

ANNEX 2

DRAFT REVENUE MTFP 2017/18 to 2019/20

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1. INTRODUCTION

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

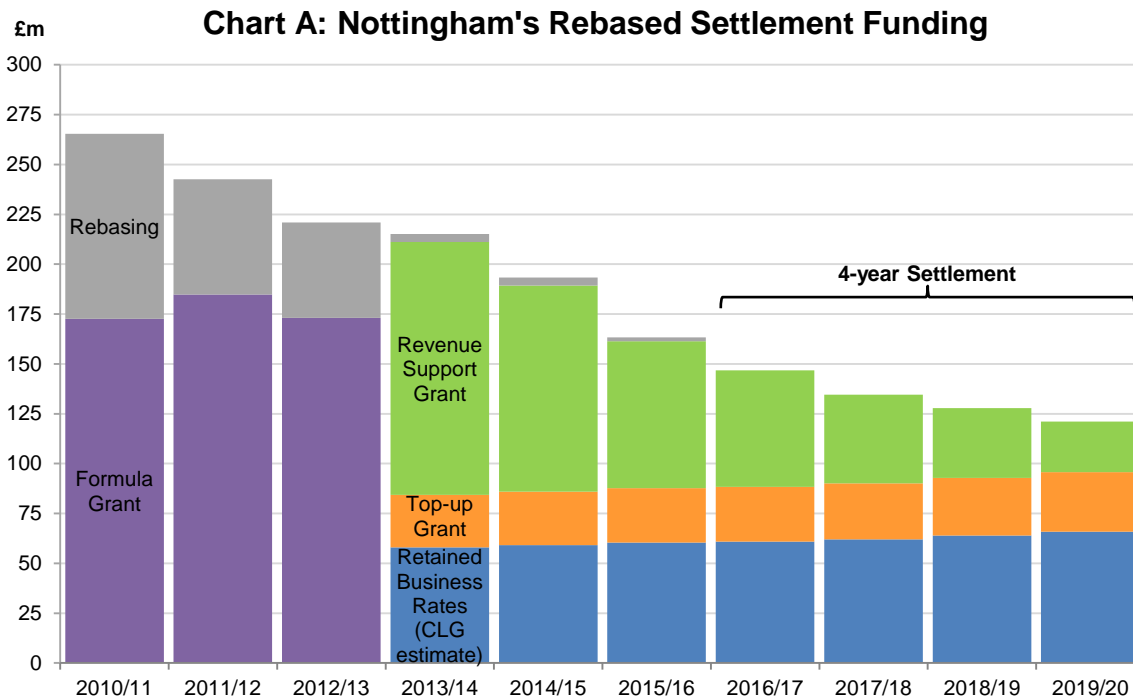
4. ECONOMIC AND FUNDING OVERVIEW

Local Government continues to operate in a very challenging financial environment with reducing government grant, increased demand for services (particularly social care) and the unknown consequences of the Brexit decision.

The Government's Autumn Statement published on 23 November provided headline national figures on key economic indicators which have worsened since the March budget and the Government is no longer seeking to achieve a fiscal surplus in this parliament. The statement focused predominately on productivity, infrastructure and housing and announcements on the Living Wage increase from April 2017.

Nottingham City Council, like all other local authorities across the country, has seen a substantial reduction in Government funding as a consequence of the Government's policies to tackle the national fiscal deficit.

This policy has seen Revenue Support Grant (RSG) as a proportion of the Council's total revenue funding reduce and this trend will continue in future years. **Chart A** illustrates how RSG is profiled to fall from **£126.819m** in 2013/14 to **£25.332m** in 2019/20.



Alongside this reduction in grant income, Nottingham has seen increased demand for a number of services, for example Adult Social Care and Children in Care which already accounted for approximately half of the Council's net budget. These increasing care pressures, alongside continuing funding cuts, will have a significant impact on the Council's ability to fund other local services. It is expected that the continuing trend will mean that local services will be increasingly funded by local tax payers as Government funding continues to fall.

In the period from 2010/11 to 2016/17 the Council has had to make annual savings totalling **£203.961m** and will continue to have to make difficult decisions about the services it provides in order to close a predicted budget gap of **£24.448m** next year.

Locally, the Council hasn't received any transition grant. The transition grant nationally is £300m over a two year period and was set up by the Government as a support scheme for councils in response to concerns over changes in the funding calculations.

The final settlement historically is confirmed prior to the February Executive Board, this year the Government has confirmed the announcement will be made on 22 February. Figures in this report are based on the provisional Local Government Finance Settlement released on 15 December 2016. In order to finalise the budget in line with statutory requirements this report seeks approval for the Strategic Director of Finance to make any necessary adjustments to reserves as a result of the final settlement announcement.

Settlement Funding

Settlement Funding is the 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.

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).

The Council submitted an Efficiency Plan (the basis being the MTFs) to DCLG in October 2016 with approval granted in November 2016, this was a requirement in securing the multi-year settlement covering 2016/17 to 2019/20.

| TABLE 1: SETTLEMENT FUNDING | | | |
|------------------------------------|-----------------------|-----------------------|-----------------------|
| Elements of Settlement | Settlement | | |
| | 2017/18 £m | 2018/19 £m | 2019/20 £m |
| Business Rates Baseline | 64.587 | 66.665 | 69.036 |
| Business Rates Top-up | 25.605 | 26.429 | 27.369 |
| Revenue Support Grant | 44.485 | 34.981 | 25.332 |
| TOTAL | 134.677 | 128.075 | 121.737 |

The Government has assumed a level of business rates for Nottingham based on the 2017 business rates revaluation. The figure included in **Table 1** is **£3.4m** lower than the forecast of retained business rates income as reported to DCLG in the NNDR1 return and included in the MTFP.

Core Spending Power

Core Spending Power is the calculation by Government to assess the overall impact on local authority funding. This includes the Council Tax requirement, New Homes Bonus and the Settlement Funding. 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 **1.54%** or **£28** per dwelling in 2017/18 as set out in **Table 2**. This compares unfavourably with the national average reduction of **1.14%** but is slightly better than the average Core City reduction of **1.66%**.

| TABLE 2: CORE SPENDING POWER | | | |
|---|-----------------------|-----------------------|-----------------------|
| Elements of DCLG Spending Power | DCLG estimates | | |
| | 2017/18 £m | 2018/19 £m | 2019/20 £m |
| Settlement Funding Assessment | 134.677 | 128.075 | 121.737 |
| Council Tax requirement | 97.095 | 102.030 | 107.215 |
| 3% Social care precept | 3.846 | 6.121 | 8.660 |
| Improved Better Care Fund | 1.348 | 7.293 | 12.372 |
| New Homes Bonus + returned funding | 4.297 | 3.119 | 2.992 |
| Transition Grant | 0.000 | 0.000 | 0.000 |
| 2017/18 Adult Social Care Support Grant | 1.557 | 0.000 | 0.000 |
| TOTAL | 242.819 | 246.637 | 252.977 |
| Annual change | (3.790) | 3.818 | 6.340 |
| Annual change by dwelling | -£28 | +£28 | +£47 |
| Annual % change | -1.54% | +1.57% | +2.57% |

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 2017/18. The locally retained element of business rates is 50%, of which the council retains 49% and 1% is received by Nottinghamshire and City of Nottingham Fire and Rescue Authority. The monitoring and

estimating of business rates is a local responsibility and the financial risk due to the volatility within Business Rates (including outstanding appeals) has an impact on the Council's overall funding.

From April 2017 Business Rates will be based on the 2017 revaluation and the rateable value of businesses in Nottingham will be **£376.9m** (NNDR1 January 2017). 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 will impact the Council's overall funding.

Top-up

Under the retained Business Rates system any authority whose Business Rates income is less than their initial baseline funding level, as is the case for Nottingham, will receive the balance as a 'top-up' grant.

Revenue Support Grant (RSG)

All authorities currently continue to receive RSG from the Government in addition to their retained Business Rates. Nottingham has accepted the multi-year settlement offer and 2017/18 will be year two of the four year settlement. This multi-year settlement will give increased certainty but not a guarantee as to the future RSG. It is expected that RSG will cease with the future introduction of 100% retention of Business Rates.

Current figures reflect a reduction of **24%** or **£13.9m** from 2016/17 to 2017/18.

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 New Homes Bonus grant is awarded to local Councils for increasing the number of new and affordable homes. The Government has recently made significant amendments to the scheme with details published alongside the provisional settlement in December 2016. Details of the revised NHB scheme include reducing payments from 6 to 5 years in 2017/18 and then to 4 years in 2018/19. The MTFP reflects the announced grant of **£4.079m** for 2017/18 and projections for future years.

Transition Grant

The transition grant, totalling £300m over a two year period, was set up by the Government in 2016/17 as a support scheme for councils in response to concerns over changes in the funding calculations. Nottingham has not received any transition grant.

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 2017/18 figure so this report assumes funding will be **£0.175m**.

Local Council Tax Support & Housing Benefit Administration Subsidy Grant

The City Council will receive administration subsidy grant of **£2.265m** in 2017/18 (a reduction of **£0.117m**) to fund the Council's statutory duty to administer and process Housing Benefit and directly related enquiries.

Better Care Funding

The Council is awaiting confirmation on the 2017/18 allocation; the MTFP assumes **£27.203m** based on 2016/17 including an additional grant of **£1.348m** Improved Better Care Fund to support the demand on Adults Social Care.

The 2016/17 total grant is **£25.857m** which is made up of the:

- Better Care Fund (minimum value) £21.890m
- Disabled Facilities Grant £1.889m;
- Additional contribution from Clinical Commissioning Group £1.363m
- Nottingham City Council £0.715m

Based on approved schemes c. 57% is forecast to be reinvested to support Adult Social Care.

Care Act Implementation

The 2017/18 Department of Health grant for Social Care in Prisons has not yet been confirmed but assumed in the MTFP to be at 2016/17 level of **£0.171m**.

Public Health

The 2017/18 grant for Nottingham is **£34.723m**; this is a reduction of £3.753m (9.7%) since 2015/16.

The reduction in grants has been mitigated by in year efficiencies and proposals included in the MTFP. Cumulatively in 2019/20 the grant reduction since 2015/16 is expected to be **£5.536m**.

Education Support Grant (ESG)

The ESG was **£1.979m** in 2016/17 and has been reducing since 2012/13 and the introduction of academisation. The ESG for 2017/18 is **£1.118m** and is split as follows:

- Retained element **£0.640m** – This grant now forms part of the Dedicated Schools Grant and has to be approved by Schools Forum
- General element **£0.478m** – this is an interim grant to support the delivery of statutory services to maintained schools for April – August, Any services required thereafter are to be funded by schools.

The list of services aligned to this grant is very prescriptive set by the DfE.

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 DSG funds educational establishments and specific services for Schools, Early Years and High Needs. The initial 2017/18 DSG budget allocation for Nottingham is **£255.454m**; this is **before academy recoupmnt** and will be updated throughout the year.

The grant has increased by **£12.179m** from 2016/17 initial allocation.

Any spend allocated to the Local Authority has been incorporated in the MTFP.

5. DRAFT MTFP 2017/18 – 2019/20

This section provides an update to the draft MTFP report presented to December Executive Board to reflect latest assumptions and Government announcements and the provisional settlement.

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 2017/18 net General Fund revenue budget of **£238.544m**;
- a council tax requirement of **£100.947m** and council tax increase of **1.99%** plus an additional **3.00%** social care precept;
- new budget reduction and income generation proposals of **£13.088m**
- additional health integration contribution of **£11.360m** bringing the assumed total for 2017/18 to **£17.334m**
- provision for new pressures of **£9.652m** including Adults demographic increases **£2.308m**; increased pension costs **£1.967m**; Public Health grant reductions **£1.873m** and ESG reductions **£1.637m**;
- a continuing impact of previous proposals already included in the MTFP of **£9.514m** pressures, **£0.586m** developments and **£4.284m** net savings, totalling an overall **£5.816m** increase;
- a general contingency of **£1.800m**;
- provision for appropriate levels of employee and specific inflation.

General Fund Revenue Budget

Table 3 summarises the changes required to update the 2016/17 base budget to refresh the starting point for the 2017/18 budget.

| TABLE 3: BUDGET REFRESH SUMMARY | | | | |
|--|-----------------------|-----------------------|-----------------------|--------------|
| DESCRIPTION | 2017/18 £m | 2018/19 £m | 2019/20 £m | TABLE |
| Inflation | 6.999 | 14.218 | 18.997 | 4 |
| Technical Adjustments | (3.353) | (6.574) | (13.910) | 5 |
| Previous MTFP decisions | 5.816 | 9.104 | 11.869 | 6 |
| TOTAL | 9.463 | 16.748 | 16.956 | |

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

Table 4 shows the pay and specific inflation currently assumed for 2017/18 and subsequent years.

| TABLE 4: INFLATION | | | |
|----------------------------------|-----------------------|-----------------------|-----------------------|
| DESCRIPTION | 2017/18 £m | 2018/19 £m | 2019/20 £m |
| Employee Inflation | 5.183 | 10.022 | 12.260 |
| General Inflation | 0.000 | 0.000 | 0.000 |
| Specific Non-employee Inflation: | | | |
| Adult Social Care | 0.870 | 2.024 | 3.263 |
| Children in Care | 0.269 | 0.609 | 0.962 |
| Concessionary Fares | 0.202 | 0.633 | 1.121 |
| Contractual | 0.306 | 0.599 | 0.898 |
| Waste Management | 0.157 | 0.318 | 0.482 |
| Other | 0.013 | 0.013 | 0.013 |
| | 1.817 | 4.196 | 6.738 |
| TOTAL | 6.999 | 14.218 | 18.997 |

For non-pay costs the MTFP assumes no general inflation, only specific contractual inflation has been applied. Employee inflation aligns with the national 1% pay award agreements.

The costs associated with the new terms and conditions that come into effect from the 1 April 2017 have been included within technical adjustments. At the time of writing this report the detailed work to allocate these costs to portfolios is being finalised and will be in place before the 1 April 2017.

Pension contributions have been projected based on information from the actuary based on the triennial valuation of the pension fund, the latest estimate has increased the pension contribution rate and deficit figures. The additional **£3.389m** cost in 2017/18 of this latest revaluation has been funded by a combination of new pressures and a use of reserves set aside for this specific purpose.

Technical Adjustments

Table 5 summarises the technical adjustments which include anticipated movements in the financing of the capital programme and the debt portfolio, movements in reserves, net impact of changes in specific grants and various other changes. Provision has also been made for the revenue implications of investment schemes within the capital programme.

| TABLE 5: TECHNICAL ADJUSTMENTS | | | |
|---------------------------------------|-----------------------|-----------------------|-----------------------|
| DESCRIPTION | 2017/18 £m | 2018/19 £m | 2019/20 £m |
| Net movement in Reserves | 1.587 | 1.082 | (1.064) |
| On-going Adjustments | (0.253) | (0.363) | (0.474) |
| One-off Adjustments | (1.783) | | |
| 2017/18 ASC Support Grant | (1.557) | | |
| Improved Better Care Fund | (1.348) | (7.293) | (12.372) |
| TOTAL | (3.353) | (6.574) | (13.910) |

General Reserves

The proposed level of general reserves for 2017/18 is **£11.600m**, a **£2.000m** increase on the 2016/17 level. This opening balance represents **4.8%** of total net General Fund budget and is greater than the guidance in the MTFS of between **2%** and **4%**. An increase to the overall level of reserves is required due to the difficulties in meeting a reducing annual budget together with the significant funding requirements from Health Integration and increased commercialism in 2017/18. This change to **4.8%** aligns the reserves level with other Core Cities and a refreshed MTFS will be presented in 2017/18 which will include updated guidance on the level of general reserves. Details are provided in **Annex 5**.

Earmarked Reserves

Other earmarked reserve adjustments, in addition to those in **Table 5** require approval. **Appendix A** provides detail of the net **£2.093m** movement in departmental reserves.

Previously agreed MTFP decisions

Table 6 summarises the impact on the 2017/18 budget of decisions made in previous budgets. This totals a net increase of **£5.816m** in 2017/18, mostly due to previously agreed pressures in Adult Social Care and Children in Care. Big Ticket/Portfolio Proposals predominately relate to previously agreed Health Integration contributions.

| TABLE 6: PREVIOUSLY AGREED MTFP PROPOSALS | | | |
|--|-----------------------|-----------------------|-----------------------|
| DESCRIPTION | 2017/18 £m | 2018/19 £m | 2019/20 £m |
| Pressures | 9.514 | 15.036 | 17.810 |
| Developments | 0.586 | 0.586 | 0.586 |
| Big Ticket / Portfolio Proposals | (6.891) | (9.064) | (9.064) |
| Corporate Proposals | 2.607 | 2.546 | 2.538 |
| TOTAL | 5.816 | 9.104 | 11.869 |

New Pressures

As in previous years, the Council continues to face significant cost pressures which have a major impact on the MTFP. **Table 7** details the additional funded pressures of **£9.652m** for 2017/18, mostly due to additional pressures in Adult Social Care and Children in Care, increased pension costs and the impact of specific grant reductions.

| TABLE 7: NEW PRESSURES | | | |
|--|-----------------------|-----------------------|-----------------------|
| PORTFOLIO | 2017/18 £m | 2018/19 £m | 2019/20 £m |
| Adults & Health | 4.181 | 8.412 | 13.782 |
| Early Intervention & Early Years | 1.637 | 2.214 | 2.214 |
| Education, Employment & Skills | 0.917 | 1.024 | 1.141 |
| Resources & Neighbourhood Regeneration | 2.917 | 4.473 | 4.713 |
| TOTAL | 9.652 | 16.123 | 21.850 |

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 8 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.

| TABLE 8: PORTFOLIO PROPOSALS | | | |
|--|-----------------------|-----------------------|-----------------------|
| PORTFOLIO | 2017/18 £m | 2018/19 £m | 2019/20 £m |
| Adults & Health | (0.183) | (0.222) | (0.325) |
| Business, Growth & Transport | (2.124) | (2.124) | (2.124) |
| Community Services | (2.535) | (2.282) | (2.282) |
| Early Intervention & Early Years | (1.710) | (1.611) | (1.611) |
| Education, Employment & Skills | (0.816) | (0.816) | (0.816) |
| Energy & Sustainability | (0.455) | (0.530) | (0.530) |
| Leisure & Culture | (1.556) | (1.556) | (1.556) |
| Planning & Housing | (0.628) | (0.628) | (0.628) |
| Resources & Neighbourhood Regeneration | (2.991) | (3.248) | (3.484) |
| Strategic Regeneration | (0.091) | (0.091) | (0.091) |
| TOTAL | (13.088) | (13.107) | (13.446) |

The categorisation by portfolio of savings proposals has in some instances changed since the December Executive Board report due to the refinement of proposals and changes in portfolio structures. The total value of savings (including previously approved by delegated decisions) remains the same.

Adult Social Care – Health Integration with the NHS

There continues to be budget pressures in Adult Social Care, the reasons for these pressures include:

- increased life expectancy and the associated additional care needs this presents
- increased disability life expectancy
- additional care costs from providers due to increased National Living Wage rates

The MTFP for 2017/18 and 2018/19 assume **3.00%** Adult Social Care precept. However the budgetary pressures in Adult Social Care exceed the funds raised through this precept. Nationally councils are working with the NHS to develop local Sustainability and Transformation Plans (STP) in recognition of this national issue and the budgetary pressures. The overall aims are to enable the NHS to manage its budget and keep citizens at home, living independently rather than spending time in hospital.

This report assumes that the STP is fully agreed which will then mitigate the 2017/18 budget gap by an additional **£11.360m** bringing the total contribution to **£17.334m**.

The December consultation report was written prior to the provisional settlement announcement and therefore did not reflect the options for Social Care precept and one-off dedicated Adult Social Care grant for 2017/18 of **£1.557m**. This grant and the funds raised from the additional 1% on the Social Care precept reduced the contribution required from Health Integration.

Table 10 shows the resulting proposed draft overall net budget requirement for 2017/18.

| TABLE 10: NET BUDGET REQUIREMENT | | | | |
|---|-----------------------|-----------------------|-----------------------|--------------|
| DESCRIPTION | 2017/18 £m | 2018/19 £m | 2019/20 £m | TABLE |
| 2016/17 Budget Requirement | 243.878 | 243.878 | 243.878 | |
| Budget Refresh | 9.463 | 16.748 | 16.956 | 3 |
| New Pressures | 9.652 | 16.123 | 21.850 | 7 |
| SUB-TOTAL | 262.992 | 276.748 | 282.684 | |
| Portfolio proposals | (13.088) | (13.107) | (13.446) | 8 |
| Health Integration | (11.360) | (12.750) | (15.691) | |
| BUDGET REQUIREMENT | 238.544 | 250.891 | 253.548 | |

Funding

The position relating to Retained Business Rate income carries significant risks for the Council. The assumed share of the business rate income is **£67.987m** in 2017/18, which is **£3.4m** above our Business Rate Baseline as 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 2017 estimated the net rates as **£140.277m** with **£1.605m** assumed for bad debts (1.1%) and **£8.254m** for appeal repayments (5.9%) leaving total collectible rates for 2017/18 as **£130.418m**.

The Council in 2017/18 will receive **£2.998m** section 31 grant, this grant 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 2015/16 and 2016/17. The impact of these grants has been included within the budget refresh figures and details are shown in **Table 10**.

| TABLE 10: SECTION 31 GRANTS (BUSINESS RATES) | |
|---|-----------------------|
| DESCRIPTION | 2017/18 £m |
| Multiplier cap | 1.014 |
| Small business rates relief | 1.977 |
| Long term empty property relief | 0.007 |
| Local Newspaper Temporary Relief | 0.001 |
| TOTAL | 2.998 |

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. It is currently estimated that there will no retained uplift for the Enterprise Zone or the Creative Quarter in 2017/18.

Table 11 sets out the overall funding assumed within the MTFP.

| TABLE 11: FUNDING | | | |
|------------------------------|-----------------------|-----------------------|-----------------------|
| DESCRIPTION | 2017/18 £m | 2018/19 £m | 2019/20 £m |
| Projections | | | |
| - Retained Business Rates | (67.987) | (70.174) | (72.671) |
| - Top Up | (25.605) | (26.429) | (27.369) |
| - Revenue Support Grant | (44.485) | (34.981) | (25.332) |
| SUB-TOTAL | (138.077) | (131.584) | (125.371) |
| 100% Retained Business Rates | 0.000 | 0.000 | 0.000 |
| NET POSITION | (138.077) | (131.584) | (125.371) |

Collection Funds

The Collection Fund is held separately from the General Fund and accounts for income collected from council tax. An annual review is undertaken to assess the estimated level of collection, 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 **£4.352m** for 2017/18. The City Council share of this is **£3.728m**.

In addition there is a collection fund deficit with respect to business rates of **£8.588m**. The City Council share of this deficit is **£4.208m** 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 12 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 2017/18 will be **£100.947m**, equating to a Band D of **£1,593.03** and representing a basic increase of **1.99%** plus an additional **3.00%** 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.

| TABLE 12: AMOUNT TO BE RAISED BY COUNCIL TAX | |
|---|-----------------------|
| DESCRIPTION | 2017/18 £m |
| Net Budget Requirement | 238.544 |
| Funding | (138.077) |
| Collection Fund – Council Tax | (3.728) |
| Collection Fund – Business Rates | 4.208 |
| COUNCIL TAX REQUIREMENT | 100.947 |

6. MEDIUM TERM FINANCIAL OUTLOOK (MTFO)

In examining proposals for the 2017/18 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 2017/18 through to 2020/21. The future years' projections assume:

- Council tax increases of **1.99%** in 2017/18 and for each year of the MTFO plus an additional **3.00%** social care precept in 2017/18 and 2018/19
- Revenue Support Grant as detailed in accepting the multi-year settlement
- Working assumption of nil underlying growth in retained business rates over the future years of the MTFO
- Assumed **1%** pay award for all years
- 2017/18 living wage rate of **£8.29** per hour
- No further emerging pressures assumed for the future years of the MTFO
- NHB future estimates reflect the revised scheme announced as part of the provisional settlement

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

Table 13 includes the impact of the 2017/18 proposals contained elsewhere in this report and confirms the need for ongoing significant cost reductions in the short to medium term.

| TABLE 13: MEDIUM TERM FINANCIAL OUTLOOK | | | |
|--|-----------------------|-----------------------|-----------------------|
| DESCRIPTION | 2017/18 £m | 2018/19 £m | 2019/20 £m |
| 2016/17 Net Budget Requirement | 243.878 | 243.878 | 243.878 |
| Budget Refresh | 9.463 | 16.748 | 16.956 |
| New Pressures | 9.652 | 16.123 | 21.850 |
| SUB-TOTAL | 262.992 | 276.748 | 282.684 |
| Portfolio Proposals | (13.088) | (13.107) | (13.446) |
| Health Integration | (11.360) | (12.750) | (15.691) |
| ASSUMED NET BUDGET | 238.544 | 250.891 | 253.548 |
| Retained Business Rates, Top-up & RSG | (138.077) | (131.584) | (125.371) |
| Council Tax | (100.947) | (107.115) | (110.399) |
| Collection Funds | 0.480 | 0.000 | 0.000 |
| ASSUMED FUNDING | (238.544) | (238.699) | (235.771) |
| NET MTFO POSITION | 0.000 | 12.192 | 17.777 |

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**.

The proposed General Fund balance for 2017/18 is **£11.600m**, which is **4.8%** of the net general fund budget, as at 1 April 2017 and has been informed by the risk assessment, financial climate and comparison to other Core Cities.

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 2017/18 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 acknowledge 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.

9. Portfolio Pages

Leader / Strategic Regeneration – Councillor Jon Collins



Focus of the Portfolio:

- Strategic Regeneration and Development
 - Overview of all regeneration activity across the City
 - City Centre major regeneration projects
 - Local Economic Partnership and European Funding
 - Strategic Property
- Community Sector
 - Lead role with the Community Sector and Volunteering
 - Community Centres
- Chair – Crime and Drugs Partnership
- Taxi Strategy

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

| Revenue Budget 2017/18: Strategic Regeneration | | | | |
|---|-------------------------------|-------------------------|-----------------------------------|--------------------------|
| | Net Base Budget £m | Proposals £m | Reserve Adjustments £m | Net Budget £m |
| Total | (5.822) | (0.091) | 0.040 | (5.873) |

Deputy Leader / Resources and Neighbourhood Regeneration – Councillor Graham Chapman



Focus of the Portfolio:

- Area Working
 - Neighbourhood Regeneration
 - Neighbourhood Management and Engagement
 - Community Development
 - Neighbourhood Retail
- 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
 - Commercialisation
- Shareholder – Nottingham City Transport

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

| Revenue Budget 2017/18: Resources & Neighbourhood Regeneration | | | | |
|---|-------------------------------|-------------------------|-----------------------------------|--------------------------|
| Service / Department | Net Base Budget £m | Proposals £m | Reserve Adjustments £m | Net Budget £m |
| R&NR | 17.528 | (1.061) | (0.785) | 15.682 |
| Corporate Items | 36.845 | (1.930) | (2.093) | 32.823 |
| Portfolio Total | 54.373 | (2.991) | (2.878) | 48.504 |

Adults & Health – Councillor Alex Norris



Focus of the Portfolio:

- Adults
 - Corporate strategies for Older People and Vulnerable Adults
 - Championing independent living:
 - Telecare
 - Catering
 - Adult Safeguarding
- Health
 - Public Health and wellbeing, including:
 - Health Inequalities
 - Smoking and avoidable injuries
 - Chair of the Health and Wellbeing Board
 - Mental health and wellbeing
 - Teenage conception
 - Wider health links
- Commissioning
 - Corporate Strategic Commissioning
 - Lead on Commissioning of Adults Services
 - Procurement
- Reputation and Communications
- Health and Social Care Integration

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

| Revenue Budget 2017/18: Adults & Health | | | | |
|--|-------------------------------|-------------------------|-----------------------------------|--------------------------|
| | Net Base Budget £m | Proposals £m | Reserve Adjustments £m | Net Budget £m |
| A&H | 105.875 | (0.208) | 0.099 | 105.766 |
| Health Integration | (6.000) | (11.334) | 0.000 | (17.334) |
| Total | 99.875 | (11.542) | 0.099 | 88.432 |

Business, Growth and Transport – Councillor Nick McDonald



Focus of the Portfolio:

- Business and Growth
 - Growth Plan Delivery
 - City centre and neighbourhood retail management
 - Business support, development and liaison
 - Inward Investment
 - Place Management Organisation
 - Heritage
 - International Strategy
 - International and European links
- Transportation
 - Traffic management and parking
 - Highways design and maintenance
 - Public Transport
- NET Phase 1, 2 and 3
- Cycle Champion

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.

| Revenue Budget 2017/18: Business, Growth & Transport | | | | |
|---|-------------------------------|-------------------------|-----------------------------------|--------------------------|
| | Net Base Budget £m | Proposals £m | Reserve Adjustments £m | Net Budget £m |
| Total | 5.288 | (2.124) | 0.506 | 3.671 |

Community Services – Councillor Nicola Heaton



Focus of the Portfolio:

- Cleansing
 - Waste Collection
 - Street Scene
 - Street Lighting
 - Corporate Council Transport Fleet
- 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
 - Domestic Violence
- 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)

| Revenue Budget 2017/18: Community Services | | | | |
|---|-------------------------------|-------------------------|-----------------------------------|--------------------------|
| | Net Base Budget £m | Proposals £m | Reserve Adjustments £m | Net Budget £m |
| Total | 22.792 | (2.535) | 0.586 | 20.844 |

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
 - Leading on commissioning of Children's Services
- 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

| Revenue Budget 2017/18: Early Intervention & Early Years | | | | |
|---|-----------------------------------|-------------------------|---------------------------------------|------------------------------|
| | Net Base Budget £m | Proposals £m | Reserve Adjustments £m | Net Budget £m |
| Total | 59.368 | (1.710) | 0.000 | 57.658 |

Education, Employment and Skills – 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
 - Special Educational Needs – Special Education Schools
 - Pupil Referral Units
 - Employability in Schools
- Jobs and Skills
 - Lead on skills and employment
 - Post 16 Training, Further Education and Higher Education
 - Develop opportunities for young people and adults
 - Local Jobs for Local People and Making the Connections
 - Investment initiatives
 - Nottingham and Notts Futures Advice, Skills and Employment
- Capital Programme and General Finance Support
- Sector Development
- Social Enterprise and Enterprise Development

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

| Revenue Budget 2017/18: Education, Employments and Skills | | | | |
|--|-------------------------------|-------------------------|-----------------------------------|--------------------------|
| | Net Base Budget £m | Proposals £m | Reserve Adjustments £m | Net Budget £m |
| Total | 3.581 | (0.816) | 1.575 | 4.340 |

Energy & Sustainability – Councillor Alan Clark



Focus of the Portfolio:

- Sustainability
 - Robin Hood Energy
 - 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
 - Air Quality
- 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

| Revenue Budget 2017/18: Energy & Sustainability | | | | |
|--|-------------------------------|-------------------------|-----------------------------------|--------------------------|
| | Net Base Budget £m | Proposals £m | Reserve Adjustments £m | Net Budget £m |
| Total | 11.900 | (0.455) | 0.177 | 11.622 |

Leisure and Culture – Councillor David Trimble



Focus of the Portfolio:

- Leisure and Culture:
 - Parks, allotments, open spaces and playgrounds
 - Street Parks (Play Zones)
 - 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
 - Tourism
 - Markets, fairs and toilets
 - Cemeteries and crematoriums

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

| Revenue Budget 2017/18: Leisure & Culture | | | | |
|--|-------------------------------|-------------------------|-----------------------------------|--------------------------|
| | Net Base Budget £m | Proposals £m | Reserve Adjustments £m | Net Budget £m |
| Total | 9.700 | (1.556) | (0.040) | 8.104 |

Planning & Housing – Councillor Jane Urquhart



Focus of the Portfolio:

- Planning
 - Planning policy and development management
 - Responsibilities as a Lead Local Flood Risk Authority
- Housing
 - 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

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

| Revenue Budget 2017/18: Planning & Housing | | | | |
|--|-----------------------|-----------------|---------------------------|------------------|
| | Net Base Budget £m | Proposals £m | Reserve Adjustments £m | Net Budget £m |
| Total | 1.935 | (0.628) | (0.065) | 1.242 |

MOVEMENT IN RESERVES 2017/18

Appendix A

| Description | Replenishment of Reserves £m | Use of Reserves £m | Total £m |
|---|---------------------------------|-----------------------|----------------|
| Lawn Tennis Association - "Bubble" Contribution | 0.008 | | 0.008 |
| Shopmobility | 0.003 | (0.018) | (0.015) |
| Street Lighting PFI | | (0.193) | (0.193) |
| Castlebridge Retail Village | 0.003 | | 0.003 |
| Ashgate Retail Park | 0.014 | | 0.014 |
| Mercury Filtration Reserve | 0.036 | | 0.036 |
| Southglade Food Park | 0.035 | | 0.035 |
| Trans Reserve (No Recourse to Public Funds) | | (0.029) | (0.029) |
| Flood Risk Management | 0.082 | | 0.082 |
| Workplace Strategy Reserve | | (0.070) | (0.070) |
| Carrington Townscape | 0.033 | | 0.033 |
| HMO - Mandatory | | (0.493) | (0.493) |
| Nottingham Growth Plan | | (0.300) | (0.300) |
| Waste Disposal | | (0.069) | (0.069) |
| Waste Disposal Steam | | (0.069) | (0.069) |
| Castle Project Team Trans Funding | | (0.057) | (0.057) |
| Traffic Maintenance | | (0.050) | (0.050) |
| Royal Centre Maintenance | 0.150 | (0.188) | (0.038) |
| Jobs Fund | | (0.700) | (0.700) |
| ESIF Youth Employment Initiative (YEI) | | (0.160) | (0.160) |
| SALIX - Energy Savings Fund | | (0.038) | (0.038) |
| Employer Hub Innovation Fund | | (0.300) | (0.300) |
| Creative Quarter Loan Fund | | (0.045) | (0.045) |
| Nottingham Investment Fund | | (0.200) | (0.200) |
| Wireless Concession | | (0.138) | (0.138) |
| Proceeds of Crime | | (0.094) | (0.094) |
| BSF Revenue | | (0.030) | (0.030) |
| NHS LIFT-Bulwell | 0.559 | | 0.559 |
| NHS Local Imp Finance (LIFT) | 0.226 | | 0.226 |
| TOTAL | 1.148 | (3.241) | (2.093) |

Adults & Health

Appendix B.1

| | Department | Service Area | Title of Proposal | Narrative | 2017/18 £m | 2018/19 £m | 2019/20 £m |
|----|----------------------|---|--|--|----------------|----------------|----------------|
| 1 | Children & Adults | Adult Social Care | Brokerage for self-funding citizens | A number of citizens who are able to fully fund their social care support independently arrange provision with providers. This offer would allow self-funding citizens to approach Nottingham City Council for assistance and support with this brokerage task. Whilst all citizens are entitled to an assessment of need there would be a charge for this brokerage service | (0.007) | (0.014) | (0.014) |
| 2 | Children & Adults | Adult Social Care | Deputyship Function | Nottingham City Council is currently undertaking a review of the Deputyship Function. Resources are available within the external market to manage this which will secure savings contributing to the wider sustainability of services | 0.000 | 0.000 | (0.050) |
| 3 | Children & Adults | Adult Social Care | Stroke Association | Block payment to Stroke Association already ceased | (0.019) | (0.019) | (0.019) |
| 4 | Children & Adults | Adult Social Care | Payments to voluntary provider | Reduction of payments to voluntary sector | 0.000 | (0.016) | (0.016) |
| 5 | Children & Adults | Adult Social Care | Health Integration Mitigation | Savings used to mitigate health integration | 0.026 | 0.048 | 0.098 |
| 6 | Strategy & Resources | Communications & Marketing | Develop opportunities for trading services | Source new business potential/opportunities to generate an income | (0.050) | (0.050) | (0.050) |
| 7 | Strategy & Resources | Quality & Commissioning - Supporting People | Market Development Function | The Market Development Function is small, but important for developing enough provision to meet the needs of vulnerable people. Explore ways to resource the function through partnership work, alternative grants and income generation | 0.000 | (0.039) | (0.061) |
| 8 | Strategy & Resources | Strategy & Policy | Looking After Each Other (LAEO) Team | Explore ways to enable the small team that coordinate the LAEO programme (community support) and support to statutory partnerships to become self-funded by exploring a shared partnership approach | 0.000 | 0.000 | (0.081) |
| 9 | Strategy & Resources | Strategy & Policy | Analysis Team | Reduction of analytical capacity | (0.079) | (0.079) | (0.079) |
| 10 | Strategy & Resources | Strategy & Policy | Insight Team | Reduction of analytical capacity | (0.054) | (0.054) | (0.054) |
| | | | | | (0.183) | (0.222) | (0.325) |

Business, Growth & Transport

Appendix B.2

| | Department | Service Area | Title of Proposal | Narrative | 2017/18 £m | 2018/19 £m | 2019/20 £m |
|----|----------------------|------------------------------|---|--|---------------|---------------|---------------|
| 1 | Development & Growth | Econ Dev Business Growth | Income from ducting concession commission | Additional income from ducting concession commission based on broadband sold to customers | (0.045) | (0.045) | (0.045) |
| 2 | Development & Growth | Econ Dev Business Growth | City centre management role | Funding from external sources to fund city centre management role | (0.020) | (0.020) | (0.020) |
| 3 | Development & Growth | Transport Strategy | Generation of funding | Increase bidding activity (target Smart City/Smarter Choices funding opportunities)/Convert min grade H post to project funding | (0.020) | (0.020) | (0.020) |
| 4 | Development & Growth | Public Transport | Centrelink and Medilink bus services | A £1 per trip fare to be introduced on these two services, but they will remain free for concessionary fares holders. Non-city concessionary residents using Medilink park and ride will also be charged | (0.090) | (0.090) | (0.090) |
| 5 | Development & Growth | Public Transport | Bus and coach operators using Nottingham's bus stations | increased charge to transport operators for use of improved interchange facilities | (0.040) | (0.040) | (0.040) |
| 6 | Development & Growth | Public Transport | Bus operators using the City Council's information services | Increased charge to bus operators for improved electronic information systems | (0.050) | (0.050) | (0.050) |
| 7 | Development & Growth | Traffic Safety & Development | Extend access to professional services | To increase working with external parties and other Authorities to minimise costs of service provision through lower unit costs, increase skills and improve quality of service delivery | (0.030) | (0.030) | (0.030) |
| 8 | Development & Growth | Street Lighting | Street lighting contract | Savings generated through re-aligning the financial model underpinning the street lighting private finance initiative contract | (0.012) | (0.012) | (0.012) |
| 9 | Development & Growth | Street Lighting | Review of lighting stock following major works | Savings generated in the street lighting private finance initiative contract relating to a change in the inventory following a series of major highways works | (0.020) | (0.020) | (0.020) |
| 10 | Development & Growth | Tourism | Reduction in grant to Marketing Nottingham | Reduction in PMO funding as they secure other additional income consistent with the business plan | (0.025) | (0.025) | (0.025) |
| 11 | Development & Growth | Transport Strategy | Transport Planning | Delete vacant post | (0.036) | (0.036) | (0.036) |
| 12 | Development & Growth | Public Transport | Concessionary Fares scheme | Extended programme of anti-fraud measures on concessionary fares scheme | (0.040) | (0.040) | (0.040) |
| 13 | Development & Growth | Traffic Safety & Development | Network Management | Increase operational efficiency of providing a Nottingham Network Management service | (0.070) | (0.070) | (0.070) |

| | | | | | | | |
|----|-------------------------|------------------------------|---|--|----------------|----------------|----------------|
| 14 | Development & Growth | Traffic Safety & Development | Consumables | To achieve efficiency savings for maintenance of traffic equipment and consumables | (0.150) | (0.150) | (0.150) |
| 15 | Development & Growth | NET Project | NET | The saving in part relates to a budget to maintain three specific properties which are due to be disposed of, thereby ending the requirement. The other part of the saving relates to a slight amendment to a staffing structure | (0.014) | (0.014) | (0.014) |
| 16 | Development & Growth | Public Transport | Linkbus network | Operational savings from the Linkbus network due to expansion of electric charging network | (0.045) | (0.045) | (0.045) |
| 17 | Development & Growth | Public Transport | Easylink dial-a-ride service | A moderate reduction in Easylink services | (0.040) | (0.040) | (0.040) |
| 18 | Development & Growth | Public Transport | Linkbus network | Focus will be on redesign of tendered services to reduce overlap with other commercial bus and tram services and to make most use of external funding sources | (0.080) | (0.080) | (0.080) |
| 19 | Development & Growth | Public Transport | Concessionary fares | Reduced operator payments for concessionary fares due to network use changes | (0.150) | (0.150) | (0.150) |
| 20 | Development & Growth | Traffic Safety & Development | Consultancy costs | To reduce external consultancy support for Service Delivery | (0.120) | (0.120) | (0.120) |
| 21 | Commercial & Operations | Energy Services | Highways & Energy Infrastructure | Insourcing capital schemes, exploring new business models rather than delivery of the business plan | (0.400) | (0.400) | (0.400) |
| 22 | Commercial & Operations | Neighbourhood Services | Review of on street parking zones | Review on street parking zones (1-4) to ensure they cater for demand | (0.171) | (0.171) | (0.171) |
| 23 | Commercial & Operations | Neighbourhood Services | Review of on street parking tariffs | Review on street parking tariffs to ensure they remain fit for purpose | (0.090) | (0.090) | (0.090) |
| 24 | Commercial & Operations | Neighbourhood Services | Management and delivery of the councils on and off street parking service | Continued day to day management of the councils portfolio of parking assets to ensure they provide a high quality parking service | (0.150) | (0.150) | (0.150) |
| 25 | Commercial & Operations | Neighbourhood Services | Review of off street parking tariffs and offers | Annual review of the off street parking tariffs to ensure they remain fit for purpose | (0.065) | (0.065) | (0.065) |
| 26 | Commercial & Operations | Neighbourhood Services | Nottingham City Council fleet | Ongoing review of Nottingham City Council fleet utilisation, vehicle lifespan and productivity to identify service improvements | (0.150) | (0.150) | (0.150) |
| | | | | | (2.123) | (2.123) | (2.123) |

Community Services

Appendix B.3

| | Department | Service Area | Title of Proposal | Narrative | 2017/18 £m | 2018/19 £m | 2019/20 £m |
|----|-------------------------|------------------------|---|---|---------------|---------------|---------------|
| 1 | Commercial & Operations | Neighbourhood Services | Facilities & Building Services | Insourcing construction activity | (0.300) | 0.000 | 0.000 |
| 2 | Commercial & Operations | Neighbourhood Services | Building Related Services | Further review of Traded Activities | (0.150) | (0.150) | (0.150) |
| 3 | Commercial & Operations | Neighbourhood Services | Increased Efficiencies and Income Generation | Deliver operational productivity efficiencies and expand the income generated from Nottingham City Homes, Nottingham BID and other agencies | (0.300) | (0.300) | (0.300) |
| 4 | Commercial & Operations | Neighbourhood Services | Increased Efficiencies and Income Generation | Deliver operational productivity efficiencies and expand the income generated from non-core activities | (0.100) | (0.100) | (0.100) |
| 5 | Commercial & Operations | Neighbourhood Services | Increased Efficiencies and Income Generation | Deliver operational productivity efficiencies and expand the income generated from specialist and contract cleaning services | (0.160) | (0.160) | (0.160) |
| 6 | Commercial & Operations | Neighbourhood Services | Continued Commercial Sales Growth | To continue the growth in commercial waste contracts and new confidential waste services, whilst maximising operating efficiencies | (0.300) | (0.300) | (0.300) |
| 7 | Commercial & Operations | Neighbourhood Services | Increase in Commercial Sales and Contracts | Provide school and specialist grounds maintenance services to an increased customer base, including Japanese Knotweed treatment | (0.040) | (0.040) | (0.040) |
| 8 | Commercial & Operations | Neighbourhood Services | Increase in number of Commercial Catering sites | To continue to expand the number of commercial catering sites, increase income from event and hospitality catering services | (0.110) | (0.110) | (0.110) |
| 9 | Commercial & Operations | Neighbourhood Services | To reduce expenditure and increase income and quality of the service to schools | To support schools in driving uptake of school meals whilst maximising service productivity and reducing expenditure | (0.400) | (0.400) | (0.400) |
| 10 | Commercial & Operations | Various | Overtime | Reduction in overtime | (0.150) | (0.150) | (0.150) |
| 11 | Commercial & Operations | Community Protection | Frontline security services | In-sourcing/diversifying frontline security services, and review building operating hours | (0.200) | (0.200) | (0.200) |
| 12 | Commercial & Operations | Neighbourhood Services | Contact Centre Proposal | Adoption of a 'One Council Approach', offering a consistent access to services, whilst maintaining individual and specialist service knowledge and commercial opportunities | (0.100) | (0.100) | (0.100) |

| | | | | | | | |
|----|-------------------------|---------------------------|------------------------------|---|----------------|----------------|----------------|
| 13 | Commercial & Operations | Neighbourhood Services | Recycling | In the main, recycling has now been implemented and rolled out across the city and the arrangements are now in place and embedded. As such there is now a greater need to focus resources on the front line and how residents present their recycling | (0.102) | (0.102) | (0.102) |
| 14 | Strategy & Resources | Crime & Drugs Partnership | Rent reduction | Remainder of Crime and Drugs Partnership Team will be re-located from the Galleries of Justice on 1st April 2018 | 0.000 | (0.047) | (0.047) |
| 15 | Strategy & Resources | HROT | Corporate Leadership support | Review of the support provided to the Corporate Leadership Team and the Executive, to include systems and processes for better and efficient ways of working | (0.072) | (0.072) | (0.072) |
| | | | | | (2.484) | (2.231) | (2.231) |

Early Intervention & Early Years

Appendix B.4

| | Department | Service Area | Title of Proposal | Narrative | 2017/18 £m | 2018/19 £m | 2019/20 £m |
|----|-------------------|------------------------|--|--|---------------|---------------|---------------|
| 1 | Children & Adults | Children in Care | Edge of Care Programmes | Expansion of Edge of Care programmes and support for children in care that focus on supporting and enabling families to stay together. These successful programmes lead to less children coming into care and homes for those able to leave care | (0.605) | (0.505) | (0.505) |
| 2 | Children & Adults | Children in Care | Selling of occasional Specialist Internal Placements | Offering any spare capacity to other local authorities | (0.010) | (0.010) | (0.010) |
| 3 | Children & Adults | Youth Offending Team | Selling of Restorative Justice Training | Generating income through the expansion of external training delivered by the Restorative Justice Co-ordinator | (0.020) | (0.020) | (0.020) |
| 4 | Children & Adults | Early Help Services | Play & Youth | Removal of three vacant posts and creation of sessional workers | (0.063) | (0.063) | (0.063) |
| 5 | Children & Adults | Inclusion & Disability | Grant Income | Ensure recharges for infrastructure costs to grants are maximised | (0.103) | 0.000 | 0.000 |
| 6 | Children & Adults | Inclusion & Disability | Early Years review | Efficiencies through a revised model of service delivery of early years support | (0.085) | (0.055) | (0.055) |
| 7 | Children & Adults | | Efficiencies in central infrastructure costs | Reduction in Children's Residential & Directorate Support training budget | (0.014) | (0.014) | (0.014) |
| 8 | Children & Adults | Child Protection | Family Support | Maximise grant funding for Family Support | (0.167) | (0.167) | (0.167) |
| 9 | Children & Adults | Early Help Services | Children's Centres | Re-design of the running of children's centres that are in close proximity of a joint service centre to reduce running costs. Some services from Bulwell Children's Centre to relocate into Riverside Joint Service Centre | (0.050) | (0.050) | (0.050) |
| 10 | Children & Adults | Children in Care | Internal Foster Carers | Invest to save project to recruit more Nottingham City Council foster carers | (0.123) | (0.365) | (0.365) |
| 11 | Children & Adults | Inclusion & Disability | Short Breaks | Alignment of Children's and Adults Direct Payment Rates | (0.040) | (0.040) | (0.040) |
| 12 | Children & Adults | Youth Offending Team | Youth Offending Team support | Review of staffing levels and removal of vacant post | (0.035) | (0.035) | (0.035) |
| 13 | Children & Adults | Youth Offending Team | Youth Crime Prevention | Review & reduce Youth Crime Prevention work by reducing the Targeted Youth Support in line with the reduction in National Funding Grants | (0.065) | (0.065) | (0.065) |

| | | | | | | | |
|----|----------------------|---|--------------------------------------|--|----------------|----------------|----------------|
| 14 | Strategy & Resources | Strategy & Policy | DAISI traded service | Increase the income from the DAISI traded service with schools | (0.010) | (0.100) | (0.100) |
| 15 | Strategy & Resources | Strategy & Policy | Research engagement and consultation | Attract funding | (0.003) | (0.003) | (0.003) |
| 16 | Strategy & Resources | One Nottingham | One Nottingham | Reduction in annual running costs | (0.030) | (0.030) | (0.030) |
| 17 | Strategy & Resources | Commissioning and Procurement | 0-5 health services | Contract rolled forward with in year savings | (0.208) | 0.000 | 0.000 |
| 18 | Strategy & Resources | Quality & Commissioning - Supporting People | Workforce Development Team | Source alternative grants and shared approaches to workforce development | (0.050) | (0.050) | (0.050) |
| 19 | Strategy & Resources | Quality & Commissioning - Supporting People | Family befriending service | Recommission family befriending service delivering savings in the contract | (0.030) | (0.030) | (0.030) |
| | | | | | (1.710) | (1.601) | (1.601) |

Education, Employment & Skills

Appendix B.5

| | Department | Service Area | Title of Proposal | Narrative | 2017/18 £m | 2018/19 £m | 2019/20 £m |
|---|----------------------|---------------------------|---|--|----------------|----------------|----------------|
| 1 | Children & Adults | Inclusion & Disability | Special Education Needs services | Generating income through selling Special Education Needs services | 0.000 | (0.010) | (0.010) |
| 2 | Children & Adults | Education Partnerships | Technical Services | Generating income through selling of Technical Services | (0.033) | (0.033) | (0.033) |
| 3 | Children & Adults | Education Partnerships | Education Services Nottingham brokerage | Generating income through Education Services Nottingham brokerage | (0.050) | (0.050) | (0.050) |
| 4 | Children & Adults | Inclusion & Disability | Education Health & Care Plan | Completion of Education Health & Care Plan (EHP) and Special Education conversion from Special Education Needs statements to EHP | (0.014) | (0.021) | (0.021) |
| 5 | Children & Adults | Inclusion & Disability | Inclusion & Disability | Achieving efficiencies in Inclusion & Disability staffing team leading to the removal of a vacant post | (0.003) | (0.003) | (0.003) |
| 6 | Children & Adults | Education Partnerships | Schools Clothing Budget | Re-alignment of school clothing budget to match actual demand | (0.011) | (0.004) | (0.004) |
| 7 | Development & Growth | Econ Dev Partner & Policy | Project posts | Core funding replaced by project-related external income | (0.110) | (0.110) | (0.110) |
| 8 | Development & Growth | Econ Dev Partner & Policy | Nottingham Futures | Savings from efficiencies | (0.175) | (0.175) | (0.175) |
| 9 | Development & Growth | Econ Dev Partner & Policy | Reduction of running costs | Savings from efficiencies | (0.037) | (0.037) | (0.037) |
| | | | | | (0.433) | (0.443) | (0.443) |

Energy & Sustainability

Appendix B.6

| | Department | Service Area | Title of Proposal | Narrative | 2017/18 £m | 2018/19 £m | 2019/20 £m |
|---|-------------------------|-----------------|-----------------------------------|--|----------------|----------------|----------------|
| 1 | Commercial & Operations | Energy Services | Household Waste Recycling Centres | Introduction of a charge for non-domestic usage of the Household Waste Recycling Centres | (0.080) | (0.080) | (0.080) |
| 2 | Commercial & Operations | Energy Services | Energy Development Fund | The Energy Development fund is utilised to fund capital investment programmes for Energy projects. It has been proposed that this level of this fund will be reduced | (0.300) | (0.300) | (0.300) |
| 3 | Strategy & Resources | HROT | Contact Centres | Merge contact centres for public services and call handling automation | (0.075) | (0.150) | (0.150) |
| | | | | | (0.455) | (0.530) | (0.530) |

Leisure & Culture

Appendix B.7

| | Department | Service Area | Title of Proposal | Narrative | 2017/18 £m | 2018/19 £m | 2019/20 £m |
|---|-------------------------|-----------------|-----------------------------------|---|----------------|----------------|----------------|
| 1 | Commercial & Operations | Sport & Culture | Events | New commercial activates and growth | (0.060) | (0.060) | (0.060) |
| 2 | Commercial & Operations | Sport & Culture | Sport & Leisure - leisure centres | Review of fees and charges | (0.200) | (0.200) | (0.200) |
| 3 | Commercial & Operations | Sport & Culture | Museums and Heritage Sites | New commercial activities and growth at Wollaton Hall, Newstead Abbey and Nottingham Castle | (0.250) | (0.250) | (0.250) |
| 4 | Commercial & Operations | Sport & Culture | Theatre Royal/Concert Hall | Additional income | (0.200) | (0.200) | (0.200) |
| 5 | Commercial & Operations | Sport & Culture | Bereavement Services | Review of fees and charges | (0.150) | (0.150) | (0.150) |
| 6 | Commercial & Operations | Sport & Culture | Libraries | Review library operations , housebound service and new consortium approach for bookfund | (0.105) | (0.105) | (0.105) |
| 7 | Commercial & Operations | Sport & Culture | Parks & Open Spaces | Redesign grounds maintenance arrangements and new commercial activities | (0.400) | (0.400) | (0.400) |
| 8 | Commercial & Operations | Sport & Culture | Parks & Open Spaces | Bulwell Hall Golf Course - review current management arrangements | (0.050) | (0.050) | (0.050) |
| 9 | Commercial & Operations | Sport & Culture | Cultural Grants | Reduction in support to external groups | (0.076) | (0.076) | (0.076) |
| | | | | | (1.491) | (1.491) | (1.491) |

Planning & Housing

Appendix B.8

| | Department | Service Area | Title of Proposal | Narrative | 2017/18 £m | 2018/19 £m | 2019/20 £m |
|---|----------------------|----------------------------|---|--|----------------|----------------|----------------|
| 1 | Development & Growth | Housing Dev (Regeneration) | Generation of income through charging for time on projects | Time spent on supporting projects can be charged on eligible projects to bring in the income | (0.060) | (0.060) | (0.060) |
| 2 | Development & Growth | Planning | Recharge for planning support and advice given on SRB schemes | There is already an annual recharge for all planning advice given on SRB projects - this is an increase in the breadth of support provided which has a compensatory charge | (0.005) | (0.005) | (0.005) |
| 3 | Development & Growth | Planning | Nominal increase in the amount charged for pre-application fees | Nominal increase in the amount charged for pre-application fees | (0.005) | (0.005) | (0.005) |
| 4 | Development & Growth | Planning | Service Level Agreement with Borough Councils | Planning advice and support package provided to neighbouring Councils | (0.035) | (0.035) | (0.035) |
| 5 | Development & Growth | Adaptations and PAD | Transfer of service to Nottingham City Homes | In transferring funding arrangements for this service to NCH, a saving has been made on the administration costs previously incurred by the Council. This does not affect the level of service | (0.048) | (0.048) | (0.048) |
| 6 | Development & Growth | Planning | Deletion of vacant post | Career progression within the team has freed up a more junior post which is no longer required | (0.015) | (0.015) | (0.015) |
| 7 | Development & Growth | Housing Strategy | Nottingham City Homes (NCH) | NCH Efficiencies and the Growth | (1.125) | (1.125) | (1.125) |
| 8 | Development & Growth | Housing Strategy | Shared services | Change in charges to Housing Revenue Account for shared services | (0.460) | (0.460) | (0.460) |
| | | | | | (1.753) | (1.753) | (1.753) |

Resources & Neighbourhood Regeneration

Appendix B.9

| | Department | Service Area | Title of Proposal | Narrative | 2017/18 £m | 2018/19 £m | 2019/20 £m |
|----|----------------------|--------------------|--------------------------------------|--|---------------|---------------|---------------|
| 1 | Strategy & Resources | Strategic Finance | Benefits | Increased recovery activity on Benefits overpayments | (0.058) | (0.058) | (0.058) |
| 2 | Strategy & Resources | Legal & Democratic | Legal Services | Additional income from commercial and legal work | (0.015) | (0.015) | (0.015) |
| 3 | Strategy & Resources | IT | IT training Services | Income generation - IT training Services | (0.050) | (0.050) | (0.050) |
| 4 | Strategy & Resources | IT | Printing Services | Income generation - Printing Services | (0.020) | (0.020) | (0.020) |
| 5 | Strategy & Resources | Legal & Democratic | Legal Services | Additional income from legal work | (0.020) | (0.020) | (0.020) |
| 6 | Strategy & Resources | Strategic Finance | Benefits | Increase subsidy from reduction in Local Authority error | (0.175) | (0.200) | (0.250) |
| 7 | Strategy & Resources | Strategic Finance | Strategic Finance | Review of contracts for subscriptions/ training and licences | (0.050) | (0.050) | (0.050) |
| 8 | Strategy & Resources | Strategic Finance | Treasury Management | Activities to reduce the cost of borrowing | (0.205) | (0.250) | (0.355) |
| 9 | Strategy & Resources | Strategic Finance | Pupil Benefits | Efficiencies in the administration of Pupil Benefits | (0.015) | (0.015) | (0.015) |
| 10 | Strategy & Resources | Strategic Finance | Strategic Finance and Audit Services | Efficiencies from Joint working with other public sector bodies | (0.030) | (0.030) | (0.030) |
| 11 | Strategy & Resources | Strategic Finance | External contracts | Review of all contract terms for externally provided services | 0.000 | (0.055) | (0.111) |
| 12 | Strategy & Resources | Legal & Democratic | Councillors Allowances | Target for reduction in costs of Councillor Allowances | (0.125) | (0.125) | (0.125) |
| 13 | Strategy & Resources | Legal & Democratic | Legal Services post reduction | Deletion of 0.4 of the budget of a scale I post in Legal Services | (0.015) | (0.015) | (0.015) |
| 14 | Strategy & Resources | IT | IT contract management | Efficiencies in IT contract management | (0.060) | (0.120) | (0.120) |
| 15 | Strategy & Resources | Strategic Finance | Business Rates | Improvement in service delivery | (0.048) | (0.060) | (0.085) |
| 16 | Strategy & Resources | Legal & Democratic | Emergency Planning | Review of the management of Emergency Planning services | (0.020) | (0.020) | (0.020) |
| 17 | Strategy & Resources | Legal & Democratic | Constitutional Services | Deletion of 0.6 of the budget of a scale G post in Constitutional Services | (0.020) | (0.020) | (0.020) |

| | | | | | | | |
|----|----------------------|------------------------|---|--|----------------|----------------|----------------|
| 18 | Strategy & Resources | IT | IT Efficiency Fund | Reduction in contribution to IT Efficiency Fund - reprofiling of IT schemes | (0.600) | (0.600) | (0.600) |
| 19 | Strategy & Resources | IT | IT Server and Data Storage redesign | Virtualisation of server estate / Oracle migration to SQL | (0.018) | (0.058) | (0.058) |
| 20 | Strategy & Resources | IT | IT Services | Reduction of IT Business Partner and non-operational post | (0.100) | (0.120) | (0.120) |
| 21 | Development & Growth | Major Programmes | Additional income in lieu of Consultants fees | The service will reduce the use of consultants and bring more work into the team | (0.140) | (0.140) | (0.140) |
| 22 | Development & Growth | Information Governance | Offsite storage | Reduce the reliance and volume of material stored in a paper format by converting and managing information assets electronically | (0.030) | (0.030) | (0.030) |
| 23 | Development & Growth | Major Programmes | Maximising savings generated from previous year proposals | The Council negotiated a better than anticipated agreement with its street lighting contractor in relation to the street lighting dimming initiative in 2016 | (0.040) | (0.040) | (0.040) |
| 24 | Development & Growth | Directorate | Support post | Reduction of part time vacant support post | (0.010) | (0.010) | (0.010) |
| 25 | Development & Growth | Directorate | Departmental running costs savings | Savings from efficiencies | (0.008) | (0.008) | (0.008) |
| 26 | Development & Growth | Information Governance | Software and data costs | Consolidate ICT solutions to reduce reliance on bespoke applications and considered open source and existing alternatives to support information management activities | (0.025) | (0.025) | (0.025) |
| | | | | | (1.897) | (2.154) | (2.390) |

Strategic Regeneration

Appendix B.10

| | Department | Service Area | Title of Proposal | Narrative | 2017/18 £m | 2018/19 £m | 2019/20 £m |
|---|-------------------------|-------------------|--|--|----------------|----------------|----------------|
| 1 | Commercial & Operations | Sport & Culture | Community Centres | Additional Improvement Plan implementation | (0.025) | (0.025) | (0.025) |
| 2 | Strategy & Resources | Strategy & Policy | Corporate Policy team | Review and rationalisation of Corporate Policy team. | (0.041) | (0.041) | (0.041) |
| 3 | Strategy & Resources | Voluntary Sector | Voluntary Sector | Voluntary Sector - release of unallocated infrastructure funding | (0.060) | (0.060) | (0.060) |
| 4 | Strategy & Resources | Voluntary Sector | Established Communities funding | Reduction in Established Communities funding | (0.011) | (0.011) | (0.011) |
| 5 | Strategy & Resources | Voluntary Sector | Communities of Interest funding | Specific reduction in funding for gender and sexual orientation services | (0.020) | (0.020) | (0.020) |
| 6 | Development & Growth | Various | Efficiencies from operational properties | Savings from efficiencies | (0.025) | (0.025) | (0.025) |
| | | | | | (0.181) | (0.181) | (0.181) |

APPENDIX C.1

| MTFO 2017/18 BY PORTFOLIO | | | | | | | | | | |
|-----------------------------------|-----------------------|--------------------|------------------|-----------------------|------------------|----------------------------|--------------------------|--------------------|-----------------------|-----------------------------|
| PORTFOLIO | 2016/17 BUDGET | TECH ADJUST | INFLATION | MTFP DECISIONS | PRESSURES | 2017/18 BASE BUDGET | PORTFOLIO SAVINGS | CORP SAVING | RESERVE ADJUST | 2017/18 FINAL BUDGET |
| | £m | £m | £m | £m | £m | £m | £m | £m | £m | £m |
| Adults & Health | 89.897 | 3.000 | 1.151 | 7.646 | 4.181 | 105.875 | (0.208) | 0.000 | 0.099 | 105.766 |
| Business, Growth & Transport | 5.530 | 0.136 | 0.423 | (0.801) | 0.000 | 5.288 | (2.124) | 0.000 | 0.506 | 3.671 |
| Community Services | 22.160 | 0.378 | 0.367 | (0.113) | 0.000 | 22.792 | (2.535) | 0.000 | 0.586 | 20.844 |
| Early Intervention & Early Years | 54.969 | 0.000 | 0.602 | 1.583 | 2.214 | 59.368 | (1.710) | 0.000 | 0.000 | 57.658 |
| Education, Employment & Skills | 2.633 | 0.034 | 0.075 | (0.077) | 0.917 | 3.581 | (0.816) | 0.000 | 1.575 | 4.340 |
| Energy & Sustainability | 12.171 | (0.436) | 0.165 | 0.000 | 0.000 | 11.900 | (0.455) | 0.000 | 0.177 | 11.622 |
| Leisure & Culture | 9.522 | (0.002) | 0.180 | 0.000 | 0.000 | 9.700 | (1.556) | 0.000 | (0.040) | 8.104 |
| Planning & Housing | 2.168 | (0.054) | 0.033 | (0.212) | 0.000 | 1.935 | (0.628) | 0.000 | (0.065) | 1.242 |
| Resources & Neighbourhood Regen | 16.797 | 0.255 | 0.418 | (0.292) | 0.350 | 17.528 | (1.061) | 0.000 | (0.785) | 15.682 |
| Strategic Regeneration | (3.786) | 0.072 | 0.042 | (2.150) | 0.000 | (5.822) | (0.091) | 0.000 | 0.040 | (5.873) |
| <u>Corporate</u> | | | | | | | | | | |
| Planned Maintenance | 3.453 | 0.000 | 0.000 | 0.000 | 0.000 | 3.453 | 0.000 | 0.000 | 0.000 | 3.453 |
| Corporate / Cross-cutting Savings | (0.602) | 0.000 | 0.000 | (0.038) | 0.000 | (0.640) | 0.000 | 0.000 | 0.000 | (0.640) |
| Corporate Contingency | 2.000 | (0.200) | 0.000 | 0.000 | 0.000 | 1.800 | 0.000 | 0.000 | 0.000 | 1.800 |
| Terms & Conditions adjustment | 0.448 | (0.121) | 3.543 | 0.000 | 0.000 | 3.870 | 0.000 | 0.000 | 0.000 | 3.870 |
| Nottingham Express Transit | (18.165) | 1.023 | 0.000 | 0.000 | 0.000 | (17.142) | 0.000 | 0.000 | 0.000 | (17.142) |
| Flood Defence Levy | 0.090 | 0.000 | 0.000 | 0.000 | 0.000 | 0.090 | 0.000 | 0.000 | 0.000 | 0.090 |
| Reserves - Budgeted | (2.967) | 0.922 | 0.000 | 1.762 | (1.999) | (2.282) | 0.000 | 0.000 | (2.093) | (4.375) |
| New Homes Bonus Grant | (5.429) | 0.000 | 0.000 | 1.350 | 0.000 | (4.079) | 0.000 | 0.000 | 0.000 | (4.079) |
| Econ Dev Investment | 1.607 | 0.000 | 0.000 | 0.257 | 0.000 | 1.864 | 0.000 | 0.000 | 0.000 | 1.864 |
| Returned NHB Top-slice | (0.201) | (0.016) | 0.000 | 0.000 | 0.000 | (0.217) | 0.000 | 0.000 | 0.000 | (0.217) |
| 100% Retained Business Rates | 0.172 | (0.172) | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Section 31 Grants | (2.455) | (0.543) | 0.000 | 0.000 | 0.000 | (2.998) | 0.000 | 0.000 | 0.000 | (2.998) |
| Pension Deficit | 7.102 | 0.150 | 0.000 | 0.000 | 3.389 | 10.641 | 0.000 | 0.000 | 0.000 | 10.641 |

APPENDIX C.1

| MTFO 2017/18 BY PORTFOLIO (continued) | | | | | | | | | | |
|--|---------------------------|------------------------|------------------|---------------------------|------------------|------------------------------------|------------------------------|------------------------|---------------------------|-------------------------------------|
| PORTFOLIO | 2016/17 BUDGET | TECH ADJUST | INFLATION | MTFP DECISIONS | PRESSURES | 2017/18 BASE BUDGET | PORTFOLIO SAVINGS | CORP SAVING | RESERVE ADJUST | 2017/18 FINAL BUDGET |
| | £m | £m | £m | £m | £m | £m | £m | £m | £m | £m |
| Nottingham City Homes | (3.138) | 0.000 | 0.000 | (0.500) | 0.000 | (3.638) | (1.125) | 0.000 | 0.000 | (4.763) |
| NCT Dividend | (0.500) | (0.350) | 0.000 | 0.000 | 0.000 | (0.850) | 0.000 | 0.000 | 0.000 | (0.850) |
| Ice Centre | 0.283 | (0.283) | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Treasury Management | 47.919 | (1.242) | 0.000 | 0.401 | 0.000 | 47.078 | (0.205) | 0.000 | 0.000 | 46.873 |
| IT Development Fund | 3.275 | 0.000 | 0.000 | 0.000 | 0.000 | 3.275 | (0.600) | 0.000 | 0.000 | 2.675 |
| Housing Benefit Payments | 0.275 | 0.000 | 0.000 | 0.000 | 0.000 | 0.275 | 0.000 | 0.000 | 0.000 | 0.275 |
| Enviroenergy | (1.349) | 0.000 | 0.000 | 0.000 | 0.000 | (1.349) | 0.000 | 0.000 | 0.000 | (1.349) |
| Improved Better Care Fund | 0.000 | (1.348) | 0.000 | 0.000 | 0.000 | (1.348) | 0.000 | 0.000 | 0.000 | (1.348) |
| 2017/18 ASC Support Grant | 0.000 | (1.557) | 0.000 | 0.000 | 0.000 | (1.557) | 0.000 | 0.000 | 0.000 | (1.557) |
| Apprenticeship Levy | 0.000 | 0.000 | 0.000 | 0.000 | 0.600 | 0.600 | 0.000 | 0.000 | 0.000 | 0.600 |
| Future Savings | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Health Integration | 0.000 | (3.000) | 0.000 | (3.000) | 0.000 | (6.000) | 0.026 | (11.360) | 0.000 | (17.334) |
| TOTAL | 243.878 | (3.353) | 6.999 | 5.816 | 9.652 | 262.992 | (13.088) | (11.360) | 0.000 | 238.544 |
| Retained Business Rates, Top-up Grant & RSG | | | | | | | | | | (138.077) |
| Collection Fund Surplus/Deficit | | | | | | | | | | 0.480 |
| Council Tax Requirement | | | | | | | | | | 100.947 |
| Agreed Taxbase | | | | | | | | | | 63,368 |
| Band D Council Tax | | | | | | | | | | £1,593.03 |
| Increase | | | | | | | | | | 4.99% |

APPENDIX C.2

| MTFO 2018/19 BY PORTFOLIO | | | | | | | | | | |
|-----------------------------------|-----------------------|--------------------|------------------|-----------------------|------------------|----------------------------|--------------------------|--------------------|-----------------------|----------------------------|
| PORTFOLIO | 2017/18 BUDGET | TECH ADJUST | INFLATION | MTFP DECISIONS | PRESSURES | 2018/19 BASE BUDGET | PORTFOLIO SAVINGS | CORP SAVING | RESERVE ADJUST | 2018/19 MTFO BUDGET |
| | £m | £m | £m | £m | £m | £m | £m | £m | £m | £m |
| Adults & Health | 88.432 | (0.099) | 1.422 | 4.521 | 4.231 | 98.507 | (0.062) | 0.000 | 0.000 | 98.445 |
| Business, Growth & Transport | 3.671 | (0.781) | 0.606 | 0.000 | 0.000 | 3.495 | 0.000 | 0.000 | 0.000 | 3.495 |
| Community Services | 20.844 | (0.586) | 0.365 | 0.000 | 0.000 | 20.623 | 0.253 | 0.000 | 0.000 | 20.876 |
| Early Intervention & Early Years | 57.658 | 0.000 | 0.685 | 1.103 | 0.000 | 59.445 | 0.099 | 0.000 | 0.000 | 59.544 |
| Education, Employment & Skills | 4.340 | (1.575) | 0.069 | 0.000 | 0.107 | 2.941 | 0.000 | 0.000 | 0.000 | 2.941 |
| Energy & Sustainability | 11.622 | (0.177) | 0.168 | 0.000 | 0.000 | 11.613 | (0.075) | 0.000 | 0.000 | 11.538 |
| Leisure & Culture | 8.104 | 0.040 | 0.176 | 0.000 | 0.000 | 8.320 | 0.000 | 0.000 | 0.000 | 8.320 |
| Planning & Housing | 1.242 | 0.063 | 0.032 | (0.030) | 0.000 | 1.308 | 0.000 | 0.000 | 0.000 | 1.308 |
| Resources & Neighbourhood Regen | 15.682 | 0.785 | 0.387 | 0.000 | 0.000 | 16.854 | (0.212) | 0.000 | 0.000 | 16.642 |
| Strategic Regeneration | (5.873) | (0.040) | 0.049 | (2.025) | 0.000 | (7.889) | 0.000 | 0.000 | 0.000 | (7.889) |
| <u>Corporate</u> | | | | | | | | | | |
| Planned Maintenance | 3.453 | 0.000 | 0.000 | 0.000 | 0.000 | 3.453 | 0.000 | 0.000 | 0.000 | 3.453 |
| Corporate / Cross-cutting Savings | (0.640) | 0.000 | 0.000 | 0.000 | 0.000 | (0.640) | 0.000 | 0.000 | 0.000 | (0.640) |
| Corporate Contingency | 1.800 | 0.000 | 0.000 | 0.000 | 0.000 | 1.800 | 0.000 | 0.000 | 0.000 | 1.800 |
| Terms & Conditions adjustment | 3.870 | (0.329) | 3.261 | 0.000 | 0.000 | 6.801 | 0.000 | 0.000 | 0.000 | 6.801 |
| Nottingham Express Transit | (17.142) | (1.566) | 0.000 | 0.000 | 0.000 | (18.708) | 0.000 | 0.000 | 0.000 | (18.708) |
| Flood Defence Levy | 0.090 | 0.000 | 0.000 | 0.000 | 0.000 | 0.090 | 0.000 | 0.000 | 0.000 | 0.090 |
| Reserves - Budgeted | (4.375) | 2.725 | 0.000 | 2.438 | 1.999 | 2.787 | 0.000 | 0.000 | 0.000 | 2.787 |
| New Homes Bonus Grant | (4.079) | 0.000 | 0.000 | 1.803 | 0.000 | (2.276) | 0.000 | 0.000 | 0.000 | (2.276) |
| Econ Dev Investment | 1.864 | 0.000 | 0.000 | (1.864) | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Returned NHB Top-slice | (0.217) | 0.217 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 100% Retained Business Rates | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Section 31 Grants | (2.998) | (0.096) | 0.000 | 0.000 | 0.000 | (3.095) | 0.000 | 0.000 | 0.000 | (3.095) |
| Pension Deficit | 10.641 | 0.100 | 0.000 | 0.000 | 0.134 | 10.875 | 0.000 | 0.000 | 0.000 | 10.875 |

APPENDIX C.2

| MTFO 2018/19 BY PORTFOLIO (continued) | | | | | | | | | | |
|--|-----------------------|--------------------|------------------|-----------------------|------------------|----------------------------|--------------------------|--------------------|-----------------------|----------------------------|
| PORTFOLIO | 2017/18 BUDGET | TECH ADJUST | INFLATION | MTFP DECISIONS | PRESSURES | 2018/19 BASE BUDGET | PORTFOLIO SAVINGS | CORP SAVING | RESERVE ADJUST | 2018/19 MTFO BUDGET |
| | £m | £m | £m | £m | £m | £m | £m | £m | £m | £m |
| Nottingham City Homes | (4.763) | 0.000 | 0.000 | 0.000 | 0.000 | (4.763) | 0.000 | 0.000 | 0.000 | (4.763) |
| NCT Dividend | (0.850) | 0.350 | 0.000 | 0.000 | 0.000 | (0.500) | 0.000 | 0.000 | 0.000 | (0.500) |
| Ice Centre | 0.000 | 0.283 | 0.000 | 0.000 | 0.000 | 0.283 | 0.000 | 0.000 | 0.000 | 0.283 |
| Treasury Management | 46.873 | 1.853 | 0.000 | 0.342 | 0.000 | 49.068 | (0.045) | 0.000 | 0.000 | 49.023 |
| IT Development Fund | 2.675 | 0.000 | 0.000 | 0.000 | 0.000 | 2.675 | 0.000 | 0.000 | 0.000 | 2.675 |
| Housing Benefit Payments | 0.275 | 0.000 | 0.000 | 0.000 | 0.000 | 0.275 | 0.000 | 0.000 | 0.000 | 0.275 |
| Enviroenergy | (1.349) | 0.000 | 0.000 | 0.000 | 0.000 | (1.349) | 0.000 | 0.000 | 0.000 | (1.349) |
| Improved Better Care Fund | (1.348) | (5.946) | 0.000 | 0.000 | 0.000 | (7.293) | 0.000 | 0.000 | 0.000 | (7.293) |
| 2017/18 ASC Support Grant | (1.557) | 1.557 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Apprenticeship Levy | 0.600 | 0.000 | 0.000 | 0.000 | 0.000 | 0.600 | 0.000 | 0.000 | 0.000 | 0.600 |
| Future Savings | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | (12.192) | 0.000 | (12.192) |
| Health Integration | 0.000 | 0.000 | 0.000 | (3.000) | 0.000 | (3.000) | 0.023 | (1.390) | 0.000 | (4.367) |
| TOTAL | 238.544 | (3.221) | 7.219 | 3.288 | 6.471 | 252.300 | (0.019) | (13.582) | 0.000 | 238.699 |
| Retained Business Rates, Top-up Grant & RSG | | | | | | | | | | (131.584) |
| Collection Fund Surplus/Deficit | | | | | | | | | | 0.000 |
| Council Tax Requirement | | | | | | | | | | 107.115 |
| Assumed Taxbase | | | | | | | | | | 64,044 |
| Assumed Band D Council Tax | | | | | | | | | | £1,672.52 |
| Increase | | | | | | | | | | 4.99% |

APPENDIX C.3

| MTFO 2019/20 BY PORTFOLIO | | | | | | | | | | |
|-----------------------------------|---------------------------|------------------------|------------------|---------------------------|------------------|------------------------------------|------------------------------|------------------------|---------------------------|------------------------------------|
| PORTFOLIO | 2018/19 BUDGET | TECH ADJUST | INFLATION | MTFP DECISIONS | PRESSURES | 2019/20 BASE BUDGET | PORTFOLIO SAVINGS | CORP SAVING | RESERVE ADJUST | 2019/20 MTFO BUDGET |
| | £m | £m | £m | £m | £m | £m | £m | £m | £m | £m |
| Adults & Health | 94.078 | 0.000 | 1.509 | 2.774 | 5.370 | 103.732 | (0.153) | 0.000 | 0.000 | 103.579 |
| Business, Growth & Transport | 3.495 | (0.275) | 0.663 | 0.000 | 0.000 | 3.883 | 0.000 | 0.000 | 0.000 | 3.883 |
| Community Services | 20.876 | 0.000 | 0.369 | 0.000 | 0.000 | 21.245 | 0.000 | 0.000 | 0.000 | 21.245 |
| Early Intervention & Early Years | 59.544 | 0.000 | 0.702 | 0.000 | 0.000 | 60.246 | 0.000 | 0.000 | 0.000 | 60.246 |
| Education, Employment & Skills | 2.941 | 0.000 | 0.069 | 0.000 | 0.117 | 3.128 | 0.000 | 0.000 | 0.000 | 3.128 |
| Energy & Sustainability | 11.538 | 0.000 | 0.170 | 0.000 | 0.000 | 11.708 | 0.000 | 0.000 | 0.000 | 11.708 |
| Leisure & Culture | 8.320 | 0.000 | 0.178 | 0.000 | 0.000 | 8.498 | 0.000 | 0.000 | 0.000 | 8.498 |
| Planning & Housing | 1.308 | (0.001) | 0.033 | 0.000 | 0.000 | 1.339 | 0.000 | 0.000 | 0.000 | 1.339 |
| Resources & Neighbourhood Regen | 16.642 | 0.000 | 0.393 | 0.200 | 0.000 | 17.235 | (0.131) | 0.000 | 0.000 | 17.104 |
| Strategic Regeneration | (7.889) | 0.000 | 0.049 | (1.178) | 0.000 | (9.017) | 0.000 | 0.000 | 0.000 | (9.017) |
| <u>Corporate</u> | | | | | | | | | | |
| Planned Maintenance | 3.453 | 0.000 | 0.000 | 0.000 | 0.000 | 3.453 | 0.000 | 0.000 | 0.000 | 3.453 |
| Corporate / Cross-cutting Savings | (0.640) | 0.000 | 0.000 | 0.000 | 0.000 | (0.640) | 0.000 | 0.000 | 0.000 | (0.640) |
| Corporate Contingency | 1.800 | 0.000 | 0.000 | 0.000 | 0.000 | 1.800 | 0.000 | 0.000 | 0.000 | 1.800 |
| Terms & Conditions adjustment | 6.801 | 0.000 | 0.644 | 0.000 | 0.000 | 7.446 | 0.000 | 0.000 | 0.000 | 7.446 |
| Nottingham Express Transit | (18.708) | 0.048 | 0.000 | 0.000 | 0.000 | (18.660) | 0.000 | 0.000 | 0.000 | (18.660) |
| Flood Defence Levy | 0.090 | 0.000 | 0.000 | 0.000 | 0.000 | 0.090 | 0.000 | 0.000 | 0.000 | 0.090 |
| Reserves - Budgeted | 2.787 | (1.919) | 0.000 | 0.978 | 0.000 | 1.846 | 0.000 | 0.000 | 0.000 | 1.846 |
| New Homes Bonus Grant | (2.276) | 0.000 | 0.000 | (0.009) | 0.000 | (2.285) | 0.000 | 0.000 | 0.000 | (2.285) |
| Econ Dev Investment | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Returned NHB Top-slice | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 100% Retained Business Rates | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Section 31 Grants | (3.095) | (0.110) | 0.000 | 0.000 | 0.000 | (3.205) | 0.000 | 0.000 | 0.000 | (3.205) |
| Pension Deficit | 10.875 | 0.000 | 0.000 | 0.000 | 0.240 | 11.115 | 0.000 | 0.000 | 0.000 | 11.115 |

APPENDIX C.3

| MTFO 2019/20 BY PORTFOLIO (continued) | | | | | | | | | | |
|--|---------------------------|------------------------|------------------|---------------------------|------------------|------------------------------------|------------------------------|------------------------|---------------------------|------------------------------------|
| PORTFOLIO | 2018/19 BUDGET | TECH ADJUST | INFLATION | MTFP DECISIONS | PRESSURES | 2019/20 BASE BUDGET | PORTFOLIO SAVINGS | CORP SAVING | RESERVE ADJUST | 2019/20 MTFO BUDGET |
| | £m | £m | £m | £m | £m | £m | £m | £m | £m | £m |
| Nottingham City Homes | (4.763) | 0.000 | 0.000 | 0.000 | 0.000 | (4.763) | 0.000 | 0.000 | 0.000 | (4.763) |
| NCT Dividend | (0.500) | 0.000 | 0.000 | 0.000 | 0.000 | (0.500) | 0.000 | 0.000 | 0.000 | (0.500) |
| Ice Centre | 0.283 | 0.000 | 0.000 | 0.000 | 0.000 | 0.283 | 0.000 | 0.000 | 0.000 | 0.283 |
| Treasury Management | 49.023 | 0.000 | 0.000 | 0.000 | 0.000 | 49.023 | (0.105) | 0.000 | 0.000 | 48.918 |
| IT Development Fund | 2.675 | 0.000 | 0.000 | 0.000 | 0.000 | 2.675 | 0.000 | 0.000 | 0.000 | 2.675 |
| Housing Benefit Payments | 0.275 | 0.000 | 0.000 | 0.000 | 0.000 | 0.275 | 0.000 | 0.000 | 0.000 | 0.275 |
| Enviroenergy | (1.349) | 0.000 | 0.000 | 0.000 | 0.000 | (1.349) | 0.000 | 0.000 | 0.000 | (1.349) |
| Improved Better Care Fund | (7.293) | (5.079) | 0.000 | 0.000 | 0.000 | (12.372) | 0.000 | 0.000 | 0.000 | (12.372) |
| 2017/18 ASC Support Grant | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Apprenticeship Levy | 0.600 | 0.000 | 0.000 | 0.000 | 0.000 | 0.600 | 0.000 | 0.000 | 0.000 | 0.600 |
| Future Savings | (12.192) | 0.000 | 0.000 | 0.000 | 0.000 | (12.192) | 0.000 | (5.585) | 0.000 | (17.777) |
| Health Integration | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.050 | (2.941) | 0.000 | (2.891) |
| TOTAL | 238.699 | (7.336) | 4.779 | 2.765 | 5.728 | 244.635 | (0.339) | (8.526) | 0.000 | 235.771 |
| Retained Business Rates, Top-up Grant & RSG | | | | | | | | | | (125.371) |
| Collection Fund Surplus/Deficit | | | | | | | | | | 0.000 |
| Council Tax Requirement | | | | | | | | | | 110.399 |
| Assumed Taxbase | | | | | | | | | | 64,720 |
| Assumed Band D Council Tax | | | | | | | | | | £1,705.80 |
| Increase | | | | | | | | | | 1.99% |

APPENDIX D

MTFP 2017/18

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) |
|----------------------------------|-----------------------|----------------------|-----------------------|-----------------------------------|----------------------------------|-------------------------------|------------------------------|-----------------------------------|--|
| Adults & Health | 29.233 | 0.797 | 2.560 | 23.757 | 97.290 | 20.022 | 0.693 | 0.000 | 174.352 |
| Business, Growth & Transport | 10.764 | 1.482 | (0.280) | 23.149 | 13.393 | 0.000 | 0.095 | 0.289 | 48.891 |
| Community Services | 37.026 | 1.462 | 0.240 | 22.937 | 0.015 | 0.000 | (0.011) | 0.041 | 61.710 |
| Early Intervention & Early Years | 37.246 | 1.449 | 0.690 | 3.235 | 32.394 | 0.456 | 1.462 | 0.003 | 76.934 |
| Education, Employment & Skills | 7.171 | 0.286 | 0.049 | 135.890 | 10.159 | 0.193 | 0.007 | (0.408) | 153.347 |
| Energy & Sustainability | 0.684 | 5.797 | 0.003 | 6.565 | 0.000 | 0.000 | 0.000 | 0.226 | 13.274 |
| Leisure & Culture | 17.778 | 3.749 | 0.445 | 16.294 | 0.362 | 0.129 | (0.157) | 0.037 | 38.637 |
| Planning & Housing | 3.266 | 0.026 | 0.024 | 0.514 | 1.558 | 0.000 | 0.072 | 0.000 | 5.460 |
| Resources & Neighbourhood Regen | 17.827 | 1.611 | 0.086 | 13.319 | 5.343 | 0.000 | (0.699) | (2.590) | 34.896 |
| Strategic Regeneration | 4.987 | 3.630 | 0.049 | 3.276 | 0.133 | 0.000 | 0.000 | 0.016 | 12.091 |
| Corporate Items | 16.008 | 4.331 | 1.613 | 5.010 | 37.783 | 150.189 | 0.000 | 45.202 | 260.137 |
| Health Integration | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| TOTAL | 181.990 | 24.619 | 5.479 | 253.945 | 198.430 | 170.989 | 1.462 | 42.815 | 879.728 |

MTFP 2017/18

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) |
|----------------------------------|-------------------------------|--|--|----------------------|-----------------------|-----------------------------------|--------------------------------------|
| Adults & Health | (2.451) | (48.569) | (17.554) | 0.000 | (0.011) | (68.585) | 105.766 |
| Business, Growth & Transport | (3.989) | (0.685) | (39.735) | (0.500) | (0.312) | (45.221) | 3.671 |
| Community Services | 0.000 | (22.013) | (18.024) | 0.000 | (0.829) | (40.866) | 20.844 |
| Early Intervention & Early Years | (13.518) | (4.982) | (0.776) | 0.000 | 0.000 | (19.276) | 57.658 |
| Education, Employment & Skills | (142.927) | (4.898) | (0.972) | 0.000 | (0.208) | (149.006) | 4.340 |
| Energy & Sustainability | 0.000 | (0.390) | (1.262) | 0.000 | 0.000 | (1.652) | 11.622 |
| Leisure & Culture | (0.379) | (2.370) | (26.989) | 0.000 | (0.795) | (30.533) | 8.104 |
| Planning & Housing | (1.623) | (0.282) | (2.164) | 0.000 | (0.148) | (4.217) | 1.242 |
| Resources & Neighbourhood Regen | (5.338) | (6.500) | (6.201) | (0.041) | (1.135) | (19.214) | 15.682 |
| Strategic Regeneration | 0.000 | (2.161) | (15.802) | (0.001) | 0.000 | (17.964) | (5.873) |
| Corporate Items | (131.416) | (87.702) | (1.349) | (6.848) | 0.000 | (227.314) | 32.823 |
| Health Integration | 0.000 | (17.334) | 0.000 | 0.000 | 0.000 | (17.334) | (17.334) |
| TOTAL | (301.641) | (197.887) | (130.828) | (7.390) | (3.438) | (641.184) | 238.544 |