by the Localism Act 2011 and allows voluntary and community groups, charities, parish councils and local council staff to bid to run a local authority service where they believe they can do so differently and better. Grant of **£16k** has been allocated to cover the costs of administering this.

§ **Local Reform and Community Voices**

Local Reform and Community Voices Grant – This DoH grant funds the following:

- § additional funding for Deprivation of Liberty Safeguards (DOLS) in Hospitals;
- § additional local Healthwatch funding;

- § funding for the transfer of Independent Complaints Advocacy Service (ICAS) to local authorities;
- § funding for the transfer of Independent Mental Health Advocacy (IMHA) to local authorities; and
- § funding for the veterans Guaranteed Income Payments (GIPs) social care charges exemption.

The City Council has been allocated **£0.280m** in 2014/15 to fund the additional expenditure to provide these services

§ **Local Welfare Provision**

The Welfare Reform Act 2012 abolished the previous Discretionary Social Fund. From April 2013, funding for crisis loans and community care grants has been devolved to top tier or unitary local authorities. The funding is not ring-fenced, but on 20 November 2012 Executive Board approved use of the full **£1.827m** Central Government allocation to fund the Emergency Hardship Scheme and the Emergency Loan Scheme. The City Council has been allocated **£0.354m** in 2014/15 to fund the cost of administering this scheme.

§ **New Homes Bonus (NHB)**

The non-ring fenced NHB grant was introduced in 2011/12 to incentivise councils to increase their housing supply by match-funding each year the council tax on every new home for each of the following six years. The final 2014/15 NHB for Nottingham was announced on 4 February 2014 as **£4.184m**. On 5 February 2014 the Government also announced **£0.287m** additional one-off funding from the national unused NHB top-slice for 2014/15.

§ **NHS Funding for Social Care and Benefit health**

Continuation of the DoH grant for the support of adult social care services which also have a health benefit. It is conditional upon agreeing with local health partners how this funding is best used within social care. The City Council has been allocated **£7.104m** in 2014/15.

§ **Council Tax New Burden Grant**

The introduction of the Council Tax Support Scheme from 1 April 2013 will increase the administrative cost of the Council Tax collection and recovery services as well as the additional cost of publicising and promoting the scheme. The Government has provided funding of **£0.230m** in 2014/15.

§ **Local Council Tax Support & Housing Benefit Administration Subsidy Grant**

The City Council received subsidy of **£3.011m** in 2014/15 to fund the authority in their statutory duty to administer and process Housing Benefit and Council Tax Support claims and directly related enquiries.

Additional Grants outside the Settlement

A number of additional grants have been announced, which are outside of the settlement.

Dedicated School Grant (DSG)

The DSG is a ring-fenced grant subject to grant conditions requiring it to be used to support the Schools Budget as defined in the School and Early Years Finance Regulations. The Schools Budget consists of delegated budgets allocated to individual schools, Pupil Referral Units (PRUs) and Early Years Provision in Private, Voluntary and Independent (PVI) providers, and a budget for other provision for pupils which the local authority fund centrally which now covers the bulk of high needs provision, including post-school provision up to age 25.

In 2013/14 the Department of Education (DfE) introduced significant changes to the schools funding system and has built on them in 2014/15. The guidelines allow each authority to use their own formula to calculate DSG distribution. There are now 13 allowable factors, which every authority can apply. The purpose of the reforms is to ensure that schools in similar circumstances and with similar intakes receive similar levels of funding nationally. Other changes include the limit on centrally retained expenditure to ensure as much grant as possible passes to schools. Some previously centrally-held budgets now have to be delegated to schools and academies. Some of these have been de-delegated back to councils to provide services centrally (e.g. behaviour support, ethnic minority achievement, trade union cover and building maintenance). The main arrangements for 2014/15 are:

- Continuation of separate Schools, Early Years and High Needs Blocks;
- Cash flat per pupil funding for the Schools and Early Years Block;
- High Needs Block – the funding settlement for 2014/15 is a provisional figure and will be confirmed in March 2014 once the place review in January/February 2014 has been finalised;
- The High Needs Block has been calculated in two sub blocks: schools and post schools. This is a change from last year when it was calculated as pre- and post-16
- An increase in learning places for two year olds extending the statutory entitlement to 40% of lower income households nationally. The DfE have estimated that Nottingham will have 2,700 qualifying for a place in September 2014 with funding representing an 80% take up
- A decrease in funding due to the withdrawal of schools from the CRC Energy Efficiency Scheme
- The minimum funding guarantee will continue at minus 1.5% per pupil.

Nottingham's DSG for 2014/15 has been confirmed at **£228.310m** (£220.514m in 2013/14). The increase of **£7.796m** is shown in **Table 3**:

TABLE 3: INCREASE IN DSG 2014/15	
DESCRIPTION	£m
Increase in grant due to pupil growth	4.804
Increase in post 16 funding	0.490
Additional 2 year old funding	2.736
Withdrawal from the CRC Energy Efficiency Scheme	-0.234
TOTAL INCREASE	7.796

The allocation of 2014/15 DSG is shown in **Table 4**:

TABLE 4: DSG ALLOCATIONS 2014/15			
DESCRIPTION	DIRECT TO SCHOOLS £m	CENTRALLY RETAINED £m	TOTAL £m
Maintained Schools	88.641		88.641
Academies	86.049		86.049
Early years		19.347	19.347
High needs		22.392	22.392
Centrally retained		10.400	10.400
Headroom		1.481	1.481
TOTAL	174.690	53.620	228.310

Public Health

From 2013/14 councils will receive a new ring fenced Public Health Grant when Public Health responsibilities transferred from the NHS. The Health and Social Care Act 2012 provided the statutory basis for councils to assume their new public health responsibilities in April 2013. The public health grant is a ring fence grant to provide to:

- Improve significantly the health and wellbeing of local populations;
- Carry out health protection functions delegated from the Secretary of State;
- Reduce health inequalities across the life course, including within hard to reach groups;
- Ensure the provision of population healthcare advice.

Nottingham received an allocation of **£27.081m** in 2013/14 and **£27.839m** in 2014/15.

Council Tax Support Scheme (CTSS)

The Welfare Reform Act 2012 abolished the national Council Tax Benefit scheme from April 2013. Responsibility for providing help to people to pay their Council Tax was passed to billing authorities requiring the Council to manage the financial risk.

The Council introduced a CTSS for one year only in 2013/14 that meant that low income households of working age have been able to receive help with up to 91.5% of their Council Tax bill. This was in part due to the Government providing transitional funding to authorities that adopted schemes that met specific Government set criteria. This funding has not been made available in 2014/15 so a revised scheme was approved at Council in January to provide support to low income households of working age to receive help with up to 80% of their Council Tax bill.

5. THE DRAFT MTFP 2014/15 – 2016/17

This provides an update to the Draft MTFP report presented to December Executive Board. Several details have been updated following the results of the settlement, further clarification from Government and the outcomes of the consultation exercise. The following sections consider both the revenue and capital programme elements of both the General Fund and HRA.

Budget Overview and Headlines

The draft budget has been constructed in accordance with the MTFs and all relevant corporate financial protocols. It is a balanced budget; policy-led, medium term and risk assessed and reflects the Council Plan priorities.

General Fund Revenue Budget

- a 2014/15 net budget of **£277.230m**;
- a council tax requirement of **£85.835m** and council tax increase of **1.95%**;
- provision for appropriate levels of inflation;
- provision for new pressures of **£2.510m** arising from demographics (extra £0.750m for Children in Care and £1.614m for Adults respectively), additional demands and legislative changes;
- provision for developments of **£0.656m**;
- a general contingency of **£2.151m**;

- a continuing impact of previous proposals already included in the MTFP of **£3.487m** pressures and **£1.084m** savings, totalling a net **£2.403m** increase;
- a review of corporate items leading to a budget reduction of **£1.977m** (£1.787m of which will be one-off in nature);
- new budget reduction and income generation proposals of **£22.619m**.

General Fund Capital

- An overall capital programme of **£402.945m** of which **£191.496m** relates to 2014/15;
- There is a projected surplus of resources in 2018/19 of **£16.392m**. However, this included unsecured capital receipts of **£17.746m**. In addition there are significant pressures arising out of the Investment Strategy which will be considered during 2014/15 as part of the management of the programme, so this cannot be considered surplus funding.

HRA Revenue

- An average increase in rent levels of **7.50%**
- An increase in service charges of **3.2%**
- Total cost pressures of **£0.981m** and fees and charges of **£6.325m**
- A sustainable working balance of **£4m**.

HRA Capital

- An overall Public Sector Housing Programme of **£296.704m** of which **£77.080m** relates to 2014/15.
- **£22.682m** has been specifically allocated to decommissioning, regeneration and new builds.

Summary of Budget 2014/15

Tables 5A – 5D provide a summary of the four key elements of the 2014/15 section of the MTFP. More details appear later in this plan and within the various Annexes to the covering Executive Board report. Some of those annexes will be an integral part of the subsequently published MTFP following approval by City Council in March 2014.

TABLE 5A: SUMMARY GF REVENUE BUDGET 2014/15	
DESCRIPTION	£m
2014/15 base budget	299.193
Big Ticket / Transformational Savings	(14.874)
Efficiencies & Other Savings	(5.768)
Corporate Proposals	(1.977)
Developments	0.656
TOTAL	277.230

Further detail of the GF Revenue Budget 2014/15 is at **Appendix B.1** and **Appendix C**.

TABLE 5B: SUMMARY GF CAPITAL PROGRAMME 2014/15	
DESCRIPTION	£m
Local Transport Plan	24.021
Education	13.910
All Other Services	153.565
TOTAL	191.496

Further detail of the GF Capital Programme 2014/15 is set out in **Annex 3**.

TABLE 5C: SUMMARY HRA REVENUE BUDGET 2014/15	
DESCRIPTION	£m
Total Expenditure	108.104
Working balance c/fwd	4.000
TOTAL	112.104

TABLE 5D: 2014/15 SUMMARY HRA CAPITAL PROGRAMME	
DESCRIPTION	£m
Meeting the Decent Homes Standard	26.634
Decommissioning demolition and regeneration	22.682
Additional Tenant Priorities:	
- City wide energy efficiency	10.710
- Additional improvements	17.054
TOTAL	77.080

Further detail of the HRA Revenue Budget and capital programme for 2014/15 is set out in **Annex 4**.

General Fund Revenue Budget

Table 6 summarises the changes required to update the 2013/14 base budget to refresh the starting point for the 2014/15 budget.

TABLE 6: BUDGET REFRESH				
DESCRIPTION	2014/15 £m	2015/16 £m	2016/17 £m	TABLE
Inflation	10.465	17.727	30.728	7A&B
Corporate Adjustments	(3.041)	(5.772)	(5.867)	
Previous MTFP decisions	2.403	4.176	6.004	8
TOTAL	9.827	16.131	30.865	

Corporate items include anticipated movements in the financing of the capital programme and the debt portfolio, a net contribution to reserves, primarily relating to the creation of Business Rates and the Collection Fund specific reserves, and the receipt of the S31 grant in relation to Business Rates. Account has also been taken of reduced costs relating to one-off activity in the 2013/14 budget.

Tables 7A and 7B show the inflation factors and funding assumed for 2014/15.

TABLE 7A: INFLATION – EMPLOYEE AND GENERAL				
DESCRIPTION	Inflation %	2014/15 £m	2015/16 £m	2016/17 £m
Direct Employees	1.0% pay award	4.909	8.288	16.878
General Inflation	2.1%	3.725	5.663	8.024
TOTAL		8.634	13.951	24.902

TABLE 7B: INFLATION – SPECIFIC				
DESCRIPTION	Inflation %	2014/15 £m	2015/16 £m	2016/17 £m
- Concessionary Fares	5.9%	0.743	1.462	2.222
- Electricity / Street Lighting	7.0%	0.312	0.632	0.966
- Gas	6.0%	0.075	0.148	0.226
- Fuel	4.5%	0.091	0.218	0.343
- Highway Materials/BMD Repairs	4.5%	0.227	0.522	0.830
- Waste Disposal	3.0%	0.133	0.276	0.427
- Landfill Tax	7.5%	0.154	0.294	0.431
- Rates	3.3%	0.095	0.224	0.381
TOTAL		1.830	3.776	5.826

Direct Employee proposals relating to incremental pay and the value of the Living Wage supplement for 2014/15 are subject to on going consultation with the trade unions in line with the December Appointments & Conditions of Service sub-committee.

Pension contributions have been projected based on information from the actuary based on the triennial valuation of the pension fund. Estimated contributions are subject to the final report and certificate of rates which will be available at the end of March 2014.

Previously agreed MTFP decisions

Table 8 summarises the impact on the 2014/15 budget of decisions made in previous budgets. This totals a net increase of **£2.403m** in 2014/15, mostly due to previously agreed pressures for increased demographics and demand in Adult Social Care and Children in Care.

TABLE 8: PREVIOUSLY AGREED STRATEGIC CHOICES			
DESCRIPTION	2014/15 £m	2015/16 £m	2016/17 £m
Existing Pressures	3.487	6.246	8.691
Efficiencies & Other Savings	(0.193)	(0.198)	(0.190)
Big Ticket / Transformational Savings	(0.349)	(2.049)	(2.049)
Corporate Proposals	(0.542)	0.178	(0.447)
TOTAL	2.403	4.176	6.004

Pressures

As in previous years, the Council continues to face significant cost pressures which have a major impact on the MTFP. **Table 9** shows the Portfolio breakdown of the funded pressures of **£2.510m** for 2014/15. There is currently a further additional **£2.061m** projected for 2015/16 and **£0.409m** for 2016/17. **Appendix A.1** provides more details. Unavoidable pressures in 2014/15 arise due to, for example:

- Increased demand for services including demographics (**£2.364m**)
- Effects of current economic conditions (**£0.125m**)
- Loss of income (**£0.021m**)

TABLE 9: PRESSURES			
PORTFOLIO	2014/15 £m	2015/16 £m	2016/17 £m
Adults & Health	1.614	1.802	2.045
Children's Services	0.750	1.069	1.095
Planning & Transportation	0.000	1.130	1.210
Resources & Neighbourhood Regeneration	0.146	0.570	0.630
TOTAL	2.510	4.571	4.980

Developments

A limited number of developments have been identified for 2014/15 that will provide funding for new initiatives and service improvements. **Table 10** shows the Portfolio breakdown of the proposed developments of **£0.656m** for 2014/15. There is currently an additional **£0.212m** proposed for 2015/16 and **£0.500m** for 2016/17. **Appendix A.2** provides more details.

TABLE 10: DEVELOPMENTS			
PORTFOLIO	2014/15 £m	2015/16 £m	2016/17 £m
Adults & Health	0.406	0.618	1.118
Strategic Regeneration & Community Safety	0.250	0.250	0.250
TOTAL	0.656	0.868	1.368

Proposed Savings

Savings of **£22.6m** are required to balance the budget in 2014/15. These will be found from a combination of efficiencies, Big Ticket Transformation and corporate proposals.

During the budget process, colleagues and councillors work together to identify proposals which, when taken together, direct funding into the Council's priorities and balance the budget. This is a complex and time consuming activity.

Big Ticket Transformation

To meet the needs of citizens within the budget available and identified in the MTFP over the next 3 years, a focussed and strategic approach has been put in place for key areas; described as 'Big Tickets'. These areas of transformation will require whole council and partner input and will both transform the way we work and deliver significant savings.

The purpose and details of each 'Big Ticket' transformation programme is as follows:

1. Adult Social Care

Ensure that a financially sustainable adult social care system is in place which is able to respond to the significant increase in demand for care services and at the same time ensure that the needs of our most vulnerable citizens are met. Benefits will include:

- Delivery of the vision in the Vulnerable Adults Plan - enabling our most vulnerable citizens to live safely, independently, offering local choice and control over their lives;
- Delivering a significant reduction in the overall cost of adult social care including some investment in new, local services, and at the same time managing the ever increasing demands for, and costs of, care services;

- Improving the effectiveness and efficiency of social care and health care services, making it much easier and quicker for citizens to access the care and support they need;
- Much more investment in and focus on providing citizens with care and support much earlier before problems develop or get worse;
- Increasing investment in earlier support services for citizens.

2. **Commercialism**

This programme continues to embed a commercial approach to the commissioning and provision of all council services. Its focus is on customer insight, service design, cost control, sales, income generation, efficiency and shared services.

3. **Energy and Waste**

This will drive Nottingham City Council's energy and waste services to be more cost effective and identify commercial opportunities that build on the respective services in-house expertise. Benefits will include:

- Deliver commercial growth that helps to sustain a quality service provision through revenue generation;
- Create city wide plans and mechanisms for delivering cost effective energy and related services to citizens and communities;
- Reduce the cost of running services through contract negotiation and delivering services in conjunction with other organisations;
- Develop energy and waste support services in conjunction with other Nottingham City Council directorates to improve efficiencies and reduce operating costs.

4. **Leading Nottingham**

To respond to changing priorities and focus on meeting citizen need, the Leading Nottingham Programme will focus on developing further:

- An engaged, flexible and affordable workforce;
- Strong leadership and excellent people management;
- Business initiative;
- Partnership working.

5. **NCC & NCH Common Services**

Closer working between the council and NCH to improve joint working arrangements, customer experience and to realise savings to both organisations in the following areas: housing adaptations, homelessness, welfare rights and housing options.

6. **Public Health**

The responsibility for public health transferred to Local Authorities as part of the health and social care reforms initiated in April 2013. Government considered that councils have greater responsibility and power to shape the locality in a healthy direction, and public health would have the ability to shape services to meet local need, and better influence wider social determinants of health and tackle health inequalities. For Nottingham, a grant of **£27m** was provided to deliver this function, including commissioning a range of public health services to be used to meet the specific needs of citizens. Achieving greater efficiency and cost effectiveness across services will enable investment into the wider social determinants and public health responsibilities of the council.

7. Public Transport

The Programme aims to deliver a range of identified projects over a 4 year period to improve the service offer for citizens, create efficiencies and generate savings for the Council. Benefits will include:

- Integration of ticketing at a fair price;
- Discounted ticketing for disadvantaged residents;
- Reduction in bus congestion on sensitive City Centre streets, subject to redevelopment;
- Co-ordination of bus service changes with new developments.

8. Reshaping Prevention & Safeguarding for Children

This transformational programme will shift the balance of Children's Services resources towards Early Intervention; improve a range of outcomes for families and build their resilience; reduce the cost for the citizen of our most intensive services. Benefits will include:

- Improve a range of outcomes such as attainment and attendance at school, as well as health outcomes, such as obesity
- Significantly reduce the cost of services by improving our speed of response, our timeliness of response and our way of delivery certain types of intervention

9. Strategic Asset Management

To identify the benefits of an integrated approach to asset management and the actions that will contribute to delivering improved outcomes in the short to medium term and measures to improve the performance of property and other physical assets and non-physical assets. Benefits will include:

- Financial benefits through the reduction of maintenance costs and increase in income through sale of physical assets;
- Improved service delivery by facilitating a better fit between customer/service requirements and assets;
- Increased co-location of public services and reduction in under utilisation of Council buildings;
- Investing in assets to provide increased income and improved security of income to the Council.

Table 11 summarises the 'Big Ticket' savings to be delivered by each transformation programme. **Appendix A.3** provides more details.

TABLE 11: BIG TICKETS			
TRANSFORMATION PROGRAMME	2014/15 £m	2015/16 £m	2016/17 £m
Adult Social Care	(3.915)	(4.870)	(5.348)
Commercialism	(2.285)	(3.350)	(4.195)
Energy and Waste	(1.850)	(1.100)	(2.000)
Leading Nottingham	(0.527)	(0.527)	(0.527)
NCC & NCH Common Services	(0.750)	(1.500)	(1.500)
Public Health	(3.078)	(3.218)	(3.668)
Public Transport	(1.083)	(1.833)	(3.183)
Reshaping Prevention & Safeguarding for Children	(1.386)	(1.386)	(1.386)
Strategic Asset Management	0.000	(1.866)	(4.566)
TOTAL	(14.874)	(19.650)	(26.373)

Further transformation activity is also being developed for 2015/16 in relation to the Customer Access Programme. This is a council-wide initiative to create a consolidated customer service function, supported by simplified processes and systems which provide colleagues with the right information at the right time to help our customers.

Efficiencies and other savings

Table 12 summarises proposed efficiencies and other savings by Portfolio. **Appendix A.4** provides details.

TABLE 12: EFFICIENCIES AND OTHER SAVINGS			
PORTFOLIO	2014/15 £m	2015/16 £m	2016/17 £m
Adults & Health	(0.040)	(0.140)	(0.190)
Children's Services	(1.077)	(1.243)	(1.243)
Commissioning & Voluntary Sector	(0.299)	(0.319)	(0.319)
Community Services	0.000	0.000	0.000
Energy & Sustainability	(0.024)	(0.024)	(0.024)
Jobs & Growth	(0.240)	(0.240)	(0.240)
Leisure & Culture	(0.361)	(0.361)	(0.361)
Planning & Transportation	(0.285)	(0.535)	(0.535)
Resources & Neighbourhood Regeneration	(2.825)	(1.421)	(1.407)
Strategic Regeneration & Community Safety	(0.618)	(0.709)	(0.709)
TOTAL	(5.768)	(4.992)	(5.028)

Corporate Proposals

Table 13 summarises the corporate proposals which will generate savings or income.

TABLE 13: CORPORATE PROPOSALS			
DESCRIPTION	2014/15 £m	2015/16 £m	2016/17 £m
Corporate Contingency	(0.190)	(0.190)	(0.190)
Service Realignment Costs	(1.500)		
Returned NHB top slice	(0.287)		
TOTAL	(1.977)	(0.190)	(0.190)

- General Corporate Contingency - The MTFs requires this to be between **0.4%** and **0.9%** of the previous year's net budget. This is used to deal with the financial impact of issues that could not have been foreseen at the point the budget was set such as emerging priorities, emergencies and external factors. A reduction of **£0.190m** to **£2.151m** sets the level at **0.75%** and again takes account of the significant savings package and challenging future financial outlook.
- Service Realignment - the estimated net reduction in posts as a result of the proposals included in this consultation is **76** full time equivalents in 2014/15. This allows a reduction in the 2014/15 provision from **£3m** to **£1.5m**.
- Returned New Homes Bonus – each year DCLG top-slices £2bn from the settlement to fund the NHB grant. This is expected to be more than needed in the early years of the scheme and any surplus is expected to be returned pro-rata to

councils. The final settlement confirmed that the City Council will receive **£0.287m** of returned top-slice for 2014/15 which will be used to support the revenue budget.

Overall Position

Table 14 shows the overall impact of the proposals in 2014/15 by Portfolio.

TABLE 14: OVERALL IMPACT OF PROPOSED SAVINGS			
PORTFOLIO	2014/15 £m	2015/16 £m	2016/17 £m
Adults & Health	(3.805)	(4.859)	(5.388)
Children's Services	(2.463)	(2.629)	(2.629)
Commissioning & Voluntary Sector	(0.349)	(0.369)	(0.369)
Community Services	(0.370)	(0.452)	(0.518)
Energy & Sustainability	(1.224)	(0.493)	(1.409)
Jobs & Growth	(0.240)	(0.240)	(0.240)
Leisure & Culture	(1.186)	(1.311)	(1.336)
Planning & Transportation	(2.043)	(3.312)	(5.030)
Resources & Neighbourhood Regeneration	(8.345)	(10.267)	(13.773)
Strategic Regeneration & Community Safety	(0.618)	(0.709)	(0.709)
SUB-TOTAL	(20.642)	(24.641)	(31.401)
Corporate	(1.977)	(0.190)	(0.190)
TOTAL	(22.619)	(24.831)	(31.591)

Table 15 shows the resulting proposed draft overall net budget requirement for 2014/15.

TABLE 15: NET BUDGET REQUIREMENT				
DESCRIPTION	2014/15 £m	2015/16 £m	2016/17 £m	TABLE
2013/14 Budget Requirement	286.855	286.855	286.855	
Budget Refresh	9.827	16.131	30.865	6
Pressures	2.510	4.571	4.980	9
Developments	0.656	0.868	1.368	10
SUB-TOTAL	299.849	308.426	324.069	
Big Ticket / Transformational Savings	(14.874)	(19.649)	(26.373)	11
Efficiencies & Other Savings	(5.768)	(4.992)	(5.028)	12
Corporate Proposals	(1.977)	(0.190)	(0.190)	13
BUDGET REQUIREMENT	277.230	283.594	292.478	

Funding

The position relating to Retained Business Rate income carries significant risks for the Council. The assumed share of the business rate income is **£59.788m** in 2014/15, which is **£0.572m** above our Business Rate Baseline determined by the Government for the purpose of the settlement.

Under the retention scheme, there are both potential risks and rewards in calculating our share of the yield. The major risks and concerns are; the level of successful rating appeals that may be made in the year, the unknown level of bankruptcies and businesses going into administration, the number of empty properties, the number of new properties and the collection rate achievable. We have to make an estimate of the impact of all these, based on limited trend information. The NNDR1 return submitted to DCLG in

January 2014 estimated the gross rates collectible as £129.1m with £1.9m assumed for bad debts (1.46%). It is considered prudent given the volatility of business rates collection to create a Funding Risk Reserve and transfer **£0.733m** into this reserve.

The Autumn Statement included changes to the business rates system that affect the business rates income of local authorities in 2014/15. These changes are:

- Multiplier cap - The RPI increase in 2014/15 will be capped at 2% instead of 3.2%
- The doubling of the Small Business Rate Relief is extended for a further 12 months until 31 March 2015
- Empty new build properties will be exempt from empty property rates for 18 months
- A 50% business rates relief for 18 months for businesses that (between 1 April 2014 and 31 March 2016) move into retail premises that have been empty for a year or more
- A discount of £1,000 for shops, pubs and restaurants with a rateable value below £50,000 for two years, from April 2014

The Government has undertaken to compensate councils for the loss of income suffered as a result of these changes by grants under section 31 of the Local Government Act 2003 based on estimates we submitted in January 2014 as shown in **Table 16**. The impact of these S31 grants has been included within the budget refresh figures. Given the significant risks in the projections of Business Rates and the one-off nature of some of these grants, it is appropriate to transfer that element related to the City Council (**£2.447m**) to the Funding Risk Reserve.

DESCRIPTION	2014/15 £m
Multiplier cap	0.636
Small business rates relief	1.263
New empty property relief	0.084
Long term empty property relief	0.055
Retail relief	0.495
TOTAL	2.533

100% of the uplift in Business Rates can be retained for the Enterprise Zone and the New Deal Scheme (Creative Quarter). These sums are ring fenced for these purposes. **Table 17** sets out the funding assumed within the MTFP.

DESCRIPTION	2014/15 £m	2015/16 £m	2016/17 £m
Projections			
- Retained Business Rates	(59.788)	(61.439)	(63.466)
- Top Up	(26.796)	(27.536)	(28.445)
- Revenue Support Grant	(103.264)	(72.607)	(58.086)
SUB-TOTAL	(189.849)	(161.582)	(149.996)
100% Retained Business Rates	(0.145)	(0.149)	(0.154)
NET POSITION	(189.995)	(161.731)	(150.151)

Collection Fund

The Collection Fund is held separately from the General Fund and accounts for income collected from council tax. An annual in-depth appraisal is undertaken to assess the estimated level of collection (as aggregated to include that relating to the current and previous years), the likely balance of the Fund and to advise the precepting authorities (Fire and Police) of their share of any surplus/deficit. This enables them to take this into account in their own budget calculations. It is estimated that there will be a surplus on the fund of **£1.430m** for 2014/15. The City Council share of this is **£1.222m**. In addition there is a small collection surplus with respect to business rates of **£0.178m** as reported in the NNDR1 return. **£0.977m** of these collection fund surpluses will be reserved to fund the potential additional costs in relation to the Council Tax Support Scheme.

Proposed Council Tax

Table 18 shows the implications for the proposed level of council tax needing to be levied.

If the final budget is in line with the total figures outlined in this report, the proposed total council tax levied for 2014/15 will be **£85.835m**, equating to a Band D of **£1,431.80** and representing an increase of **1.95%**.

TABLE 18 AMOUNT TO BE RAISED BY COUNCIL TAX	
DESCRIPTION	2014/15 £m
Net Budget Requirement	277.230
Funding	(189.995)
Collection Fund – Council Tax	(1.222)
Collection Fund – Business Rates	(0.178)
COUNCIL TAX REQUIREMENT	85.835

Council Tax Referendum

On 5 February the Local Government Minister confirmed that any increase in council tax of 2% or more will require a binding referendum to be held. Following Royal Assent of the Local Audit and Accountability Act 2014, the referendum principles will now include levies and will therefore be based on the unadjusted level of Band D Council Tax.

Council Tax Freeze Grant (CTFG)

Councils not increasing their Band D council tax will be eligible to receive a grant equivalent to a 1% of the basic amount of council tax set for 2013/14. This will be calculated excluding the reductions on the council tax base for those receiving council tax support and will be paid in both 2014/15 and 2015/16. Ministers have agreed that funding should be built into future Spending Review baselines. Government has previously indicated that a freeze grant will also be awarded in 2015/16 although this will be subject to a separate scheme. Nottingham would receive a 2014/15 council tax freeze grant of **£1.074m** if it met the announced criteria.

Reducing the proposed Band D council tax increase of 1.95% to 0% in 2014/15 to receive the council tax freeze grant would add an on-going net pressure of **£0.568m**.

General Reserves

The MTFS requires opening general reserves (sometimes known as the *working balance*) of between **2%** and **4%** of the total net General Fund revenue budget each year. The precise level within this range is informed by the risk assessment; the higher the level of risk, the higher the reserve. The MTFS includes a recommended opening balance in

2014/15 of **£9.500m** representing **3.4%** which is considered appropriate given the level of risk in the budget. Details are provided in **Annex 5**.

General Fund Capital Programme

Table 19 shows the General Fund Capital Programme totalling **£402.945m**. More detail is contained in **Annex 3** of the budget report.

TABLE 19 GENERAL FUND CAPITAL INVESTMENT							
PROGRAMME	2013/14 £m	2014/15 £m	2015/16 £m	2016/17 £m	2017/18 £m	2018/19 £m	TOTAL £m
Transport	27.016	24.021	17.429	6.649	2.250	0.000	77.365
Education / BSF	20.976	13.910	9.350	5.686	0.000	0.000	49.922
Other Services	53.793	153.565	22.584	19.814	15.919	9.983	275.658
TOTAL	101.785	191.496	49.363	32.149	18.169	9.983	402.945

Table 20 shows projected resources totalling **£419.337m**, which includes **£17.746m** of unsecured capital receipts, compared to the forecast capital investment of **£402.945m**.

TABLE 20: GENERAL FUND CAPITAL RESOURCES							
PROGRAMME	2013/14 £m	2014/15 £m	2015/16 £m	2016/17 £m	2017/18 £m	2018/19 £m	TOTAL £m
Resources b/fwd	29.479	0.000	0.000	0.000	0.000	0.000	29.479
Prudential Borrowing	37.660	143.415	19.407	13.968	6.995	0.000	221.445
Grants & Contributions	30.144	33.421	23.166	17.321	8.692	8.272	121.016
Internal Funds / Revenue	15.617	7.886	1.318	0.000	1.848	1.711	28.380
Capital Receipts - Secured	1.271	0.000	0.000	0.000	0.000	0.000	1.271
Capital Receipts - Unsecured	1.270	9.062	3.062	2.612	0.870	0.870	17.746
TOTAL	115.441	193.784	46.953	33.901	18.405	10.853	419.337

HRA – Revenue Budget

The following sections explain how the HRA Revenue Budget has been constructed. More detail is contained in **Annex 4**. The HRA MTFP has been refreshed to take account of changes in housing stock numbers, implementation of self financing, cost pressures, inflation and capital financing costs. **Table 21** shows the financial impact of the changes:-

TABLE 21: HRA BUDGET REFRESH SUMMARY	
DESCRIPTION	£m
Increased income	(6.325)
Tenant reward scheme	2.700
Inflation	1.306
Cost pressures	0.981
Capital financing costs	2.476
MOVEMENT IN WORKING BALANCE	1.138

Table 22 details the increased income which requires specific approval.

TABLE 22: INCREASED INCOME 2014/15	
DESCRIPTION	£m
Rent	(5.904)
Other income	(0.316)
Service charges	(0.084)
Independent living charges	(0.007)
Heating charges	(0.001)
Garage rents	(0.013)
TOTAL	(6.325)

The impact of the budget refresh and proposals for the HRA are summarised in **Table 23**. The Council is required to periodically review the HRA to ensure that it does not go into deficit. It is proposed to retain the HRA balance at **£4.000m** in 2014/15.

TABLE 23: HRA BUDGET 2014/15			
DESCRIPTION	2013/14 BUDGET £m	MOVEMENT £m	2014/15 BUDGET £m
Rent and other income	(94.629)	(6.627)	(101.256)
Service charges	(3.965)	(0.373)	(4.338)
TOTAL INCOME	(98.594)	(7.000)	(105.594)
Repairs	19.815	0.263	20.078
Management	34.625	3.123	37.748
Capital charges	38.790	3.051	41.841
Direct Revenue Financing	6.547	(0.575)	5.972
TOTAL EXPENDITURE	99.777	5.862	105.639
Deficit / (Surplus)	1.183	(1.138)	0.045

HRA – Capital Programme

The following sections explain how the HRA Capital Programme has been constructed; further detail relating to the HRA capital programme is shown in **Table 24** and **Annex 4**. The programme is based on existing approved commitments, remodelling and proposals contained in **Annex 4 (Appendix D)**.

TABLE 24: HRA CAPITAL INVESTMENT							
PROGRAMME	2013/14 £m	2014/15 £m	2015/16 £m	2016/17 £m	2017/18 £m	2018/19 £m	TOTAL £m
Existing Programme	64.163	77.828	45.338	0.000	0.000	0.000	187.329
New/Amended Schemes	(3.448)	(0.748)	2.731	34.545	37.691	38.604	109.375
TOTAL	60.715	77.080	48.069	34.545	37.691	38.604	296.704

Table 25 details the resources available to fund the total programme. However the projections include capital receipts of **£7.489m**, some of which have not yet been secured. Schemes may require re-phasing or remodelling if the resources are not secured.

TABLE 25: HRA CAPITAL RESOURCES

PROGRAMME	2013/14 £m	2014/15 £m	2015/16 £m	2016/17 £m	2017/18 £m	2018/19 £m	TOTAL £m
Resources b/fwd	33.344	0.000	0.000	0.000	0.000	0.000	33.344
Prudential Borrowing	0.000	0.000	0.000	0.000	6.000	9.000	15.000
Major Repairs Reserve	27.081	29.001	29.001	29.001	29.001	29.001	172.086
HCA Grant	28.270	13.301	0.000	0.000	0.000	0.000	41.571
Housing Grants	1.208	0.772	0.000	0.000	0.000	0.000	1.980
Direct Revenue Funding	6.667	5.972	6.185	7.841	8.076	8.319	43.060
Capital Receipts secured	3.388	0.000	0.000	0.000	0.000	0.000	3.388
Capital Receipts	1.564	3.015	2.460	0.450	0.000	0.000	7.489
TOTAL	101.522	52.061	37.646	37.292	43.077	46.320	317.918

The HRA generates an additional **£21.214m** of resources for capital purposes which are required to finance the future commitments to maintain the standard of the existing housing stock

6. MEDIUM TERM FINANCIAL OUTLOOK (MTFO)

Nottingham currently operates on a 3-year rolling MTFO. The outlook for local government is now much more challenging in the light of global, national and regional issues discussed earlier in this report and within the MTFs. In examining proposals for the 2014/15 budget, the Council considers both the immediate situation and the longer term outlook and assesses the impact of decisions accordingly.

Although there are uncertainties, it is clear that the public sector will have significantly lower levels of funding in the future than have been there in the past, so significant further savings will be needed.

Appendices B.1 to B.3 provide detail of the current MTFO for 2014/15 through to 2016/17. The future years' projections assume:

- Council tax increases of **1.95%** in 2014/15 and for each year of the MTFP
- RSG as announced in the 2-year settlement for 2014/15 and 2015/16
- c20% reduction in RSG in 2016/17
- Working assumption of nil underlying growth in retained business rates
- 1% pay award for all years
- General inflation as per current Government projections of 2.1%, 1.5% and 1.8% for 2014/15, 2015/16 and 2016/17 respectively
- No further emerging pressures assumed for 2015/16 and 2016/17

All these assumptions will be subject to ongoing review in light of changing circumstances.

Table 26 overleaf includes the impact of the 2014/15 proposals contained elsewhere in this report and confirms the need for ongoing cost reductions in the short to medium term.

TABLE 26: MEDIUM TERM FINANCIAL OUTLOOK

DESCRIPTION	2014/15 £m	2015/16 £m	2016/17 £m
2013/14 Net Budget Requirement	286.855	286.855	286.855
Budget Refresh	9.827	16.131	30.865
Pressures	2.510	4.571	4.980
Investments/Developments	0.656	0.868	1.368
SUB-TOTAL	299.849	308.426	324.069
Big Ticket / Transformational Savings	(14.874)	(19.649)	(26.373)
Efficiencies & Other Savings	(5.768)	(4.992)	(5.028)
Corporate Proposals	(1.977)	(0.190)	(0.190)
ASSUMED NET BUDGET	277.230	283.594	292.478
Retained Business Rates, Top-up & RSG	(189.995)	(161.731)	(150.151)
Council Tax	(85.835)	(88.209)	(90.643)
Collection Funds	(1.400)	0.000	0.000
ASSUMED FUNDING	(277.230)	(249.940)	(240.794)
NET MTFO POSITION	0.000	33.654	51.684

NB tables may not sum exactly due to rounding

7. Financial Stability and the Management of Risk

The Council's strategy in this regard is to have financial stability and ensure that our financial pressures are known, understood and well managed. The CFO advises on this using the principles within the MTFS, best practice and professional experience.

Under sections 25-27 of the Local Government Act 2003 (part II), the CFO is required to formally report to councillors on the robustness of the budget estimates and the adequacy of the City Council's financial reserves.

A corporate financial risk assessment has been undertaken to determine key risks and their impact on the budget. This ensures that adequate overall corporate budgetary provision is available to cover for unforeseen future events. This approach is embedded within the budget process and is used to inform the level of reserves required. Details appear in **Annex 5**.

In accordance with the MTFS, General Fund balances will be between **2%** and **4%** of the total net general fund revenue budget. The proposed General Fund balance for 2014/15 will be **£9.500m** which is **3.4%** of the net revenue budget. This level of reserve has been informed by the risk assessment.

Annex 5 details the separate report (incorporating the risk assessment) relating to the robustness of the budget and the adequacy of reserves and has been written by the CFO in her capacity as S151 officer.

8. Accountability

Summary sheets for each portfolio are included below, providing an outline of the key objectives of each portfolio and the headline budget details. Detailed budgets for each portfolio are at **Appendix C**. Portfolio Holders are expected to deliver the City's policies and priorities within the resources made available to them. The budgets set for 2014/15 form the basis by which performance management can take place.

The regular monitoring of budgets takes place at various management levels within the Council, including at CLT and is reported quarterly to Executive Board and the Performance and Resources Standing Panel. This is particularly important in highlighting areas of budget pressures, as early as possible in the process, to enable management action to take place.

The City Council recognises the importance of individual and collective accountability and requires managers to formally sign up to acknowledge they recognise their responsibilities to deliver services on time, to the required standard and within budget, and to implement any savings and investment allocated to their areas. In recognition that financial management is an integral aspect of effective leadership and good management, relevant councillors and managers are required to participate fully in all aspects of financial processes.

Strategic Regeneration and Community Safety



Councillor Jon Collins

Focus of the Portfolio

- Strategic Regeneration and Development
 - Overview of all regeneration activity across the City
 - City Centre major regeneration

- Community Safety and Enforcement
 - Overview of the Council's section 17 responsibilities
 - Public and Consumer Protection
 - Community Safety and Respect for Nottingham
 - Community Cohesion
 - Licensing

Revenue Budget 2014/15: Strategic Regeneration and Community Safety						
Department / Service	Net Base Budget £m	SAVINGS			Developments £m	Net Final Budget £m
		Big Ticket £m	Efficiencies & Other Savings £m	Corporate Proposals £m		
Business Development	1.418	0.000	(0.070)	0.000	0.000	1.348
City Centre Operations	0.379	0.000	(0.050)	0.000	0.000	0.329
Community Cohesion	(0.000)	0.000	0.000	0.000	0.000	(0.000)
Crime & Drugs Partnership	0.527	0.000	(0.040)	0.000	0.000	0.487
Environmental Health & Trading Standards	2.705	0.000	(0.062)	0.000	0.250	2.893
Guns, Gangs & Knives	0.463	0.000	(0.200)	0.000	0.000	0.263
Licensing Permits & Regulation	0.611	0.000	(0.196)	0.000	0.000	0.415
Neighbourhood Enforcement	3.457	0.000	0.000	0.000	0.000	3.457
Rapid Response & Projects	0.738	0.000	0.000	0.000	0.000	0.738
Communities	10.299	0.000	(0.618)	0.000	0.250	9.931
Portfolio Total	10.299	0.000	(0.618)	0.000	0.250	9.931

Capital Programme: Strategic Regeneration and Community Safety							
Programme	2013/14 £m	2014/15 £m	2015/16 £m	2016/17 £m	2017/18 £m	2018/19 £m	Total £m
Other Services							
Current Programme	1.819	1.980	2.387	0.476	0.00	0.000	6.662
Portfolio Total	1.819	1.980	2.387	0.476	0.000	0.000	6.662

Resources and Neighbourhood Regeneration



Councillor Graham Chapman

Focus of the Portfolio

- Economic Development
 - Commercial, Operational, Investment Land and Property
 - Investment
 - Economic Development and Infrastructure
 - Neighbourhood Regeneration

- Resources
 - Finance
 - Information Technology, Legal and Democratic Services, Health and Safety, Risk Management and Emergency Planning
 - Collection of Council Tax and National Non Domestic Rates
 - Housing and Council Tax Benefits
 - Welfare Rights
 - Reputation and Communications

- Human Resources
 - Corporate HR
 - Performance Management
 - International and European Links

Revenue Budget 2014/15: Resources and Neighbourhood Regeneration						
Department / Service	Net Base Budget £m	SAVINGS			Develop- Ments £m	Net Final Budget £m
		Big Ticket £m	Efficiencies & Other Savings £m	Corporate Proposals £m		
Chief Executive's Office	0.232	0.000	0.000	0.000	0.000	0.232
City Advertising	(0.126)	0.000	0.000	0.000	0.000	(0.126)
Corporate Leadership Team	0.001	0.000	0.000	0.000	0.000	0.001
Departmental Resources	0.020	0.000	0.000	0.000	0.000	0.020
Marketing & Communications	1.156	0.000	0.000	0.000	0.000	1.156
One Nottingham	0.417	0.000	(0.250)	0.000	0.000	0.167
Strategic Partnership	1.202	0.000	0.000	0.000	0.000	1.202
Chief Executive	2.902	0.000	(0.250)	0.000	0.000	2.652
Building Cleaning & Catering	2.680	0.000	0.000	0.000	0.000	2.680
Communities	2.680	0.000	0.000	0.000	0.000	2.680
Access to Services Directorate	1.084	0.000	0.000	0.000	0.000	1.084
Economic Development	0.452	0.000	0.000	0.000	0.000	0.452
Estates Management	0.253	0.000	0.000	0.000	0.000	0.253
Housing Support & Partnerships	0.494	0.208	0.000	0.000	0.000	0.702
Maintenance, Safety & Compliance	0.054	0.000	0.000	0.000	0.000	0.054
Major Programmes	0.586	0.000	0.000	0.000	0.000	0.586
Performance & Resources	0.490	0.000	(0.065)	0.000	0.000	0.425
Planned Maintenance Budget	0.115	0.000	0.000	0.000	0.000	0.115
Property Corporate Landlord	3.923	0.000	0.000	0.000	0.000	3.923
Property Trading Account	3.318	(0.150)	0.000	0.000	0.000	3.168
Support Services (Property)	(9.749)	(0.417)	0.000	0.000	0.000	(10.166)
Development	4.752	0.000	(0.210)	0.000	0.000	4.542
Finance	3.731	0.359	(0.145)	0.000	0.000	3.946
Corporate & Democratic Core	5.113	0.000	(0.040)	0.000	0.000	5.073
EMSS	0.128	0.000	0.000	0.000	0.000	0.128
Human Resources	0.993	0.000	0.000	0.000	0.000	0.993
IT	5.214	(0.050)	(0.059)	0.000	0.000	5.105
Strategic Finance	5.916	0.000	(0.317)	0.000	0.000	5.599
Support Services	8.837	(0.450)	(0.256)	0.000	0.000	8.131
Legal and Democratic	(0.522)	0.000	(0.076)	0.000	0.000	(0.598)
Resources	29.761	(0.560)	(0.937)	0.000	0.000	28.264
Portfolio Total (excluding Corporate)	40.095	(0.560)	(1.397)	0.000	0.000	38.139

Revenue Budget 2014/15: Corporate Budgets

Department / Service	Net Base Budget £m	SAVINGS			Developments £m	Net Final Budget £m
		Big Ticket £m	Efficiencies & Other Savings £m	Corporate Proposals £m		
Corporate Management - Non Service	0.267				0.000	(0.013)
Enviroenergy	(0.798)	(0.700)	0.000	0.000	0.000	(1.498)
Treasury Management	50.611	0.000	0.000	0.000	0.000	50.611
NCT Dividend	(0.500)	0.000	0.000	0.000	0.000	(0.500)
Ice Centre	0.280	0.000	0.000	0.000	0.000	0.280
Nottingham City Homes	0.000	(0.750)	0.000	0.000	0.000	(0.750)
Corporate / Cross-Cutting Savings	(1.419)	(3.360)	0.000	0.000	0.000	(4.779)
General Contingency	2.341	0.000	0.000	(0.190)	0.000	2.151
Nottingham Express Transit	(19.378)	(0.150)	0.000	0.000	0.000	(19.528)
Flood Defence Levy	0.090	0.000	0.000	0.000	0.000	0.090
Service Realignment Costs	3.000	0.000	0.000	(1.500)	0.000	1.500
Repayment of Reserves	7.374	0.000	0.000	(0.287)	0.000	7.087
Use of Reserves	(2.428)	0.000	(1.415)	0.000	0.000	(3.843)
Economic Development Investment	1.559	0.000	0.000	0.000	0.000	1.559
Social Fund	0.000	0.000	0.000	0.000	0.000	0.000
Community Right to Bid / Challenge	0.000	0.000	0.000	0.000	0.000	0.000
Returned NHB Top-slice	(0.287)	0.000	0.000	0.000	0.000	(0.287)
100% Retained Business Rates	0.287	0.000	0.000	0.000	0.000	0.287
S31 Grants	(2.534)	0.000	0.000	0.000	0.000	(2.534)
Housing Benefit Payments	0.675	0.000	0.000	0.000	0.000	0.675
IT Development Fund	3.553	0.000	0.000	0.000	0.000	3.553
New Homes Bonus Grant	(4.184)	0.000	0.000	0.000	0.000	(4.184)
Corporate	38.508	(4.960)	(1.428)	(1.977)	0.000	30.143

Capital Programme: Resources and Neighbourhood Regeneration

Programme	2013/14 £m	2014/15 £m	2015/16 £m	2016/17 £m	2017/18 £m	2018/19 £m	Total £m
Other Services							
Current Programme	13.196	5.303	0.778	0.040	0.634	0.00	19.951
TOTAL PROGRAMME	13.196	5.303	0.778	0.040	0.634	0.000	19.951

Children's Services



Councillor David Mellen

Focus of the Portfolio

- Performing the Lead Role for Children's Services in accordance with Statutory Requirements and Guidance
- Safeguarding, Corporate Parenting and Children's Social Care
- Educational Provision from Ages 3-19 including School Re-organisation and Governance:
 - Sixth Form Colleges and Further Education Colleges
 - Building Schools for the Future and Academies
- Nottingham Learning Trust
- Leading on Early Intervention
- Children and Young People's Plan in Partnership
- Integrated Youth Service including the Youth Offending Team
- Early Years including Children's Centres and Surestart
- Transition of Children to Adulthood
- Teenage Conception
- Nottingham and Nottinghamshire Futures
- Chair of One Nottingham

Revenue Budget 2014/15: Children's Services						
Department / Service	Net Base Budget £m	SAVINGS			Developments £m	Net Final Budget £m
		Big Ticket £m	Efficiencies & Other Savings £m	Corporate Proposals £m		
Directorates	0.103	0.000	(0.161)	0.000	0.000	(0.058)
Family Community Teams	14.096	(0.666)	(0.771)	0.000	0.000	12.660
Safeguarding	43.523	(0.720)	(0.050)	0.000	0.000	42.753
Schools	0.000	0.000	0.000	0.000	0.000	0.000
Children & Families	57.722	(1.386)	(0.982)	0.000	0.000	55.354
Building Schools for the Future	0.192	0.000	0.000	0.000	0.000	0.192
Economic Development	1.943	0.000	(0.095)	0.000	0.000	1.848
Development	2.136	0.000	(0.095)	0.000	0.000	2.041
Portfolio Total	59.857	(1.386)	(1.077)	0.000	0.000	57.395

Capital Programme: Children's Services							
Programme	2013/14 £m	2014/15 £m	2015/16 £m	2016/17 £m	2017/18 £m	2018/19 £m	Total £m
Education Schools							
Schools	13.245	13.620	9.330	5.647	0.00	0.00	41.842
BSF	7.731	0.290	0.020	0.039	0.00	0.00	8.080
	20.976	13.910	9.350	5.686	0.00	0.00	49.922
Other Services							
Current Programme	0.641	0.344	0.00	0.00	0.00	0.00	0.985
Portfolio Total	21.617	14.254	9.350	5.686	0.000	0.000	50.907

Leisure and Culture



Councillor David Trimble

Focus of the Portfolio

- Leisure and Culture:
 - Parks, Allotments, Open Spaces and Playgrounds
 - Leisure Transformation Programme
 - Museum and Heritage Sites
 - Libraries, Arts and Events, Museums, Theatres and Sport
 - Lead on Arms Length Venues – Ice Arena, Playhouse, Theatre Royal, Royal Centre
 - Nature Conservation – Operational
- Markets, Fairs and Toilets

Revenue Budget 2014/15: Leisure and Culture						
Department / Service	Net Base Budget £m	SAVINGS			Developments £m	Net Final Budget £m
		Big Ticket £m	Efficiencies & Other Savings £m	Corporate Proposals £m		
Business Management	0.365	(0.050)	0.000	0.000	0.000	0.315
C&C Support Services	0.633	0.000	0.000	0.000	0.000	0.633
Cemeteries & Crematoria	(0.372)	(0.154)	0.000	0.000	0.000	(0.526)
Events & Goose Fair	0.066	(0.010)	0.000	0.000	0.000	0.056
Leisure	1.648	(0.080)	(0.170)	0.000	0.000	1.398
Libraries	3.390	0.000	(0.155)	0.000	0.000	3.235
Markets	(0.025)	0.000	0.000	0.000	0.000	(0.025)
Museums	2.261	(0.001)	(0.026)	0.000	0.000	2.234
Parks & Open Spaces	3.033	(0.005)	(0.010)	0.000	0.000	3.018
Public Toilets	0.375	0.000	0.000	0.000	0.000	0.375
Sports	0.576	0.000	0.000	0.000	0.000	0.576
Communities	11.951	(0.300)	(0.361)	0.000	0.000	11.290
Royal Centre	0.847	(0.525)	0.000	0.000	0.000	0.322
Development	0.847	(0.525)	0.000	0.000	0.000	0.322
Portfolio Total	12.798	(0.825)	(0.361)	0.000	0.000	11.612

Capital Programme: Leisure and Culture							
Programme	2013/14 £m	2014/15 £m	2015/16 £m	2016/17 £m	2017/18 £m	2018/19 £m	Total £m
Other Services							
Current Programme							
General Schemes	3.477	3.794	0.600	5.527	8.290	9.983	31.671
Transformation Programme	5.388	10.364	0.663	0.000	0.000	0.000	16.415
Victoria Leisure Centre	0.023	0.000	0.000	0.000	0.000	0.000	0.023
Portfolio Total	8.888	14.158	1.263	5.527	8.290	9.983	48.109

Adults and Health



Councillor Alex Norris

Focus of the Portfolio

- Adults
 - Corporate Strategies for Older People
 - Championing Independent Living:
 - § Protection of Vulnerable Adults
 - Support to Vulnerable People:
 - § Telecare
 - § Catering

- Health
 - Public Health and Wellbeing:
 - § Health Inequalities
 - § Smoking and Avoidable Injuries
 - Health and Wellbeing Board
 - Public Health Transition
 - Mental Health and Wellbeing

Revenue Budget 2014/15: Adults and Health						
Department / Service	Net Base Budget £m	SAVINGS			Developments £m	Net Final Budget £m
		Big Ticket £m	Efficiencies & Other Savings £m	Corporate Proposals £m		
Public Health	0.000	0.000	0.000	0.000	0.000	0.000
Chief Executive	0.000	0.000	0.000	0.000	0.000	0.000
Business Transformation	1.156	0.000	0.000	0.000	0.000	1.156
Directorate	0.126	(2.800)	0.000	0.000	0.000	(2.674)
Locality Services	52.534	(0.294)	0.000	0.000	0.406	52.647
MH & Learning Disability Service	29.289	0.000	0.000	0.000	0.000	29.289
Children & Families	83.105	(3.094)	0.000	0.000	0.406	80.418
Commercialism; Sales; Marketing & Dev	0.269	(0.005)	0.000	0.000	0.000	0.264
Community Centres	1.157	0.000	0.000	0.000	0.000	1.157
Equality & Diversity	0.001	0.000	0.000	0.000	0.000	0.001
Health & Wellbeing	0.083	0.000	(0.040)	0.000	0.000	0.043
Prevention Reablement & Support	0.287	(0.500)	0.000	0.000	0.000	(0.213)
Residential & Day Services	0.224	(0.166)	0.000	0.000	0.000	0.058
Communities	2.020	(0.671)	(0.040)	0.000	0.000	1.309
Portfolio Total	85.126	(3.765)	(0.040)	0.000	0.406	81.727

Capital Programme: Adults and Health							
Programme	2013/14 £m	2014/15 £m	2015/16 £m	2016/17 £m	2017/18 £m	2018/19 £m	Total £m
Other Services							
Current Programme	0.539	2.872	1.000	0.000	0.000	0.000	4.411
Portfolio Total	0.539	2.872	1.000	0.000	0.000	0.000	4.411

Jobs and Growth



Councillor Nick McDonald

Focus of the Portfolio

- Jobs and Skills
 - Lead on Skills and Employment:
 - § Developing opportunities for Young People and Adults
 - § Local Jobs for Local People and Making the Connections
 - § Investment Initiatives
- Social Enterprise and Enterprise Development
- Business
 - Growth Plan Delivery
 - City Centre Retail Management
 - Business Support, Development and Liaison
 - Procurement
 - Sector Development
 - Inward Investment
 - Creative Quarter
- Tourism
 - 10 Tourism and Heritage

Revenue Budget 2014/15: Jobs and Growth						
Department / Service	Net Base Budget £m	SAVINGS			Developments £m	Net Final Budget £m
		Big Ticket £m	Efficiencies & Other Savings £m	Corporate Proposals £m		
Economic Development	1.757				0.000	(0.240)
Tourism	0.371	0.000	0.000	0.000	0.000	0.371
Development	2.128	0.000	(0.240)	0.000	0.000	1.888
Portfolio Total	2.128	0.000	(0.240)	0.000	0.000	1.888

Capital Programme: Jobs and Growth							
Programme	2013/14 £m	2014/15 £m	2015/16 £m	2016/17 £m	2017/18 £m	2018/19 £m	Total £m
Other Services							
Current Programme	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Portfolio Total	0.000	0.000	0.000	0.000	0.000	0.000	0.000

Community Services



Councillor Nicola Heaton

Focus of the Portfolio

- Area Working
 - Neighbourhood Management and Engagement
 - Community Development

- Cleansing
 - Waste Management and Recycling
 - Street Scene

- Customer Care
 - Implementation of Citizen First and Customer Focus
 - Equalities

Revenue Budget 2014/15: Community Services						
Department / Service	Net Base Budget £m	SAVINGS			Developments £m	Net Final Budget £m
		Big Ticket £m	Efficiencies & Other Savings £m	Corporate Proposals £m		
City Services	8.978	(0.250)	0.000	0.000	0.000	8.728
Commercial & Transport Services	(1.265)	(0.120)	0.000	0.000	0.000	(1.385)
Local Communities	0.324	0.000	0.000	0.000	0.000	0.324
Communities	8.037	(0.370)	0.000	0.000	0.000	7.667
Portfolio Total	8.037	(0.370)	0.000	0.000	0.000	7.667

Capital Programme: Community Services							
Programme	2013/14 £m	2014/15 £m	2015/16 £m	2016/17 £m	2017/18 £m	2018/19 £m	Total £m
Other Services							
Current Programme	2.365	0.750	0.750	0.750	0.000	0.000	4.615
Portfolio Total	2.365	0.750	0.750	0.750	0.000	0.000	4.615

Energy and Sustainability



Councillor Alan Clark

Focus of the Portfolio

- Climate Change and Carbon Reduction
- Nature Conservation – Strategy
- Energy and Energy Bills
- Energy from Waste including Enviroenergy (Waste Recycling Group)
- Nottingham Energy Partnership

Revenue Budget 2014/15: Energy and Sustainability

Department / Service	Net Base Budget £m	SAVINGS			Developments £m	Net Final Budget £m
		Big Ticket £m	Efficiencies & Other Savings £m	Corporate Proposals £m		
District Heating	0.000	0.000	0.000	0.000	0.000	0.000
Sustainability & Climate Change	7.969	(1.200)	(0.024)	0.000	0.000	6.745
Communities	7.969	(1.200)	(0.024)	0.000	0.000	6.745
Portfolio Total	7.969	(1.200)	(0.024)	0.000	0.000	6.745

Capital Programme: Energy and Sustainability

Programme	2013/14 £m	2014/15 £m	2015/16 £m	2016/17 £m	2017/18 £m	2018/19 £m	Total £m
Other Services							
Current Programme	4.987	3.129	0.571	2.495	1.190	0.000	12.372
Portfolio Total	4.987	3.129	0.571	2.495	1.190	0.000	12.372

Planning and Transportation



Councillor Jane Urquhart

Focus of the Portfolio

- Planning
 - Planning Policy and Development Management

- Transportation
 - Nottingham Express Transit - Phases 1 and 2
 - Traffic Management and Parking
 - Highways Design and Maintenance
 - Public Transport Initiatives
 - Nottingham City Transport
 - Street Lighting
 - Corporate Council Transport Fleet

Revenue Budget 2014/15: Planning and Transportation						
Department / Service	Net Base Budget £m	SAVINGS			Developments £m	Net Final Budget £m
		Big Ticket £m	Efficiencies & Other Savings £m	Corporate Proposals £m		
Commercial & Transport Services	(9.236)	(0.605)	0.000	0.000	0.000	(9.841)
Highways	1.224	(0.220)	0.000	0.000	0.000	1.004
Communities	(8.013)	(0.825)	0.000	0.000	0.000	(8.838)
Building Control	0.015	0.000	(0.035)	0.000	0.000	(0.020)
Concessionary Fares	13.910	(0.600)	0.000	0.000	0.000	13.310
NET Project	0.122	(0.108)	0.000	0.000	0.000	0.014
Planning	0.461	0.000	0.000	0.000	0.000	0.461
Planning Strategy	0.333	0.000	0.000	0.000	0.000	0.333
Public Transport	1.464	(0.225)	0.000	0.000	0.000	1.239
Street Lighting	4.819	0.000	0.000	0.000	0.000	4.819
Traffic Safety & Development	1.375	0.000	(0.250)	0.000	0.000	1.125
Transport Strategy	0.766	0.000	0.000	0.000	0.000	0.766
Development	23.264	(0.933)	(0.285)	0.000	0.000	22.046
Portfolio Total	15.251	(1.758)	(0.285)	0.000	0.000	13.208

Capital Programme: Planning and Transportation							
Programme	2013/14 £m	2014/15 £m	2015/16 £m	2016/17 £m	2017/18 £m	2018/19 £m	Total £m
Transport Programme							
Current Programme							
Local Transport Plan	10.300	11.435	9.909	4.789	0.000	0.000	36.433
Green Bus Fund	4.818	3.690	0.000	0.000	0.000	0.000	8.508
Station Hub	5.642	1.292	0.000	0.000	0.000	0.000	6.934
Local Sustainable Transport Fund	2.513	0.965	0.000	0.000	0.000	0.000	3.478
City Deal - Creative Quarter	1.611	4.939	3.000	0.00	0.000	0.000	9.550
Better Bus Areas	2.132	1.700	1.460	1.860	2.250	0.000	9.402
Local Transport Board	0.000	0.000	3.060	0.000	0.000	0.000	3.060
Other Services							
Current Programme	18.387	121.812	13.000	8.500	5.805	0.000	167.504
Portfolio Total	45.403	145.833	30.429	15.149	8.055	0.000	244.869

Commissioning and Voluntary Sector



Councillor Dave Liversidge

Focus of the Portfolio

- Commissioning
 - Corporate Strategic Commissioning
 - Lead on commissioning of Children's Services
 - Lead on commissioning of Adults Services/DASS link

- Community Sector
 - Lead role with the Community Sector
 - Volunteering
 - Community Centres

- Housing Regeneration
 - Physical Neighbourhood Transformation and Regeneration
 - Estate Management – Council and Private Estates
 - Private Housing and Private Rented Sector
 - Performance of Nottingham City Homes (NCH) and Housing Associations
 - Student Housing
 - Support to vulnerable People:
 - § Homelessness
 - § Housing with Care and Support
 - Strategic and Retained Housing Functions
 - Regeneration Land and Property
 - Houses in Multiple Occupation

Revenue Budget 2014/15: Commissioning and Voluntary Sector						
Department / Service	Net Base Budget £m	SAVINGS			Developments £m	Net Final Budget £m
		Big Ticket £m	Efficiencies & Other Savings £m	Corporate Proposals £m		
Housing Solutions	0.760	0.000	0.000	0.000	0.000	0.760
Quality & Commissioning - Supporting People	10.060	0.000	0.000	0.000	0.000	10.060
Quality & Commissioning	6.101	(0.050)	(0.239)	0.000	0.000	5.812
Children & Families	16.922	(0.050)	(0.239)	0.000	0.000	16.633
Housing Strategy & Regeneration	0.959	0.000	0.000	0.000	0.000	0.959
Housing Support & Partnerships	1.243	0.000	(0.060)	0.000	0.000	1.183
Development	2.202	0.000	(0.060)	0.000	0.000	2.142
Portfolio Total	19.124	(0.050)	(0.299)	0.000	0.000	18.775

Capital Programme: Commissioning and Voluntary Sector							
Programme	2013/14 £m	2014/15 £m	2015/16 £m	2016/17 £m	2017/18 £m	2018/19 £m	Total £m
Public Sector Housing							
Current Programme	60.715	77.080	48.069	34.545	37.691	38.604	296.704
Other Services							
Current Programme	2.971	3.217	2.835	2.026	0.000	0.000	11.049
Portfolio Total	63.686	80.297	50.904	36.571	37.691	38.604	307.753

The following appendices containing the detail proposals are separately attached

A.1	Pressures
A.2	Developments
A.3	Big Ticket Savings
A.4	Efficiencies & Other Savings

APPENDIX B.1

MTFO 2014/15 BY PORTFOLIO											
PORTFOLIO	2013/14 BUDGET	CORP ADJUST	INFLATION	MTFP DECISIONS	PRESSURES	2014/15 BASE BUDGET	BIG TICKET	EFFICI- ENCIES	CORP SAVING	DEVELOP- MENTS	2014/15 FINAL BUDGET
	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m
A&H	77.335	1.688	2.334	2.155	1.614	85.126	(3.765)	(0.040)	0.000	0.406	81.727
ChS	58.463	(1.362)	1.077	0.929	0.750	59.857	(1.386)	(1.077)	0.000	0.000	57.395
C&VS	19.042	(0.289)	0.376	(0.005)	0.000	19.124	(0.050)	(0.299)	0.000	0.000	18.775
CoS	7.593	0.000	0.482	(0.038)	0.000	8.037	(0.370)	0.000	0.000	0.000	7.667
E&S	7.567	0.067	0.337	(0.002)	0.000	7.969	(1.200)	(0.024)	0.000	0.000	6.745
J&G	1.999	0.000	0.130	(0.000)	0.000	2.128	0.000	(0.240)	0.000	0.000	1.888
L&C	11.738	0.041	1.099	(0.080)	0.000	12.798	(0.825)	(0.361)	0.000	0.000	11.612
P&T	14.029	(0.423)	1.601	0.045	0.000	15.251	(1.758)	(0.285)	0.000	0.000	13.208
R&NR	37.451	0.203	2.605	(0.311)	0.146	40.095	(0.560)	(1.397)	0.000	0.000	38.139
SR&CS	9.799	0.078	0.422	(0.001)	0.000	10.299	0.000	(0.618)	0.000	0.250	9.931
<u>Corporate Budgets</u>											
Corporate Management	(0.232)	0.497	0.001	0.000	0.000	0.267	0.000	(0.013)	0.000	0.000	0.254
Enviroenergy	(0.700)	(0.098)	0.000	0.000	0.000	(0.798)	(0.700)	0.000	0.000	0.000	(1.498)
Treasury Management	50.066	0.795	0.000	(0.250)	0.000	50.611	0.000	0.000	0.000	0.000	50.611
NCT Dividend	(0.500)	0.000	0.000	0.000	0.000	(0.500)	0.000	0.000	0.000	0.000	(0.500)
Ice Centre	0.280	0.000	0.000	0.000	0.000	0.280	0.000	0.000	0.000	0.000	0.280
Nottingham City Homes	0.000	0.000	0.000	0.000	0.000	0.000	(0.750)	0.000	0.000	0.000	(0.750)
Cross-Cutting Savings	(0.969)	0.150	0.000	(0.600)	0.000	(1.419)	(3.360)	0.000	0.000	0.000	(4.779)
Corporate Contingency	2.341	0.000	0.000	0.000	0.000	2.341	0.000	0.000	(0.190)	0.000	2.151
Pay Contingency	0.884	(0.884)	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Nottingham Express Transit	(25.803)	6.424	0.000	0.000	0.000	(19.378)	(0.150)	0.000	0.000	0.000	(19.528)
Flood Defence Levy	0.090	0.000	0.000	0.000	0.000	0.090	0.000	0.000	0.000	0.000	0.090
Service Realignment Costs	2.860	(0.860)	0.000	1.000	0.000	3.000	0.000	0.000	(1.500)	0.000	1.500

APPENDIX B.1

MTFO 2014/15 BY PORTFOLIO (continued)

PORTFOLIO	2013/14 BUDGET	CORP ADJUST	INFLATION	MTFP DECISIONS	PRESSURES	2014/15 BASE BUDGET	BIG TICKET	EFFICI- ENCIES	CORP SAVING	DEVELOP- MENTS	2014/15 FINAL BUDGET	
	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	
<u>Corporate Budgets (continued)</u>												
Repayment of Reserves	12.610	(5.236)	0.000	0.000	0.000	7.374	0.000	0.000	(0.287)	0.000	7.087	
Use of Reserves	0.000	(2.428)	0.000	0.000	0.000	(2.428)	0.000	(1.415)	0.000	0.000	(3.843)	
Econ Dev Investment	1.000	0.000	0.000	0.559	0.000	1.559	0.000	0.000	0.000	0.000	1.559	
Social Fund	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	
Community Right to Bid/Challenge	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	
Returned NHB Top-slice	(0.715)	0.428	0.000	0.000	0.000	(0.287)	0.000	0.000	0.000	0.000	(0.287)	
100% Retained Business Rates (EZ/Creative Quarter)	0.250	0.037	0.000	0.000	0.000	0.287	0.000	0.000	0.000	0.000	0.287	
Section 31 Grants	0.000	(2.534)	0.000	0.000	0.000	(2.534)	0.000	0.000	0.000	0.000	(2.534)	
Housing Benefit Payments	0.675	0.000	0.000	0.000	0.000	0.675	0.000	0.000	0.000	0.000	0.675	
IT Development Fund	3.553	0.000	0.000	0.000	0.000	3.553	0.000	0.000	0.000	0.000	3.553	
New Homes Bonus Grant	(3.187)	0.000	0.000	(0.997)	0.000	(4.184)	0.000	0.000	0.000	0.000	(4.184)	
Council Tax Transition Grant	(0.662)	0.662	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	
TOTAL	286.855	(3.041)	10.465	2.403	2.510	299.193	(14.874)	(5.768)	(1.977)	0.656	277.230	
											Retained Business Rates / Top-up / RSG	191.395
											Council Tax Requirement	85.835
											Tax base	59,949
											Band D Council Tax	£1,431.80
											Increase	1.95%

APPENDIX B.2

MTFO 2015/16 BY PORTFOLIO											
PORTFOLIO	2014/15 BUDGET	CORP ADJUST	INFLATION	MTFP DECISIONS	PRESSURES	2015/16 BASE BUDGET	BIG TICKET	EFFICIENCIES	CORP SAVING	DEVELOPMENTS	2015/16 FINAL BUDGET
	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m
A&H	81.727	0.000	1.583	2.445	0.188	85.943	(0.955)	(0.100)	0.000	0.212	85.101
ChS	57.395	0.000	1.038	0.527	0.319	59.279	0.000	(0.167)	0.000	0.000	59.113
C&VS	18.775	0.000	0.308	0.000	0.000	19.083	0.000	(0.020)	0.000	0.000	19.063
CoS	7.667	0.000	0.261	0.000	0.000	7.928	(0.082)	0.000	0.000	0.000	7.846
E&S	6.745	0.000	0.283	0.000	0.000	7.028	0.731	0.000	0.000	0.000	7.759
J&G	1.888	0.000	0.054	0.000	0.000	1.942	0.000	0.000	0.000	0.000	1.942
L&C	11.612	(0.037)	0.661	0.116	0.000	12.352	(0.125)	0.000	0.000	0.000	12.227
P&T	13.208	(0.569)	1.422	0.000	1.130	15.191	(1.019)	(0.250)	0.000	0.000	13.922
R&NR	38.139	0.000	1.420	(0.435)	0.424	39.548	(2.436)	(0.011)	0.000	0.000	37.101
SR&CS	9.931	0.000	0.303	0.000	0.000	10.234	0.000	(0.091)	0.000	0.000	10.143
<u>Corporate Budgets</u>											
Corporate Management	0.254	0.000	(0.000)	0.000	0.000	0.253	0.000	0.000	0.000	0.000	0.253
Enviroenergy	(1.498)	0.000	0.000	0.000	0.000	(1.498)	0.000	0.000	0.000	0.000	(1.498)
Treasury Management	50.611	(1.434)	0.000	0.000	0.000	49.177	0.000	0.000	0.000	0.000	49.177
NCT Dividend	(0.500)	0.000	0.000	0.000	0.000	(0.500)	0.000	0.000	0.000	0.000	(0.500)
Ice Centre	0.280	0.000	0.000	0.000	0.000	0.280	0.000	0.000	0.000	0.000	0.280
Nottingham City Homes	(0.750)	0.000	0.000	0.000	0.000	(0.750)	(0.750)	0.000	0.000	0.000	(1.500)
Cross-Cutting Savings	(4.779)	(0.100)	(0.071)	(1.714)	0.000	(6.664)	(0.140)	0.000	0.000	0.000	(6.804)
Corporate Contingency	2.151	0.000	0.000	0.000	0.000	2.151	0.000	0.000	0.000	0.000	2.151
Pay Contingency	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Nottingham Express Transit	(19.528)	1.657	0.000	0.000	0.000	(17.871)	0.000	0.000	0.000	0.000	(17.871)
Flood Defence Levy	0.090	0.000	0.000	0.000	0.000	0.090	0.000	0.000	0.000	0.000	0.090
Service Realignment Costs	1.500	0.000	0.000	0.000	0.000	1.500	0.000	0.000	1.500	0.000	3.000

APPENDIX B.2

MTFO 2015/16 BY PORTFOLIO (continued)

PORTFOLIO	2014/15 BUDGET	CORP ADJUST	INFLATION	MTFP DECISIONS	PRESSURES	2015/16 BASE BUDGET	BIG TICKET	EFFICI- ENCIES	CORP SAVING	DEVELOP- MENTS	2015/16 FINAL BUDGET
	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m
<u>Corporate Budgets (continued)</u>											
Repayment of Reserves	7.087	(6.045)	0.000	0.000	0.000	1.042	0.000	0.000	0.287	0.000	1.329
Use of Reserves	(3.843)	2.428	0.000	0.000	0.000	(1.415)	0.000	1.415	0.000	0.000	0.000
Econ Dev Investment	1.559	0.000	0.000	1.583	0.000	3.142	0.000	0.000	0.000	0.000	3.142
Social Fund	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Community Right to Bid/Challenge	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Returned NHB Top-slice	(0.287)	(0.447)	0.000	0.000	0.000	(0.734)	0.000	0.000	0.000	0.000	(0.734)
100% Retained Business Rates (EZ/Creative Quarter)	0.287	(0.081)	0.000	0.000	0.000	0.207	0.000	0.000	0.000	0.000	0.207
Section 31 Grants	(2.534)	1.897	0.000	0.000	0.000	(0.636)	0.000	0.000	0.000	0.000	(0.636)
Housing Benefit Payments	0.675	0.000	0.000	0.000	0.000	0.675	0.000	0.000	0.000	0.000	0.675
IT Development Fund	3.553	0.000	0.000	0.000	0.000	3.553	0.000	0.000	0.000	0.000	3.553
New Homes Bonus Grant	(4.184)	0.000	0.000	(0.750)	0.000	(4.934)	0.000	0.000	0.000	0.000	(4.934)
Council Tax Transition Grant	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Future Savings	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	(33.654)	0.000	(33.654)
TOTAL	277.230	(2.731)	7.263	1.773	2.061	285.595	(4.776)	0.776	(31.867)	0.212	249.940
											Assumed Retained Business Rates / Top-up / RSG
											161.731
											Assumed Council Tax Requirement
											88.209
											Assumed Tax base
											60,429
											Assumed Band D Council Tax
											£1,459.71
											Assumed Increase
											1.95%

MTFO 2016/17 BY PORTFOLIO											
PORTFOLIO	2015/16 BUDGET	CORP ADJUST	INFLATION	MTFP DECISIONS	PRESSURES	2016/17 BASE BUDGET	BIG TICKET	EFFICI- ENCIES	CORP SAVING	DEVELOP- MENTS	2016/17 FINAL BUDGET
	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m
A&H	85.101	0.000	2.540	2.445	0.243	90.329	(0.479)	(0.050)	0.000	0.500	90.300
ChS	59.113	0.000	2.397	0.008	0.026	61.544	0.000	0.000	0.000	0.000	61.544
C&VS	19.063	0.000	0.516	0.000	0.000	19.579	0.000	0.000	0.000	0.000	19.579
CoS	7.846	0.000	0.565	0.000	0.000	8.411	(0.066)	0.000	0.000	0.000	8.345
E&S	7.759	0.000	0.319	0.000	0.000	8.078	(0.916)	0.000	0.000	0.000	7.162
J&G	1.942	0.000	0.108	0.000	0.000	2.050	0.000	0.000	0.000	0.000	2.050
L&C	12.227	0.000	1.221	0.060	0.000	13.507	(0.025)	0.000	0.000	0.000	13.482
P&T	13.922	(0.230)	1.869	0.000	0.080	15.641	(1.718)	0.000	0.000	0.000	13.923
R&NR	37.101	0.000	2.871	(0.060)	0.060	39.971	(3.220)	0.014	0.000	0.000	36.765
SR&CS	10.143	0.000	0.725	0.000	0.000	10.868	0.000	0.000	0.000	0.000	10.868
<u>Corporate Budgets</u>											
Corporate Management	0.253	0.000	(0.001)	0.000	0.000	0.253	0.000	0.000	0.000	0.000	0.253
Enviroenergy	(1.498)	0.000	0.000	0.000	0.000	(1.498)	0.000	0.000	0.000	0.000	(1.498)
Treasury Management	49.177	0.817	0.000	0.000	0.000	49.994	0.000	0.000	0.000	0.000	49.994
NCT Dividend	(0.500)	0.000	0.000	0.000	0.000	(0.500)	0.000	0.000	0.000	0.000	(0.500)
Ice Centre	0.280	0.000	0.000	0.000	0.000	0.280	0.000	0.000	0.000	0.000	0.280
Nottingham City Homes	(1.500)	0.000	0.000	0.000	0.000	(1.500)	0.000	0.000	0.000	0.000	(1.500)
Cross-Cutting Savings	(6.804)	(0.100)	(0.131)	(0.125)	0.000	(7.159)	(0.450)	0.000	0.000	0.000	(7.609)
Corporate Contingency	2.151	0.000	0.000	0.000	0.000	2.151	0.000	0.000	0.000	0.000	2.151
Pay Contingency	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Nottingham Express Transit	(17.871)	0.053	0.000	0.000	0.000	(17.818)	0.150	0.000	0.000	0.000	(17.668)
Flood Defence Levy	0.090	0.000	0.000	0.000	0.000	0.090	0.000	0.000	0.000	0.000	0.090
Service Realignment Costs	3.000	0.000	0.000	0.000	0.000	3.000	0.000	0.000	0.000	0.000	3.000

APPENDIX B.3

MTFO 2016/17 BY PORTFOLIO (continued)

PORTFOLIO	2015/16 BUDGET	CORP ADJUST	INFLATION	MTFP DECISIONS	PRESSURES	2016/17 BASE BUDGET	BIG TICKET	EFFICI- ENCIES	CORP SAVING	DEVELOP- MENTS	2016/17 FINAL BUDGET	
	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	
<u>Corporate Budgets (continued)</u>												
Repayment of Reserves	1.329	(0.829)	0.000	0.000	0.000	0.500	0.000	0.000	0.000	0.000	0.500	
Use of Reserves	0.000	(0.545)	0.000	0.000	0.000	(0.545)	0.000	0.000	0.000	0.000	(0.545)	
Econ Dev Investment	3.142	0.000	0.000	0.250	0.000	3.392	0.000	0.000	0.000	0.000	3.392	
Social Fund	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	
Community Right to Bid/Challenge	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	
Returned NHB Top-slice	(0.734)	0.734	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	
100% Retained Business Rates (EZ/Creative Quarter)	0.207	0.005	0.000	0.000	0.000	0.212	0.000	0.000	0.000	0.000	0.212	
Housing Benefit Payments	(0.636)	0.000	0.000	0.000	0.000	(0.636)	0.000	0.000	0.000	0.000	(0.636)	
IT Development Fund	0.675	0.000	0.000	0.000	0.000	0.675	0.000	0.000	0.000	0.000	0.675	
New Homes Bonus Grant	3.553	0.000	0.000	0.000	0.000	3.553	0.000	0.000	0.000	0.000	3.553	
Council Tax Transition Grant	(4.934)	0.000	0.000	(0.750)	0.000	(5.684)	0.000	0.000	0.000	0.000	(5.684)	
Section 31 Grants	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	
Future Savings	(33.654)	0.000	(0.606)	0.000	0.000	(34.260)	0.000	0.000	(17.424)	0.000	(51.684)	
TOTAL	249.940	(0.095)	12.395	1.828	0.409	264.477	(6.724)	(0.036)	(17.424)	0.500	240.794	
											Assumed Retained Business Rates / Top-up / RSG	150.151
											Assumed Council Tax Requirement	90.643
											Assumed Tax base	60,909
											Assumed Band D Council Tax	£1,488.17
											Assumed Increase	1.95%

APP

MTFP 2014/15									
GENERAL FUND PORTFOLIO BUDGETS BY SUBJECTIVE HEADS									
PORTFOLIO	Employees (£m)	Premises (£m)	Transport (£m)	Supplies and Services (£m)	Third Party Payments (£m)	Transfer Payments (£m)	Support Services (£m)	External Capital Charges (£m)	Total External Expenditure (£m)
Chief Executive	2.021	0.096	0.000	(2.182)	22.653	0.000	0.000	0.000	22.588
Children & Families	9.556	0.070	2.194	1.190	71.068	8.331	16.884	0.000	109.293
Communities	14.868	1.143	0.459	1.467	0.153	0.000	(16.087)	0.003	2.006
Adults & Health	26.445	1.309	2.654	0.475	93.874	8.331	0.797	0.003	133.887
Children & Families	42.822	2.566	1.050	132.704	30.165	0.698	0.344	0.000	210.349
Development	0.000	0.059	0.000	0.918	1.848	0.000	0.000	(0.398)	2.427
Children's Services	42.822	2.625	1.050	133.623	32.014	0.698	0.344	(0.398)	212.776
Children & Families	3.912	0.001	0.014	2.000	1.382	10.060	0.000	0.000	17.369
Development	1.049	0.978	0.004	0.168	0.000	0.000	0.046	0.000	2.244
Commissioning & Voluntary Sector	4.961	0.979	0.017	2.168	1.382	10.060	0.046	0.000	19.613
Communities	11.190	0.251	0.373	3.158	0.000	0.003	0.413	0.000	15.387
Community Services	11.190	0.251	0.373	3.158	0.000	0.003	0.413	0.000	15.387
Communities	0.935	0.010	0.003	7.753	0.000	0.000	0.000	0.000	8.701
Energy & Sustainability	0.935	0.010	0.003	7.753	0.000	0.000	0.000	0.000	8.701
Development	1.589	0.039	0.018	1.546	0.016	0.000	0.000	(0.001)	3.207
Jobs & Growth	1.589	0.039	0.018	1.546	0.016	0.000	0.000	(0.001)	3.207

MTFP 2014/15									
GENERAL FUND PORTFOLIO BUDGETS BY SUBJECTIVE HEADS									
PORTFOLIO	Employees (£m)	Premises (£m)	Transport (£m)	Supplies and Services (£m)	Third Party Payments (£m)	Transfer Payments (£m)	Support Services (£m)	External Capital Charges (£m)	Total External Expenditure (£m)
Communities	15.914	1.786	0.405	5.412	0.471	0.132	(0.225)	0.091	23.987
Development	2.311	0.709	0.025	10.617	0.000	0.000	0.000	0.015	13.677
Leisure & Culture	18.225	2.496	0.430	16.029	0.471	0.132	(0.225)	0.106	37.664
Communities	6.763	1.324	1.937	14.307	0.000	0.000	0.908	0.518	25.757
Development	4.533	1.924	0.085	14.352	12.994	0.000	0.026	0.002	33.915
Planning & Transportation	11.296	3.248	2.022	28.659	12.994	0.000	0.934	0.519	59.672
Chief Executive	2.519	(0.000)	0.066	1.601	0.000	0.000	0.000	0.000	4.186
Communities	8.205	1.293	0.188	3.571	0.000	0.000	0.073	0.044	13.373
Development	5.480	7.809	0.044	3.330	2.904	0.000	(0.824)	0.512	19.255
Resources	30.588	0.271	0.105	9.497	3.721	0.000	(0.181)	(0.130)	43.872
Resources & Neighbourhood Regeneration	46.791	9.373	0.404	17.999	6.625	0.000	(0.932)	0.425	80.686
Corporate	1.009	4.781	0.532	9.396	20.420	146.422	0.000	58.494	241.054
Resources & Neighbourhood Regeneration (Corporate Budgets)	1.009	4.781	0.532	9.396	20.420	146.422	0.000	58.494	241.054
Communities	13.677	0.482	0.167	17.887	0.000	0.000	0.013	0.013	32.239
Strategic Regeneration & Community Safety	13.677	0.482	0.167	17.887	0.000	0.000	0.013	0.013	32.239
TOTAL	178.939	25.593	7.669	238.692	167.797	165.646	1.388	59.161	844.885

MTFP 2014/15									
GENERAL FUND PORTFOLIO BUDGETS BY SUBJECTIVE HEADS									
PORTFOLIO	Government Grants (£m)	Other Grants Reimburse-ments & Contributions (£m)	Customer & Client Receipts (£m)	Interest (£m)	Recharges (£m)	Total External Income (£m)	Net External Expenditure (£m)	Charges Between Departments (£m)	Net Expenditure (£m)
Chief Executive	0.000	(22.588)	0.000	0.000	0.000	(22.588)	0.000	0.001	0.001
Children & Families	(0.280)	(14.093)	(14.502)	0.000	0.000	(28.875)	80.418	2.995	83.413
Communities	0.000	(0.524)	(0.173)	0.000	0.000	(0.697)	1.309	2.748	4.057
Adults & Health	(0.280)	(37.205)	(14.676)	0.000	0.000	(52.160)	81.727	5.743	87.470
Children & Families	(145.028)	(8.503)	(1.259)	0.000	(0.204)	(154.995)	55.354	23.180	78.534
Development	(0.387)	0.000	0.000	0.000	0.000	(0.387)	2.041	0.702	2.742
Children's Services	(145.415)	(8.503)	(1.259)	0.000	(0.204)	(155.382)	57.395	23.881	81.276
Children & Families	(0.210)	(0.506)	(0.020)	0.000	0.000	(0.736)	16.633	1.155	17.789
Development	(0.034)	(0.045)	(0.023)	0.000	0.000	(0.102)	2.142	0.245	2.387
Commissioning & Voluntary Sector	(0.243)	(0.551)	(0.043)	0.000	0.000	(0.838)	18.775	1.400	20.175
Communities	0.000	(2.005)	(4.324)	0.000	(1.390)	(7.719)	7.667	1.799	9.467
Community Services	0.000	(2.005)	(4.324)	0.000	(1.390)	(7.719)	7.667	1.799	9.467
Communities	(0.067)	(0.232)	(1.625)	0.000	(0.032)	(1.956)	6.745	1.706	8.451
Energy & Sustainability	(0.067)	(0.232)	(1.625)	0.000	(0.032)	(1.956)	6.745	1.706	8.451
Development	(0.179)	(0.020)	(1.120)	0.000	0.000	(1.320)	1.888	0.846	2.734
Jobs & Growth	(0.179)	(0.020)	(1.120)	0.000	0.000	(1.320)	1.888	0.846	2.734

MTFP 2014/15									
GENERAL FUND PORTFOLIO BUDGETS BY SUBJECTIVE HEADS									
PORTFOLIO	Government Grants (£m)	Other Grants Reimburse-ments & Contributions (£m)	Customer & Client Receipts (£m)	Interest (£m)	Recharges (£m)	Total External Income (£m)	Net External Expenditure (£m)	Charges Between Departments (£m)	Net Expenditure (£m)
Communities Development	0.000	(1.081)	(11.114)	0.000	(0.502)	(12.697)	11.290	13.545	24.835
	0.000	(0.539)	(12.815)	0.000	0.000	(13.355)	0.322	2.291	2.613
Leisure & Culture	0.000	(1.620)	(23.930)	0.000	(0.502)	(26.052)	11.612	15.836	27.448
Communities Development	0.000	(0.801)	(20.177)	0.000	(13.616)	(34.595)	(8.838)	14.559	5.722
	(6.886)	(0.346)	(4.638)	0.000	0.000	(11.869)	22.046	4.600	26.646
Planning & Transportation	(6.886)	(1.147)	(24.815)	0.000	(13.616)	(46.464)	13.208	19.160	32.368
Chief Executive	0.000	(0.082)	(0.865)	0.000	(0.587)	(1.534)	2.652	1.003	3.654
Communities Development	0.000	(6.781)	(2.375)	0.000	(1.538)	(10.693)	2.680	(0.954)	1.727
	(3.039)	(2.033)	(13.256)	(0.052)	(0.256)	(18.636)	0.619	(4.139)	(3.520)
Resources	(3.547)	(5.568)	(4.620)	0.000	(1.872)	(15.607)	28.264	(13.080)	15.184
Resources & Neighbourhood Regeneration	(6.586)	(14.464)	(21.115)	(0.052)	(4.253)	(46.470)	34.215	(17.170)	17.045
Corporate	(112.390)	(89.039)	(1.861)	(3.473)	(0.224)	(206.987)	34.066	(55.578)	(21.512)
Resources & Neighbourhood Regeneration (Corporate Budgets)	(112.390)	(89.039)	(1.861)	(3.473)	(0.224)	(206.987)	34.066	(55.578)	(21.512)
Communities	(0.643)	(16.222)	(5.323)	0.000	(0.119)	(22.308)	9.931	2.376	12.307
Strategic Regeneration & Community Safety	(0.643)	(16.222)	(5.323)	0.000	(0.119)	(22.308)	9.931	2.376	12.307
TOTAL	(272.689)	(171.009)	(100.091)	(3.525)	(20.342)	(567.656)	277.230	0.000	277.230