

ANNEX 2

DRAFT REVENUE MTFP 2019/20 to 2021/22

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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.

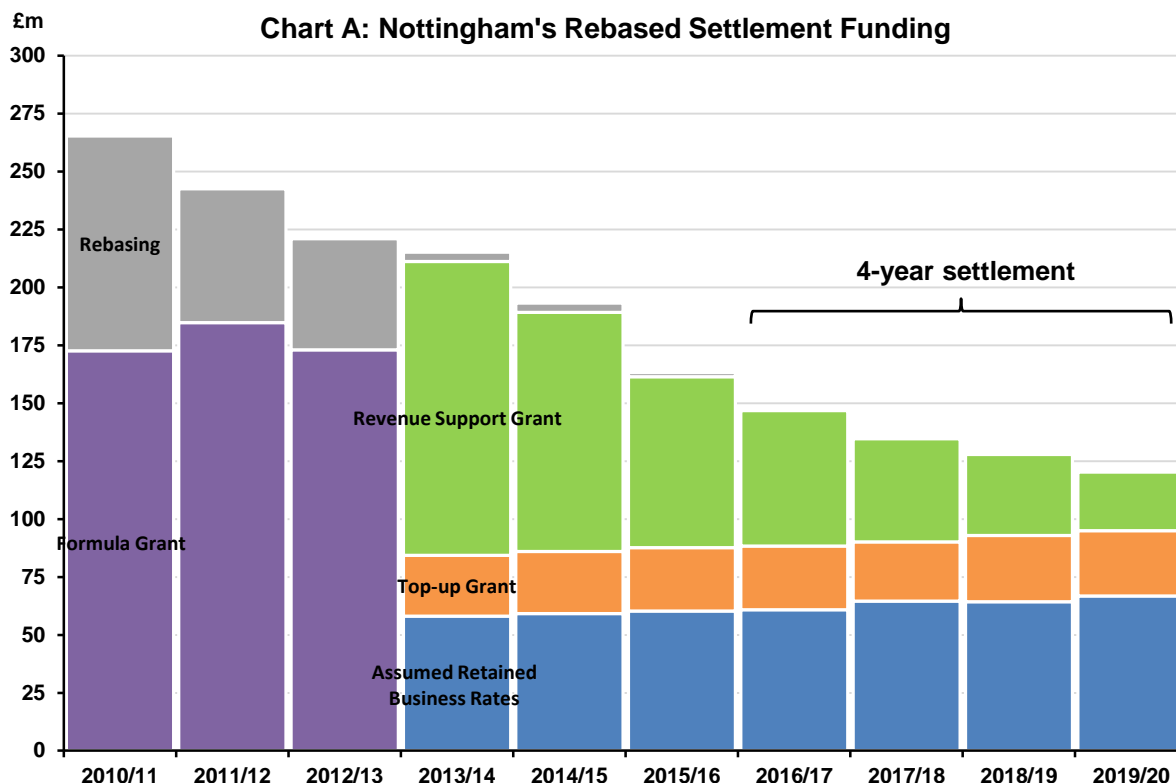
4. ECONOMIC AND FUNDING OVERVIEW

Local authorities continue to operate in a challenging financial environment of reduced levels of Government funding, with the full consequences of Brexit yet unknown.

The Autumn Budget published on 29 October, there were no significant measures to address the rising demand and funding gaps for Adult Social Care and Children's services.

The City Council, like all other local authorities across the country, has seen a substantial and sustained reduction in Government funding because of austerity policies.

These have 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 **£126.8m** in 2013/14 to **£25.3m** 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. These increasing care costs, 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 2018/19 the Council has had to make annual savings totalling **£267.4m** and will continue to have to make difficult decisions about the services it provides in order to close a predicted budget gap of **£23.258m** next year.

The final settlement was announced on 5 February and figures in this report are based on the final Local Government Finance Settlement.

Settlement Funding

Settlement Funding is the amount of funding assumed by the Ministry of Housing, Communities and Local Government (MHCLG) 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 MHCLG 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 the now MHCLG 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 the Settlement	2019/20 £m
Business Rates Baseline	(66.905)
Business Rates Top-up	(28.125)
Revenue Support Grant	(25.332)
TOTAL	(120.362)

2020/21 and 2021/22 are outside the 4-year settlement period and for the purposes of the MTFP funding for 2020/21 and 2021/22 has been assumed as a notional 5% pa reduction in the settlement.

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 **£0.599m** lower than the forecast of retained business rates income as reported to MHCLG 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 increase in spending power of **1.6%** or **£29** per dwelling in 2019/20 as set out in **Table 2**. Nottingham's increase is below the national average increase of **2.8%**.

TABLE 2: CORE SPENDING POWER		
Elements of MHCLG Spending Power	MHCLG estimates	
	Revised 2018/19 £m	2019/20 £m
Settlement Funding Assessment	127.882	120.362
Compensation for lower BR multiplier (<i>MHCLG estimate</i>)	2.129	3.097
Council Tax requirement (<i>MHCLG estimate</i>)	102.211	107.589
Social care precept (<i>MHCLG estimate</i>)	8.195	8.627
Improved Better Care Fund	11.723	14.565
Adult Social Care Support Grant	0.969	0.000
Winter Pressures/Adults & Children's Social Care	1.550	4.198
New Homes Bonus grant	3.811	4.067
Total	258.470	262.504
Annual change		4.034
Annual change by dwelling (137,012)		+£29
Annual % change		1.6%

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 2019/20. 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.

Business Rates are based on the 2017 valuation list and the rateable value of businesses in Nottingham will be **£364m** (NNDR1 January 2019). 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 2019/20 will be the final year of the 4-year settlement. RSG will cease with the proposed introduction of 75% retention of Business Rates in 2020/21. Details of this new funding and business rates system are currently unavailable and consequently the MTFO assumes the continuation of the current 50% system as a working assumption. This will be updated once the Government publishes final details.

Current figures reflect a reduction of **27.6%** or **£9.649m** from 2018/19 to 2019/20.

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 MTFP reflects the announced grant of **£4.067m** for 2019/20 and projections for future years.

Social Care Support Grant and Winter Pressures Grant

The final settlement confirmed the one-off **£2.648m** Social Care Support Grant available to partially fund pressures in Adult and Children's social care and the continuation of the existing **£1.550m** Winter Pressures Grant for an additional year.

Local Council Tax Support & Housing Benefit Administration Subsidy Grant

The City Council will receive administration subsidy grant of **£1.919m** in 2019/20 (a reduction of **£0.188m**) to fund the Council's statutory duty to administer and process Housing Benefit and directly related enquiries.

Improved Better Care Fund

This 3-year grant was awarded in 2017/18; the purpose of it was to contribute towards the increased pressure of Adult Social Care needs aiming to reduce pressures in Health and ensure the Social Care market is provided for.

The 2019/20 allocation of **£14.565m** is an increase of **£2.841m** on 2018/19.

Disabled Facilities Grant

This **£2.261m** grant contributes to the cost of improvements to citizens' homes to enable them to continue to live there. This forms part of the Better Care and a section 75 agreement.

Former Independent Living Fund (ILF) Grant

The **£0.702m** Former ILF Grant compensates cost pressures to local authorities caused by the closure of the ILF. The funding followed the introduction of the Care Act 2014, which ensures that key features such as personalisation, choice and control are now part of the mainstream adult social care system.

Social Care in Prisons Grant

This grant allocation is still to be confirmed for 2019/20 however in 2018/19 it was **£0.156m** recognising changes introduced as part of the Care Act that establishes that the local authority will be responsible for assessing and meeting the care and support needs of an offender residing in a prison, approved premises of bail accommodation.

Local Reform & Community Voices Grant

This grant allocation is still to be confirmed for 2019/20 however in 2018/19 it was **£0.218m** comprising the following elements:

- Funding for Deprivation of Liberty Safeguards in Hospitals;
- Funding for Independent NHS Complaints Advocacy Services and
- Local Healthwatch Funding (Local Authorities have a duty to ensure that an effective local Healthwatch is operating in their area, delivering the activities set out in the legislation).

Public Health

The 2019/20 grant for Nottingham is **£32.937m** reflecting a further grant reduction of **£0.893m** from 2018/19. Overall, the grant has reduced by **£5.536m** (14.39%) since 2015/16.

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, Central Expenditure, Early Years and High Needs. The initial 2019/20 DSG budget allocation for Nottingham is **£274.956m** increasing by **£8.787m**. This increase is due:

1. An increase in school pupil numbers from 40,173 to 41,075 (902) **£6.437m**;
2. Pupil growth increaser of **£0.100m**
3. Additional funding in High Needs of **£2.257m**

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

5. DRAFT MTFP 2019/20 – 2021/22

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

The December Executive Board reported a 2019/20 budget gap of **£1.173m**. Since the December report, further proposals have been developed and these are detailed in this report to present a balanced position for 2019/20. In total **£23.258m** of proposals have been identified for 2019/20:

- December Executive Report savings of **£22.085m** for 2019/20, comprising:
 - **£15.037m** portfolio consultation proposals
 - **£7.048m** of council wide proposals
- New proposals presented within this report of **£1.173m** (**£0.864m** portfolio proposals and **£0.309m** council wide proposals)

Individual portfolio proposals totaling **£15.901m** are detailed within **Appendix A**

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 2019/20 net General Fund revenue budget of **£239.785m**;
- a council tax requirement of **£116.101m** and council tax increase of **2.99%**
- total savings of **£23.258m** of which:
 - Portfolio proposals **£15.901m**
 - Council wide proposals **£7.357m**
- provision for pressures of **£15.162m** including Adults demographic increases **£4.380m**, Adults National Living Wage **£4.013m** and Children in Care demographic increase of **£1.683m**;
- a general contingency of **£1.800m**;
- provision for the Local Government Employers pay offer of **2%**, which also included a higher percentage increase for lower pay points for 2019/20;
- provision for contractual inflation where appropriate.

General Fund Revenue Budget

Table 3 summarises the changes required to update the 2018/19 base budget to refresh the starting point for the 2019/20 budget.

TABLE 3: BUDGET REFRESH				
DESCRIPTION	2019/20 £m	2020/21 £m	2021/22 £m	TABLE
Inflation	7.094	13.361	19.638	4
Technical Adjustments	(5.404)	(1.716)	(1.549)	5
Previously Agreed Decisions	8.814	13.265	14.962	6
TOTAL	10.504	24.911	33.051	

Adjustments have been made to reflect estimated pay award, contractual inflation where appropriate, 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 2019/20 and subsequent years.

TABLE 4: INFLATION			
DESCRIPTION	2019/20 £m	2020/21 £m	2021/22 £m
Employee	5.921	10.996	16.046
Specific contractual inflation	1.173	2.366	3.593
TOTAL	7.094	13.361	19.638

Employee inflation based on the Local Government Employers pay offer of 2% pay award, which also included a higher percentage increase for lower pay points. For non-pay costs, the MTFP assumes no general inflation; only specific contractual inflation has been applied.

Technical Adjustments

Table 5 summarises the corporate adjustments that 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	2019/20 £m	2020/21 £m	2021/22 £m
Net movement in Reserves	(4.293)	(2.848)	(1.930)
Net movement in Specific Grants	(3.841)	(2.021)	(2.618)
Other	2.730	3.154	2.998
TOTAL	(5.404)	(1.716)	(1.549)

General Reserves

The proposed level of general reserves for 2019/20 is **£10.643m** and assumes that the outturn for 2018/19 is on budget.

Previously agreed MTFP decisions

Table 6 summarises the impact on the 2019/20 budget of decisions made in previous budgets. This totals a net increase of **£8.814m** in 2019/20, mostly due to previously agreed pressures in Adult Social Care and Children in Care.

TABLE 6: PREVIOUSLY AGREED MTFP PROPOSALS			
DESCRIPTION	2019/20 £m	2020/21 £m	2021/22 £m
Adult Social Care & Health	8.393	12.940	14.277
Early Intervention & Early Years	0.353	0.709	1.069
Finance, Resources & Commercial Services	0.240	0.240	0.240
Pressures / Overspend Risks	8.986	13.890	15.586
Savings	(0.172)	(0.625)	(0.625)

TOTAL	8.814	13.265	14.962
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New Pressures

As in previous years, the Council continues to face significant budget issues that have a major impact on the MTFP. **Table 7** details the additional pressures of **£6.177m** funded in the MTFP for 2019/20. These are mostly due to additional demand in Adult Social Care and Children in Care, increased costs in Special Needs Transport and potential inflationary pressures.

Taking into account previously agreed and new pressures a total increase of **£15.162m** has been included in the 2019/20.

TABLE 7: NEW PRESSURES			
PORTFOLIO	2019/20 £m	2020/21 £m	2021/22 £m
Adult Social Care & Health	0.000	3.345	9.694
Early Intervention & Early Years	1.331	2.542	3.753
Education & Skills	0.623	0.623	0.623
Energy & Environment	0.150	0.150	0.150
Finance, Resources & Commercial Services	2.006	2.906	3.758
Planning, Housing & Heritage	1.528	1.528	1.528
Leisure & Localities	0.301	0.000	0.000
Transport & HR	0.238	0.238	0.238
TOTAL	6.177	11.332	19.744

Saving 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. These will be found from a combination of income generation, demand management, service transformation and efficiencies.

Table 8 summarises the total savings.

TABLE 8: TOTAL SAVINGS			
DESCRIPTION	2019/20 £m	2020/21 £m	2021/22 £m
Portfolio Proposals:			
• December Executive Board report	(15.037)	(14.768)	(16.312)
• New proposals	(0.864)	(0.994)	(0.994)
Total Portfolio Proposals	(15.901)	(15.762)	(17.306)
Management/Staffing Review	(1.509)	(1.509)	(1.509)
NCH	(1.200)	(1.200)	(1.200)
Corporate Proposals	(4.648)	(2.000)	(2.000)
Council Wide Proposals	(7.357)	(4.709)	(4.709)
TOTAL	(23.258)	(20.471)	(22.015)

Portfolio Proposals

Table 9 summarises by budgeted portfolio the total value of both previously consulted and new/amended proposals. **Appendix A** provides a complete list of all proposals by lead portfolios with new/amended proposals identified, the differences are due to instances where the budgeted and lead portfolios for proposals being different.

TABLE 9: PORTFOLIO PROPOSALS			
BUDGETED PORTFOLIO	2019/20 £m	2020/21 £m	2021/22 £m
Adult Social Care & Health	(2.734)	(2.106)	(2.888)
Community Protection	(1.365)	(1.472)	(1.472)
Early Intervention & Early Years	(4.087)	(4.229)	(4.415)
Education & Skills	(0.575)	(0.395)	(0.395)
Energy & Environment	(0.864)	(0.864)	(0.864)
Finance, Resources & Commercial Services	(2.533)	(2.712)	(3.172)
Planning, Housing & Heritage	(0.103)	(0.103)	(0.103)
Leisure & Localities	(1.006)	(1.006)	(1.006)
Regeneration & Growth	(0.618)	(0.714)	(0.829)
Transport & HR	(2.017)	(2.163)	(2.163)
TOTAL	(15.901)	(15.762)	(17.306)

Council Wide Proposals

As part of the Budget Strategy for 2019/20 Corporate Leadership Team (CLT) and Directors worked together in order to generate significant council wide savings. In addition to the proposals within **Appendix A** are three further streams of savings, namely Management/Staffing Review, Nottingham City Homes (NCH) and corporate proposals.

Management/Staffing Review

CLT is working on a full management review of the Council and will consult with relevant colleagues. This review and other efficiencies are expected to deliver on-going annual savings of **£1.509m** per annum.

NCH

NCC and NCH continue to work together to review costs for services and ensuring fair costs are paid for renting council owned properties. This is expected to generate General Fund savings of **£1.200m** per annum, in addition to proposals already contained within Appendix A.

Corporate

The draft MTFP assumes corporate savings of **£4.648m** for 2019/20, and **£2.000m** for 2020/21 and 2021/22. **£2.648m** in 2019/20 from the use of Social Care Support Grant announced in the Autumn Budget to offset Adults/Children's pressures and on-going **£2.000m** from Minimum Revenue Provision (MRP).

Budget Requirement

Table 10 shows the resulting proposed draft net budget requirement for 2019/20 and the current budget projections for 2020/21 and 2021/22 before any additional savings.

TABLE 10: NET BUDGET				
DESCRIPTION	2019/20 £m	2020/21 £m	2021/22 £m	TABLE
2018/19 Budget Requirement	246.363	246.363	246.363	
Budget Refresh	10.504	24.911	33.051	3
New Pressures	6.177	11.332	19.744	7
SUB-TOTAL	263.043	282.605	299.158	
Saving proposals	(23.258)	(20.471)	(22.015)	8
NET BUDGET	239.785	262.134	277.143	

Funding

The position relating to Retained Business Rate income carries significant risks for the Council. The assumed share of the business rate income is **£67.504m** in 2019/20, which is **£0.599m** 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 MHCLG in January 2019 estimated the net rates as **£142.450m** after all reliefs, with **£1.200m** assumed for bad debts (0.8%) and **£6.353m** for appeal repayments (4.5%) leaving total collectible rates for 2019/20 as **£134.897m**.

The Council in 2019/20 expects to receive **£7.703m** 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. The impact of these grants has been included within the budget refresh figures and details are shown in **Table 11**.

TABLE 11: SECTION 31 GRANTS (BUSINESS RATES)	
DESCRIPTION	2019/20 £m
Small business rates relief	3.665
Multiplier cap	2.184
Retail Discount	1.676
Discretionary Scheme	0.134
Supporting Small Business Relief	0.044
Local Newspaper Temporary Relief	0.001
TOTAL	7.703

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. No retained uplift for either the Enterprise Zone or the Creative Quarter is expected in 2019/20.

Table 12 sets out the overall funding assumed within the MTFP.

TABLE 12: FUNDING			
DESCRIPTION	2019/20 £m	2020/21 £m	2021/22 £m
Projections			
- Retained Business Rates	(67.504)	(68.854)	(70.231)
- Top Up	(28.125)	(28.688)	(29.262)
- Revenue Support Grant	(25.332)	(17.413)	(9.757)
NET POSITION	(120.961)	(114.955)	(109.250)

Details of the proposed new funding and business rates systems are currently unavailable and consequently the MTFO assumes the continuation of the current 50% system as a working assumption. This will be updated once the Government publishes final details of the Fair funding Review and Business Rates Retention Review.

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 **£0.928m**. The City Council share of this is **£0.799m**.

In addition, there is a collection fund surplus with respect to business rates of **£3.924m**. The City Council share of this surplus is **£1.923m**.

Proposed Council Tax

Table 13 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 2019/20 will be **£116.101m**, equating to a Band D of **£1,738.93** and a Band A of **£1,159.29**, this represents a basic increase of **2.99%**.

TABLE 13: AMOUNT TO BE RAISED BY COUNCIL TAX	
DESCRIPTION	2019/20 £m
Net Budget Requirement	239.785
Funding (Table 12)	(120.961)
Collection Fund – Council Tax	(0.799)
Collection Fund – Business Rates	(1.923)
COUNCIL TAX REQUIREMENT	116.101

6. MEDIUM TERM FINANCIAL OUTLOOK (MTFO)

In examining proposals for the 2019/20 budget, the Council considers both the immediate situation and the longer term outlook and assesses the impact of decisions accordingly.

Current MTFO for 2019/20 through to 2021/22 assume:

- Council tax increases of **2.99%** in 2019/20, **1.99%** Council Tax increase for 2020/21 and 2021/22. Nottingham has already set the maximum allowed Adult Social Precept hence no further precept increase.
- Revenue Support Grant as detailed in accepting the multi-year settlement, years two and three of the MTFO are outside of the multi-year settlement and current spending review period and therefore a notional 5% year-on-year reduction in overall settlement has been assumed for 2020/21 and 2021/22. This is broadly assumes the continuation of recent levels of funding cuts.
- Working assumption of nil underlying growth in retained business rates over the future years of the MTFO.
- Pay award in line with the Local Government Employers pay offer of **2%** (plus a higher percentage for lower pay points) for 2019/20, also assume **2% pa** for 2020/21 and 2021/22
- NHB future estimates reflect the current scheme and assumed growth in tax base

All these budget assumptions will be subject to on-going review in light of changing circumstances.

Table 14 includes the impact of the 2019/20 proposals contained elsewhere in this report and confirms the need for on-going significant cost reductions in the short to medium term of **£27.730m** in 2020/21 and **£45.009m** in 2021/22

TABLE 14: MEDIUM TERM FINANCIAL OUTLOOK			
DESCRIPTION	2019/20 £m	2020/21 £m	2021/22 £m
2018/19 Net Budget Requirement	246.363	246.363	246.363
Updated Budget Assumptions	16.680	36.243	52.795
SUB-TOTAL	263.043	282.606	299.158
Saving proposals	(23.258)	(20.471)	(22.015)
ASSUMED NET BUDGET	239.785	262.134	277.143
Retained Business Rates, Top-up & RSG	(120.961)	(114.955)	(109.250)
Council Tax	(116.101)	(119.449)	(122.884)
Collection Funds	(2.722)	0.000	0.000
ASSUMED FUNDING	(239.785)	(234.404)	(232.134)
NET MTFO POSITION	0.000	27.730	45.009

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 2019/20 is **£10.643m** 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 her capacity as S151 officer.

8. Accountability

Portfolio pages are included below, providing an outline of the key responsibilities of each portfolio and the headline budget. Portfolio Holders are expected to deliver the City's policies and priorities within the resources made available to them. The budgets set for 2019/20 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. 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 / Regeneration & Growth – Councillor Jon Collins



Broad Responsibilities:

- Promote Core Values & Objectives of Council
- Overseeing the strategic use of resources and the strategic planning cycle of the Council
- Political leadership and development of City, reflecting national, European and international policy and strategic partnerships
- Support to portfolio holders
- Strategic Regeneration and Development
 - Overview of all regeneration activity across the City
 - City Centre, major regeneration projects
 - Local Economic Partnership and European Funding
- Strategic and Operational Property
- Crime and Drugs Partnership
- Business & Growth
 - Growth Plan Delivery
 - City Centre Retail Management
 - Business Support, Development and Liaison
 - Inward Investment
 - Sector Development
 - Social Enterprise and Enterprise Development
- Creative Quarter
- Place Marketing Organisation
- Smart Cities
- Metro Strategy
- Communications and Marketing

Revenue Budget 2019/20: Regeneration & Growth				
	Base Budget £m	Adjustments, Inflation & Previous Decisions £m	Portfolio & Corporate Proposals £m	Net Budget £m
R&G	(18.800)	(0.561)	(0.768)	(20.129)
Corporate item	(0.300)	(0.050)	(0.200)	(0.550)
Total	(19.100)	(0.611)	(0.968)	(20.679)

Deputy Leader / Finance, Resources and Commercial Services – Councillor Graham Chapman



Broad Responsibilities:

- Deputise for the Leader;
- Value for Money and Organisational Health;
- Improved cross-cutting delivery;

- Finance & Resources:-
 - Finance
 - Legal and Democratic Services, Monitoring
 - Health and Safety
 - Risk Management
 - Collection of Council Tax and NNDR
 - Housing and Council Tax Benefits
 - Welfare Rights
 - Catering
- Income Generation and Commercialisation
- Services to schools
 - Facility and Building Services
- Commissioning and Procurement:-
 - Corporate Strategic Commissioning
- Neighbourhood Regeneration
 - Neighbourhood Retail Management

Revenue Budget 2019/20: Finance, Resources and Commercial Services				
	Base Budget £m	Adjustments, Inflation & Previous Decisions £m	Portfolio & Corporate Proposals £m	Net Budget £m
F,R&CS	22.402	1.685	(2.033)	22.054
Corporate items	52.155	(0.461)	(4.859)	46.835
Portfolio Total	74.557	1.224	(6.892)	68.889

Adult Social Care & Health – Councillor Sam Webster



Broad Responsibilities:

Health and Social Care Integration

- Adults:-
 - Corporate Strategies for Older People and Vulnerable Adults
 - Championing Independent Living
 - telecare
 - catering
 - Adult Safeguarding
- Health:-
 - Public Health and Wellbeing
 - health inequalities
 - smoking and avoidable injuries
 - Chair of the Health and Well Being Board
 - Mental Health and Well-being
 - Teenage Conception
 - Wider Health Links
 - Lead on commissioning of Adults Services
- Meals at Home
- Passenger Transport

Revenue Budget 2019/20: Adult Social Care & Health				
	Base Budget £m	Adjustments, Inflation & Previous Decisions £m	Portfolio & Corporate Proposals £m	Net Budget £m
Total	86.560	5.157	(2.734)	88.983

Education & Skills – Councillor Neghat Khan



Broad Responsibilities:

- 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, FE and HE
 - 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
- Woodfield Industries
- One Nottingham

Revenue Budget 2019/20: Education & Skills				
	Base Budget £m	Adjustments, Inflation & Previous Decisions £m	Portfolio & Corporate Proposals £m	Net Budget £m
Total	2.180	0.643	(0.575)	2.248

Community Protection – Councillor Toby Neal



Broad Responsibilities:

- Partnerships – voluntary sector and faith
- Community Sector
 - Lead role with the Community Sector and Volunteering
 - Community Centres
- Community Cohesion
- Equalities
- Community Safety
 - Overview of the Council’s Section 17 responsibilities.
 - Public and Consumer Protection
 - Community Safety and Respect for Nottingham
 - Domestic Violence
- Licensing and Environmental health
- Trading Standards
- City Centre Management
- Homelessness and Housing Aid (operational)
- Emergency Planning
- Digital Inclusion and IT
- Information Management and Assurance

Revenue Budget 2019/20: Community Protection				
	Base Budget £m	Adjustments, Inflation & Previous Decisions £m	Portfolio & Corporate Proposals £m	Net Budget £m
Total	16.597	0.636	(1.365)	15.868

Early Intervention & Early Years – Councillor David Mellen



Broad Responsibilities:

- 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
 - Youth and Play teams, Youth Offending team
 - Early Years including Children’s Centres
 - Children’s Disability and Children’s Mental Health
 - Lead on commissioning of Children’s Services
- Lead of refugees and asylum seekers
- International and European links

Revenue Budget 2019/20: Early Intervention & Early Years				
	Base Budget £m	Adjustments, Inflation & Previous Decisions £m	Portfolio & Corporate Proposals £m	Net Budget £m
Total	57.521	3.158	(6.735)	53.944

Transport & HR – Councillor Dave Liversidge



Broad Responsibilities:

- Strategic Transport
- HS2
- NET phase 1,2 and 3
- Road repairs and resurfacing
- Street Lighting
- Taxi Strategy
- HR and Transformation
- Neighbourhood Transport
 - Traffic Management and Parking
 - Highways Design and Maintenance
 - Public Transport
 - Area committee highways work
 - Corporate Transport Fleet

Revenue Budget 2019/20: Transport & HR				
	Base Budget £m	Adjustments, Inflation & Previous Decisions £m	Portfolio & Corporate Proposals £m	Net Budget £m
Total	6.352	0.846	(2.017)	5.181

Leisure & Localities – Councillor David Trimble



Broad Responsibilities:

- 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
- Area Working
 - Neighbourhood Management and Engagement

Revenue Budget 2019/20: Leisure & Localities				
	Base Budget £m	Adjustments, Inflation & Previous Decisions £m	Portfolio & Corporate Proposals £m	Net Budget £m
Total	8.505	1.020	(1.006)	8.520

Energy & Environment – Councillor Sally Longford



Broad Responsibilities:

- 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 Collection and Waste Disposal
- Clean air/ Air quality
- Cleansing
- Street Scene
- Flooding and flood risk

Revenue Budget 2019/20: Energy & Environment				
	Base Budget £m	Adjustments, Inflation & Previous Decisions £m	Portfolio & Corporate Proposals £m	Net Budget £m
E&E	17.046	1.801	(0.864)	17.983
Corporate item	(0.349)	0.000	0.000	(0.349)
Total	16.697	1.801	(0.864)	17.634

Planning, Housing & Heritage – Councillor Linda Woodings



Broad Responsibilities:

- Planning
 - Planning policy and development management
- 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
 - Housing with care and support
 - Strategic and Retained Housing functions
 - Regeneration Land and Property (tied in with above)
 - Homelessness Policy
 - Temporary Accommodation commissioning
 - HiMOs
- Heritage
- Customer Services and Customer Care

Revenue Budget 2019/20: Planning, Housing & Heritage				
	Base Budget £m	Adjustments, Inflation & Previous Decisions £m	Portfolio & Corporate Proposals £m	Net Budget £m
PH&H	1.781	0.469	(0.103)	2.147
Corporate item	(5.288)	2.338	0.000	(2.950)
Total	(3.507)	2.807	(0.103)	(0.803)

Adult Social Care & Health

Appendix A.1

	Department	Service Area	Title of Proposal	Narrative	2019/20 £m	2020/21 £m	2021/22 £m
1	C&A - Adults	Adult Social Care	Removal of subsidy for adult care services in line with Government guidance	The proposal is to remove the subsidy for adult social care services for those people who can afford to pay for day care, transport to day care and homecare where more than one carer is needed. This will be done in line with national guidance and the Fairer Charging Policy.	(0.247)	(0.138)	(0.111)
2	C&A - Adults	Adult Social Care	Deputyship Fee Income	Office of the Public Guardian have set LA fees that can be charged. Citizens with the lowest level of income are exempt from these charges by this guidance	(0.017)	(0.017)	(0.017)
3	C&A - Adults	Adult Social Care	National Living Wage (NLW)	Review proposals for funding NLW against the current MTFP allocation. Expectation on providers to fund part of the additional cost of NLW	(1.600)	0.000	0.000
4	C&A - Adults	Adult Assessment	Business Performance and Adult Assessment	Reconfiguration of staffing	(0.096)	(0.128)	(0.128)
5	C&A - Adults	Adult Social Care	Review of Direct Payments process	Implement changes to the way in which Direct Payment Support providers are paid to exempt payments from VAT. It should be noted that a deflator has been incorporated to this saving as a further initiative is encouraging all new citizens to use card accounts and employment support is being offered at no cost at the support planning stage	(0.053)	(0.078)	(0.078)
6	C&A - Adults	Adult Social Care	Decommissioning of CM2000	Contractual savings relating to the decommissioning of the homecare monitoring system for external care providers. This has been replaced by functionality within the Integrated Social Care and Finance system	(0.090)	(0.090)	(0.090)
7	C&A - Adults	Adult Social Care	Mental Health - Social Impact Bond	The Social Impact Bond has been successful in gaining a grant from the Life Chances Fund to support the Social Impact Bond. The initiative still needs to attract independent investment. It will support those citizens with mental health problems living in residential care who are difficult to engage. The aim of the project will be to maximise the potential of a cohort of 36 working age adults, who are either in residential care or who are at risk of	(0.011)	(0.385)	(0.879)

				entering into residential care, to lead independent lives in a community setting			
8	C&A - Adults	Adult Social Care	Mental Health - Housing Related Support (HRS)	There are a number of citizens living in residential care who would benefit from a more outcome focussed approach but were not appropriate for a move to supported living. This will enable a number of citizens to move from residential care to HRS, reducing NCC's reliance on residential care	(0.246)	(0.807)	(1.123)
9	C&A - Adults	Adult Social Care	Social Care Advocacy Contract	To reduce the City Council's contribution towards the Advocacy Contract in line with the current levels of utilisation. This level of reduction has been agreed by the County Council	(0.130)	(0.130)	(0.130)
10	C&A - Adults	Adult Social Care	Sign Language Interpretation Service	Contract efficiencies	(0.021)	(0.021)	(0.021)
11	C&A - Adults	Adult Social Care	Learning Disability Development Fund	The Learning Disability Board is now self-sufficient and no longer needs this subsidy	(0.015)	0.000	0.000
12	C&A - Adults	Adult Social Care	Providing support for people with HIV through the council's in-house adult social care service	The proposal is for people with HIV who need social care services to be supported through Nottingham City Council's adult social care offer rather than through a separately-funded service	(0.043)	(0.043)	(0.043)
13	C&A - Adults	Adult Provision	Relocate the Marcus Garvey Day Service to The Willows	The building used by Marcus Garvey Day Service is no longer fit for purpose. The proposal is to move this service to The Willows	(0.067)	(0.067)	(0.067)
14	C&A - Adults	Adult Provision	Lunch Club Meals	Removal of subsidy	(0.053)	(0.105)	(0.105)
15	C&A - Adults	Adult Provision	Reconfiguration of Day Centre Activity NEW PROPOSAL	The further roll out of the Nottingham Pathway Service will mean a move away from the traditional offer of Day Centre activities for those citizens with mild learning disability.	(0.045)	(0.095)	(0.095)
					(2.734)	(2.106)	(2.888)

Education & Skills

Appendix A.2

	Department	Service Area	Title of Proposal	Narrative	2019/20 £m	2020/21 £m	2021/22 £m
1	Development & Growth	Economic Development	Futures	Reduction in annual NCC contribution	(0.150)	(0.150)	(0.150)
2	C&A - Education	Various Departments	Partnership Contributions	Increase usage of one off contributions made from schools, trusts and central government funding	(0.200)	0.000	0.000
3	Commercial & Operations	Neighbourhood Services	Woodfield Industries	Continued transformation of Woodfield Industries through moving supported employees into permanent posts throughout the authority. Staff will move into new posts and retain the support of the Community Partnership and Project Development team. The total number of supported placements will be maintained at the current level	(0.085)	(0.085)	(0.085)
4	C&A - Education	Education Partnerships	SEN Transport Post 16 NEW PROPOSAL	SEN Transport Post 16 including, <ul style="list-style-type: none"> • Attending special school sixth form • Attending Portland College • Attending other college provision 	(0.250)	(0.300)	(0.300)
					(0.685)	(0.535)	(0.535)

Community Protection

Appendix A.3

	Department	Service Area	Title of Proposal	Narrative	2019/20 £m	2020/21 £m	2021/22 £m
1	Commercial & Operations	Neighbourhood Services	Security efficiency savings and income generation	Promotion of security services to others to generate income streams, as well as consolidating our security offer, including CCTV, to maximise operational efficiencies	(0.100)	(0.100)	(0.100)
2	Strategy & Resources	IT	Commercial service income increase	To continue the successful development of IT commercial services	0.000	(0.020)	(0.020)
3	Strategy & Resources	IT	Voice and WAN savings	To reduce expenditure with Virgin Media by at least £100k per annum	(0.100)	(0.100)	(0.100)
4	Strategy & Resources	IT	Contracts review	To continue the review of small software contracts to maximise value for the Council	(0.040)	(0.120)	(0.120)
5	Strategy & Resources	IT	Continued migration from internal Oracle database hosting to Microsoft SQL	All internal applications require some form of database to support their operation. IT will continue to migrate these databases to lower cost options	(0.030)	(0.030)	(0.030)
6	Commercial & Operations	Community Protection	Community Protection efficiency savings	Community Protection consists of Regulatory Services and the City Council's crime and ASB functions, which are delivered in partnership with Notts Police. This saving is a combination of effective management action to reduce the overall cost of the service whilst retaining our focus on Council priorities	(0.223)	(0.223)	(0.223)
7	Strategy & Resources	IT	Server Monitoring Systems Review	The IT service has developed a complex and comprehensive range of proactive monitoring and BI tools. This proposal suggests the removal of one of four separate monitoring systems	0.000	(0.007)	(0.007)
8	Strategy & Resources	IT	One number / One device	Reduction in corporate expenditure on mobile telephony by 25%	(0.250)	(0.250)	(0.250)
9	Strategy & Resources	IT	IT departmental budget allocation	Reduction in Libraries IT budget allocation	(0.020)	(0.020)	(0.020)
10	Strategy & Resources	IT	Centralisation of LA IT functions	Bringing together various staffing roles within the Council that exist to develop and maintain web based activities. Reduction of two posts	(0.050)	(0.050)	(0.050)
11	Strategy & Resources	IT	CCTV related project work	Offer a broader service for the Council's CCTV network	(0.030)	(0.030)	(0.030)
12	Commercial & Operations	Community Protection	Environmental Health - Deletion of Tobacco Officer	Removal of Tobacco Control Officer Post	(0.047)	(0.047)	(0.047)

13	Commercial & Operations	Community Protection	Reduce Police Partnership Contribution	Asking the PCC to making a reduction of 10% of the spend	(0.045)	(0.045)	(0.045)
14	Commercial & Operations	Community Protection	Review/Reduction of Community facing grants	Strategic Review of all Community facing grants including Voluntary Sector Grants and Area Based Grants	(0.250)	(0.250)	(0.250)
15	Commercial & Operations	Community Protection	Reductions in expenditure in Regulatory Services Budget (inc. Licensing) NEW PROPOSAL	A review will be undertaken, including the appropriateness of all charges and all income and expenditure	(0.150)	(0.150)	(0.150)
16	Commercial & Operations	Community Cohesion	Reduce Community Cohesion Funding NEW PROPOSAL	Reduction in City Council funding	(0.030)	(0.030)	(0.030)
					(1.365)	(1.472)	(1.472)

Early Intervention & Early Years

Appendix A.4

	Department	Service Area	Title of Proposal	Narrative	2019/20 £m	2020/21 £m	2021/22 £m
1	C&A - Children's	Children In Care	Implementation of Pause Programme	Pause works with women who have experienced, or are at risk of, repeat removals of children from their care. It aims to break this cycle and give women the opportunity to develop new skills and responses that can help them create a more positive future	0.000	(0.189)	(0.396)
2	C&A - Children's	Children In Care	DN2 Social Impact Bond	Various interventions including step down from residential, placement stabilisation to prevent coming into residential, re-unification and edge of care	(0.300)	(0.300)	(0.300)
3	C&A - Children's	Children In Care	Increased partnership contribution	Increase in partnership contributions to Children in Care costs	(0.550)	(0.550)	(0.550)
4	C&A - Children's	Children In Care	Reduce the number of Children in Care	Reduction through further early intervention and progressing the right children through the process to permanency	(0.727)	(0.727)	(0.727)
5	C&A - Children's	Children In Care	High Cost Placements	This programme will continue to reduce the average placement costs for children in care and will be supported by the use of innovative approaches and whole-family wrap-around support to enable children to return home safely to their families or for their needs to be met in less costly provision	(1.135)	(1.135)	(1.135)
6	C&A - Children's	Children In Care	Increase foster placements	This work will continue to shift the balance of internal versus external fostering placements to make better use of available resources	(0.637)	(0.637)	(0.637)
7	C&A - Children's	Children In Care	Commissioning and contractual savings for Semi Independence provisions	This work will continue to strengthen commissioning arrangements and contract management around semi-independence provision for 16-18 year olds	(0.200)	(0.200)	(0.200)
8	C&A - Children's	Children In Care	Workforce Review	Reviewing support & managing workforce processes - this project will see a continued reduction in agency social workers as a result of our Grow Our Own Programme and newly qualified social worker recruitment programme	(0.159)	(0.159)	(0.159)
9	C&A - Adults	Adult Assessment	Disabled Children's Service	Release of historical underspends within service	(0.121)	(0.121)	(0.121)
10	C&A - Education	School Improvement	Income generation through training	Increase income through additional training to be delivered to support additional needs	(0.010)	(0.010)	(0.010)
11	C&A - Education	School Improvement	Education - Staffing Efficiencies	Staffing efficiency	(0.030)	0.000	0.000

12	Commercial & Operations	Community Protection (Syrian Management)	Home Office Grant Funding	Maximise Grant Funding	(0.020)	(0.020)	0.000
13	Strategy & Resources	Commissioning & Procurement (ELY)	Funding Reduction	Reduction in contribution to the 'Under 5's Integrated Children's' contract in partnership with City Care	(0.098)	(0.098)	(0.098)
14	Strategy & Resources	Commissioning & Procurement (ELY)	Funding Reduction	Reduction in contribution to the Appropriate Adult Service	(0.005)	(0.005)	(0.005)
15	C&A - Children's	NGY Contract	Reducing the contribution to the NGY youth centre	Reduce our contribution to the NGY youth centre	(0.030)	(0.030)	(0.030)
16	C&A - Children's	Play & Youth	Reduction of Play and Youth posts	To reduce and realign posts across Play & Youth teams	(0.151)	(0.151)	(0.151)
17	C&A - Children's	Targeted Team	Utilisation of grant funding for Family Support	Review of family support offer across targeting service to utilise opportunities for grant funding	(0.048)	0.000	0.000
18	C&A - Children's	Safeguarding	Safeguarding partnership	Reduction in contribution to partnership funding	(0.005)	(0.005)	(0.005)
					(4.225)	(4.337)	(4.523)

Energy & Environment

Appendix A.5

	Department	Service Area	Title of Proposal	Narrative	2019/20 £m	2020/21 £m	2021/22 £m
1	Commercial & Operations	Commercial & Energy Infrastructure	Energy Services	Expansion of the Energy & Waste Big Ticket	(0.250)	(0.250)	(0.250)
2	Commercial & Operations	Neighbourhood Services	Commercial Waste	Business Plan Delivery through growth and the commercial performance of the Derby Waste Contract	(0.300)	(0.300)	(0.300)
3	Commercial & Operations	Neighbourhood Services	Bin Calendar Sponsorship	Sponsorship proposal for the bin calendar	(0.014)	(0.014)	(0.014)
4	Commercial & Operations	Neighbourhood Services	Housing Revenue Account	Increase the charge to the Housing Revenue Account for Street Cleansing and Grounds Maintenance	(0.300)	(0.300)	(0.300)
					(0.864)	(0.864)	(0.864)

Leisure & Localities

Appendix A.6

	Department	Service Area	Title of Proposal	Narrative	2019/20 £m	2020/21 £m	2021/22 £m
1	Commercial & Operations	Neighbourhood Services	Cemeteries & Crematoriums	Increase fees and additional capacity	(0.100)	(0.100)	(0.100)
2	Commercial & Operations	Sport & Culture	Sport & Leisure	Review of pricing, service redesign and efficiencies	(0.299)	(0.299)	(0.299)
3	Commercial & Operations	Sport & Culture	Theatre Royal & Concert Hall	Maximise business activity from recent transformation investment & continue commercial income growth performance	(0.100)	(0.100)	(0.100)
4	Commercial & Operations	Sport & Culture	Wollaton Hall and Newstead Abbey	Sustain income generation from Wollaton & Newstead sites including catering, retail and new event attraction	(0.050)	(0.050)	(0.050)
5	Commercial & Operations	Sport & Culture	Libraries	Service redesign, income generation and review of current contract	(0.150)	(0.150)	(0.150)
6	Commercial & Operations	Sport & Culture	Cultural Grants	Reduction in cultural grants	(0.032)	(0.032)	(0.032)
7	Commercial & Operations	Sport & Culture	Events	Cease October Festival activity	(0.057)	(0.057)	(0.057)
8	Commercial & Operations	Community Protection	Ward councillor budgets	Reduced funding	(0.088)	(0.088)	(0.088)
9	Commercial & Operations	Community Protection	Area Committee Arrangements	Reduce the current number of Area Committees from 8 to 6	(0.020)	(0.020)	(0.020)
10	Commercial & Operations	Sport & Culture	Museums – Seasonal opening hours NEW PROPOSAL	Aligned opening hours to support seasonal trading of Wollaton Hall (excluding the Park) and Newstead Abbey including flexible opening and closing times to meet commercial demand.	(0.080)	(0.080)	(0.080)
11	Commercial & Operations	Neighbourhood Services	Parks and Open Spaces - Bulwell Golf Course NEW PROPOSAL	A review will be undertaken with a view to exploring alternative uses or identifying an operator who can operate the golf course at no subsidy.	(0.050)	(0.050)	(0.050)
					(1.026)	(1.026)	(1.026)

Transport & HR

Appendix A.7

	Department	Service Area	Title of Proposal	Narrative	2019/20 £m	2020/21 £m	2021/22 £m
1	Commercial & Operations	Commercial & Energy Infrastructure	Highways - Insourcing and staffing efficiencies	Further insourcing and increased productivity in the DLO	(0.200)	(0.200)	(0.200)
2	Commercial & Operations	Neighbourhood Services	Car Parking - Income Growth	Incremental pricing changes to reflect competitor activity	(0.205)	(0.205)	(0.205)
3	Commercial & Operations	Neighbourhood Services	City Centre Car Parking - Sunday Charges	City Centre On-Street Parking - charge Sundays at the same tariff rate as Mon-Sat. Currently Sunday charges are 50p per 1/2 hr (zone 1 (min £1)). Zones 2 and are £1 for 3 hours or £2 all day	(0.041)	(0.100)	(0.100)
4	Commercial & Operations	Neighbourhood Services	City Centre Car Parking - Review of parking zones	Review all on-street zones occupancy levels to ensure they are zoned correctly (Zones 1-5)	(0.023)	(0.030)	(0.030)
5	Development & Growth	Traffic	Incomes from fees and charges	Review current fees and charges across Traffic, particularly in regard to external bodies	(0.060)	(0.060)	(0.060)
6	Development & Growth	Public Transport	Income from the University of Nottingham	Annual fixed income deal with the University of Nottingham for Medilink Bus Service which allows its students to board for free	(0.043)	(0.043)	(0.043)
7	Development & Growth	Major Projects	Reassessment of PFI reserve contribution and models	Reduced contributions following a review of financial model assumptions	(0.020)	(0.020)	(0.020)
8	Development & Growth	Major Projects	Reprofile of PFI AMENDED PROPOSAL	Review of model to generate efficiency savings	(0.350)	(0.350)	(0.350)
9	Development & Growth	Traffic	Keeping Nottingham Moving reinvestment	Any red route income is reinvested in Keeping Nottingham Moving	(0.030)	(0.058)	(0.058)
10	Development & Growth	Traffic	Restructure Traffic service	Rationalisation of current structure	(0.180)	(0.180)	(0.180)
11	Development & Growth	Major Projects	Reserves for seasonal street lighting	Reducing annual reserve payments based on actual experience of replacement costs	(0.013)	(0.013)	(0.013)
12	Commercial & Operations	Neighbourhood Services	City Centre Car Parking - On Street Evening Parking	Extend the existing daily charging period to cover 8am-8pm Remove the evening parking rate (£2 between 6-8pm) and charge the same tariff as the day rate	(0.036)	(0.088)	(0.088)
13	Commercial & Operations	Neighbourhood Services	City Centre Car Parking - On Street Parking Periods	This proposal means that the half hour intervals will be removed from on-street parking, except for the first half hour in Zone 1. The new tariff structure would be: Zone 1 - £1 for first 30 mins, £2 for first hour and £2 per hour thereafter	(0.145)	(0.145)	(0.145)

				Zone 2 - £1 per hour Zone 3 - £1 for 2 hours, 50p per hour thereafter			
14	Commercial & Operations	Neighbourhood Services	City Centre Car Parking - On Street Evening Parking	Move the evening charge to 8pm - 10pm Introduce the evening parking rate £2 from 6-8pm to 8-10pm	(0.010)	(0.010)	(0.010)
15	Development & Growth	Transport Strategy & Public Transport	Contract Link Bus Services AMENDED PROPOSAL	Delivery efficiencies by the review and withdrawal of some routes	(1.011)	(1.011)	(1.011)
					(2.367)	(2.513)	(2.513)

Planning, Housing & Heritage

Appendix A.8

	Department	Service Area	Title of Proposal	Narrative	2019/20 £m	2020/21 £m	2021/22 £m
1	Development & Growth	Planning	Building Control	Review of team structure and management, income potential and fees	(0.040)	(0.040)	(0.040)
2	Development & Growth	Planning	Pre-application fees	Review fee schedule and increase pre-application planning fees	(0.010)	(0.010)	(0.010)
3	Development & Growth	Planning	Planning fees	Increase planning fee income target - due to increased development	(0.025)	(0.025)	(0.025)
4	Development & Growth	Planning	Searches team	Staffing rationalisation	(0.020)	(0.020)	(0.020)
					(0.095)	(0.095)	(0.095)

Finance, Resources & Commercial Services

Appendix A.9

	Department	Service Area	Title of Proposal	Narrative	2019/20 £m	2020/21 £m	2021/22 £m
1	Commercial & Operations	Neighbourhood Services	Nottingham Catering	Commercial growth, increased school meal prices and supply chain and operational cost savings	(0.200)	(0.200)	(0.200)
2	Development & Growth	Strategic Assets and Property	Information Management income	Increase in income target within service area	(0.030)	(0.030)	(0.030)
3	Strategy & Resources	Insight & Analysis	Research, Engagement and Consultation Team Income Generation	Continue to deliver an engagement and consultation service but with a focus on income generation through commissioned engagement work as part of external funding bids and consultancy opportunities	(0.020)	(0.020)	(0.020)
4	Strategy & Resources	Strategic & Corporate Finance	Removal of budgeted funding from previous restructure plans	Removal of funding that was previously retained as part of a previous restructure as a different and cheaper model was adopted	(0.100)	(0.150)	(0.200)
5	Strategy & Resources	Commercial Finance	Grant and Income Maximisation	Review of the use of grants	(0.400)	0.000	0.000
6	Strategy & Resources	Legal & Governance	Additional income	Conveyancing income target increase	(0.050)	(0.050)	(0.050)
7	Strategy & Resources	Legal & Governance	Additional income	Conveyancing income target increase - Increase in external fees & charges including an increase in local land charges fees	(0.020)	(0.040)	(0.040)
8	Strategy & Resources	Legal & Governance	Further income generation	Refocus on additional income generation which will have an impact on level of available support to departments	0.000	(0.020)	(0.020)
9	Strategy & Resources	Procurement	Contracting & Procurement - Increased income generation	Further Procurement work with Districts & Boroughs to be agreed during 2018/19.	(0.040)	(0.040)	0.000
10	Corporate	Corporate Items	Increase in NCT dividend	Additional dividend assumption	(0.500)	(0.500)	(0.500)
11	Strategy & Resources	Strategic & Corporate Finance	Contract Renegotiation	EMSS Contract Price Reduction and service provision	(0.050)	(0.100)	(0.150)
12	Strategy & Resources	Procurement	Reducing Contract Costs through more efficient Contract Management	Reducing Contract Costs through more efficient Contract Management across the authority, part of Systems Big Ticket. Savings will be net of the commissioning and procurement team costs	(0.036)	(0.096)	(0.096)
13	Strategy & Resources	Commercial Finance	Business Rates Transformation	Business Rates Transformation - This will include re-organisation of our approach to business rates, inspection, collection and administration. To develop an alternative delivery method aligning	(0.200)	(0.300)	(0.400)

				with council tax administration and the review of policies			
14	Strategy & Resources	Commercial Finance	Revenue & Benefits delivery vehicle	Contract and service delivery review	0.000	(0.100)	(0.200)
15	Strategy & Resources	Commercial Finance	Housing Benefit	Housing Benefit - Reduce the error rates in relation to Housing Benefit, introduce and invest to save quality assurance approach	0.000	(0.100)	(0.300)
16	Strategy & Resources	Insight & Analysis	Removal of budgeted funding from previous restructure plans	Removal of funding that was previously retained as part of a previous restructure as a different and cheaper model was adopted	(0.012)	(0.012)	(0.012)
17	Strategy & Resources	Commissioning	Commissioning	Deletion of vacant posts/reduction in hours	(0.057)	(0.103)	(0.103)
18	Strategy & Resources	Audit & Risk	Audit & Risk Reduction	Increasing income & reduction in resourcing in Audit & Risk	(0.063)	(0.088)	(0.088)
19	Strategy & Resources	Legal & Governance	Constitutional Services	Staffing reduction of 1 FTE in Constitutional Services	(0.031)	(0.031)	(0.031)
20	Strategy & Resources	Legal & Governance	Alignment of Councillor allowance budget to reflect actual spend.	Reduction in Councillor allowances and expenses budget to reflect actual spend.	(0.040)	0.000	0.000
21	Strategy & Resources	Legal & Governance	Service restructure within Legal Services	Staffing reduction in Legal & Governance Services Realignment of resources to meet Corporate priorities	(0.063)	(0.063)	(0.063)
22	Strategy & Resources	Registrars	Registration Service	Delete 1 x Asst Registrar post	(0.019)	(0.019)	(0.019)
23	Strategy & Resources	Insight & Analysis	Public Health Insight Specialist support	Removal of vacant posts	(0.098)	(0.098)	(0.098)
24	Strategy & Resources	Insight & Analysis	Knowledge Resource	Deletion of post	(0.018)	(0.036)	(0.036)
25	Strategy & Resources	Legal & Governance	Rationalisation of Council Committees NEW PROPOSAL	Reduction in the number of meetings	(0.030)	(0.060)	(0.060)
					(2.077)	(2.255)	(2.715)

Regeneration & Growth

Appendix A.10

	Department	Service Area	Title of Proposal	Narrative	2019/20 £m	2020/21 £m	2021/22 £m
1	Strategy & Resources	Marketing & Comms	Income Generation – Advertising AMENDED PROPOSAL	Communications and Marketing will work with departmental services to pursue new opportunities for income generation from advertising	(0.011)	(0.022)	(0.027)
2	Strategy & Resources	Marketing & Comms	Income Generation - Large Format Digital Screens	Fast track phase 2 of the digital screen plan designed to generate advertising revenue (via third party support) from small/large digital screens in the City Centre	(0.015)	(0.015)	(0.015)
3	Corporate	Corporate Items	SCAPE	Increase in dividend	(0.200)	(0.225)	(0.335)
4	Development & Growth	Economic Development	Marketing Nottingham	Rental reduction	0.000	(0.050)	(0.050)
5	Development & Growth	Development and Growth	Urban Delivery Unit	Creating team within D&G to focus on Urban Delivery. Savings achieved through unified line management, multi-disciplinary working and increased potential for securing grant income	(0.100)	(0.100)	(0.100)
6	Development & Growth	Development and Growth	Management Restructuring	Changes to departmental structure	(0.055)	(0.055)	(0.055)
7	Strategy & Resources	Marketing & Comms	Marketing & Comms	Transformation of Marketing & Comms function. The aim will be to develop an alternative delivery method aligning increasingly limited resources to our highest priorities	(0.083)	(0.093)	(0.093)
					(0.464)	(0.560)	(0.675)