

# ANNEX 2

## DRAFT REVENUE MTFP 2016/17 to 2019/20

<b>CONTENTS</b>	
<b>SECTION</b>	<b>PAGE</b>
1. Introduction	1
2. The Financial Framework	1
3. Constructing the MTFP	1
4. National & Local Context	1
5. Draft Revenue MTFP 2016/17 – 2019/20	7
6. Medium Term Financial Outlook	13
7. Financial Stability & The Management of Risk	14
8. Accountability	14
Portfolio Pages	15

<b>TABLES &amp; CHARTS</b>		
<b>TABLE NUMBER AND TITLE</b>		<b>PAGE</b>
1	4-Year Settlement Funding	2
2	'Core' Spending Power	2
3	Public Health & 0-5 Grant Allocations	5
4	2016/17 DSG Budget Increase Analysis	6
5	DSG Budget Allocation	7
6	Budget Refresh Summary	8
7A	Inflation – Employee & General	8
7B	Inflation – Specific	8
8	Corporate Adjustments	9
9	Previously Agreed Proposals	10
10	New Pressures	10
11	Portfolio Proposals	10
12	Net Budget Requirement	11
13	Section 31 Grants (Business Rates)	11
14	Funding	12
15	Amount To Be Raised By Council Tax	12
16	Medium Term Financial Outlook	13

<b>APPENDICES</b>	
<b>APPENDIX NUMBER AND TITLE</b>	
A	Movement in Reserves
B	Savings
C	MTFO – Revenue 2016/17, 2017/18, 2018/19 and 2019/20
D	MTFP – Revenue 2016/17 – Portfolio Budgets

## 1. INTRODUCTION

The Council's Revenue Medium Term Financial Plan (MTFP) is the financial representation of the Council's service plans for the next four years.

## 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, in particular around council tax, local share of business rates and specific grants. The Government's rebased settlement funding for Nottingham has reduced by **£119m** between 2010/11 and 2016/17.

The main elements of the final Local Government Finance Settlement issued on 8 February 2016 were:

- **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 general grant funding
- **Specific grant funding** not included in the settlement funding
- **'Core' 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 and the Settlement Funding.

### Settlement Funding

**Table 1** summarises the total amount of funding assumed by DCLG to be available to the authority through an estimated business rates share and general grant funding (including previous specific grants which have been rolled into it).

As part of this year's financial settlement the Government is also offering a 4-year funding settlement to 2019-20 for any council that wishes to take it up. Their expectation is that the future funding certainty will enable more proactive planning of service delivery and will support strategic collaboration with local partners. Authorities will be required to publish an 'efficiency plan' setting out what further collaborative saving opportunities have been created with the acceptance of a multi-year settlement. Further details of the offer and the process for acceptance are expected from DCLG in the near future with a response deadline of 14 October 2016.

Elements of Settlement	Adjusted 2015/16 £m	Settlement			
		2016/17 £m	2017/18 £m	2018/19 £m	2019/20 £m
Revenue Support Grant	73.792	58.379	44.485	34.981	25.332
Business Rates Baseline	60.348	60.851	62.048	63.878	65.920
Business Rates Top-up	27.308	27.536	28.078	28.906	29.830
Rebasing	1.796				
<b>TOTAL</b>	<b>163.244</b>	<b>146.766</b>	<b>134.611</b>	<b>127.766</b>	<b>121.082</b>

The Government has assumed a level of business rates for Nottingham based on its original projections for 2013/14 up-rated by the subsequent annual small business rates multipliers. The 2016/17 MTFP figures included in **Table 14** reflect the forecast of retained business rates income as reported to DCLG in the NNDR1 return. This is **£1.927m** higher than that forecast by DCLG for the 2016/17 settlement.

#### **'Core' Spending Power**

Spending power is the Government's assessment of council resources available to spend on their services. This attempts to assess the total resources over which the Council can exercise discretion in how it can spend its funding. The Government has calculated, based on their own estimates, that Nottingham will receive an overall reduction in spending power of **3.7%** in 2016/17 as set out in **Table 2**. This compares unfavourably with the national average reduction of **2.3%** but is slightly better than the average Core City reduction of **4.0%**.

Elements of DCLG Spending Power	Adjusted 2015/16 £m	DCLG estimates			
		2016/17 £m	2017/18 £m	2018/19 £m	2019/20 £m
Settlement Funding Assessment	163.244	146.766	134.611	127.766	121.082
Council Tax requirement	89.108	93.592	98.787	104.372	110.382
2% Social care precept	0.000	1.848	3.930	6.282	8.938
Improved Better Care Fund	0.000	0.000	1.348	7.293	12.372
New Homes Bonus + returned funding	5.014	5.631	5.661	3.557	3.412
<b>TOTAL</b>	<b>257.367</b>	<b>247.837</b>	<b>244.335</b>	<b>249.269</b>	<b>256.186</b>
Annual change		(9.531)	(3.501)	4.934	6.917
Annual change by dwelling		-£71	-£26	+£37	+£51
Annual % change		-3.7%	-1.4%	+2.0%	+2.8%

## **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 2016/17. The monitoring and estimating of business rates is a 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 retained 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 **£320.421m** (NNDR1 January 2016). There are currently numerous rating appeals lodged with the government's Valuation Office in respect of rateable values. Not all of these will be successful either in full or part. The cost of any successful appeals will 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.

## **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 in line with the small business rates multiplier. For 2016/17 the up-rating is 0.83%.

## **Revenue Support Grant (RSG)**

All authorities still currently 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 outside the Settlement**

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

## **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 2016/17 NHB for Nottingham was announced on 8 February 2016 as **£5.429m**. The Government also announced **£0.201m** additional one-off funding from the unused national NHB top-slice from the finance settlement.

The Government has begun a consultation on proposed reforms to the New Homes Bonus scheme primarily proposing that the payment is reduced to four years with the objective to "sharpen" the incentives. The deadline for the consultation is 10 March 2016 and the likely result will be a significantly lower NHB grant income in future years.

### Transitional Grant

The Secretary of State announced an additional £150m over the next 2 years as transitional grant to smoothen the impact of the current settlement during the first two years of the four-year deal for councils with the sharpest grant reductions. Despite receiving a worse than average settlement this time, and continuously receiving worse than average settlements for the last 5 years, the Council has not been allocated any transitional grant. At the time of writing this report the mechanism for calculating the grant and where the funding for the grant has come from has not been published.

### Council Tax New Burdens Grant

The introduction of the Council Tax Support Scheme from 1 April 2013 increases the administrative cost of the Council Tax collection and recovery services as well as the additional cost of publicising and promoting the scheme. To date the Government has not confirmed the 2016/17 figure so this report assumes funding will continue at the current **£0.106m**.

### Local Council Tax Support & Housing Benefit Administration Subsidy Grant

The City Council will receive subsidy of **£1.860m** in 2016/17 (a reduction of **£0.388m**) to fund the authority in their statutory duty to administer and process Housing Benefit and directly related enquiries. To date the Government has not confirmed the 2016/17 figure for the administration of Council Tax Support claims so this report assumes this funding will continue at the current **£0.522m**.

### Better Care Funding

Funding from Health is delivered through a single pooled budget to support closer integration between health and social care to improve outcomes for patients, citizens and carers. This is a continuation and further investment of the 'NHS Funding for Social Care which also Benefits Health' funding transfer. The 2016/17 revenue allocation for Nottingham is **£23.969m**, the City Councils allocation is still being agreed however in 2015/16 this was **£11.595m**.

### Grants to Support the Implementation of the Care Act

#### DoH Grant

- Social Care in Prisons Grant – 2016/17 allocation has still not been confirmed, this grant was **£0.162m** in 2015/16.

### Public Health

From 2013/14 councils have received a ring fenced Public Health (PH) Grant from the DoH which supports the responsibilities transferred from the NHS for Public Health. The Health and Social Care Act 2012 provided the statutory basis for councils to assume their new responsibilities in April 2013. The Public Health grant is a ring fence grant 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's initial 2015/16 grant allocation was **£27.839m**; during 2015/16 further responsibilities transferred for 0-5 year olds with a part year budget of **£5.319m**.

During 2015/16 in-year grant reductions of **£2.052m** (6.19%) reduced the total 2015/16 allocation to **£31.106m**. This in year reduction was achieved using a one off solution; this was the use of historical and in year Health underspends.

The PH and 0-5 year old grant is now confirmed for 2016/17 and **Table 3** below shows the further reductions expected.

<b>TABLE 3: PUBLIC HEALTH &amp; 0-5 GRANT ALLOCATIONS</b>			
	<b>2015/16 £m</b>	<b>2016/17 £m</b>	<b>2017/18 £m</b>
Nottingham PH Grant Allocation	27.839		
0-5 allocation (6 months)	5.319		
<b>Revised PH Allocation</b>	<b>33.158</b>	<b>36.425</b>	<b>35.601</b>
In-Year Reduction	(2.052)	(0.824)	(0.878)
<b>Cumulative reduction</b>	<b>2.876</b>		
		<b>3.754</b>	
<b>Final Allocation</b>	<b>31.106</b>	<b>35.601</b>	<b>34.723</b>
In year % Reduction	-6.19%	-2.26%	-2.47%
Per head based on fixed 2015/16 population data		£ 113	£ 111

Proposals to mitigate the grant reduction of **£2.876m** on an on-going basis in 2016/17 are being developed in accordance with the corporate principle of reducing areas of spend aligning to the grant funding.

The additional proposals will be agreed with the Portfolio Holder and presented through the appropriate constitutional process for approval in March 2016.

#### Education Support Grant

The Education Services Grant (ESG) for 2016/17 is **£1.978m**, however this may reduce in year if further schools academies. The 2015/16 allocation was **£2.112m**.

The ESG grant was **£4.382m** in 2013/14; a **£0.750m** reduction was incurred and mitigated during 2014/15 and the current MTFP includes additional proposals of **£0.486m**.

Proposals to mitigate the remaining grant reduction of **£1.168m** are being developed in accordance with the corporate principle of reducing areas of spend aligning to the grant funding.

The additional proposals will be agreed with the Portfolio Holder and presented through the appropriate constitutional process for approval in March 2016.

#### 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 (PVIs) 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.

The delegated budgets are calculated based on factors which align to the Department of Education (DfE) guidance; the use of factors is to ensure a consistent national approach to the setting of schools budgets.

DSG funding supports 3 blocks, Schools, Early Years and High Needs with each allocated budgets for:

- Educational provision – set through the national formula.
- De-delegated Services - specific, for maintained schools only and approved by Schools Forum and
- Central expenditure approved by Schools Forum.

The initial 2016/17 DSG budget allocation for Nottingham is **£243.280m**; this is **before academy recoupment** and assumes:

- Flat cash rate per pupil.
- Funding for 2 year olds.
- Removal of High Needs recoupment of £2.406m place funding.

This figure does not include:

- Pupil Premium.
- Year 7 Catch up Premium Grant.
- Pupil Premium Summer Schools Funding

This figure is updated throughout the year for the following blocks:

- High Needs – updated in March 2016 to reflect the outcome of the 2016 to 2017 place change requests process and for further academy conversions.
- Early Years – updated in January 2016 based on January 2016 pupil numbers.

**TABLE 4: 2016/17 DSG BUDGET INCREASE ANALYSIS**

	<b>£m</b>
<b>2015/16</b>	
Non-recoupment academies cash adjustment	0.520
3 - 4 Year olds allocation updated to reflect the January 2015 census.	0.540
Early Years Funding for 2 year olds	3.630
2015/16 high needs adjustment to reflect the change from residency to location basis for post-16	0.650
Recoupment of Non Maintained Special School (NMSS) places from the Education Funding Agency (EFA)	(0.540)
Adjustment to Post 16 Income from the EFA	0.091
<b>2016/17</b>	
Increased pupil numbers (36,025 in 2015/16 to 38,050 in 2016/17)	4.962
Additional growth in high needs places to be recouped by EFA	(0.281)
NMSS recouped in 15/16, not recouped in 2016/17 as removed from the baseline	0.670
Summer term funding for places agreed as a part of the AY2015/16 exceptions process	0.017
Total adjustment to reflect the change from residency to location basis for post-16 and NMSS in 2016/17	0.327
Total adjustment for EFA direct NMSS place funding in 2016/17	(0.940)
2016/17 additional high needs block top-up funding	0.570
<b>TOTAL</b>	<b>10.279</b>

The allocation of 2016/17 DSG is shown in **Table 5**:

<b>TABLE 5: DSG BUDGET ALLOCATION</b>				
	<b>Schools £m</b>	<b>Early Years £m</b>	<b>High Needs £m</b>	<b>Total £m</b>
Schools/Academies/PVI budgets	192.302	16.777	21.275	230.354
Central Expenditure	7.812	1.092	4.972	13.876
<b>TOTAL</b>	<b>200.114</b>	<b>17.869</b>	<b>26.247</b>	<b>244.230</b>
EFA - 6 <sup>th</sup> form in Special Schools				(0.950)
<b>TOTAL</b>				<b>243.280</b>

Central expenditure items relating to the funding of Council services is reflected in the MTFP.

## **5. DRAFT MTFP 2016/17 – 2019/20**

This section 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.

### **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, reflects the Council Plan priorities and comprises:

- a 2016/17 net General Fund revenue budget of **£243.878m**;
- a council tax requirement of **£94.212m** and council tax increase of **1.95%** plus an additional **2.0%** social care precept;
- provision for appropriate levels of inflation;
- provision for new pressures of **£4.325m** arising from demographics and additional demands (including **£1.694m** for Children in Care and **£1.531m** for Adults respectively);
- a general contingency of **£2.000m**;
- a continuing impact of previous proposals already included in the MTFP of **£4.574m** pressures, **£0.500m** developments and **£8.016m** net savings, totalling an overall **£2.942m** decrease;
- new budget reduction and income generation proposals of **£19.826m**
- one-off corporate proposal for the **£1m** use of trading account surplus generated in 2015/16.

### **General Fund Revenue Budget**

**Table 6** summarises the changes required to update the 2015/16 base budget to refresh the starting point for the 2016/17 budget.



<b>TABLE 6: BUDGET REFRESH</b>					
<b>DESCRIPTION</b>	<b>2016/17 £m</b>	<b>2017/18 £m</b>	<b>2018/19 £m</b>	<b>2019/20 £m</b>	<b>TABLE</b>
Inflation	8.143	13.271	18.833	24.553	<b>7A&amp;B</b>
Corporate Adjustments	(0.637)	1.138	2.104	(0.411)	<b>8</b>
Previous MTFP decisions	(2.942)	(2.120)	(2.904)	(2.688)	<b>9</b>
<b>TOTAL</b>	<b>4.564</b>	<b>12.288</b>	<b>18.032</b>	<b>21.454</b>	

Adjustments have been made to reflect estimated pay award, non-pay inflation, the continuing impact of previous MTFP decisions, the removal of one-off proposals in the last budget and other corporate adjustments such as anticipated movements in the financing of the capital programme and the Council's debt portfolio.

#### Inflation

**Tables 7A** and **7B** show the pay, general and specific inflation currently assumed for 2016/17 and subsequent years.

<b>TABLE 7A: INFLATION – EMPLOYEE AND GENERAL</b>				
<b>DESCRIPTION</b>	<b>2016/17 £m</b>	<b>2017/18 £m</b>	<b>2018/19 £m</b>	<b>2019/20 £m</b>
Direct Employees	4.044	6.097	8.270	10.158
General Inflation	2.096	3.909	5.983	8.465
<b>TOTAL</b>	<b>6.140</b>	<b>10.007</b>	<b>14.253</b>	<b>18.623</b>

Direct Employee increases relating to pay award for 2016/17 are in line with the national pay award agreements.

Pension contributions have been projected based on information from the actuary based on the triennial valuation of the pension fund.

Provision has also been made for the introduction of single-tier state pensions in 2016/17 and pension auto-enrolment in 2017/18:

- Single-tier pensions will require employers with contracted-out schemes to begin paying the standard rate of NI contributions - an increase for each contracted-out employee of 3.4% of relevant earnings.
- Changes to pension law require us to auto enrol colleagues into the pension scheme. This will be implemented on the 1 October 2017.

<b>TABLE 7B: INFLATION – SPECIFIC</b>				
<b>DESCRIPTION</b>	<b>2016/17 £m</b>	<b>2017/18 £m</b>	<b>2018/19 £m</b>	<b>2019/20 £m</b>
- Concessionary Fares	0.788	1.524	2.258	2.998
- Electricity	0.000	0.093	0.188	0.285
- Gas	0.000	0.024	0.049	0.074
- Fuel	0.020	0.042	0.067	0.096
- Rates	0.037	0.148	0.303	0.468
- Waste Disposal	1.159	1.433	1.716	2.009
<b>TOTAL</b>	<b>2.003</b>	<b>3.265</b>	<b>4.580</b>	<b>5.930</b>

## Corporate Adjustments

**Table 8** summarises the corporate adjustments which include anticipated movements in the financing of the capital programme and the debt portfolio, movements in reserves due to the NET Line 2 PFI, net impact of changes in specific grants and various other technical changes. Provision has also been made for the revenue implications of investment schemes within the capital programme. The adjustment in respect of the Business Rates Reserve represents the falling out of a previous one-off contribution to this reserve.

<b>TABLE 8: CORPORATE ADJUSTMENTS</b>				
<b>DESCRIPTION</b>	<b>2016/17 £m</b>	<b>2017/18 £m</b>	<b>2018/19 £m</b>	<b>2019/20 £m</b>
Business Rates reserve	(2.539)	(2.548)	(2.548)	(2.548)
Investment Strategy provision	0.895	2.374	3.311	0.875
Specific grant changes	1.285	1.440	1.369	1.290
Other corporate adjustments	(0.278)	(0.128)	(0.028)	(0.028)
<b>TOTAL</b>	<b>(0.637)</b>	<b>1.138</b>	<b>2.104</b>	<b>(0.411)</b>

## 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 MTFP includes a recommended opening balance in 2015/16 of **£9.5m** representing **3.9%** which is considered appropriate given the level of risk in the budget. Details are provided in **Annex 5**.

## Earmarked Reserves

Other earmarked reserve adjustments, in addition to those in **Table 8**, which require approval are set out below.

The Strategic Asset Management Big Ticket programme was set up in 2015/16 to establish an integrated approach to asset management and deliver improved outcomes in the short to medium term and measures to improve the performance of property and other physical assets and non-physical assets. Slippage in this programme has resulted in a re-profiling of the previously agreed savings from 3 to 5 years. The resulting shortfall in the early years will require an initial **£4.178m** use of reserves in 2016/17 with a further requirement of **£2.878m** and **£0.978m** in 2017/18 and 2018/19 respectively. These will be met from the Investment Strategy Reserve to be partially reimbursed from future capital receipts.

**Appendix A** provides details of the net **£1.650m** departmental movements in reserves which require specific approval for 2016/17.

## Previously agreed MTFP decisions

**Table 9** summarises the impact on the 2016/17 budget of decisions made in previous budgets. This totals a net decrease of **£2.942m** in 2016/17, mostly due to previously agreed pressures in Adult Social Care and Children in Care, increasing transformational savings from established Big Ticket programmes and corporate savings from 2015/16.

<b>TABLE 9: PREVIOUSLY AGREED STRATEGIC CHOICES</b>				
<b>DESCRIPTION</b>	<b>2016/17 £m</b>	<b>2017/18 £m</b>	<b>2018/19 £m</b>	<b>2019/20 £m</b>
Pressures	4.574	8.374	8.249	8.249
Developments	0.500	1.086	1.086	1.086
Efficiencies & Other Savings	0.489	(6.140)	(5.602)	(5.602)
Big Ticket* / Transformational Savings	(6.724)	(6.774)	(6.774)	(6.774)
Corporate Proposals	(1.781)	1.333	0.136	0.352
<b>TOTAL</b>	<b>(2.942)</b>	<b>(2.120)</b>	<b>(2.904)</b>	<b>(2.688)</b>

\*Includes the Strategic Asset Management Big Ticket which will now be partially met from reserves as set out above.

### New Pressures

As in previous years, the Council continues to face significant cost pressures which have a major impact on the MTFP. **Table 10** details the additional funded pressures of **£4.325m** for 2016/17.

<b>TABLE 10: NEW PRESSURES</b>				
<b>PORTFOLIO</b>	<b>2016/17 £m</b>	<b>2017/18 £m</b>	<b>2018/19 £m</b>	<b>2019/20 £m</b>
Adults - Demographic Growth	0.000	2.871	4.428	4.428
Adults - National Living Wage impact	1.531	3.295	6.272	9.046
Children - Demographic Growth	1.694	2.773	3.886	3.886
Information Management Legislation	0.150	0.150	0.150	0.150
Procurement	0.950	0.950	0.950	0.950
<b>TOTAL</b>	<b>4.325</b>	<b>10.039</b>	<b>15.686</b>	<b>18.460</b>

### Portfolio 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.

**Table 11** summarises proposed savings by budgeted portfolios. These will be found from a combination of income generation, demand management, service transformation and efficiencies. **Appendix B** provides further details of all saving proposals by lead portfolios.

<b>TABLE 11: PORTFOLIO PROPOSALS</b>				
<b>PORTFOLIO</b>	<b>2016/17 £m</b>	<b>2017/18 £m</b>	<b>2018/19 £m</b>	<b>2019/20 £m</b>
Adults & Health	(5.017)	(7.714)	(10.727)	(10.727)
Community Services	(1.676)	(1.764)	(1.764)	(1.764)
Early Intervention & Early Years	(2.900)	(0.630)	(0.640)	(0.640)
Energy & Sustainability	(0.552)	(0.552)	(0.552)	(0.552)
Jobs, Growth & Transport	(1.751)	(1.751)	(1.751)	(1.751)
Leisure & Culture	(0.623)	(0.623)	(0.623)	(0.623)
Planning & Housing	(0.825)	(0.824)	(0.854)	(0.854)
Resources & Neighbourhood Regeneration	(5.864)	(5.513)	(5.171)	(5.171)
Schools	(0.618)	(0.668)	(0.668)	(0.668)
<b>TOTAL</b>	<b>(19.826)</b>	<b>(20.038)</b>	<b>(22.749)</b>	<b>(22.749)</b>

In addition to the portfolio savings a corporate **£1m** one-off use of the 2015/16 trading surplus will be used to balance the 2016/17 budget as detailed in **Annex 1**.

**Table 12** shows the resulting proposed draft overall net budget requirement for 2016/17.

<b>TABLE 12: NET BUDGET REQUIREMENT</b>					
<b>DESCRIPTION</b>	<b>2016/17 £m</b>	<b>2017/18 £m</b>	<b>2018/19 £m</b>	<b>2019/20 £m</b>	<b>TABLE</b>
2015/16 Budget Requirement	255.814	255.814	255.814	255.814	
Budget Refresh	4.564	12.288	18.032	21.454	<b>6</b>
New Pressures	4.325	10.039	15.686	18.460	<b>10</b>
<b>SUB-TOTAL</b>	<b>264.703</b>	<b>278.142</b>	<b>289.533</b>	<b>295.728</b>	
Portfolio Savings	(19.826)	(20.038)	(22.749)	(22.749)	<b>11</b>
Corporate Proposal	(1.000)	0.000	0.000	0.000	
<b>BUDGET REQUIREMENT</b>	<b>243.878</b>	<b>258.104</b>	<b>266.783</b>	<b>272.979</b>	

### Funding

The position relating to Retained Business Rate income carries significant risks for the Council. The assumed share of the business rate income is **£62.276m** in 2016/17, which is **£1.927m** 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 2016 estimated the net rates as **£132.263m** with **£1.326m** assumed for bad debts (**1.0%**) and **£4.347m** for appeal repayments (**3.3%**) leaving total collectible rates for 2016/17 as **£126.589m**.

The Government has undertaken to compensate councils for the loss of income, suffered as a result of previously announced changes to the business rates multiplier and various reliefs in both 2014/15 and 2015/16, by grants under section 31 of the Local Government Act 2003 based on estimates submitted in January 2016 as shown in **Table 13**. The impact of these grants has been included within the budget refresh figures.

<b>TABLE 13: SECTION 31 GRANTS (BUSINESS RATES)</b>	
<b>DESCRIPTION</b>	<b>2016/17 £m</b>
Multiplier cap	(0.894)
Small business rates relief	(1.534)
Long term empty property relief	(0.027)
<b>TOTAL</b>	<b>(2.455)</b>

Under the current scheme 100% of any business rates uplift in both the Enterprise Zone and the Creative Quarter can be retained and ring-fenced for these areas. As reported in the NNDR1 business rates return it is currently estimated that there will **£0.010m** retained uplift for the Enterprise Zone in 2016/17 but no retained uplift for the Creative Quarter.

There will also be a pro-rata allocation of each element of the Section 31 grants resulting in **£0.139m** being allocated to the Enterprise Zone and the Creative Quarter.

**Table 14** sets out the overall funding assumed within the MTFP.

<b>TABLE 14: FUNDING</b>				
<b>DESCRIPTION</b>	<b>2016/17 £m</b>	<b>2017/18 £m</b>	<b>2018/19 £m</b>	<b>2019/20 £m</b>
Projections				
- Retained Business Rates	(62.276)	(63.500)	(65.374)	(67.463)
- Top Up	(27.536)	(28.078)	(28.906)	(29.830)
- Revenue Support Grant	(58.379)	(44.485)	(34.981)	(25.332)
<b>SUB-TOTAL</b>	<b>(148.190)</b>	<b>(136.063)</b>	<b>(129.261)</b>	<b>(122.625)</b>
100% Retained Business Rates	(0.010)	0.000	0.000	0.000
<b>NET POSITION</b>	<b>(148.201)</b>	<b>(136.063)</b>	<b>(129.261)</b>	<b>(122.625)</b>

#### Collection Funds

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 Council Tax collection fund of **£4.076m** for 2016/17. The City Council share of this is **£3.483m**.

In addition there is a collection fund deficit with respect to business rates of **£4.117m** as reported in the NNDR1 return. The City Council share of this deficit is **£2.018m** and will be managed by an appropriate use of the Business Rates Reserve previously created to protect against volatility in business rates collection.

#### Proposed Council Tax

**Table 15** 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 2016/17 will be **£94.212m**, equating to a Band D of **£1,517.32** and representing an basic increase of **1.95%** plus an additional **2.0%** social care precept

The introduction of this new social care precept by the Government is a consequence of the underfunding of social care costs in the previous and current Spending Reviews. This precept must be spent exclusively on adult social care.

<b>TABLE 15: AMOUNT TO BE RAISED BY COUNCIL TAX</b>	
<b>DESCRIPTION</b>	<b>2016/17 £m</b>
Net Budget Requirement	243.878
Funding	(148.201)
Collection Fund – Council Tax	(3.483)
Collection Fund – Business Rates	2.018
<b>COUNCIL TAX REQUIREMENT</b>	<b>94.212</b>

## Council Tax Referendum

On 8 February the Local Government Minister confirmed that any increase in 'relevant basic amount of council tax' of 4% or more for an upper tier authority such as Nottingham will require a binding referendum to be held. This referendum trigger comprises 2% for expenditure on adult social care and 2% for other expenditure.

## **6. MEDIUM TERM FINANCIAL OUTLOOK (MTFO)**

In examining proposals for the 2016/17 budget, the Council considers both the immediate situation and the longer term outlook and assesses the impact of decisions accordingly.

**Appendices C.1 to C.4** provide detail of the current MTFO for 2016/17 through to 2019/20. The future years' projections assume:

- Council tax increases of **1.95%** plus an additional **2.0%** social care precept in 2016/17 and for each year of the MTFO
- Revenue Support Grant as announced in the settlement for 2016/167 and subsequent years
- Working assumption of nil underlying growth in retained business over the future years of the MTFO
- Assumed **1%** pay award for all years
- General inflation awarded to appropriate budgets at **0.95%**, **1.05%**, **1.15%** and **1.35%** for 2016/17, 2017/18, 2018/19 and 2019/20 respectively
- No further emerging pressures assumed for the future years of the MTFO
- NHB future estimates reduced to match key proposals proposed by Government for the reformed scheme

All these budget assumptions will be subject to ongoing review in light of changing circumstances. In particular funding projections will be updated to reflect the final results of the Government consultations on New Homes Bonus grant and the proposed implementation of 100% locally retained business rates by 2019/20.

**Table 16** includes the impact of the 2016/17 proposals contained elsewhere in this report and confirms the need for ongoing significant cost reductions in the short to medium term.

<b>TABLE 16: MEDIUM TERM FINANCIAL OUTLOOK</b>				
<b>DESCRIPTION</b>	<b>2016/17 £m</b>	<b>2017/18 £m</b>	<b>2018/19 £m</b>	<b>2019/20 £m</b>
2015/16 Net Budget Requirement	255.814	255.814	255.814	255.814
Budget Refresh	4.564	12.288	18.032	21.454
New Pressures	4.325	10.039	15.686	18.460
<b>SUB-TOTAL</b>	<b>264.703</b>	<b>278.142</b>	<b>289.533</b>	<b>295.728</b>
Portfolio Proposals	(19.826)	(20.038)	(22.749)	(22.749)
Corporate Proposals	(1.000)	0.000	0.000	0.000
<b>ASSUMED NET BUDGET</b>	<b>243.878</b>	<b>258.104</b>	<b>266.783</b>	<b>272.979</b>
Retained Business Rates, Top-up & RSG	(148.201)	(136.063)	(129.261)	(122.625)
Council Tax	(94.212)	(98.694)	(103.383)	(108.288)
Collection Funds	(1.465)	0.000	0.000	0.000
<b>ASSUMED FUNDING</b>	<b>(243.878)</b>	<b>(234.757)</b>	<b>(232.644)</b>	<b>(230.913)</b>
<b>NET MTFO POSITION</b>	<b>0.000</b>	<b>23.347</b>	<b>34.139</b>	<b>42.066</b>

*NB table 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 2016/17 is **£9.5m**, which is **3.9%** of the net general fund budget, as at 1 April 2016. 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 his 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 D**. Portfolio Holders are expected to deliver the City's policies and priorities within the resources made available to them. The budgets set for 2016/17 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.

## **Leader / Strategic Regeneration, Development & Community Sector**



### **Councillor Jon Collins**

#### **Focus of the Portfolio**

- Strategic Regeneration and Development
  - Overview of all regeneration activity across the City
  - City Centre major regeneration
  - Local Economic Partnership and European Funding
  - Strategic Property
  - Commercial, Operational, Investment Land and Property
- Community Sector
  - Lead role with the Community Sector
  - Volunteering
- Chair – Crime and Drugs Partnership
- Education Improvement Board

#### **Key headlines from Council Plan**

- Continue to drive Nottingham as a leading retail and business city by delivering investment in our main shopping centres
- Maximise the city's potential by driving regeneration and improvements across the city



<b>Revenue Budget 2016/17: Strategic Regeneration, Development &amp; Community Sector</b>				
<b>Service / Department</b>	<b>Net Base Budget £m</b>	<b>Savings £m</b>	<b>Reserve Adjustments £m</b>	<b>Net Final Budget £m</b>
Facilities and Building Services	1.338	0.000	0.000	1.338
<b>Commercial &amp; Operations</b>	<b>1.338</b>	<b>0.000</b>	<b>0.000</b>	<b>1.338</b>
Estates Management	0.420	0.000	0.000	0.420
Property FM	3.060	0.000	0.000	3.060
Property Trading Account	(10.988)	0.000	(0.037)	(11.025)
Strategic Property Development	0.177	0.000	0.000	0.177
Property Corporate Landlord	0.000	0.000	0.000	0.000
Property Directorate & Asset Management	0.284	0.000	0.000	0.284
<b>Development &amp; Growth</b>	<b>(7.048)</b>	<b>0.000</b>	<b>(0.037)</b>	<b>(7.085)</b>
Corporate Policy	0.183	0.000	0.000	0.183
Voluntary Sector	1.560	0.000	0.000	1.560
<b>Strategy &amp; Commissioning</b>	<b>1.743</b>	<b>0.000</b>	<b>0.000</b>	<b>1.743</b>
<b>Portfolio Total</b>	<b>(3.966)</b>	<b>0.000</b>	<b>(0.037)</b>	<b>(4.003)</b>

<b>Capital Programme: Strategic Regeneration, Development &amp; Community Sector</b>							
<b>PORTFOLIO</b>	<b>2015/16 £m</b>	<b>2016/17 £m</b>	<b>2017/18 £m</b>	<b>2018/19 £m</b>	<b>2019/20 £m</b>	<b>2020/21 £m</b>	<b>Total £m</b>
Property	30.186	0.050	0.000	0.000	0.000	0.000	<b>30.236</b>
Regeneration	18.465	16.726	1.121	0.000	0.000	0.000	<b>36.312</b>
Community Sector	2.314	2.503	0.750	0.750	0.750	0.750	<b>4.817</b>
<b>Portfolio Total</b>	<b>50.965</b>	<b>19.279</b>	<b>1.871</b>	<b>0.750</b>	<b>0.750</b>	<b>0.750</b>	<b>74.365</b>

## Deputy Leader / Resources and Neighbourhood Regeneration



### Councillor Graham Chapman

#### Focus of the Portfolio

- Economic Development
  - Investment
  - Commercialisation
  - 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
  
- Shareholder – Nottingham City Transport
  
- Area Working
  - Neighbourhood Management and Engagement
  - Community Development

#### Key headlines from Council Plan

- Develop sites across our neighbourhoods, providing access to jobs, services and housing
  
- Deliver a balanced budget every year
  
- Expand further the Council's commercial activity in order to reduce the impact of Government cuts on jobs and services

<b>Revenue Budget 2016/17: Resources &amp; Neighbourhood Regeneration</b>				
<b>Service / Department</b>	<b>Net Base Budget £m</b>	<b>Savings £m</b>	<b>Reserve Adjustments £m</b>	<b>Net Final Budget £m</b>
Chief Executive's Office	0.172	0.000	0.000	0.172
Works Perks Savings	(0.080)	0.000	0.000	(0.080)
Civic & Coronial Services	0.699	0.000	0.000	0.699
<b>Chief Executive</b>	<b>0.792</b>	<b>0.000</b>	<b>0.000</b>	<b>0.792</b>
Local Communities	0.277	0.000	0.000	0.277
Energy Services - Commercial Activity	(0.212)	0.000	0.000	(0.212)
<b>Commercial &amp; Operations</b>	<b>0.065</b>	<b>0.000</b>	<b>0.000</b>	<b>0.065</b>
Performance & Resources	0.601	0.000	0.000	0.601
Major Programmes	0.027	0.000	0.000	0.027
Directorate	0.129	0.000	0.000	0.129
Access to Services	1.232	(0.088)	(0.628)	0.516
<b>Development &amp; Growth</b>	<b>1.990</b>	<b>(0.088)</b>	<b>(0.628)</b>	<b>1.274</b>
Strategic Finance	5.102	(0.300)	0.320	5.122
IT	5.172	(0.147)	0.000	5.025
Business Support	0.000	0.000	0.000	0.000
Legal and Democratic	2.849	(0.050)	0.000	2.799
Corporate & Democratic Core	0.129	0.000	0.000	0.129
East Midlands Councils	0.000	0.000	0.000	0.000
EMSS	1.498	0.000	0.669	2.167
Corporate & Democratic Core	0.769	0.000	0.000	0.769
<b>Resilience</b>	<b>15.520</b>	<b>(0.497)</b>	<b>0.989</b>	<b>16.012</b>
Strategic Partnership	0.447	(0.048)	0.000	0.399
<b>Strategy &amp; Commissioning</b>	<b>0.447</b>	<b>(0.048)</b>	<b>0.000</b>	<b>0.399</b>
<b>Portfolio Total</b>	<b>18.815</b>	<b>(0.633)</b>	<b>0.361</b>	<b>18.542</b>

<b>Revenue Budget 2016/17: Corporate Items</b>				
<b>Service / Department</b>	<b>Net Base Budget £m</b>	<b>Savings £m</b>	<b>Reserve Adjustments £m</b>	<b>Net Final Budget £m</b>
PM - Safety & Compliance	2.414	0.000	0.000	2.414
PM - Planned Maintenance Budget	1.610	0.000	0.358	1.968
Public Health Contribution	(0.450)	0.000	0.000	(0.450)
Miscellaneous Corporate Expenses	(0.025)	0.000	0.000	(0.025)
Big Ticket Proposals	(0.058)	0.000	0.000	(0.058)
Corporate / Cross-cutting Savings	(0.519)	0.000	0.000	(0.519)
General Contingency	2.000	0.000	0.000	2.000
Pay Contingency	0.448	0.000	0.000	0.448
Nottingham Express Transit	(17.983)	0.000	0.000	(17.983)
Envir. Agency Flood Defence Levy	0.090	0.000	0.000	0.090
Reserves - Budgeted	(2.067)	(1.000)	(1.650)	(4.717)
New Homes Bonus	(5.429)	0.000	0.000	(5.429)
Economic Development Investment	2.107	(0.500)	0.000	1.607
LGRR Adjustment	(0.201)	0.000	0.000	(0.201)
100% Retained Business Rates	0.172	0.000	0.000	0.172
S31 Grants	(2.455)	0.000	0.000	(2.455)
Pension Deficit	7.102	0.000	0.000	7.102
Nottingham City Homes	(3.500)	(1.000)	0.000	(4.500)
NCT Dividend	(0.500)	0.000	0.000	(0.500)
Ice Centre	0.283	0.000	0.000	0.283
Treasury Management	48.938	(3.731)	0.000	45.207
IT Development Fund	3.275	0.000	0.000	3.275
Housing Benefit Payments	0.275	0.000	0.000	0.275
Enviroenergy	(1.349)	0.000	0.000	(1.349)
<b>Corporate</b>	<b>34.176</b>	<b>(6.231)</b>	<b>(1.292)</b>	<b>26.653</b>
<b>Portfolio Total</b>	<b>34.176</b>	<b>(6.231)</b>	<b>(1.292)</b>	<b>26.653</b>

<b>Capital Programme: Resources and Neighbourhood Regeneration</b>							
<b>PORTFOLIO</b>	<b>2015/16 £m</b>	<b>2016/17 £m</b>	<b>2017/18 £m</b>	<b>2018/19 £m</b>	<b>2019/20 £m</b>	<b>2020/21 £m</b>	<b>Total £m</b>
Resources and Neighbourhood Regeneration	16.287	10.622	0.387	0.347	0.953	0.000	28.596
<b>Portfolio Total</b>	<b>16.287</b>	<b>10.622</b>	<b>0.387</b>	<b>0.347</b>	<b>0.953</b>	<b>0.000</b>	<b>28.596</b>

## Adults & 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, including:
    - Telecare
    - Catering
  - Adult Safeguarding
- Health
  - Public Health and wellbeing, including:
    - Health Inequalities
    - Smoking and avoidable injuries
  - Chair of the Health and Wellbeing Board
  - Public Health Integration
  - Mental health and wellbeing
  - Teenage conception
  - Wider health links
- Commissioning
  - Corporate strategic commissioning
  - Lead on Commissioning of Children's Services
  - Lead on Commissioning of Adults Services/DASS link
- Reputation and Communications

#### Key headlines from Council Plan

- Make life better for the 35,000 older persons in the city enabling choice and confidence in the care they receive and the way it is delivered, maintaining dignity, independence and control
- Be a city that enables healthy lifestyles, promotes wellbeing and supports community resilience
- To take the lead on improving working between our social care services and the NHS to ensure better care for our vulnerable residents

<b>Revenue Budget 2016/17: Adults &amp; Health</b>				
<b>Service / Department</b>	<b>Net Base Budget £m</b>	<b>Savings £m</b>	<b>Reserve Adjustments £m</b>	<b>Net Final Budget £m</b>
Public Health	(1.998)	0.000	(0.234)	(2.232)
Directorate	1.725	(0.456)	0.029	1.298
Business Improvement	0.000	0.000	0.000	0.000
Adult Assessment Management	(0.282)	(3.000)	0.000	(3.282)
Health Integration	47.000	(0.012)	0.000	46.987
Specialist Services	34.944	0.000	0.000	34.944
ASC Quality & Change	4.147	0.000	0.000	4.147
Prevention Reablement & Support	(0.964)	0.000	0.000	(0.964)
Residential & Day Services	(1.287)	(0.193)	0.000	(1.480)
Commercialism; Sales, Marketing & Development	0.000	0.000	0.000	0.000
<b>Children &amp; Adults</b>	<b>83.285</b>	<b>(3.661)</b>	<b>(0.205)</b>	<b>79.418</b>
Community Centres	1.009	0.000	0.000	1.009
<b>Commercial &amp; Operations</b>	<b>1.009</b>	<b>0.000</b>	<b>0.000</b>	<b>1.009</b>
Quality & Commissioning - Supporting People	7.698	(0.727)	0.170	7.141
City Advertising Trading Account	(0.270)	0.000	0.000	(0.270)
Marketing & Communications	1.104	(0.147)	0.070	1.027
Quality & Commissioning	0.241	(0.482)	0.000	(0.241)
Commissioning & Insight	2.508	0.000	0.000	2.508
<b>Strategy &amp; Commissioning</b>	<b>11.281</b>	<b>(1.356)</b>	<b>0.240</b>	<b>10.166</b>
<b>Portfolio Total</b>	<b>95.575</b>	<b>(5.017)</b>	<b>0.035</b>	<b>90.593</b>

<b>Capital Programme: Adults and Health</b>							
<b>PORTFOLIO</b>	<b>2015/16 £m</b>	<b>2016/17 £m</b>	<b>2017/18 £m</b>	<b>2018/19 £m</b>	<b>2019/20 £m</b>	<b>2020/21 £m</b>	<b>Total £m</b>
Adults and Health	1.974	1.520	0.000	0.000	0.000	0.000	3.494
<b>Portfolio Total</b>	<b>1.974</b>	<b>1.520</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>3.494</b>

## Early Intervention & Early Years



### Councillor David Mellen

#### Focus of the Portfolio

- Children's Services
  - Performing the lead role for Children's Services in accordance with statutory requirements and guidance
  - Children's safeguarding and children's social care
  - Children in care and care leavers
  - Leading on Early Intervention
  - Children's Partnership and Young People's Plan
  - Integrated Youth Service including the Youth Offending Team
  - Early Years including Children's Centres
  - Children's Disability and Children's Mental Health
  
- One Nottingham

#### Key headlines from Council Plan

- To give all Nottingham's children the best start in life
  
- Enable Nottingham's children and young people to thrive by providing opportunities to utilise their energy and enthusiasm

<b>Revenue Budget 2016/17: Early Intervention &amp; Early Years</b>				
<b>Service / Department</b>	<b>Net Base Budget £m</b>	<b>Savings £m</b>	<b>Reserve Adjustments £m</b>	<b>Net Final Budget £m</b>
Directorates	1.575	0.000	0.000	1.575
Vulnerable Children & Families	(4.804)	(0.334)	0.000	(5.138)
Children's Social Care	22.500	(1.692)	0.000	20.808
Inclusive Learning	3.714	(0.684)	0.000	3.030
Extensive & Specialist Services	5.167	(0.100)	0.000	5.067
Early Help Services	7.253	(0.090)	0.000	7.163
Children in Care	15.595	0.000	0.000	15.595
Child Protection	5.448	0.000	0.000	5.448
Safeguarding & Quality	0.976	0.000	0.000	0.976
<b>Children &amp; Adults</b>	<b>57.424</b>	<b>(2.900)</b>	<b>0.000</b>	<b>54.524</b>
One Nottingham	0.155	0.000	0.000	0.155
<b>Strategy &amp; Commissioning</b>	<b>0.155</b>	<b>0.000</b>	<b>0.000</b>	<b>0.155</b>
<b>Portfolio Total</b>	<b>57.579</b>	<b>(2.900)</b>	<b>0.000</b>	<b>54.679</b>

<b>Capital Programme: Early Intervention and Early Years</b>							
<b>PORTFOLIO</b>	<b>2015/16 £m</b>	<b>2016/17 £m</b>	<b>2017/18 £m</b>	<b>2018/19 £m</b>	<b>2019/20 £m</b>	<b>2020/21 £m</b>	<b>Total £m</b>
Early Intervention and Early Years	0.716	0.050	0.000	0.000	0.000	0.000	0.766
<b>Portfolio Total</b>	<b>0.716</b>	<b>0.050</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.766</b>



## Schools



### **Councillor Sam Webster**

#### **Focus of the Portfolio**

- Schools
  - Education Improvement Board
  - Educational provision 3-16 including school re-organisation and governance, Academies and Free Schools
  - Attendance
  - Nottingham Learning Trust
  - Special Educational Needs – Special Education Schools
  - Pupil Referral Units
  - Employability in Schools
  - Capital Programme and General Finance Support

#### **Key headlines from Council Plan**

- Access to a good school close to home for every young person in Nottingham
- Enable children in the City to achieve their potential at school and in later life

<b>Revenue Budget 2016/17: Schools</b>				
<b>Service / Department</b>	<b>Net Base Budget £m</b>	<b>Savings £m</b>	<b>Reserve Adjustments £m</b>	<b>Net Final Budget £m</b>
Schools	0.000	0.000	0.000	0.000
Education Partnerships	1.146	(0.288)	0.000	0.858
School Improvement	0.107	(0.135)	0.000	(0.027)
<b>Children &amp; Adults</b>	<b>1.253</b>	<b>(0.423)</b>	<b>0.000</b>	<b>0.831</b>
Building Schools for the Future	0.454	(0.195)	(0.321)	(0.062)
<b>Development &amp; Growth</b>	<b>0.454</b>	<b>(0.195)</b>	<b>(0.321)</b>	<b>(0.062)</b>
<b>Portfolio Total</b>	<b>1.708</b>	<b>(0.618)</b>	<b>(0.321)</b>	<b>0.769</b>

<b>Capital Programme: Schools</b>							
<b>PORTFOLIO</b>	<b>2015/16 £m</b>	<b>2016/17 £m</b>	<b>2017/18 £m</b>	<b>2018/19 £m</b>	<b>2019/20 £m</b>	<b>2020/21 £m</b>	<b>Total £m</b>
Schools/Education	13.623	8.172	4.227	0.000	0.000	0.000	26.022
<b>Portfolio Total</b>	<b>13.623</b>	<b>8.172</b>	<b>4.227</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>26.022</b>

## Community Services



### Councillor Nicola Heaton

#### Focus of the Portfolio

- 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
- Cleansing
  - Waste Collection
  - Street Scene
- Human Resources
  - Corporate HR
  - Performance Management

#### Key headlines from Council Plan

- Ensure Nottingham is a clean and safe place that people are proud to live in
- Work with the police and other partners to continue to drive down crime and anti-social behaviour (ASB)

<b>Revenue Budget 2016/17: Community Services</b>				
<b>Service / Department</b>	<b>Net Base Budget £m</b>	<b>Savings £m</b>	<b>Reserve Adjustments £m</b>	<b>Net Final Budget £m</b>
Human Resources	2.483	0.000	0.000	2.483
Transformation	1.867	0.000	0.085	1.952
OT Directorate	0.255	(0.098)	0.000	0.157
<b>Chief Executive</b>	<b>4.605</b>	<b>(0.098)</b>	<b>0.085</b>	<b>4.592</b>
CP Front Line Services	1.652	(0.140)	0.000	1.512
Environmental Health & Safer Housing	2.183	(0.250)	0.000	1.933
Community Cohesion	0.138	0.000	0.000	0.138
Neighbourhood Enforcement	0.000	0.000	0.000	0.000
Uniformed Services	3.072	0.000	0.000	3.072
Neighbourhood Operations	9.514	0.000	0.000	9.514
Performance & Improvement	1.117	0.000	0.000	1.117
Trading Operations	(0.079)	(1.141)	0.000	(1.220)
Parking; Permits; Bus Lane Enforcement	0.720	0.000	0.000	0.720
Licensing; Trading Standards & ASB	0.747	0.000	0.000	0.747
<b>Commercial &amp; Operations</b>	<b>19.064</b>	<b>(1.531)</b>	<b>0.000</b>	<b>17.533</b>
Crime & Drugs Partnership	0.239	(0.047)	0.000	0.192
<b>Strategy &amp; Commissioning</b>	<b>0.239</b>	<b>(0.047)</b>	<b>0.000</b>	<b>0.192</b>
<b>Portfolio Total</b>	<b>23.908</b>	<b>(1.676)</b>	<b>0.085</b>	<b>22.317</b>

## Energy & Sustainability



### Councillor Alan Clark

#### Focus of the Portfolio

- Sustainability
  - Climate change and carbon reduction
  - Nature conservation – strategy
  - Energy and energy bills
  - Energy from Waste including Enviroenergy (Waste Recycling Group)
  - Nottingham Energy Partnership
  - Waste Disposal
  - Robin Hood Energy
  
- Customer Care
  - Implementation of Citizen First and Customer Focus

#### Key headlines from Council Plan

- Bring low cost energy to all through the creation of our own not-for-profit energy company
- Use smart metering and remote control technology to help keep energy bills down
- Make the Council the most customer friendly in the country with even more ways to interact with the council than ever before

<b>Revenue Budget 2016/17: Energy &amp; Sustainability</b>				
<b>Service / Department</b>	<b>Net Base Budget £m</b>	<b>Savings £m</b>	<b>Reserve Adjustments £m</b>	<b>Net Final Budget £m</b>
Customer Access Programme	0.181	0.000	0.000	0.181
<b>Chief Executive</b>	<b>0.181</b>	<b>0.000</b>	<b>0.000</b>	<b>0.181</b>
Energy Services - Policy	5.424	(0.200)	0.000	5.224
Energy Services - Projects	0.805	(0.352)	0.000	0.453
<b>Commercial &amp; Operations</b>	<b>6.229</b>	<b>(0.552)</b>	<b>0.000</b>	<b>5.677</b>
<b>Portfolio Total</b>	<b>6.410</b>	<b>(0.552)</b>	<b>0.000</b>	<b>5.858</b>

<b>Capital Programme: Energy and Sustainability</b>							
<b>PORTFOLIO</b>	<b>2015/16 £m</b>	<b>2016/17 £m</b>	<b>2017/18 £m</b>	<b>2018/19 £m</b>	<b>2019/20 £m</b>	<b>2020/21 £m</b>	<b>Total £m</b>
Energy and Sustainability	4.704	8.376	2.007	1.999	4.817	2.447	24.350
<b>Portfolio Total</b>	<b>4.704</b>	<b>8.376</b>	<b>2.007</b>	<b>1.999</b>	<b>4.817</b>	<b>2.447</b>	<b>24.350</b>

## Jobs, Growth & Transport



### Councillor Nick McDonald

#### Focus of the Portfolio

- Jobs and Skills
  - Lead on skills and employment:
    - Post 16 training, further education and higher education
    - Developing opportunities for young people and adults
    - Local Jobs for Local People and Making the Connections
    - Investment initiatives
    - Nottingham and Nottinghamshire Futures
  - Social Enterprise and Enterprise Development
  
- Business
  - Growth Plan Delivery
  - City centre and neighbourhood retail management
  - Business support, development and liaison
  - Procurement
  - Sector Development
  - Inward Investment
  - Place Management Organisation
  - Heritage
  - International Strategy
  
- Transportation
  - Traffic Management and Parking
  - Highways Design and Maintenance
  - Public Transport
  - Street Lighting
  - Corporate Council Transport Fleet

#### Key headlines from Council Plan

- See every person in Nottingham with the skills and ambition to find work and create jobs to give our working age citizens the incentives to seek work and be involved in training and self-improvement by themselves
  
- Attract international businesses whilst supporting and enhancing our reputation as a leading Science City
  
- Further develop Nottingham's public transport network, ensuring that citizens and visitors can get around the city as well as it being a reason for business to set up and trade effectively in our city

<b>Revenue Budget 2016/17: Jobs, Growth &amp; Transport</b>				
<b>Service / Department</b>	<b>Net Base Budget £m</b>	<b>Savings £m</b>	<b>Reserve Adjustments £m</b>	<b>Net Final Budget £m</b>
Commercial Services	(14.257)	(0.104)	0.075	(14.286)
Highways & Energy Infrastructure	0.861	(0.300)	0.000	0.561
Trading Operations	2.258	(0.200)	0.000	2.058
<b>Commercial &amp; Operations</b>	<b>(11.138)</b>	<b>(0.604)</b>	<b>0.075</b>	<b>(11.667)</b>
Woodfield Supported Employment	0.486	0.000	0.000	0.486
Street Lighting	5.129	(0.148)	0.000	4.981
Public Transport	0.025	0.000	0.000	0.025
Concessionary Fares	14.297	(0.200)	(0.003)	14.095
Traffic Safety & Development	0.311	(0.490)	0.000	(0.179)
Transport Strategy	0.297	(0.073)	0.000	0.224
Economic Development Partner & Policy	2.203	(0.236)	1.295	3.261
<b>Development &amp; Growth</b>	<b>22.747</b>	<b>(1.147)</b>	<b>1.292</b>	<b>22.892</b>
Quality & Commissioning	0.540	0.000	0.000	0.540
<b>Strategy &amp; Commissioning</b>	<b>0.540</b>	<b>0.000</b>	<b>0.000</b>	<b>0.540</b>
<b>Portfolio Total</b>	<b>12.149</b>	<b>(1.751)</b>	<b>1.367</b>	<b>11.765</b>

<b>Capital Programme: Jobs, Growth and Transport</b>							
<b>PORTFOLIO</b>	<b>2015/16 £m</b>	<b>2016/17 £m</b>	<b>2017/18 £m</b>	<b>2018/19 £m</b>	<b>2019/20 £m</b>	<b>2020/21 £m</b>	<b>Total £m</b>
Local Transport Plan	20.108	22.171	23.188	5.283	0.000	0.000	70.750
<b>Other Services</b> Jobs, Growth and Transport	107.006	15.074	3.820	4.016	3.830	3.500	137.246
<b>Portfolio Total</b>	<b>127.114</b>	<b>37.245</b>	<b>27.008</b>	<b>9.299</b>	<b>3.830</b>	<b>3.500</b>	<b>207.996</b>



## Leisure & 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
  - Cemeteries and crematoriums
  
- Tourism
  - Tourism and Heritage

#### Key headlines from Council Plan

- Help families get on in life by providing a good range of leisure activities, free and cheap events and excellent public services, as well as creating a development plan for the new Central Library
  
- Attract more visitors to our city, for example by investing in making Nottingham Castle a world-class visitor attraction
  
- Provide more opportunities for participation and excellence in disability sport

<b>Revenue Budget 2016/17: Leisure &amp; Culture</b>				
<b>Service / Department</b>	<b>Net Base Budget £m</b>	<b>Savings £m</b>	<b>Reserve Adjustments £m</b>	<b>Net Final Budget £m</b>
Commercial Development Management	0.452	0.000	0.000	0.452
Cemeteries & Crematoria	(0.711)	(0.100)	(0.036)	(0.847)
C&C Support Services	0.838	0.000	0.000	0.838
Events & Goose Fair	0.114	(0.020)	0.000	0.094
Sports	0.386	0.000	0.000	0.386
Libraries	3.717	(0.010)	0.000	3.707
Museums	2.441	(0.065)	0.000	2.376
Markets	(0.017)	0.000	0.000	(0.017)
Leisure	2.890	(0.178)	(0.043)	2.669
Parks & Open Spaces	3.065	(0.074)	0.000	2.991
Neighbourhood Operations	0.228	0.000	0.000	0.228
Royal Centre	0.281	(0.176)	(0.070)	0.035
<b>Commercial &amp; Operations</b>	<b>13.685</b>	<b>(0.623)</b>	<b>(0.149)</b>	<b>12.913</b>
Tourism	0.252	0.000	0.000	0.252
<b>Development &amp; Growth</b>	<b>0.252</b>	<b>0.000</b>	<b>0.000</b>	<b>0.252</b>
<b>Portfolio Total</b>	<b>13.937</b>	<b>(0.623)</b>	<b>(0.149)</b>	<b>13.165</b>

<b>Capital Programme: Leisure and Culture</b>							
<b>PORTFOLIO</b>	<b>2015/16 £m</b>	<b>2016/17 £m</b>	<b>2017/18 £m</b>	<b>2018/19 £m</b>	<b>2019/20 £m</b>	<b>2020/21 £m</b>	<b>Total £m</b>
Leisure and Culture	10.444	8.443	9.401	12.758	0.000	0.000	41.046
<b>Portfolio Total</b>	<b>10.444</b>	<b>8.443</b>	<b>9.401</b>	<b>12.758</b>	<b>0.000</b>	<b>0.000</b>	<b>41.046</b>

## Planning & Housing



### Councillor Jane Urquhart

#### Focus of the Portfolio

- Planning  
Planning policy and development management;
- NET
  - Nottingham Express Transit - Phases 1 and 2
- Flood Management
  - Flood Management
- Housing Regeneration
  - Physical neighbourhood transformation and regeneration
  - Estate Management – Council and private estates
  - Private Housing and Private Rented Sector
  - Performance of 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 (tied in with above)
  - HiMOs
  - International and European Links

#### Key headlines from Council Plan

- Enable Nottingham residents to have access to a high standard of accommodation, whether renting or buying
- Respond to the increasing pressure on the housing market by building a substantial number of high quality, new affordable homes
- Plan, encourage and develop the Waterside between Trent Bridge and Colwick Park for housing use

<b>Revenue Budget 2015/16: Planning &amp; Housing</b>				
<b>Service / Department</b>	<b>Net Base Budget £m</b>	<b>Savings £m</b>	<b>Reserve Adjustments £m</b>	<b>Net Final Budget £m</b>
Housing Strategy	0.975	(0.500)	0.000	0.475
Housing Options	0.994	(0.004)	0.000	0.990
Adaptations & PAD Scheme	0.048	0.000	0.000	0.048
Building Control	(0.029)	(0.010)	0.000	(0.040)
Planning	0.221	(0.221)	(0.050)	(0.049)
Planning Strategy	0.408	(0.090)	0.000	0.318
NET Project	(0.022)	0.000	0.000	(0.022)
Traffic Safety & Development	0.228	0.000	0.000	0.228
<b>Development &amp; Growth</b>	<b>2.822</b>	<b>(0.825)</b>	<b>(0.050)</b>	<b>1.947</b>
Quality & Commissioning	1.592	0.000	0.000	1.592
<b>Strategy &amp; Commissioning</b>	<b>1.592</b>	<b>0.000</b>	<b>0.000</b>	<b>1.592</b>
<b>Portfolio Total</b>	<b>4.414</b>	<b>(0.825)</b>	<b>(0.050)</b>	<b>3.539</b>

<b>Capital Programme: Planning and Housing</b>							
<b>PORTFOLIO</b>	<b>2015/16 £m</b>	<b>2016/17 £m</b>	<b>2017/18 £m</b>	<b>2018/19 £m</b>	<b>2019/20 £m</b>	<b>2020/21 £m</b>	<b>Total £m</b>
Planning and Housing	54.612	74.200	50.183	40.174	31.945	30.489	281.603
<b>Other Services</b>							
Planning and Housing	2.903	2.040	2.000	1.806	1.200	1.200	11.149
<b>Portfolio Total</b>	<b>57.515</b>	<b>76.240</b>	<b>52.183</b>	<b>41.980</b>	<b>33.145</b>	<b>31.689</b>	<b>292.752</b>

## MOVEMENT IN RESERVES 2016/17

## Appendix A

Description	Replenishment of Reserves £m	Use of Reserves £m	Grand Total £m
To support Public Health transition	0.234		0.234
To support No Recourse to Public Funds		(0.029)	(0.029)
To fund the Housing Support (Supported Accommodation) element of the Discretionary Hardship Support Scheme		(0.170)	(0.170)
Agreed contribution as part of the Work Place Strategy		(0.070)	(0.070)
<b>Adults and Health Total</b>	<b>0.234</b>	<b>(0.269)</b>	<b>(0.035)</b>
Funding of Corporate Transformation Initiatives		(0.085)	(0.085)
<b>Community Services Total</b>	<b>0.000</b>	<b>(0.085)</b>	<b>(0.085)</b>
Contribution to replacement / upgrade of scooters to ensure continuation of the Shopmobility service	0.003		0.003
Replacement of equipment at Multi Storey Car Parks		(0.075)	(0.075)
Expenditure in respect of Nottingham Jobs Fund		(0.700)	(0.700)
Creative Quarter Loan fund		(0.045)	(0.045)
Investment in the Foresight Nottingham Fund, to support high growth businesses in Nottingham via the Nottingham Investment Fund		(0.200)	(0.200)
Bulwell Town Centre Action Plan development		(0.042)	(0.042)
Economic Development activities to support Nottingham Growth Plan		(0.260)	(0.260)
Developing Digital Infrastructure agenda		(0.048)	(0.048)
<b>Jobs, Growth &amp; Transport Total</b>	<b>0.003</b>	<b>(1.370)</b>	<b>(1.367)</b>
Annual contribution to Lawn Tennis Association	0.008		0.008
Royal Centre capital maintenance requirement	0.070		0.070
Annual contribution to Mercury Filtration reserve	0.036		0.036
Annual Contribution to Southglade Football Pitches	0.035		0.035
<b>Leisure &amp; Culture Total</b>	<b>0.149</b>	<b>0.000</b>	<b>0.149</b>
Carrington Street Townscape	0.050		0.050
<b>Planning &amp; Housing Total</b>	<b>0.050</b>	<b>0.000</b>	<b>0.050</b>
Mary Potter - Reserve replenishment	0.133		0.133
Clifton Cornerstone - Reserve replenishment	0.007		0.007
Bulwell Riverside Joint Service Centre - Reserve replenishment	0.488		0.488
Repayment on borrowing		(0.669)	(0.669)
Property Capital Maintenance Work (slippage from 2015-16)		(0.358)	(0.358)
To fund Emergency Support Staffing element of the Discretionary Hardship Support Scheme		(0.137)	(0.137)

To fund the Emergency Support non Staffing element of the Discretionary Hardship Support Scheme		(0.183)	(0.183)
<b>Resources &amp; Neighbourhood Regeneration Total</b>	<b>0.628</b>	<b>(1.347)</b>	<b>(0.719)</b>
Contribution to Building Schools for the Future PFI reserve	0.336		0.336
Contribution towards the security and repairs of former school building -Building Schools for the Future programme		(0.015)	(0.015)
<b>Schools Total</b>	<b>0.336</b>	<b>(0.015)</b>	<b>0.321</b>
Sinking Fund payment	0.017		0.017
Southglade Food Park Repairs - replenishment	0.020		0.020
<b>Strategic Regeneration, Development &amp; Community Sector Total</b>	<b>0.037</b>	<b>0.000</b>	<b>0.037</b>
<b>TOTAL</b>	<b>1.436</b>	<b>(3.086)</b>	<b>(1.650)</b>

## Adults & Health

## Appendix B (i)

				REVENUE		
	Lead Department	Title of Proposal	Narrative	2016/17 £m	2017/18 £m	2018/19 £m
1	Children & Adults	Residential Care	Remove subsidy for new self-funders	(0.013)	(0.026)	(0.039)
2	Children & Adults	Day Care	Increase charge for Day Care from £12.00 to £15.00 for those who are deemed to be able to afford this in line with national charging guidance	(0.012)	(0.012)	(0.012)
3	Children & Adults	Transforming Adult Social Care Services	Integration of social care budgets with NHS budgets leading to cost efficiencies and tailored care to meet individual needs in a smarter more joined up way. This initiative is in its early stages however it is believed that exploring new ways of working together can give the best possible service to adults who need our help in the community	(3.000)	(6.000)	(9.000)
4	Children & Adults	Homecare	Use of one-off funding to support service delivery	(0.456)	0.000	0.000
5	Children & Adults	Housing Related Support Contractual Review	Review of contractual commitments	(0.140)	(0.280)	(0.280)
6	Strategy & Commissioning	Housing Related Support Service Review	Review of Single Homelessness provision, this was last reviewed in 2012/13	0.000	(0.180)	(0.180)
7	Strategy & Commissioning	Housing Related Support Funding Review	Proposed realignment of the cost of Home Safety Check and Older Persons Independent Living Support Service to the Better Care Fund	(0.587)	(0.587)	(0.587)
8	Strategy & Commissioning	Service Integration	Further integration within the Strategy and Commissioning function with delivery of merged commissioning, insight and procurement functions across areas covering Crime and Drugs Partnership, Adult Services, Children's Services and Public Health	(0.462)	(0.462)	(0.462)
9	Children & Adults	Residential Care Charge For Self-Funders	Move all existing self-funders from the existing rates to full cost per week thereby ensuring all citizens who are assessed as able to fund their own residential care based on national guidance are treated equally	(0.180)	0.000	0.000
10	Strategy & Commissioning	Marketing & Communications	Remove vacant post	(0.047)	(0.047)	(0.047)
11	Strategy & Commissioning	Marketing & Communications:	Cease sending What's On Guide with the Arrow	(0.040)	(0.040)	(0.040)
12	Strategy & Commissioning	Review of Communications & Marketing Functions	A review of service support across the organisation to release efficiencies and focus limited resources on fewer priorities, making the service more effective	(0.060)	(0.060)	(0.060)
				<b>(4.997)</b>	<b>(7.694)</b>	<b>(10.707)</b>

## Community Services

## Appendix B (ii)

				REVENUE		
	Lead Department	Title of Proposal	Narrative	2016/17 £m	2017/18 £m	2018/19 £m
1	Chief Executive	Internal Recruitment	To undertake a wholesale review of internal recruitment, including the use and business benefits of "People Plus" (the Council's internal job matching system) as a recruitment tool, ensuring safeguarding practices are robust and incorporating feedback from the Council's internal staff engagement programmes	(0.014)	(0.088)	(0.088)
2	Chief Executive	Senior Management Recruitment	To cease the delivery of support to internal senior management recruitment	(0.014)	(0.028)	(0.028)
3	Chief Executive	GEM Awards	To increase external sponsorship and reduce internal recharge costs for the Council's "Going the Extra Mile" awards	(0.020)	(0.020)	(0.020)
4	Chief Executive	Corporate Development	Delete one FTE Training Facilitator Post and reduce the corporate training budget by a further £15k	(0.049)	(0.049)	(0.049)
5	Commercial & Operations	Commercial Waste & Skips	Business Plan Delivery - Income Growth	(0.254)	(0.254)	(0.254)
6	Commercial & Operations	Grounds Maintenance	Business Plan Delivery - Income Growth	(0.041)	(0.041)	(0.041)
7	Commercial & Operations	Building Cleaning	Business Plan Delivery - Income Growth	(0.189)	(0.189)	(0.189)
8	Commercial & Operations	Commercial Catering	Business Plan Delivery - Income Growth	(0.657)	(0.657)	(0.657)
9	Commercial & Operations	Community Protection Infrastructure	Removal of Business Manager Post	(0.054)	(0.054)	(0.054)
10	Commercial & Operations	Community Protection – Security Costs	Centralise security budgets and review delivery arrangements, using existing Council resources where appropriate	(0.086)	(0.086)	(0.086)
11	Commercial & Operations	Community Protection	Efficiencies released from a review of Environmental Health & Trading Standards service	(0.250)	(0.250)	(0.250)
12	Strategy & Commissioning	Realignment of services	Review of Crime and Drugs Partnership, Emergency Planning and Community Protection to deliver efficiencies. Deletion of vacant Crime and Drugs Director post	(0.047)	(0.047)	(0.047)
				<b>(1.676)</b>	<b>(1.764)</b>	<b>(1.764)</b>



## Early Intervention & Early Years

## Appendix B (iii)

				REVENUE		
	Lead Department	Title of Proposal	Narrative	2016/17 £m	2017/18 £m	2018/19 £m
1	Children & Adults	Special Needs Team	Utilise Department for Education Grants to ensure this High Needs provision aligns to the requirements of the Children and Families Act	(0.288)	(0.288)	(0.288)
2	Children & Adults	Education Partnerships	Reduction of the non-pay funding available within the Inclusions & Disability budget	(0.030)	(0.030)	(0.030)
3	Children & Adults	Short Breaks & Statutory Assessments	Realignment of budgets to demand	(0.218)	(0.218)	(0.218)
4	Children & Adults	Innovation & Change	Reduction of the non-pay funding available within the Innovation and Change budget used to support service transformation and redesign	(0.034)	(0.034)	(0.034)
5	Children & Adults	Demographic Pressure	Successful interventions delivered through the Children's transformation programme (Big Ticket) to prevent admissions into care and to reduce the cost of care placements means that the demographic pressure for 2016/17 is not required	(1.692)	0.000	0.000
6	Children & Adults	Children's Transformation Programme (Big Ticket)	Acceleration of 2017/18 Children's transformation programme (Big Ticket) assumptions into 2016/17 aiming to reduce costs associated with Children's Social Care by: <ul style="list-style-type: none"> <li>Increasing cost effective in house provisions;</li> <li>Effective procurement of external provisions;</li> <li>Re-abling families;</li> <li>Working with key partners to fund complex needs;</li> <li>Increasing Early Intervention support</li> </ul>	(0.300)	0.000	0.000
7	Children & Adults	Fostering & Adoption	Review of the assessment contract	(0.020)	(0.020)	(0.020)
8	Children & Adults	Voluntary Sector Grants	Reduction in grant to align with 12% funding reduction in 2016/17 but with the full effect not being implemented until 2018/19	(0.010)	(0.020)	(0.030)
9	Children & Adults	Youth & Play	Savings generated by selling under-utilised space within our Play and Youth sites to partner organisations to generate income or reducing the running costs of existing sites	(0.030)	(0.030)	(0.030)
10	Children & Adults	Youth & Play	Vacancy management	(0.050)	(0.050)	(0.050)
11	Children & Adults	Under 5s Services	Release of efficiencies through a review of the 0-5 year old service	(0.088)	(0.088)	(0.088)

12	Children & Adults	Youth Offending Team	<p>Reductions in the Youth Offending Team service. This saving is in addition to:</p> <ol style="list-style-type: none"> <li>1. The reductions required to mitigate a reduction in the Youth Justice Board (YJB) grant in 2015/16+ of £98k. and</li> <li>2. Any further reduction of the YJB in 2016/17+ not yet confirmed</li> </ol>	(0.100)	(0.100)	(0.100)
13	Children & Adults	Virtual School Service	Retention of Pupil Premium in relation to Looked After Pupils in external residential education placements	(0.060)	(0.060)	(0.060)
14	Children & Adults	Mitigation of the reduction in the Education Services Grant (ESG)	<p>The ESG allocation is based on the following criteria:</p> <ol style="list-style-type: none"> <li>1. That Local Authorities statutory duties, for all pupils, is funded at £15 per pupil and</li> <li>2. For other duties the LA is funded on an individual pupil rate denoted by the type of mainstream maintained School they are enrolled at.</li> </ol> <p>As School academise criteria 2 above will be reduced. Over the past 2 years this value has reduced by £1.520m with mitigating proposals of £0.288m incorporated into this budget process.</p> <p>This grant will continue to reduce as more schools academies.</p>	0.000	0.288	0.288
				<b>(2.920)</b>	<b>(0.650)</b>	<b>(0.660)</b>

## Energy & Sustainability

## Appendix B (iv)

				REVENUE		
	Lead Department	Title of Proposal	Narrative	2016/17 £m	2017/18 £m	2018/19 £m
1	Commercial & Operations	Energy Development Fund	Reduction in Energy Development Fund	(0.352)	(0.352)	(0.352)
2	Commercial & Operations	Energy Savings	Reduction in energy budgets through centralisation as from 01 April 2016 and re-procurement of the Council's Energy Contracts	(0.200)	(0.200)	(0.200)
				<b>(0.552)</b>	<b>(0.552)</b>	<b>(0.552)</b>

## Jobs, Growth & Transport

## Appendix B (v)

				REVENUE		
	Lead Department	Title of Proposal	Narrative	2016/17 £m	2017/18 £m	2018/19 £m
1	Commercial & Operations	Car Parks	Business Plan Delivery - Income Growth	(0.104)	(0.104)	(0.104)
2	Commercial & Operations	Fleet Services	Business Plan Delivery - Income Growth	(0.200)	(0.200)	(0.200)
3	Commercial & Operations	Highway Operations, Delivery and Infrastructure Asset Management	Business Plan Delivery - Income Growth & Insourcing	(0.300)	(0.300)	(0.300)
4	Development & Growth	Street Lighting - Fee Income	Income generation will take the form of either developer work or handling fees on capital works that fall outside the contract or through being a chargeable resource within the wider Major Projects Directorate	(0.025)	(0.025)	(0.025)
5	Development & Growth	Street Lighting - Electricity	Savings on electricity costs	(0.047)	(0.047)	(0.047)
6	Development & Growth	Street Lighting - Efficiencies	Savings on specialist intervention fees on Private Finance Initiative (PFI) contract to reflect the more mature contract stage.	(0.036)	(0.036)	(0.036)
7	Development & Growth	Street Lighting - Dimming	Consistent application of lighting levels mirroring what we already do on main roads in residential areas	(0.040)	(0.040)	(0.040)
8	Development & Growth	Transport Strategy	Capitalisation of project management costs	(0.071)	(0.071)	(0.071)
9	Development & Growth	Transport Strategy	Reduction of non-pay budgets	(0.002)	(0.002)	(0.002)
10	Development & Growth	Traffic & Safety	Reduction in consultants and appointment of more internal staff	(0.257)	(0.257)	(0.257)
11	Development & Growth	Traffic & Safety	Increased fee income for a range of permits and licences	(0.045)	(0.045)	(0.045)
12	Development & Growth	Traffic & Safety	Increased commercial development to increase income e.g. Highways Act 1980 Section 278, Design and Build	(0.025)	(0.025)	(0.025)
13	Development & Growth	Traffic & Safety	Cost reductions - permit scheme	(0.095)	(0.095)	(0.095)
14	Development & Growth	Traffic & Safety	Cost reductions - Traffic Control Centre. As part of a structured change in communications technology significant operational savings have been identified	(0.045)	(0.045)	(0.045)
15	Development & Growth	Traffic & Safety	Extended Highway inspections to cover increasing amounts of work undertaken by statutory utilities over the weekend and in particular on Sundays	(0.015)	(0.015)	(0.015)

16	Development & Growth	Traffic & Safety	Schools education - growing BTEC training in schools	(0.008)	(0.008)	(0.008)
17	Development & Growth	Public Transport	Further commercialisation of public transport functions including <ul style="list-style-type: none"> <li>greater use of the Linkbus fleet to generate income from contract work with outside agencies including the Health Service, Universities and neighbouring Councils.</li> <li>greater use of existing specialist staff to take on external consultancy work on behalf of other councils and transport operators.</li> <li>re-tendering and rationalisation of various contracts to get better value</li> </ul>	(0.140)	(0.140)	(0.140)
18	Development & Growth	Public Transport	Removal of Park and Ride from concessionary fares scheme for non-City residents. It is proposed that a £3 per car all day charge is applied to the two bus park and ride sites for non-city residents only	(0.060)	(0.060)	(0.060)
19	Development & Growth	Nottingham Futures	Reduction in grant funding, subject to successful European Structural and Investment Funds (ESIF) Bid which will enable service to be maintained and enhanced	(0.205)	(0.205)	(0.205)
20	Development & Growth	Economic Development	Reduction in non-pay budgets - overhead cost savings	(0.006)	(0.006)	(0.006)
21	Development & Growth	Economic Development	Sponsorship income - including for Jobs Fair and related events	(0.025)	(0.025)	(0.025)
				<b>(1.751)</b>	<b>(1.751)</b>	<b>(1.751)</b>

## Leisure & Culture

## Appendix B (vi)

				REVENUE		
	Lead Department	Title of Proposal	Narrative	2016/17 £m	2017/18 £m	2018/19 £m
1	Commercial & Operations	Sport & Leisure	Review of fees, charges and operational management facilities	(0.178)	(0.178)	(0.178)
2	Commercial & Operations	Royal Centre	Additional income	(0.176)	(0.176)	(0.176)
3	Commercial & Operations	Museums, Heritage Sites & Events	New commercial activities and growth	(0.045)	(0.045)	(0.045)
4	Commercial & Operations	Cultural Grants	Reduction in support to external city groups	(0.040)	(0.040)	(0.040)
5	Commercial & Operations	Parks & Open Spaces	Review of fees, charges and operational management	(0.174)	(0.174)	(0.174)
6	Commercial & Operations	Libraries	New catering income	(0.010)	(0.010)	(0.010)
				<b>(0.623)</b>	<b>(0.623)</b>	<b>(0.623)</b>

## Planning & Housing

## Appendix B (vii)

				REVENUE		
	Lead Department	Title of Proposal	Narrative	2016/17 £m	2017/18 £m	2018/19 £m
1	Development & Growth	Planning Strategy	Moving towards providing a shared service with other clients and income diversification fully from 2 years' time, utilising reserves to enable savings in transition	(0.050)	(0.050)	(0.050)
2	Development & Growth	Planning Strategy	Acceleration of previously agreed strategic saving from 2017/18	(0.040)	0.000	0.000
3	Development & Growth	Planning Strategy	Short term savings on plan preparation costs beginning in 2018/19, which is proposed to be met from the Local Plan Reserve	0.000	0.000	(0.030)
4	Development & Growth	Housing Aid	Savings on non-pay consumables budget	(0.004)	(0.004)	(0.004)
5	Development & Growth	Development Management	Capitalisation of Nottingham Regeneration Ltd (NRL) support. NRL is paid an annual grant from the Development Management Service budget. It is proposed to reduce this direct payment by 50% in 2016/17 and 100% from 2017/18 and adopt fully a fees based approach	(0.039)	(0.078)	(0.078)
6	Development & Growth	Development Management	A range of saving proposals from reductions in establishment and non-staffing costs to additional income in the Searches Team, Building Control Team, Heritage and Urban Design Team and Area Planning Teams. Some increases in fees and charges for design work	(0.192)	(0.192)	(0.192)
7	Development & Growth	Housing Strategy	Review of options and Housing Revenue Account considerations	(0.500)	(0.500)	(0.500)
8	Corporate	Nottingham City Homes Big Ticket	Review of efficiencies plus income generation activity	(1.000)	(1.000)	(1.000)
				<b>(1.825)</b>	<b>(1.824)</b>	<b>(1.854)</b>

## Resources & Neighbourhood Regeneration

## Appendix B (viii)

				REVENUE		
	Lead Department	Title of Proposal	Narrative	2016/17 £m	2017/18 £m	2018/19 £m
1	Development & Growth	Joint Service Centres	Efficiency savings from running costs	(0.088)	(0.088)	(0.088)
2	Corporate	New Homes Bonus	Reduced allocation for development of regeneration schemes	(0.500)	(0.500)	(0.500)
3	Resilience	Business Support	Removal of centralised management structure - operational staff to be reintegrated into services	(0.300)	(0.300)	(0.300)
4	Resilience	Income Generation - Finance	Commercial approach to financial services - increasing buy back from schools, partnership income, grant maximisation and investment decisions	(0.080)	(0.080)	(0.080)
5	Corporate	Treasury Management	Review Minimum Revenue Provision (MRP) policy – re-profile repayment of debt to more accurately reflect the use of assets	(3.601)	(3.250)	(2.908)
6	Resilience	Income Generation - Legal	Commercial approach to legal services - increasing buy back from schools, partnership income, grant maximisation and investment decisions	(0.050)	(0.050)	(0.050)
7	Resilience	IT Redesign	Contract savings from Wide Area Network (WAN) and Mobile Telephony	(0.087)	(0.087)	(0.087)
8	Resilience	Democratic Services Review	A review will be undertaken of Democratic Services with a view to reducing the number of supported meetings	(0.050)	(0.050)	(0.050)
9	Strategy & Commissioning	Executive & Majority Support Service Review	Delivery of efficiencies through the review service provision within Executive & Majority Support	(0.048)	(0.048)	(0.048)
10	Resilience	IT	Review of mobile phone budgets and IT training activity	(0.060)	(0.060)	(0.060)
				<b>(4.864)</b>	<b>(4.513)</b>	<b>(4.171)</b>



# Schools

# Appendix B (ix)

				REVENUE		
	Lead Department	Title of Proposal	Narrative	2016/17 £m	2017/18 £m	2018/19 £m
1	Children & Adults	Transport Services	Rerouting & insourcing transport options and supporting pupils to use Public Transport	(0.270)	(0.270)	(0.270)
2	Children & Adults	Education Services Nottingham (ESN)	Increase income from co-ordinated sales and billing of Cross-Council services to Schools and Academies	(0.050)	(0.050)	(0.050)
3	Children & Adults	Technical Services & Digital Media	Increased income generation by reviewing the pricing modelling and implementing differential charging for equipment hire to City Schools, Academies, Out of City schools and private group/professional hirers	(0.035)	(0.035)	(0.035)
4	Children & Adults	College Street Centre	Increase in external income	(0.040)	(0.040)	(0.040)
5	Children & Adults	Adventure Team	Review of provision on expenditure and increasing income	(0.010)	(0.010)	(0.010)
6	Children & Adults	Environmental & Outdoor Education	Increase in external income	(0.017)	(0.017)	(0.017)
7	Children & Adults	Languages & International Dimension	Increase in external income through discussions on shared services	(0.006)	(0.006)	(0.006)
8	Children & Adults	Nottingham Community Wardrobe Service	Increasing income from hire of costumes to schools, community, amateur and professional groups across Midlands and South Yorks	(0.006)	(0.006)	(0.006)
9	Children & Adults	School Clothing	Realignment of the school clothing budget	(0.055)	(0.055)	(0.055)
10	Children & Adults	School Improvement	Reclaim project management costs for school organisation team from Basic Need Grant as an allowable expense against the overall cost of programmes	(0.080)	(0.080)	(0.080)
11	Children & Adults	Education Partnership funding review	Increase income budgets to support the funding streams to support Education Partnership services	(0.137)	(0.137)	(0.137)
12	Children & Adults	Mitigation of the reduction in the Education Services Grant (ESG)	<p>The ESG allocation is based on the following criteria:</p> <ol style="list-style-type: none"> <li>1. That Local Authorities statutory duties, for all pupils, is funded at £15 per pupil and</li> <li>2. For other duties the LA is funded on an individual pupil rate denoted by the type of mainstream maintained school they are enrolled at.</li> </ol> <p>As School academise criteria 2 above will be reduced. Over the past 2 years this value has reduced by £1.520m with mitigating proposals of £0.459m incorporated into this budget process.</p> <p>This grant will continue to reduce as more schools academise.</p>	0.459	0.459	0.459

13	Children & Adults	Review of Inclusive Education Service	To restructure and integrate the Inclusive Educational Services, Children Educational Psychologists and Behaviour Support Team (BST) services whilst ensuring statutory duties and core priorities are maintained. To further develop traded services via an invest to save model focusing on income generation across Special Educational Needs (SEN) support services	(0.060)	(0.060)	(0.060)
14	Development & Growth	Building Schools for the Future (BSF) Project & Programme Management	Reduction in core BSF development work now that the programme is fully mature	(0.195)	(0.245)	(0.245)
15	Children & Adults	Education Welfare	Reduction of 2.5 vacant Education Welfare Officer posts	(0.116)	(0.116)	(0.116)
				<b>(0.618)</b>	<b>(0.668)</b>	<b>(0.668)</b>

# Strategic Regeneration, Development & Community Sector

## Appendix B (x)

			REVENUE		
Lead Department	Title of Proposal	Narrative	2016/17 £m	2017/18 £m	2018/19 £m
	No savings				
			0.000	0.000	0.000

**APPENDIX C.1**

<b>MTFO 2016/17 BY PORTFOLIO</b>									
<b>PORTFOLIO</b>	<b>2015/16 BUDGET £m</b>	<b>CORP ADJUST £m</b>	<b>INFLATION £m</b>	<b>MTFP DECISIONS £m</b>	<b>PRESSURES £m</b>	<b>2016/17 BASE BUDGET £m</b>	<b>PORTFOLIO SAVINGS £m</b>	<b>CORP SAVING £m</b>	<b>2016/17 FINAL BUDGET £m</b>
Adults & Health	91.569	(1.950)	1.519	2.942	1.531	95.610	(5.017)	0.000	90.593
Community Services	23.416	0.176	0.922	(0.521)	0.000	23.993	(1.676)	0.000	22.317
Early Intervention & Early Years	51.397	2.548	0.951	0.990	1.694	57.579	(2.900)	0.000	54.679
Energy & Sustainability	6.091	(0.089)	0.873	(0.466)	0.000	6.410	(0.552)	0.000	5.858
Jobs, Growth & Transport	12.457	0.746	1.303	(1.940)	0.950	13.516	(1.751)	0.000	11.765
Leisure & Culture	14.335	(0.507)	0.310	(0.349)	0.000	13.788	(0.623)	0.000	13.165
Planning & Housing	3.399	0.940	0.112	(0.086)	0.000	4.364	(0.825)	0.000	3.539
Resources & Neighbourhood Regeneration	24.168	(4.474)	0.839	(1.507)	0.150	19.175	(0.633)	0.000	18.542
Schools	1.613	(0.366)	0.168	(0.029)	0.000	1.387	(0.618)	0.000	0.769
Strategic Regeneration, Development & Community Sector	(5.542)	(0.078)	0.533	1.084	0.000	(4.003)	0.000	0.000	(4.003)
<u>Corporate</u>									
Planned Maintenance	3.986	0.358	0.038	0.000	0.000	4.382	0.000	0.000	4.382
Corporate / Cross-cutting Savings	(6.250)	5.764	0.125	(0.691)	0.000	(1.052)	0.000	0.000	(1.052)
Contingencies	2.000	0.000	0.448	0.000	0.000	2.448	0.000	0.000	2.448
Nottingham Express Transit	(17.991)	(0.142)	0.000	0.150	0.000	(17.983)	0.000	0.000	(17.983)
Flood Defence Levy	0.090	0.000	0.000	0.000	0.000	0.090	0.000	0.000	0.090
Reserves - Budgeted	5.503	(5.542)	0.000	(3.678)	0.000	(3.717)	0.000	(1.000)	(4.717)
New Homes Bonus	(4.730)	0.000	0.000	(0.699)	0.000	(5.429)	0.000	0.000	(5.429)
Econ Dev Investment	2.470	(0.281)	0.000	(0.082)	0.000	2.107	(0.500)	0.000	1.607
Returned NHB Top-slice	(0.281)	0.080	0.000	0.000	0.000	(0.201)	0.000	0.000	(0.201)
100% Retained Business Rates	0.194	(0.023)	0.000	0.000	0.000	0.172	0.000	0.000	0.172
Section 31 Grants	(2.978)	0.523	0.000	0.000	0.000	(2.455)	0.000	0.000	(2.455)
Pension Deficit	6.830	0.272	0.000	0.000	0.000	7.102	0.000	0.000	7.102

APPENDIX C.1

MTFO 2016/17 BY PORTFOLIO (continued)									
PORTFOLIO	2015/16 BUDGET £m	CORP ADJUST £m	INFLATION £m	MTFP DECISIONS £m	PRESSURES £m	2016/17 BASE BUDGET £m	PORTFOLIO SAVINGS £m	CORP SAVING £m	2016/17 FINAL BUDGET £m
Corporate (continued)									
Nottingham City Homes	(3.500)	0.000	0.000	0.000	0.000	(3.500)	(1.000)	0.000	(4.500)
NCT Dividend	(0.500)	0.000	0.000	0.000	0.000	(0.500)	0.000	0.000	(0.500)
Ice Centre	0.280	0.000	0.003	0.000	0.000	0.283	0.000	0.000	0.283
Treasury Management	47.238	1.410	0.000	0.290	0.000	48.938	(3.731)	0.000	45.207
IT Development Fund	3.275	0.000	0.000	0.000	0.000	3.275	0.000	0.000	3.275
Housing Benefit Payments	0.275	0.000	0.000	0.000	0.000	0.275	0.000	0.000	0.275
Enviroenergy	(1.348)	(0.001)	0.000	0.000	0.000	(1.349)	0.000	0.000	(1.349)
CEX Corporate Proposals	(1.650)	0.000	0.000	1.650	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	0.000
<b>TOTAL</b>	<b>255.814</b>	<b>(0.637)</b>	<b>8.143</b>	<b>(2.942)</b>	<b>4.325</b>	<b>264.703</b>	<b>(19.826)</b>	<b>(1.000)</b>	<b>243.878</b>
						Retained BR, Top-up & RSG			(148.201)
						Collection Fund Surplus			(1.465)
						<b>Council Tax Requirement</b>			<b>94.212</b>
						Taxbase			62,091
						<b>Band D Council Tax</b>			<b>£1,517.32</b>
						Increase			3.95%

## APPENDIX C.2

<b>MTFO 2017/18 BY PORTFOLIO</b>									
<b>PORTFOLIO</b>	<b>2016/17 BUDGET</b>	<b>CORP ADJUST</b>	<b>INFLATION</b>	<b>MTFP DECISIONS</b>	<b>PRESSURES</b>	<b>2017/18 BASE BUDGET</b>	<b>PORTFOLIO SAVINGS</b>	<b>CORP SAVING</b>	<b>2017/18 FINAL BUDGET</b>
	£m	£m	£m	£m	£m	£m	£m	£m	£m
Adults & Health	90.593	(0.035)	1.252	2.927	4.636	99.373	(2.697)	0.000	96.676
Community Services	22.317	(0.085)	0.693	(0.025)	0.000	22.900	(0.088)	0.000	22.813
Early Intervention & Early Years	54.679	0.000	0.699	(1.766)	1.079	54.692	2.270	0.000	56.962
Energy & Sustainability	5.858	0.000	0.223	0.000	0.000	6.081	0.000	0.000	6.081
Jobs, Growth & Transport	11.765	(1.615)	1.186	(0.801)	0.000	10.535	0.000	0.000	10.535
Leisure & Culture	13.165	0.149	0.504	0.000	0.000	13.818	0.000	0.000	13.818
Planning & Housing	3.539	0.050	0.071	(0.213)	0.000	3.448	0.001	0.000	3.449
Resources & Neighbourhood Regeneration	18.542	(0.361)	0.359	(0.292)	0.000	18.249	0.000	0.000	18.249
Schools	0.769	0.321	0.086	(0.347)	0.000	0.829	(0.050)	0.000	0.779
Strategic Regeneration, Development & Community Sector	(4.003)	0.037	0.150	(2.050)	0.000	(5.866)	0.000	0.000	(5.866)
<u>Corporate</u>									
Planned Maintenance	4.382	(0.358)	0.042	0.000	0.000	4.066	0.000	0.000	4.066
Corporate / Cross-cutting Savings	(1.052)	0.000	(0.007)	(0.038)	0.000	(1.097)	0.000	0.000	(1.097)
Contingencies	2.448	0.000	(0.133)	0.000	0.000	2.315	0.000	0.000	2.315
Nottingham Express Transit	(17.983)	0.070	0.000	0.000	0.000	(17.913)	0.000	0.000	(17.913)
Flood Defence Levy	0.090	0.000	0.000	0.000	0.000	0.090	0.000	0.000	0.090
Reserves - Budgeted	(4.717)	2.528	0.000	0.762	0.000	(1.427)	0.000	1.000	(0.427)
New Homes Bonus	(5.429)	0.000	0.000	2.857	0.000	(2.572)	0.000	0.000	(2.572)
Econ Dev Investment	1.607	0.000	0.000	0.257	0.000	1.864	0.000	0.000	1.864
Returned NHB Top-slice	(0.201)	0.201	0.000	0.000	0.000	0.000	0.000	0.000	0.000
100% Retained Business Rates	0.172	0.002	0.000	0.000	0.000	0.174	0.000	0.000	0.174
Section 31 Grants	(2.455)	(0.048)	0.000	0.000	0.000	(2.504)	0.000	0.000	(2.504)
Pension Deficit	7.102	0.150	0.000	0.000	0.000	7.252	0.000	0.000	7.252

**APPENDIX C.2**

<b>MTFO 2017/18 BY PORTFOLIO (continued)</b>									
<b>PORTFOLIO</b>	<b>2016/17 BUDGET £m</b>	<b>CORP ADJUST £m</b>	<b>INFLATION £m</b>	<b>MTFP DECISIONS £m</b>	<b>PRESSURES £m</b>	<b>2017/18 BASE BUDGET £m</b>	<b>PORTFOLIO SAVINGS £m</b>	<b>CORP SAVING £m</b>	<b>2017/18 FINAL BUDGET £m</b>
<u>Corporate (continued)</u>									
Nottingham City Homes	(4.500)	0.000	0.000	(0.500)	0.000	(5.000)	0.000	0.000	(5.000)
NCT Dividend	(0.500)	0.000	0.000	0.000	0.000	(0.500)	0.000	0.000	(0.500)
Ice Centre	0.283	0.000	0.000	0.000	0.000	0.283	0.000	0.000	0.283
Treasury Management	45.207	0.770	0.000	0.050	0.000	46.027	0.351	0.000	46.378
IT Development Fund	3.275	0.000	0.000	0.000	0.000	3.275	0.000	0.000	3.275
Housing Benefit Payments	0.275	0.000	0.000	0.000	0.000	0.275	0.000	0.000	0.275
Enviroenergy	(1.349)	0.000	0.000	0.000	0.000	(1.349)	0.000	0.000	(1.349)
CEX Corporate Proposals	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	(23.347)	(23.347)
<b>TOTAL</b>	<b>243.878</b>	<b>1.775</b>	<b>5.128</b>	<b>0.821</b>	<b>5.715</b>	<b>257.317</b>	<b>(0.213)</b>	<b>(22.347)</b>	<b>234.757</b>
						Retained BR, Top-up & RSG		(136.063)	
						Collection Fund Surplus		0.000	
						<b>Council Tax Requirement</b>		<b>98.694</b>	
						Taxbase		62,573	
						<b>Assumed Band D Council Tax</b>		<b>£1,577.26</b>	
						Increase		3.95%	

**APPENDIX C.3**

<b>MTFO 2018/19 BY PORTFOLIO</b>									
<b>PORTFOLIO</b>	<b>2017/18 BUDGET</b>	<b>CORP ADJUST</b>	<b>INFLATION</b>	<b>MTFP DECISIONS</b>	<b>PRESSURES</b>	<b>2018/19 BASE BUDGET</b>	<b>PORTFOLIO SAVINGS</b>	<b>CORP SAVING</b>	<b>2018/19 FINAL BUDGET</b>
	£m	£m	£m	£m	£m	£m	£m	£m	£m
Adults & Health	96.676	0.000	1.399	0.000	4.534	102.610	(3.013)	0.000	99.597
Community Services	22.813	0.000	0.709	0.000	0.000	23.522	0.000	0.000	23.522
Early Intervention & Early Years	56.962	0.000	0.744	0.000	1.113	58.818	(0.010)	0.000	58.808
Energy & Sustainability	6.081	0.000	0.232	0.000	0.000	6.313	0.000	0.000	6.313
Jobs, Growth & Transport	10.535	(0.274)	1.215	0.000	0.000	11.476	0.000	0.000	11.476
Leisure & Culture	13.818	0.000	0.538	0.000	0.000	14.357	0.000	0.000	14.357
Planning & Housing	3.449	0.000	0.072	0.000	0.000	3.521	(0.030)	0.000	3.491
Resources & Neighbourhood Regeneration	18.249	0.000	0.371	0.000	0.000	18.620	0.000	0.000	18.620
Schools	0.779	0.000	0.086	0.000	0.000	0.865	0.000	0.000	0.865
Strategic Regeneration, Development & Community Sector	(5.866)	0.000	0.165	(2.025)	0.000	(7.726)	0.000	0.000	(7.726)
<u>Corporate</u>									
Planned Maintenance	4.066	0.000	0.047	0.000	0.000	4.113	0.000	0.000	4.113
Corporate / Cross-cutting Savings	(1.097)	0.000	(0.007)	0.000	0.000	(1.104)	0.000	0.000	(1.104)
Contingencies	2.315	0.000	(0.010)	0.000	0.000	2.304	0.000	0.000	2.304
Nottingham Express Transit	(17.913)	0.069	0.000	0.000	0.000	(17.844)	0.000	0.000	(17.844)
Flood Defence Levy	0.090	0.000	0.000	0.000	0.000	0.090	0.000	0.000	0.090
Reserves - Budgeted	(0.427)	1.158	0.000	2.438	0.000	3.168	0.000	0.000	3.168
New Homes Bonus	(2.572)	0.000	0.000	0.667	0.000	(1.905)	0.000	0.000	(1.905)
Econ Dev Investment	1.864	0.000	0.000	(1.864)	0.000	0.000	0.000	0.000	0.000
Returned NHB Top-slice	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
100% Retained Business Rates	0.174	0.003	0.000	0.000	0.000	0.177	0.000	0.000	0.177
Section 31 Grants	(2.504)	(0.074)	0.000	0.000	0.000	(2.578)	0.000	0.000	(2.578)
Pension Deficit	7.252	0.100	0.000	0.000	0.000	7.352	0.000	0.000	7.352



**APPENDIX C.3**

<b>MTFO 2018/19 BY PORTFOLIO (continued)</b>									
<b>PORTFOLIO</b>	<b>2017/18 BUDGET</b>	<b>CORP ADJUST</b>	<b>INFLATION</b>	<b>MTFP DECISIONS</b>	<b>PRESSURES</b>	<b>2018/19 BASE BUDGET</b>	<b>PORTFOLIO SAVINGS</b>	<b>CORP SAVING</b>	<b>2018/19 FINAL BUDGET</b>
	£m	£m	£m	£m	£m	£m	£m	£m	£m
<u>Corporate (continued)</u>									
Nottingham City Homes	(5.000)	0.000	0.000	0.000	0.000	(5.000)	0.000	0.000	(5.000)
NCT Dividend	(0.500)	0.000	0.000	0.000	0.000	(0.500)	0.000	0.000	(0.500)
Ice Centre	0.283	0.000	0.000	0.000	0.000	0.283	0.000	0.000	0.283
Treasury Management	46.378	(0.016)	0.000	0.000	0.000	46.362	0.342	0.000	46.704
IT Development Fund	3.275	0.000	0.000	0.000	0.000	3.275	0.000	0.000	3.275
Housing Benefit Payments	0.275	0.000	0.000	0.000	0.000	0.275	0.000	0.000	0.275
Enviroenergy	(1.349)	0.000	0.000	0.000	0.000	(1.349)	0.000	0.000	(1.349)
CEX Corporate Proposals	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Future Savings	(23.347)	0.000	(0.268)	0.000	0.000	(23.615)	0.000	(10.524)	(34.139)
<b>TOTAL</b>	<b>234.757</b>	<b>0.966</b>	<b>5.293</b>	<b>(0.784)</b>	<b>5.647</b>	<b>245.879</b>	<b>(2.711)</b>	<b>(10.524)</b>	<b>232.644</b>
						Retained BR, Top-up & RSG		(129.261)	
						Collection Fund Surplus		0.000	
						<b>Council Tax Requirement</b>		<b>103.383</b>	
						Taxbase		63,055	
						<b>Assumed Band D Council Tax</b>		<b>£1,639.57</b>	
						Increase		3.95%	

**APPENDIX C.4**

<b>MTFO 2019/20 BY PORTFOLIO</b>									
<b>PORTFOLIO</b>	<b>2018/19 BUDGET</b>	<b>CORP ADJUST</b>	<b>INFLATION</b>	<b>MTFP DECISIONS</b>	<b>PRESSURES</b>	<b>2019/20 BASE BUDGET</b>	<b>PORTFOLIO SAVINGS</b>	<b>CORP SAVING</b>	<b>2019/20 FINAL BUDGET</b>
	£m	£m	£m	£m	£m	£m	£m	£m	£m
Adults & Health	99.597	0.000	1.544	0.000	2.774	103.915	0.000	0.000	103.915
Community Services	23.522	0.000	0.662	0.000	0.000	24.184	0.000	0.000	24.184
Early Intervention & Early Years	58.808	0.000	0.745	0.000	0.000	59.553	0.000	0.000	59.553
Energy & Sustainability	6.313	0.000	0.240	0.000	0.000	6.553	0.000	0.000	6.553
Jobs, Growth & Transport	11.476	(0.276)	1.237	0.000	0.000	12.437	0.000	0.000	12.437
Leisure & Culture	14.357	0.000	0.540	0.000	0.000	14.897	0.000	0.000	14.897
Planning & Housing	3.491	0.000	0.069	0.000	0.000	3.560	0.000	0.000	3.560
Resources & Neighbourhood Regeneration	18.620	0.000	0.348	0.200	0.000	19.168	0.000	0.000	19.168
Schools	0.865	0.000	0.072	0.000	0.000	0.938	0.000	0.000	0.938
Strategic Regeneration, Development & Community Sector	(7.726)	0.000	0.154	(1.178)	0.000	(8.750)	0.000	0.000	(8.750)
<u>Corporate</u>									
Planned Maintenance	4.113	0.000	0.056	0.000	0.000	4.168	0.000	0.000	4.168
Corporate / Cross-cutting Savings	(1.104)	0.000	(0.007)	0.000	0.000	(1.111)	0.000	0.000	(1.111)
Contingencies	2.304	0.000	0.061	0.000	0.000	2.365	0.000	0.000	2.365
Nottingham Express Transit	(17.844)	0.024	0.000	0.000	0.000	(17.820)	0.000	0.000	(17.820)
Flood Defence Levy	0.090	0.000	0.000	0.000	0.000	0.090	0.000	0.000	0.090
Reserves - Budgeted	3.168	(2.184)	0.000	0.978	0.000	1.963	0.000	0.000	1.963
New Homes Bonus	(1.905)	0.000	0.000	0.216	0.000	(1.689)	0.000	0.000	(1.689)
Econ Dev Investment	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Returned NHB Top-slice	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
100% Retained Business Rates	0.177	0.004	0.000	0.000	0.000	0.181	0.000	0.000	0.181
Section 31 Grants	(2.578)	(0.082)	0.000	0.000	0.000	(2.660)	0.000	0.000	(2.660)
Pension Deficit	7.352	0.000	0.000	0.000	0.000	7.352	0.000	0.000	7.352

**APPENDIX C.4**

<b>MTFO 2019/20 BY PORTFOLIO (continued)</b>									
<b>PORTFOLIO</b>	<b>2018/19 BUDGET £m</b>	<b>CORP ADJUST £m</b>	<b>INFLATION £m</b>	<b>MTFP DECISIONS £m</b>	<b>PRESSURES £m</b>	<b>2019/20 BASE BUDGET £m</b>	<b>PORTFOLIO SAVINGS £m</b>	<b>CORP SAVING £m</b>	<b>2019/20 FINAL BUDGET £m</b>
<u>Corporate (continued)</u>									
Nottingham City Homes	(5.000)	0.000	0.000	0.000	0.000	(5.000)	0.000	0.000	(5.000)
NCT Dividend	(0.500)	0.000	0.000	0.000	0.000	(0.500)	0.000	0.000	(0.500)
Ice Centre	0.283	0.000	0.000	0.000	0.000	0.283	0.000	0.000	0.283
Treasury Management	46.704	0.000	0.000	0.000	0.000	46.704	0.000	0.000	46.704
IT Development Fund	3.275	0.000	0.000	0.000	0.000	3.275	0.000	0.000	3.275
Housing Benefit Payments	0.275	0.000	0.000	0.000	0.000	0.275	0.000	0.000	0.275
Enviroenergy	(1.349)	0.000	0.000	0.000	0.000	(1.349)	0.000	0.000	(1.349)
CEX Corporate Proposals	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Future Savings	(34.139)	0.000	(0.461)	0.000	0.000	(34.600)	0.000	(7.466)	(42.066)
<b>TOTAL</b>	<b>232.644</b>	<b>(2.515)</b>	<b>5.259</b>	<b>0.216</b>	<b>2.774</b>	<b>238.379</b>	<b>0.000</b>	<b>(7.466)</b>	<b>230.913</b>
						Retained BR, Top-up & RSG		(122.625)	
						Collection Fund Surplus		0.000	
						<b>Council Tax Requirement</b>		<b>108.288</b>	
						Taxbase		63,537	
						<b>Assumed Band D Council Tax</b>		<b>£1,704.33</b>	
						Increase		3.95%	

MTFP 2016/17									
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)	Financing / Technical (£m)	Total External Expenditure (£m)
Children & Adults	25.392	0.923	2.477	21.240	85.996	10.075	0.682		146.785
Commercial and Operations	0.270	0.389	0.020	0.326				0.003	1.009
Strategy & Commissioning	4.133	0.001	0.016	1.660	0.587	7.688			14.085
<b>Adults &amp; Health</b>	<b>29.796</b>	<b>1.313</b>	<b>2.512</b>	<b>23.226</b>	<b>86.583</b>	<b>17.763</b>	<b>0.682</b>	<b>0.003</b>	<b>161.878</b>
Chief Executive	3.812	0.014	0.006	1.420	0.015		0.001		5.268
Commercial and Operations	32.211	1.912	0.255	11.105			(0.012)	0.051	45.522
Strategy & Commissioning	0.420	0.079	0.001	13.126					13.626
<b>Community Services</b>	<b>36.442</b>	<b>2.005</b>	<b>0.263</b>	<b>25.651</b>	<b>0.015</b>	<b>0.000</b>	<b>(0.011)</b>	<b>0.051</b>	<b>64.415</b>
Children & Adults	35.353	1.661	0.670	2.709	31.474	0.422	0.336		72.624
Strategy & Commissioning	0.129		0.001	0.026					0.155
<b>Early Intervention &amp; Early Years</b>	<b>35.482</b>	<b>1.661</b>	<b>0.670</b>	<b>2.734</b>	<b>31.474</b>	<b>0.422</b>	<b>0.336</b>	<b>0.000</b>	<b>72.780</b>
Chief Executive	0.232			0.060					0.292
Commercial and Operations	0.477	(0.190)	0.003	7.307					7.596
<b>Energy &amp; Sustainability</b>	<b>0.709</b>	<b>(0.190)</b>	<b>0.003</b>	<b>7.367</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>7.888</b>
Commercial and Operations	7.489	1.052	0.196	11.721			0.050	0.517	21.024
Development & Growth	3.656	2.234	0.072	13.346	15.182			(0.001)	34.488
Strategy & Commissioning	0.509		0.002	0.032					0.543
<b>Jobs, Growth &amp; Transport</b>	<b>11.654</b>	<b>3.286</b>	<b>0.269</b>	<b>25.099</b>	<b>15.182</b>	<b>0.000</b>	<b>0.050</b>	<b>0.515</b>	<b>56.055</b>
Commercial and Operations	18.598	6.161	0.448	15.767	0.362	0.129	(0.208)	0.218	41.476
Development & Growth	0.000	0.004		0.248					0.252
<b>Leisure &amp; Culture</b>	<b>18.599</b>	<b>6.166</b>	<b>0.448</b>	<b>16.014</b>	<b>0.362</b>	<b>0.129</b>	<b>(0.208)</b>	<b>0.218</b>	<b>41.728</b>

MTFP 2016/17							
GENERAL FUND PORTFOLIO BUDGETS BY SUBJECTIVE HEADS							
PORTFOLIO	Government Grants (£m)	Other Grants Reimbursements & Contributions (£m)	Customer & Client Receipts (£m)	Interest (£m)	Recharges (£m)	Total External Income (£m)	Net External Expenditure (£m)
Children & Adults	(1.199)	(50.078)	(16.089)			(67.366)	79.418
Commercial and Operations						0.000	1.009
Strategy & Commissioning	(0.210)	(2.782)	(0.921)		(0.005)	(3.919)	10.166
<b>Adults &amp; Health</b>	<b>(1.409)</b>	<b>(52.860)</b>	<b>(17.011)</b>	<b>0.000</b>	<b>(0.005)</b>	<b>(71.285)</b>	<b>90.593</b>
Chief Executive		(0.566)	(0.110)		(0.001)	(0.676)	4.592
Commercial and Operations	0.000	(10.370)	(16.507)		(1.112)	(27.989)	17.533
Strategy & Commissioning	0.000	(13.434)				(13.434)	0.192
<b>Community Services</b>	<b>0.000</b>	<b>(24.369)</b>	<b>(16.617)</b>	<b>0.000</b>	<b>(1.113)</b>	<b>(42.099)</b>	<b>22.317</b>
Children & Adults	(11.744)	(5.553)	(0.804)			(18.100)	54.524
Strategy & Commissioning						0.000	0.155
<b>Early Intervention &amp; Early Years</b>	<b>(11.744)</b>	<b>(5.553)</b>	<b>(0.804)</b>	<b>0.000</b>	<b>0.000</b>	<b>(18.100)</b>	<b>54.679</b>
Chief Executive		(0.111)				(0.111)	0.181
Commercial and Operations	(0.067)	(0.200)	(1.653)		0.000	(1.919)	5.677
<b>Energy &amp; Sustainability</b>	<b>(0.067)</b>	<b>(0.311)</b>	<b>(1.653)</b>	<b>0.000</b>	<b>0.000</b>	<b>(2.031)</b>	<b>5.858</b>
Commercial and Operations		(0.613)	(31.697)		(0.380)	(32.691)	(11.667)
Development & Growth	(4.455)	(0.545)	(6.096)	(0.500)		(11.596)	22.892
Strategy & Commissioning		0.007	(0.004)		(0.006)	(0.003)	0.540
<b>Jobs, Growth &amp; Transport</b>	<b>(4.455)</b>	<b>(1.151)</b>	<b>(37.796)</b>	<b>(0.500)</b>	<b>(0.387)</b>	<b>(44.289)</b>	<b>11.765</b>
Commercial and Operations		(2.780)	(25.271)		(0.511)	(28.562)	12.913
Development & Growth						0.000	0.252
<b>Leisure &amp; Culture</b>	<b>0.000</b>	<b>(2.780)</b>	<b>(25.271)</b>	<b>0.000</b>	<b>(0.511)</b>	<b>(28.562)</b>	<b>13.165</b>

APPENDIX D

MTFP 2016/17									
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)	Financing / Technical (£m)	Total External Expenditure (£m)
Development & Growth	3.151	0.502	0.028	0.445	0.091		0.072	0.002	4.291
Strategy & Commissioning				1.437	0.156				1.592
<b>Planning &amp; Housing</b>	<b>3.151</b>	<b>0.502</b>	<b>0.028</b>	<b>1.881</b>	<b>0.247</b>	<b>0.000</b>	<b>0.072</b>	<b>0.002</b>	<b>5.883</b>
Chief Executive	1.128	0.154	0.015	0.989	0.000	0.000	0.000	0.000	2.286
Commercial and Operations	0.158			0.277					0.435
Development & Growth	1.574	1.336	0.003	1.151	2.935		(0.831)		6.167
Resources	14.317	0.118	0.076	12.347	2.306		0.140	(0.131)	29.174
Strategy & Commissioning	0.378			0.021					0.399
<b>Resources &amp; Neighbourhood Regeneration</b>	<b>17.555</b>	<b>1.609</b>	<b>0.093</b>	<b>14.785</b>	<b>5.241</b>	<b>0.000</b>	<b>(0.691)</b>	<b>(0.131)</b>	<b>38.460</b>
Corporate	8.924	5.239	0.800	4.934	37.783	150.189		44.569	252.437
<b>Resources &amp; Neighbourhood Regeneration (Corporate Budgets)</b>	<b>8.924</b>	<b>5.239</b>	<b>0.800</b>	<b>4.934</b>	<b>37.783</b>	<b>150.189</b>	<b>0.000</b>	<b>44.569</b>	<b>252.437</b>
Children & Adults	6.334	0.255	0.044	107.745	0.089	0.204	0.007	0.000	114.679
Development & Growth	0.125	0.042		0.499	8.747			(0.408)	9.005
<b>Schools</b>	<b>6.459</b>	<b>0.297</b>	<b>0.044</b>	<b>108.244</b>	<b>8.837</b>	<b>0.204</b>	<b>0.007</b>	<b>(0.408)</b>	<b>123.684</b>
Commercial and Operations	2.134		0.007	(0.765)					1.376
Development & Growth	1.427	4.260	0.019	2.497				0.977	9.179
Strategy & Commissioning	0.173		0.004	1.567					1.743
<b>Strategic Regeneration, Development &amp; Community Sector</b>	<b>3.734</b>	<b>4.260</b>	<b>0.029</b>	<b>3.299</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.977</b>	<b>12.298</b>
<b>TOTAL</b>	<b>172.504</b>	<b>26.146</b>	<b>5.159</b>	<b>233.234</b>	<b>185.724</b>	<b>168.706</b>	<b>0.238</b>	<b>45.796</b>	<b>837.506</b>

MTFP 2016/17							
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)
Development & Growth	(0.039)	(0.202)	(2.003)		(0.100)	(2.344)	1.947
Strategy & Commissioning						0.000	1.592
<b>Planning &amp; Housing</b>	<b>(0.039)</b>	<b>(0.202)</b>	<b>(2.003)</b>	<b>0.000</b>	<b>(0.100)</b>	<b>(2.344)</b>	<b>3.539</b>
Chief Executive	0.000	(0.726)	(0.730)	0.000	(0.038)	(1.494)	0.792
Commercial and Operations			(0.370)			(0.370)	0.065
Development & Growth	(3.526)	(0.260)	(1.065)	(0.041)		(4.892)	1.274
Resources	(2.570)	(5.438)	(3.972)	(0.003)	(1.179)	(13.162)	16.012
Strategy & Commissioning						0.000	0.399
<b>Resources &amp; Neighbourhood Regeneration</b>	<b>(6.096)</b>	<b>(6.424)</b>	<b>(6.137)</b>	<b>(0.044)</b>	<b>(1.217)</b>	<b>(19.918)</b>	<b>18.542</b>
Corporate	(130.650)	(86.766)	(1.349)	(7.020)		(225.784)	26.653
<b>Resources &amp; Neighbourhood Regeneration (Corporate Budgets)</b>	<b>(130.650)</b>	<b>(86.766)</b>	<b>(1.349)</b>	<b>(7.020)</b>		<b>(225.784)</b>	<b>26.653</b>
Children & Adults	(109.528)	(3.268)	(0.844)	0.000	(0.208)	(113.848)	0.831
Development & Growth	(8.038)	(1.028)				(9.066)	(0.062)
<b>Schools</b>	<b>(117.566)</b>	<b>(4.296)</b>	<b>(0.844)</b>	<b>0.000</b>	<b>(0.208)</b>	<b>(122.915)</b>	<b>0.769</b>
Commercial and Operations		(0.023)	(0.014)			(0.038)	1.338
Development & Growth		(1.736)	(14.527)	(0.001)	0.000	(16.264)	(7.085)
Strategy & Commissioning						0.000	1.743
<b>Strategic Regeneration, Development &amp; Community Sector</b>	<b>0.000</b>	<b>(1.759)</b>	<b>(14.541)</b>	<b>(0.001)</b>	<b>0.000</b>	<b>(16.301)</b>	<b>(4.003)</b>
<b>TOTAL</b>	<b>(272.025)</b>	<b>(186.473)</b>	<b>(124.024)</b>	<b>(7.565)</b>	<b>(3.541)</b>	<b>(593.628)</b>	<b>243.878</b>