

REPORT TITLE: MEDIUM TERM FINANCIAL STRATEGY, BUDGET AND COUNCIL TAX 2017/18

CABINET

8 FEBRUARY 2017

THE OVERVIEW AND SCRUTINY COMMITTEE

13 FEBRUARY 2017

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WARD(S): ALL

PURPOSE

This report presents the General Fund Budget and Council Tax proposals for 2017/18; including movements in reserves, and the proposed Capital Programme for the period to 2021/22.

Members are asked to consider these proposals and also the level of Council Tax to be set for next year. The current tax is £130.65 at Band D for City Council services, and £63.31 for Winchester Town, and it is proposed that both amounts are increased for 2016/17 to £134.99 at Band D for City Council services, and £65.21 for Winchester Town.

The General Fund Budget, both Capital and Revenue considerations, were consulted on with The Overview and Scrutiny Committee, the business community and parish and town councils, and in finalising these proposals consideration has been given to all comments received.

To reflect the greater uncertainty of funding streams reliant on our own operating model, economic factors and local factors, the paper reflects a range of scenarios which highlight that annual financial results will vary from budgets in the future as they have increasingly done over the last few years.

RECOMMENDATIONS to Cabinet and Council:

That:-

- i) the level of General Fund Budget for 2017/18 be agreed as set out in the summary at Appendix A to the Report.
- ii) the policy as previously agreed by the Council on 14 July 1999 (min 186 refers) be confirmed to treat all expenses of the Council as General Expenses other than those specifically identified and itemised in the Winchester Town Account, and in consequence of which the sum of £888,242 be treated as Special Expenses under Section 35 of the Local Government Finance Act 1992 in respect of the Winchester Town area, Appendix G.
- iii) the Council Tax for the Special Expenses in the Winchester Town area at Band D for 2017/18 be increased to £65.21.
- iv) the balance on the Collection Fund for distribution to this Council, calculated in January 2017 of £149,824 for Council Tax, be approved.
- v) the level of Council Tax at Band D for City Council services for 2017/18 be increased to £134.99.
- vi) Parish Council Taxes be noted as set out in Appendix H to the Report.
- vii) the Capital Programme and Capital Programme Financing (Appendices C and D to the Report, which have been updated from CAB2889 Capital Programme and Strategy, due to changes resulting from CAB2893(HSG)) be approved.
- viii) In relation to Members' Allowances:
  - That the general inflation index in the Members' Allowances Scheme be not applied for 2017/18.
  - That the inflation index for 2017/18 for Councillor mileage rates be applied, so as to continue the link to HMRC mileage rates, should HMRC make any adjustments.
  - That an Independent Remuneration Panel be appointed to undertake a review of the Council's Members Allowances Scheme in Autumn 2017, so as to allow any changes to be included in the Budget for 2018/19.

- ix) the Council's continuing need to promote change in how it does things and drive to replace lost central government grant with new funding streams, be recognised and supported.

RECOMMENDATIONS to The Overview & Scrutiny Committee:

1. That The Overview & Scrutiny Committee considers any recommendations it wishes to make to the Council for its consideration of the Budget and Council Tax for 2017/18.

## IMPLICATIONS:

### 1 COMMUNITY STRATEGY OUTCOME

- 1.1 The Medium Term Financial Strategy underpins all of the outcomes identified in the Community Strategy. The Financial Resilience that it helps formulate ensures that the Council can continue to provide: High Quality Environment – Place; Active Communities – People; Prosperous Economy – Prosperity, and; Effective and Efficient Council – Process.

### 2 FINANCIAL IMPLICATIONS

- 2.1 The Medium Term Financial Strategy along with Portfolio Plans are the cornerstones of providing sustainable delivery of services to the residents of the District.
- 2.2 By identifying where there are pressures on expenditure, the priorities of the Council and shortfall of funding the council can make medium plans to provide a balanced budget.

### 3 LEGAL AND PROCUREMENT IMPLICATIONS

- 3.1 None identified

### 4 WORKFORCE IMPLICATIONS

- 4.1 Any efficiency identified may result in a reduction in the headcount. Similarly, if there are investment opportunities, additional staff may be required, if this is the case a full business case is required and the return from that investment must be at least equal too and preferably greater than the additional cost.

## 5 PROPERTY AND ASSET IMPLICATIONS

- 5.1 A key strand of the Council's Financial Strategy is to generate income from its assets and use property as one arm of the Treasury Strategy.

## 6 CONSULTATION AND EQUALITY IMPACT ASSESSMENT:

- 6.1 Capital and Revenue budget considerations were consulted on with The Overview & Scrutiny Committee, the business community, and parish council representatives during the final quarter of 2016. The feedback received from this consultation has been fully reflected in finalising these proposals.

## 7 RISK MANAGEMENT

| <b>Risk</b> (Detail specific risk under these headings)   | <b>Mitigation</b>  | <b>Opportunities</b>   |
|---|--|--|
| <i>Over reliance on traditional funding streams</i>   | <i>Proactive development of new funding opportunities</i>  | <i>Considerations of further Investment property and income streams per the streams of the efficiency plan</i>   |
| <i>Failure to set a balanced budget over the medium term</i>  | <i>Scenario planning for future financial years to highlight the scale of the financial challenge and so enable proposals to close the financial gap to come forward in good time</i>  | <i>Innovative funding streams<br/>Further joint working opportunities<br/>Transformational efficiency savings</i>  |
| <i>Councils service priorities, not reflected in the budget</i>                                     | <i>Current budget is based upon the existing Community Strategy</i>  | <i>Use of outcome based budgeting for future financial years</i>   |
| <i>Delays to or failure to deliver major capital schemes leaving future years forecast deficits</i> | <i>Ensure robust business cases are taken forward and sufficient resources are available to deliver the projects.</i><br><br><i>Scenario planning to ensure that a multitude of options are available for consideration.</i> | <i>Consideration of a wide base of potential capital / investment schemes to enable a balanced risk portfolio and other schemes to be chosen should any schemes not progress</i> |

## 8 SUPPORTING INFORMATION:

### **Background**

- 8.1 The Council Strategy 2017 - 2020 (CAB2876 refers) identifies five new strategic themes which will be used to help the Council shape its activities and resources up until 2020. The new outcomes will align to the new outcomes based budgeting approach which has been approved to commence from 2018/19.
- 8.2 The Efficiency Plan 2016 – 2020 (CAB2827 refers) sets out four key themes which form the basis of the Council's medium term financial planning; Income Strategy, Growth the Local Economy, Asset Management Plans, and Transformation Savings.
- 8.3 The Creation of a Strategic Acquisition Strategy (CAB2872 refers) was approved by Cabinet in January 2017. This enables the Council to undertake asset investment through the acquisition of land and/or property in order to generate income to realise the outcomes of the Council Strategy.
- 8.4 Capital and Revenue budget considerations were consulted on with The Overview & Scrutiny Committee, the business community, and parish council representatives during the final quarter of 2016. The feedback received from this consultation has been fully reflected in finalising these proposals.
- 8.5 A summary of the General Fund revenue budget is now presented for final consideration and Members are asked to consider the total level of General Fund Budget and the Council Tax for 2017/18.
- 8.6 The proposed Capital Programme is included at Appendix C; the revenue consequences (which are reflected in the budget projections at Appendix B) are provided in Appendix D, and the proposed financing of the capital programme is provided at Appendix E.
- 8.7 The summary service budgets are presented for approval at Appendix I.

### **2017/18 Budget**

- 8.8 The proposed net General Fund budget for cost of services totals £19.9m. Summaries of service budgets and the trading account are shown in Appendix I. Final figures, when approved, will be uploaded to the finance system and published in the Budget Book.
- 8.9 Within the forecast in Appendix B are the following budget options:
- i. Environmental Services Contract – additional recurring budget provision of £56,000 broken down as £40,000 in order to increase litter picking on high speed roads, as a result of a reduction in HCC grass cutting on these routes, and £16,000 for yearly manual washing of the high street in order to remove staining of the surface.

- ii. Customer Services – telephony voice recognition. An additional one-off budget of £35,000 in 2017/18 and £3,300 per annum support costs.

8.10 A balanced budget is presented for 2017/18 despite the reductions to both Revenue Support Grant (-£0.62m) and New Homes Bonus (-£0.63m). This is due to the Council planning for these reductions when setting the budget and medium term financial strategy in February 2016. This has given time for strategic consideration of how to produce a balanced budget in future years despite the continued financial pressures the Council is facing and means that short term, non-strategic, ‘salami slicing’ of budgets is not required.

8.11 Non- Ring fenced Government Grants

- (i) The budget has been set using the final local government finance Settlement Funding Assessment (SFA) of £2.46m for 2017/18. This includes; Total Revenue Support Grant of £0.38m and a Baseline Funding Level (for Business Rates retention) of £2.08m. The below graph shows the reduction from 2016/17 to 2017/18 and highlights the significantly lower £ per head received by Winchester compared to the national average of all districts.

**Graph 1 – Winchester SFA (£ per head) compared to all other districts**



- (ii) The final settlement allocations announced in February 2016 provided additional grants for 2016/17 and 2017/18, the 2017/18 allocations are shown below;
- Transitional Grant – one-off additional grant of £92k.
  - Rural Services Delivery Grant – additional grant of £37k.

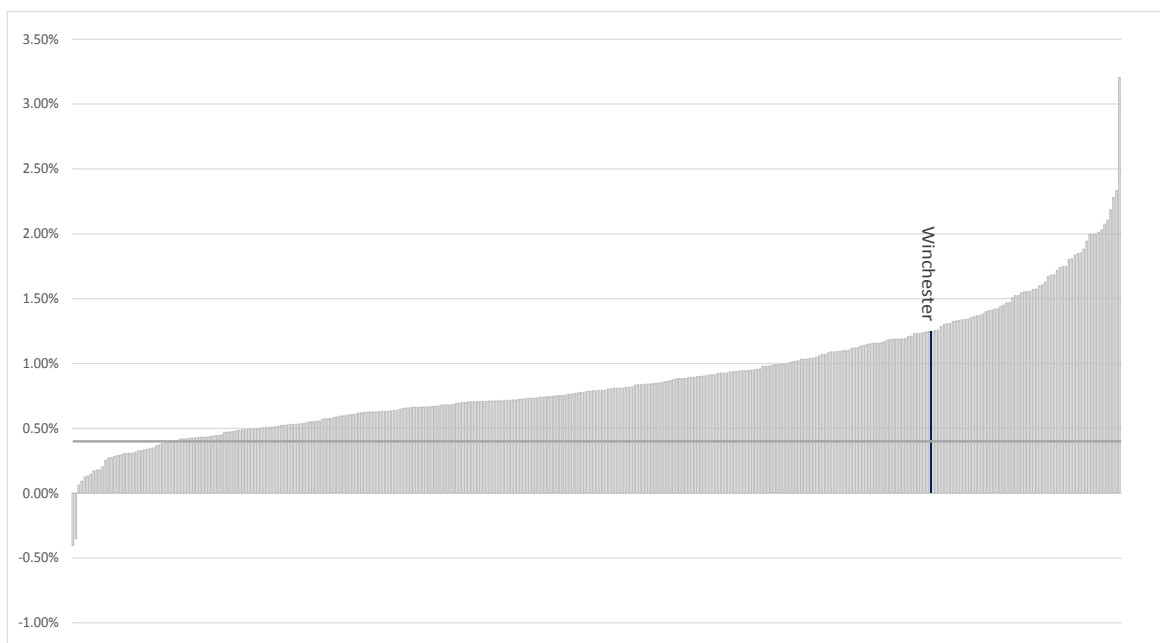
8.12 New Homes Bonus

- (i) There have been significant changes to the New Homes Bonus scheme, following the publication of the consultation paper a year ago. The Government is implementing its preferred option: which is to reduce legacy payments from 6 years to 5 years in 2017-18 and then to 4 years in 2018-19. There is also the introduction of a “deadweight”,

which effectively removes all NHB payments for the first 0.4% of housing growth.

- (ii) The total new homes units for 2017/18 are 607 with a “deadweight” reduction of 199, giving a final rewardable new homes units total of 408. The total New Homes Bonus attributable to 2017/18 is £517,478 (with the five year reward totalling £2,661,396) and the loss of bonus from the “deadweight” deduction of 0.4% of £252,397.
- (iii) In addition, from 2018-19 the Government have announced they will consider withholding payments from authorities not supporting housing growth (i.e. appeals, local plan); there will be a further consultation on these elements.
- (iv) The table below shows that Winchester is around the upper quartile for housing growth in 2017/18, and is rewarded for this through the New Homes Bonus scheme.

### Graph 2 – Winchester housing growth in 2017/18 compared to other Districts



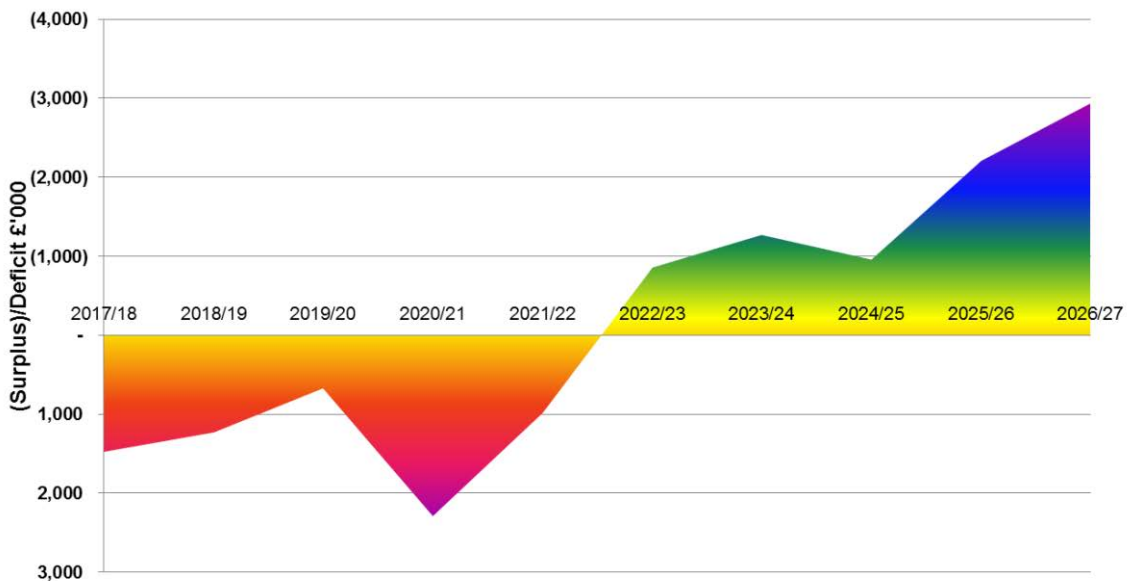
#### 8.13 Revenue implications of the Capital Programme (Appendix D)

- (i) The capital programme, in line with the Efficiency Plan (CAB2827 refers), is forecast to make revenue contributions towards future forecast deficits as part of the Council’s strategy to make up for shortfalls caused by reductions in Government funding.



- (ii) Appendix B shows the General Fund medium term financial projections up until 2021/22 and as some large capital schemes such as Station Approach are not forecast to start generating a return until after 2021/22 there are additional upfront budget pressures which is causing higher forecast deficits. If sufficient reserves were to be available it would be possible to fund some of these significant upfront revenue costs from reserves until the projects start generating a revenue return.
- (iii) The revenue implications from the most significant schemes are listed below:
  - Station Approach – Carfax & Cattlemarket.
  - Redevelopment of the old Bar End Depot Site
  - St Clement's Surgery
  - Provision of a new Leisure Centre
- (iv) Graph 3 below shows the revenue impact of the capital programme and the potential revenue inflows commencing from 2022/23. These are mainly driven by the most significant schemes listed in (iii) above.

**Graph 3 – Revenue implications of the Capital Programme 2017/18 to 2026/27**



#### 8.14 Business Rates Retention

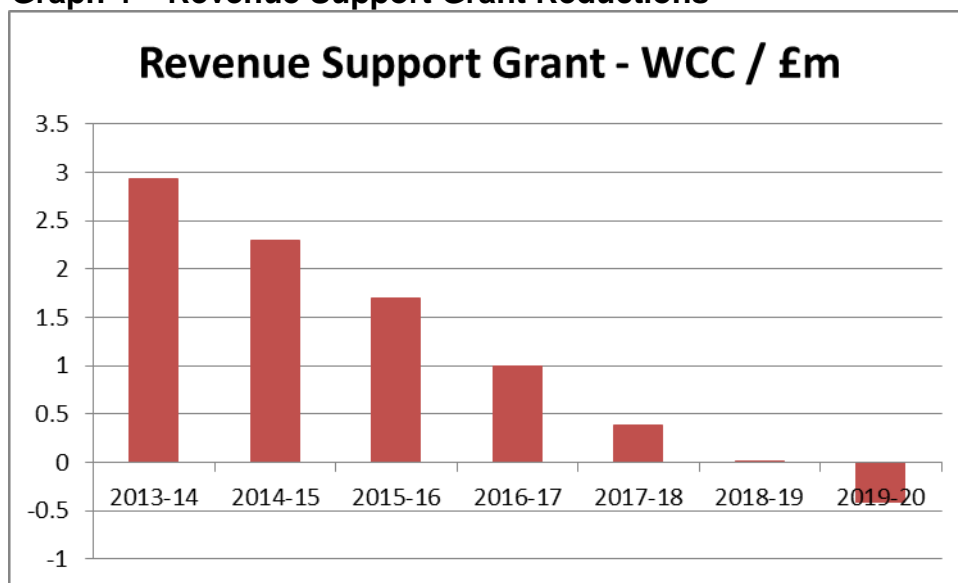
- (i) On 1 April 2013 a new system of business rates retention began in England whereby local authorities retain a local share of up to half of the business rate growth in their area. This gives financial incentives to councils to grow their local economy but also creates more risk. For this Council, based on the current formula and levy rate, this equates to retentions of circa 20% of any business rates growth over the baseline set.
- (ii) The Council's share of the forecast retention of Business Rates for 2017/18 amounts to £3.9m.
- (iii) The localisation of the Business Rate Retention scheme increased the Council's exposure to financial risks including those relating to business rate appeals. To provide against this risk an earmarked reserve of £1m was created in 2014/15. As with all reserves, this will be kept under review.
- (iv) The Local Government Finance Bill has now been published (the first stage in the process before gaining royal assent), with the 100% business rates retention system expected to commence from 2019/20. It is unlikely the move to 100% retention will significantly change the share of business rates retained by the Council and the projections in Appendix B are based on the current retention system until the final details of the new retention system are announced.
- (v) The opening 2016/17 balance of the provision for appeals, representing the forecast backdated cost of existing lodged appeals, was £6.3m. It is now forecast that payments of these appeals totalling £4.2m will be made in 2016/17 but that the provision will need to be increased by £2.2m, giving a forecast 2016/17 closing appeals provision balance of £4.3m. This highlights the continuing trend of higher costs of appeals which are very difficult to predict due to the large backlog of outstanding cases and the high cost of the substantial backdating of these.
- (vi) The Valuation Office Agency has completed its revaluation and created the 2017 rating list (updated from 2010). As part of this process the government have allowed for appeals of 4.8% of gross rates receivable to cover the expected increase in appeals caused by the new rating list. The estimate for 2017/18 has therefore allowed for the cost of expected new appeals of £3.4m.

#### 8.15 The Medium Term Financial Strategy

- (i) The Council continues to respond to the significant changes in Central Government support whilst being mindful of the impact on local council tax payers and the services being provided to local communities.

- (ii) The Medium Term Financial Strategy will be influenced by actions within the Council's control and external factors, a sensitivity analysis, showing a range of possible scenarios is included for consideration.
- (iii) The funding regime for local authorities is radically changing, with Councils needing to consider a fundamental shift in how services are funded, away from Central government Grant and towards a more self sufficient and sustainable model which is driven by local strategy. The level of the key funding stream from Government, Revenue Support Grant, that the Council is expected to receive, between 2013-20 is highlighted below:

**Graph 4 – Revenue Support Grant Reductions**



- (iv) Financial Planning is an intrinsic part of the Council's Corporate Planning, in considering how to best use limited financial resources, the Council is guided by its service and policy priorities. To strengthen this link it is intended that an Outcome Based Budgeting process will be adopted from 2018/19 onwards.
- (v) The Council uses its Medium Term Financial Strategy to inform its efficiency planning, which itself can be represented by the graphic below. Each element of the plan will be required to meet the need to reduce the overall cost of continuing to deliver the services valued by our residents.
- (vi) Over the next 12 months work streams will be developed to ensure that the outcomes identified in the Council Strategy remain sustainable and the financial health of the Council remains robust.

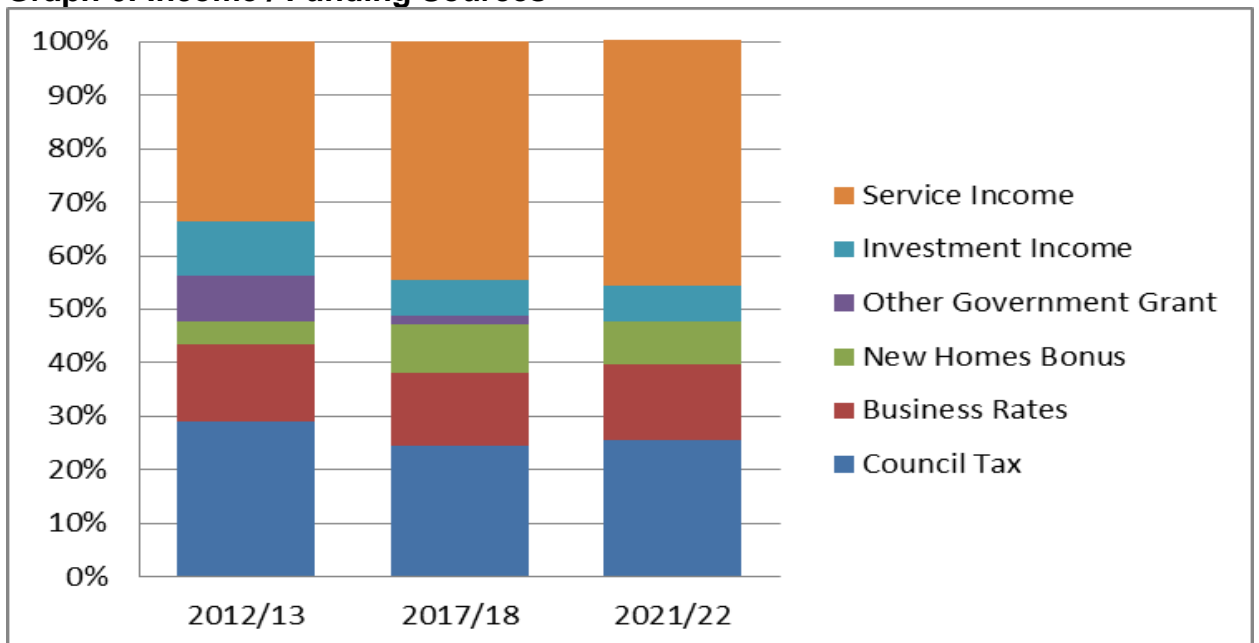
**Graph 5: Efficiency Plan**



**Identifying Resources**

8.16 The chart below shows the breakdown of the Council’s expected funding over a nine year period. The clear shift from Central Government Grant to locally generated income can be seen, with ‘Other Government Grants’ (which contains the Revenue Support Grant) representing only 4% of the total income and this is expected to reduce to almost zero by 2018/19.

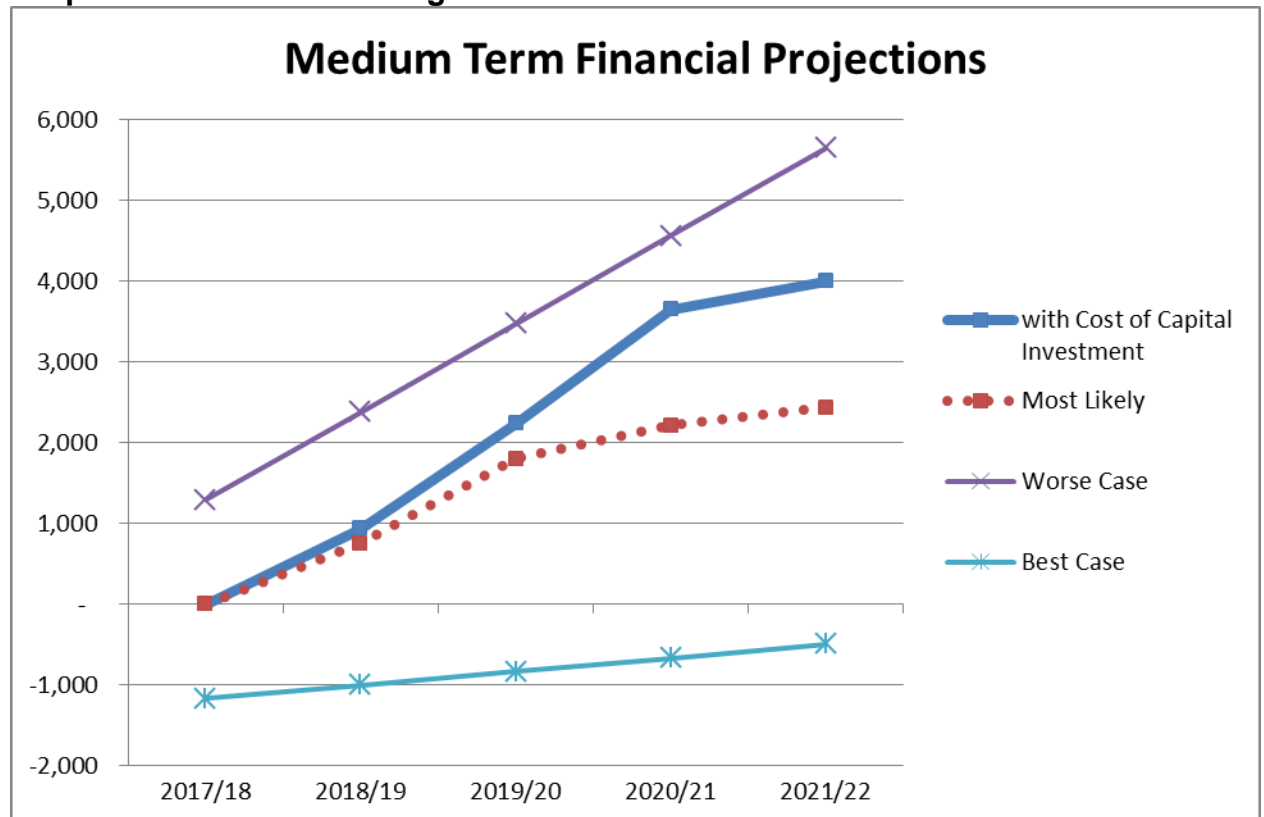
**Graph 6: Income / Funding Sources**



## 8.17 Scenario Planning

- (i) The projections to 2021/22 shown in Appendix B are based on a number of key assumptions, a number of which are listed in 5.14 below.
- (ii) The requirement for the Council to be self-sufficient and the uncertainties of funding streams and other assumptions used to underpin the Medium Finance Strategy means that it is important to view a range of possible outcomes. The medium term financial position (CAB2844) taken to Cabinet in October 2016 highlighted the scale of the potential budget projection variations by 2021/22 in the table below. The latest projections in Appendix B show that the current forecast is within the forecast range but worse than the mid forecast. A significant cause of the increase in projected deficit over the medium term are the upfront caused of major capital schemes (highlighted in graph 4 above).

**Graph 7 – Scenario Planning**



- (iii) To meet the challenge that these scenarios present, it is important that the Council continues to make a fundamental shift in its approach to planning its activities and the way it funds them. A continued commitment to innovation and challenging the status quo is necessary

to ensure that the Council is fit for purpose, meets the challenge of reduced central government funding and remains sustainable.

#### 8.18 Key Assumptions:

##### Income / Funding

- (i) Council Tax – increased from £130.65 to £134.99 in 2017/18 (band D equiv.), the effect of future increases is shown in 5.56 below
- (ii) Retained Business Rates – forecasts are based on inflationary uplifts and an assumed business tax base increase of 0.75% per annum
- (iii) New & Affordable Homes Bonus – per the draft government settlement 2017/18 with local forecasts taken into account from 2018/19
- (iv) Revenue Support Grant - per the draft government settlement 2017/18
- (v) Fees & Charges - held at existing levels except where changes have been approved
- (vi) The projects within the capital programme progress as planned

##### Expenditure

- (vii) Contractual Inflation - +2% in 2017/18, then +2.5% per annum
- (viii) Pay Inflation - +1% per annum
- (ix) Employer's Pension Contributions – current service contribution of 13.1% to increase by 1% per annum over the next four years
- (x) The projects within the capital programme progress as planned

#### 8.19 Members' Allowances

- (i) Members will recall that in May 2016, new arrangements came into effect following the Local Government Boundary Commission for England's review of the Winchester District, which had resulted in a reduction of seats from 57 to 45, and the creation of 16 new wards (with between two and three Members representing each ward).
- (ii) Members' Allowances are set by the Council, but it must have regard to the recommendations of an Independent Remuneration Panel (to be appointed by the Council) when setting such allowances. The current level of Members' Allowances was set in April 2015.
- (iii) The adopted scheme provides for an inflation increase to be applied (if the Council so decides). At its meeting on 18 February 2016, the Council decided that the general inflation increase (linked to the national pay award for local authority staff) for Members' Allowances 2016/17 should not be applied (CL125 and CAB 2763 refer). If Members were to decide to implement the inflation increase for 2017/18, a 1% increase would require c. £5,000.

- (iv) At its meeting of 18 February 2016, Council also decided that further consideration be given in the 2016/17 financial year to asking the Independent Remuneration Panel to undertake a review of the Council's members allowances scheme, to take account of any changes arising from the Council's governance arrangements following this change.
- (v) Given that the Council has only been operating under the new arrangements for some nine months, it is suggested that it would be appropriate for the Independent Remuneration Panel to be set up to consider and report in Autumn 2017, with a view to any new Scheme agreed by Council taking effect from April 2018. This would allow the Panel to be able to properly assess the impact of the 2016 changes, as part of their deliberations. This timetable would allow any proposed changes to the Scheme to be taken into account as part of the budget preparation for 2018/19.
- (vi) The Overview and Scrutiny Committee decided (at its meeting of 23 January 2017) to set up an Informal Scrutiny Group to consider whether there has been any substantial increase to the workloads of Councillors following changes made to ward boundaries and the reduction of number of Members overall. Any evidence it found could be submitted to the Independent Remuneration Panel. In any event, representations from all Members would be invited by the Panel before it concluded its recommendations.
- (vii) As well as considering whether or not to implement the inflation increase for Allowances, there is also a need to consider whether to apply a (separate) index for Councillor mileage rates. The index used is linked to HMRC rates. In 2016, Council agreed to apply any increase in the HMRC rates, so as to maintain the link between Councillor rates and the HMRC rates. For that reason, it is suggested that Members agree to increase mileage rates by such increase (if any) as HMRC apply to the HMRC rates.

### **Capital Programme**

- 8.20 The Capital Strategy and Programme (CAB2889) was approved by Cabinet in January 2017, and the revenue consequences are incorporated in the revenue projections shown in Appendix B.
- 8.21 The updated proposed Capital Programme for the current and the next 5 years is provided in Appendix C. More detail on the Housing Revenue Account capital expenditure is included in the HRA Budget 2017/18 and Business Plan report (CAB2893 (HSG) refers).
- 8.22 The associated financing of the capital programme is provided in Appendix E. This identifies significant unfunded expenditure i.e. Capital Financing

Requirements (CFR), which will, lead to external borrowing. The planned CFR has been matched against specific assets.

- 8.23 Individual schemes in the Capital Programme require appropriate approval by Cabinet or under the scheme of delegation involving Portfolio Holders in accordance with Financial Procedure Rules before any expenditure is committed. Substantial amounts of unfinanced expenditure are being proposed, and it will be essential that full options appraisals are undertaken, on a whole life costing basis, before any significant expenditure is committed. Effective monitoring will also be key to managing the risks that the assumed financial costs and benefits are not actually achieved so that corrective action can be taken as necessary.
- 8.24 The Major Investment Reserve (MIR) is the principal reserve used for supporting the Budget; both Revenue and Capital. The financial strategy supports the use of this reserve to fund the Capital Programme.
- 8.25 The forecasts for the MIR are included at Appendix F. There are also various specific earmarked reserves to fund the relevant elements of the Capital Programme. Appendix C also provides projections for the Useable Capital Receipts Reserve, reflecting the proposed Capital Programme. The programme for asset sales remains under review although there is still limited opportunity for sales in the current economic climate.

### **Future Potential Capital Projects**

- 8.26 The Capital Strategy identifies that there will be further capital spending requirements which are not yet in the programme. These will need to be brought forward and prioritised in due course and financing identified, taking into account compliance with the Council's Treasury Management Strategy, The Prudential Code and the Council's risk appetite.
- 8.27 Further details of these potential projects are provided in the Capital Strategy paper (CAB2889 refers).
- 8.28 As part of the Capital Strategy in the future, the Council will be investigating new invest to save schemes to deliver ongoing revenue savings through the best use of capital resources.

### **Community Infrastructure Levy (CIL)**

- 8.29 The Community Infrastructure Levy (CIL) is a mechanism for raising funds for essential infrastructure from development, adopted by the Council on the 8 January 2014 and brought into effect from April 2014.
- 8.30 Two earmarked reserves are used to hold CIL income until infrastructure plans are brought forward to utilise these funds. The first is used to hold the 'District' share of CIL income and had an opening 16/17 balance of £0.539m



and a forecast closing balance of £1.719m. The other earmarked reserve is used to fund the 'Town' neighbourhood share of CIL income and had an opening 16/17 balance of £87k and a forecast closing balance of £157k.

- 8.31 It is estimated that net CIL receipts (after distribution of Parish and Hampshire County Council shares) for 2017/18 will total £1m.
- 8.32 There are three significant schemes currently under consideration for partial District CIL funding and these are listed in the capital report but are not yet within the programme itself;
- I. Wickham drainage improvements
  - II. Alresford public car park
  - III. Bishops Waltham Southern cycle pedestrian link
- 8.33 The Winchester Town Forum is developing a distribution mechanism (WTF251 refers) in order to start allocating CIL funds to schemes from 2017/18.

### **The Prudential Code**

- 8.34 Local authorities determine their own programmes for capital investment in fixed assets that are central to the delivery of quality public services. The Prudential Code has been developed as a professional code of practice to support local authorities in taking their decisions. They are required by Regulation to have regard to the Prudential Code when carrying out their duties under Part 1 of the Local Government Act 2003.
- 8.35 The key objectives of the Prudential Code are to ensure, within a clear framework, that the capital investment plans of local authorities are affordable, prudent and sustainable. A further key objective is to ensure that treasury management decisions are taken in accordance with good professional practice and in a manner that supports prudence, affordability and sustainability.
- 8.36 To demonstrate that local authorities have fulfilled these objectives, the Prudential Code sets out indicators that must be used and factors that must be taken into account. These indicators are designed to support and record local decision making in a manner that is publicly accountable.
- 8.37 All of the indicators in respect of treasury management covering affordability, prudence, capital expenditure, borrowing and investment have been included in report CAB2898 which is being considered elsewhere on this agenda.

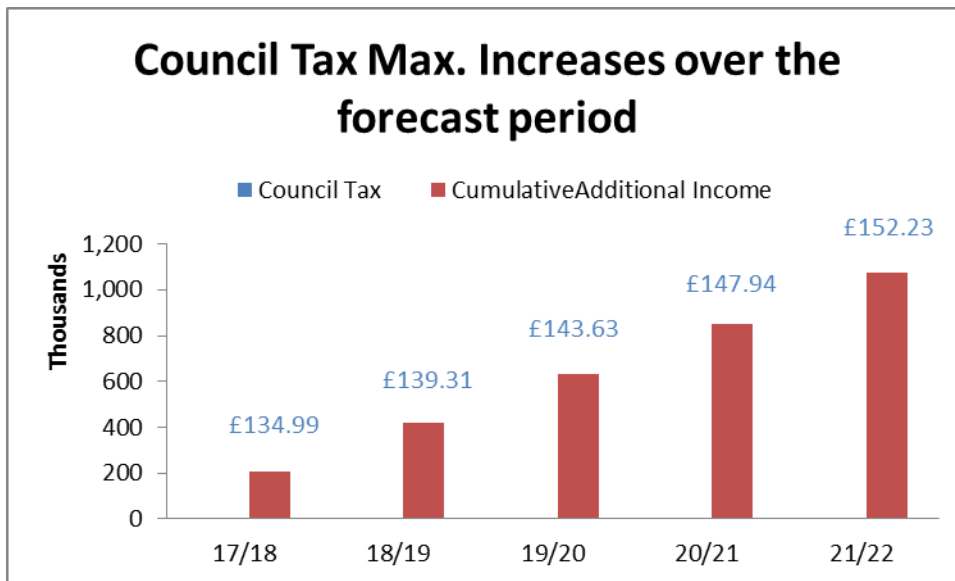
### Collection Fund

- 8.38 *Council Tax* - Regulations require the Council to approve the Collection Fund balance at 31 March, calculated at 15 January preceding. For Council Tax a surplus of £1,113,515 is estimated, shared between the County Council (£798,634), the Police & Crime Commission (£118,735), the Fire & Rescue Authority (£46,322) and this Council (£149,824). This must be credited to the Council Tax for the District for 2017/18. The City Council's budget for 2017/18 can therefore be set including the £149,824 surplus.
- 8.39 *Business Rates* – The Business Rates Collection Fund balance is estimated to be a surplus of £1,489,006 at the end of 2016/17. The Winchester share of this surplus is £595,602 (40%) and will be distributed from the collection fund in 2017/18.

### Council Tax

- 8.40 The Council Tax Referendum limits have been confirmed at 2% for lower tier authorities. However, shire districts (such as Winchester) will be able to increase their precept by not more than £5 (equivalent to 3.32% for this council). Central Government projections assume that all authorities will increase their precepts by the maximum amount. Some of the possible District tax increases are shown below along with the additional annual income that would be generated.
- 8.41 At present the projections reflect a 3.32% increase in Council Tax for the District and an increase of 3% for the Winchester Town Area, in 2017/18.
- 8.42 The current level of Tax for the District is £130.65 (Band D equiv.). This is proposed to increase to £134.99 from 2017/18 and will generate an additional £207k of income per annum and is part of the medium term financial strategy to deliver the outcomes of the authority.
- 8.43 In considering the level of District tax, regard has to be had to the Tax for the Town area in order to ensure that the overall increase does not exceed the referendum limits.
- 8.44 The current level of Tax for the Town is £63.31 (Band D equiv.). An increase of 3% would increase this by £1.90 to £65.21 (see para. 5.51 below)
- 8.45 Appendix H shows the figures for Parish Council precepts, including a comparison with the previous year's precept. The Council has no control over the levels of parish precepts.
- 8.46 Within the Government published Council spending power tables it is assumed that Council Tax will increase by the maximum amount each year, which is up to £5 for Winchester (District and Town combined). The additional income generated from the district element is shown in graph 5 below:

**Graph 8 – Potential additional income generated through Council Tax increases**



### **Winchester Town Charge – Section 35**

- 8.47 In accordance with Section 35 of the Local Government Finance Act 1992 the Council has taken the decision in previous years to treat all expenses of the Council as general expenses other than those identified as special expenses. The Council endorsed this policy on 25 February 2016.
- 8.48 Special expenses are costs incurred for the provision of an amenity or service that is primarily for the benefit of one locality. In the Winchester District these expenses are levied by the Council to cover the costs of local services in the Winchester Town area which elsewhere would be dealt with by parish councils.
- 8.49 The services currently covered by special expenses are listed in Appendix G. The Winchester Town Area is the five Winchester Town wards, excluding that part of St Barnabas Ward which is within the Parish of Littleton and Harestock (Harestock Parish Ward). That area is excluded from the Town Charge, because residents pay a precept to the Parish Council which provides services in that area.
- 8.50 It is recommended that the policy as previously agreed by the Council on 14 July 1999 (minute 186), and confirmed in the budget and council tax report for 2016/17 (CAB763 (Revised), 18 February 2016) is endorsed again. That is to treat all expenses of the Council as General Expenses other than those specifically identified and itemised in the Winchester Town Account. In consequence of which the sum of £888,242 will be treated as Special Expenses under Section 35 of the Local Government Finance Act, 1992 in respect of the Winchester Town area, summarised in Appendix D.

- 8.51 The Winchester Town Forum met on 25 January 2017 and recommended the Budget as set out in Appendix G and a Council Tax increase of 3% for 2017/18.

### **Reserves**

- 8.52 A summary of earmarked reserves is included at Appendix F. These have all been reviewed as part of the budget process and the levels are considered to be appropriate.
- 8.53 The Major Investment Reserve is a revenue funded reserve that supports the delivery of the Council's priorities; both capital and revenue. The balance on this reserve is forecast to be £7.7m at 31 March 2017, reducing to £2.3m by the end of the strategy period. This is before making any provision for the forecast deficits occurring from 2018/19 to 2021/22 shown in Appendix B.
- 8.54 The proposed baseline budget for 2017/18 also includes fixed annual contributions to various earmarked reserves including: Property – Asset Management £300k; Car Parks Property £200k, and IMT Strategy £173k.
- 8.55 Total General Fund Earmarked Reserves (excluding the £2m General Fund Balance) are forecast to reduce from £18.1m at 31 March 2017 to £9.8m at 31 March 2022. Out of the forecast balance of £9.9m at 31 March 2022;
- I. Business Rates - £1.0m, is a risk based reserve to be used to mitigate the additional risks caused by business rates retention.
  - II. Community Infrastructure Levy District and Town - £2.8m, must be used for infrastructure projects and plans to utilise this forecast balance are currently under development (see 13 above).
  - III. Property – Asset Management Plans - £2.6m, will be used to fund the Asset Management Plan (CAB2870 refers).
  - IV. Major Investment Reserve - £2.3m, is available to fund one-off capital or revenue expenditure. Capital projects require significant upfront investment before returns commence, the Major Investment Reserve could be used to fund the revenue consequences of the upfront investment.

### **General Fund Working Balance**

- 8.56 The General Fund working balance stands at £2m. As has been reported previously, the level of this balance needs to be considered in the light of a number of factors concerning the Council's level of exposure to changes in income and expenditure.

- 8.57 Overall, the provision of £2m as a General Reserve is considered to be sufficient and the forward projections assume that this level is retained. This will be kept under review.

### **Looking Ahead**

- 8.58 In considering its budget each year the Council is required to look further ahead than the year under detailed consideration to ensure that the impact and affordability of proposals is assessed for future years. The forward projections in Appendix B give an indication of the Council's position for the next five years.
- 8.59 Over recent years, the Council has achieved significant savings and efficiencies and continues to work hard to ensure that ongoing savings are delivered. It is assumed that this process will continue into the future and that the budget setting process for next year will identify further savings to balance the budget.
- 8.60 However, there are a number of known future changes for which the timing or impact is uncertain that are not yet included in the forward projections at Appendix B. These include:
- (i) Devolution – any potential impact of devolution proposals.
  - (ii) Changes to Government policy e.g. Business Rates review; New Homes Bonus, Planning & Housing Bill etc
  - (iii) Major projects:
    - Other Potential Projects not currently within the capital programme;
    - Delay in planned capital projects
  - (iv) Procurement / contracts
    - Joint Environmental Services Contract (2019)
    - External Audit – (2017)
  - (v) Universal credit
  - (vi) Land charges transfer to the Land Registry

### **Adequacy of Reserves and Robustness of Estimates**

- 8.61 There are specific requirements under Section 25 of the Local Government Act, 2003, for the Chief Finance Officer to provide a positive assurance statement about the adequacy of proposed financial reserves and the robustness of estimates made for the purposes of the Budget calculation.
- 8.62 Reserves are detailed in this report and specific comment is made on the most significant balances. The General Fund working balance is discussed above and is considered to be adequate. The Major Investment Reserve is available to support specific projects, both revenue and capital, and a forecast balance remains throughout the Strategy period (assuming the forecast deficits are covered by savings).
- 8.63 When considering the robustness of estimates for the budget calculation for the current year savings and increased income proposals included in the budget must be considered to be achievable. Considerable savings have been achieved to date, and the recent experience has been that compensating savings have been found to cover unforeseen growth pressures. Given the complex nature of the organisation, the significant turnover, the cautious approach to budgeting and the sensitivity to income, these variations are to be expected. The purpose of reserves, in particular the General Fund working balance, is to provide a cushion for these variations.
- 8.64 Within the context of the overall budget and reserve levels, the Head of Finance is able to provide positive assurance on the robustness of the estimates made for the purposes of the budget calculation for next year.

## 9 OTHER OPTIONS CONSIDERED AND REJECTED

### BACKGROUND DOCUMENTS:-

#### Previous Committee Reports:-

*Capital Strategy and Capital Programme 2017 – CAB2889 – January 2017*

*Proposed Creation of a Strategic Acquisition Fund – CAB2872 – December 2016*

*Draft Council Strategy – CAB2876 – December 2016*

*Medium Term Financial Position – CAB2844 – October 2016*

*Efficiency Plan 2016 – 2020 – CAB2827 – September 2016*

#### Other Background Documents:-

None

APPENDICES:

Appendix A: General Fund Budget Summary 2017/18

Appendix B: General Fund Medium Term Financial Projections

Appendix C: Capital Programme

Appendix D: Revenue Consequences of the Capital Programme

Appendix E: Capital Programme Financing

Appendix F: Reserves

Appendix G: Winchester Town Account

Appendix H: Parish Council Precepts and Council Taxes 2017/18

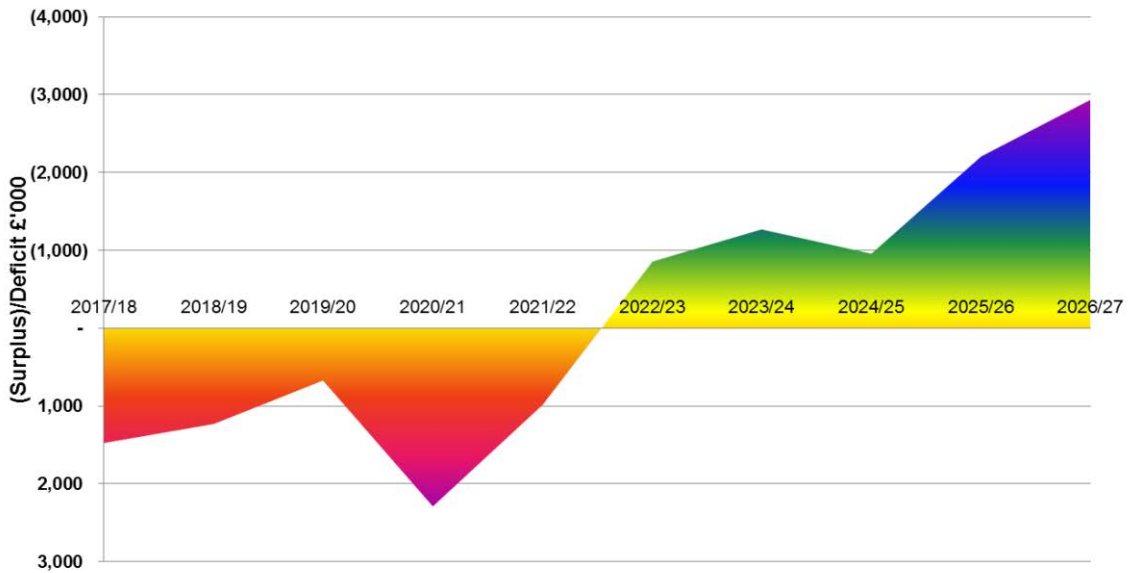
Appendix I: General Fund Summary Service Budgets 2017/18

**Colour Copy of Graph's presented in the main report**

**Graph 1 – Winchester SFA (£ per head) compared to all other districts (Page 7)**

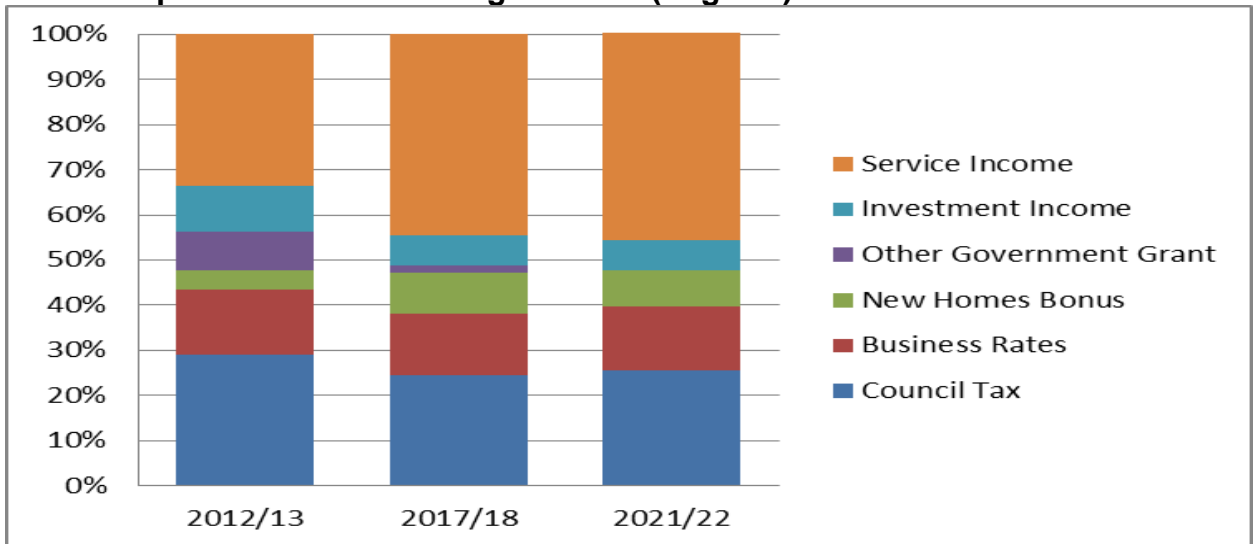


**Graph 3 – Revenue implications of the Capital Programme 2017/18 to 2026/27 (Page 9)**

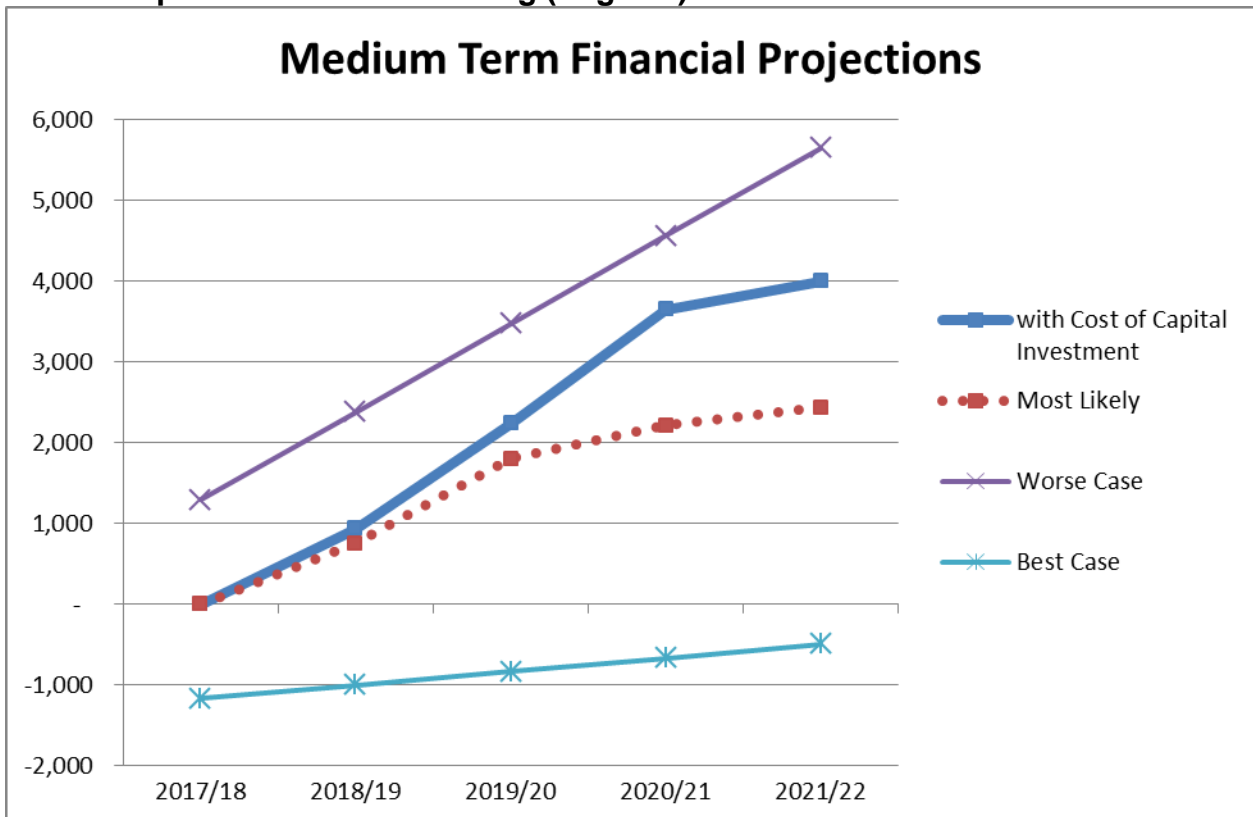




**Graph 6: Income / Funding Sources (Page 12)**



**Graph 7 – Scenario Planning (Page 13)**



**GENERAL FUND BUDGET SUMMARY**

|  | <b>2016/17<br/>Original<br/>Estimate</b> | <b>2016/17<br/>Forecast</b> | <b>2017/18<br/>Original<br/>Estimate</b> |
|--|--|-----------------------------|--|
|  | <b>£</b>                                 | <b>£</b>                    | <b>£</b>                                 |
| <b>Funding</b>   |  |                             |  |
| Non-ringfenced Government Grants   | (4,424,744)                              | (4,532,606)                 | (3,174,203)                              |
| Retained Business Rates  | (3,927,538)                              | (4,010,000)                 | (3,936,000)                              |
|  | (8,352,282)                              | (8,542,606)                 | (7,110,203)                              |
| Treasury   | (2,361,770)                              | (2,285,601)                 | (2,125,968)                              |
| Cost of Services (excluding Depreciation)  | 17,508,705                               | 15,923,514                  | 17,940,179                               |
| Guildhall Trading Account  | 400,829                                  | 476,000                     | 466,722                                  |
| Other Operating Income & Expenditure (Parish Council Precepts)   | 2,521,258                                | 2,521,258                   | 2,707,534                                |
| Capital Grants Receivable (Community Infrastructure Levy)  | (500,000)                                | (1,300,000)                 | (1,000,000)                              |
| Appropriations to / (from) earmarked financial reserves  | (2,073,759)                              | (237,000)                   | (139,214)                                |
| Collection Fund Adjustment Account deficit / (surplus) & Council Tax Support Grant to Parishes & other depreciation reversal | 2,339,888                                | 2,927,304                   | (691,520)                                |
| <b>Council Tax Requirement (including Parish Council Precepts)</b>   | <b>9,482,869</b>                         | <b>9,482,869</b>            | <b>10,047,530</b>                        |
| Aggregate of Special Expenses (Winchester Town)  | 842,607                                  | 842,607                     | 888,242                                  |
| Winchester City Council - General Expenses   | 6,119,004                                | 6,119,004                   | 6,451,754                                |
| <b>Council Tax Requirement for Billing Authority</b>   | <b>6,961,611</b>                         | <b>6,961,611</b>            | <b>7,339,996</b>                         |
| Parish Council Precepts  | 2,521,258                                | 2,521,258                   | 2,707,534                                |
| <b>Council Tax Requirement (including Parish Council Precepts)</b>   | <b>9,482,869</b>                         | <b>9,482,869</b>            | <b>10,047,530</b>                        |

General Fund Revenue - Medium Term  
Forecast

|  | Original       | Forecast       | %   | Original       | Forecast       | Forecast       | Forecast       | Forecast       | %   |
|--|----------------|----------------|-----|----------------|----------------|----------------|----------------|----------------|-----|
|  | Estimate       | 2016/17        |     | Estimate       | 2018/19        | 2019/20        | 2020/21        | 2021/22        |     |
|  | 2016/17        | £000           |     | 2017/18        | £000           | £000           | £000           | £000           |     |
| <b>Funding</b>   |                |                |     |                |                |                |                |                |     |
| Council Tax (excluding Parish Precepts)                  | -6,962         | -6,962         | 45% | -7,340         | -7,433         | -7,526         | -7,621         | -7,696         | 55% |
| Retained Business Rates                                  | -3,928         | -4,010         | 26% | -3,936         | -4,148         | -4,381         | -4,381         | -4,381         | 28% |
| New Homes Bonus  | -3,284         | -3,289         | 21% | -2,661         | -2,241         | -2,148         | -2,256         | -2,369         | 15% |
| Revenue Support Grant                                    | -1,003         | -1,003         | 6%  | -381           | -8             | 410            | 410            | 410            | -3% |
| Transition Grant   | -92            | -92            | 1%  | -92            |                |                |                |                | 0%  |
| Rural Services Delivery Grant                            | -46            | -46            | 0%  | -37            | -29            | -37            |                |                | 0%  |
| Other non-ringfenced government grants                   |                | -103           | 1%  | -3             |                |                |                |                | 0%  |
|  | <b>-15,314</b> | <b>-15,504</b> |     | <b>-14,450</b> | <b>-13,858</b> | <b>-13,683</b> | <b>-13,848</b> | <b>-14,036</b> |     |
| <b>Treasury Activity</b>                                 |                |                |     |                |                |                |                |                |     |
| Interest Receivable                                      | -442           | -523           |     | -597           | -517           | -375           | -360           | -360           |     |
| Interest Payable   |                |                |     | 30             | 29             | 183            | 1,277          | 1,751          |     |
| Minimum Revenue Provision                                | 266            | 107            |     | 129            | 141            | 142            | 143            | 329            |     |
| Net Investment Property Income                           | -1,920         | -1,870         |     | -1,688         | -1,692         | -1,692         | -1,692         | -1,692         |     |
| <b>Resources available for the provision of services</b> | <b>-17,410</b> | <b>-17,790</b> |     | <b>-16,576</b> | <b>-15,897</b> | <b>-15,425</b> | <b>-14,480</b> | <b>-14,008</b> |     |
| <b>Baseline Net Expenditure</b>                          |                |                |     |                |                |                |                |                |     |
| Gross Income   | -12,398        | -12,648        |     | -12,612        | -12,409        | -12,224        | -12,297        | -12,831        |     |
| Gross Expenditure  | 26,754         | 26,569         |     | 27,569         | 28,135         | 28,751         | 29,335         | 29,867         |     |
| Baseline net expenditure                                 | 14,357         | 13,921         |     | 14,957         | 15,726         | 16,527         | 17,039         | 17,036         |     |
| Net Benefits Income                                      | -61            | -261           |     | -161           | -61            | -61            | -61            | -61            |     |
| Deficit on Guildhall Trading Account                     | 401            | 476            |     | 467            | 467            | 467            | 467            | 467            |     |
| <b>Forecast baseline resource requirements</b>           | <b>14,697</b>  | <b>14,136</b>  |     | <b>15,262</b>  | <b>16,131</b>  | <b>16,933</b>  | <b>17,444</b>  | <b>17,441</b>  |     |
| One-off net expenditure & Reversal of Deprcn.            | 2,755          | 2,163          |     | 3,044          | 1,917          | 729            | 1,804          | 358            |     |
| Community Infrastructure Levy                            | -500           | -1,300         |     | -1,000         |                |                |                |                |     |
| Collection Fund Adj's & Council Tax Support Grant        | 2,532          | 3,028          |     | -591           | 77             | 0              | 0              | 0              |     |
| Other Transfers to / (from) earmarked reserves           | -1,552         | -298           |     | 745            | -7             | 356            | 313            | 159            |     |
| Transfers to / (from) Major Investment Reserve           | -522           | 61             |     | -884           | -1,449         | -610           | -1,625         | -29            |     |
| <b>Total net resource requirements</b>                   | <b>17,410</b>  | <b>17,790</b>  |     | <b>16,576</b>  | <b>16,670</b>  | <b>17,409</b>  | <b>17,936</b>  | <b>17,930</b>  |     |
| <b>Budget Shortfall</b>                                  | <b>0</b>       | <b>0</b>       |     | <b>-0</b>      | <b>773</b>     | <b>1,984</b>   | <b>3,456</b>   | <b>3,922</b>   |     |

General Fund Revenue - Medium Term  
Forecast

|  | Original | Forecast | % | Original    | Forecast   | Forecast     | Forecast     | Forecast     |
|--|----------|----------|---|-------------|------------|--------------|--------------|--------------|
|  | Estimate | 2016/17  |   | Estimate    | 2018/19    | 2019/20      | 2020/21      | 2021/22      |
|  | 2016/17  | £000     |   | 2017/18     | £000       | £000         | £000         | £000         |
| Additional Council Tax Income (based on increases of +£5 per annum over the forecast period) |          |          |   |             | -209       | -422         | -638         | -858         |
| <b>Major Capital Projects - outside of forecast</b>  |          |          |   |             |            |              |              |              |
| Bishops Waltham Depot (Investment Property)  |          |          |   | 0           | -37        | -37          | -37          | -37          |
| old Bar End Depot (Investment Property)  |          |          |   | 0           | 0          | 140          | -255         | -258         |
| St Clements Surgery  |          |          |   | -91         | -39        | -128         | -128         | -128         |
| Enterprise Centre  |          |          |   | -15         | -35        | -71          | -71          | -71          |
| 6 - 8 Middle Brook Street  |          |          |   | -30         | -12        | -12          | -12          | -12          |
| Matley's Yard  |          |          |   | 0           | 10         | -12          | -12          | -12          |
| New Special Maintenance Depot  |          |          |   | 0           | -15        | -15          | -15          | -15          |
|  |          |          |   | 0           | -136       | -130         | -135         | -534         |
| <b>Budget Shortfall - after revenue implications of capital and Council Tax increases</b>    |          |          |   | <b>-136</b> | <b>435</b> | <b>1,427</b> | <b>2,287</b> | <b>2,529</b> |



Capital Programme 2017 to 2027

|   |   |                |                    | 2016/17          | 2017/18                    | 2018/19       | 2019/20       | 2020/21       | 2021/22       | 2022/23       | 2023/24       | 2024/25       | 2025/26       | 2026/27       | TOTAL              |
|---|---|----------------|--------------------|------------------|----------------------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|--------------------|
|   | Comments                                      | Lead Officer   | Outcome            | Revised Estimate | Forecast incl. reprofiling | Forecast      | Forecast      | Forecast      | Forecast      | Forecast      | Forecast      | Forecast      | Forecast      | Forecast      | 2017-2027 Forecast |
|   |   |                |                    | £000             | £000                       | £000          | £000          | £000          | £000          | £000          | £000          | £000          | £000          | £000          | £000               |
| <b>Programmed But Subject to Appraisal</b>        |   |                |                    |                  |                            |               |               |               |               |               |               |               |               |               |                    |
| Station Approach - Cattlemarket**                 | Commercial and residential development        | Kevin Warren   | Business           | -                | -                          | -             | -             | -             | 8,900         | 23,700        | 23,700        | 23,700        | -             | -             | 80,000             |
| Station Approach - Carfax**                       | Commercial and residential development        | Kevin Warren   | Business           | -                | 250                        | 8,660         | 18,630        | 18,630        | 18,630        | -             | -             | -             | -             | -             | 64,800             |
| Station Approach - Public Realm                   | Improvements to the Public Realm              | Kevin Warren   | Environment        | -                | -                          | -             | 2,500         | 2,500         | -             | -             | -             | -             | -             | -             | 5,000              |
| New Leisure Centre                                | Replacement leisure centre                    | Kevin Warren   | Health & Happiness | -                | -                          | 5,682         | 17,045        | 11,363        | -             | -             | -             | -             | -             | -             | 34,090             |
| Redevelopment of Old Bar End Depot                | Commercial development                        | Kevin Warren   | Business           | -                | 250                        | 2,375         | 2,375         | -             | -             | -             | -             | -             | -             | -             | 5,000              |
| Open Spaces & Recreational Facilities             | Play area refurbishments and replacements     | Susan Croker   | Health & Happiness | -                | 270                        | 160           | 25            | 90            | 120           | 180           | 110           | 110           | -             | -             | 1,065              |
| Bishop's Waltham Depot                            | Industrial Units                              | Kevin Warren   | Business           | -                | 1,000                      | -             | -             | -             | -             | -             | -             | -             | -             | -             | 1,000              |
| Changing Pavilions (Town A/C)                     | Replacements at North Walls & King George V   | Susan Croker   | Health & Happiness | -                | 300                        | 400           | -             | -             | -             | -             | -             | -             | -             | -             | 700                |
| Abbey House                                       | External and internal remedial works          | Kevin Warren   | -                  | -                | 150                        | 194           | 50            | -             | -             | -             | -             | -             | -             | -             | 394                |
| South Winchester Coach Park                       | Replacement coach park                        | Richard Hein   | Environment        | -                | 50                         | 250           | -             | -             | -             | -             | -             | -             | -             | -             | 300                |
| 6-8 Middle Brook St                               | Refurbishment to bring up to leasing standard | Kevin Warren   | Business           | -                | 150                        | -             | -             | -             | -             | -             | -             | -             | -             | -             | 150                |
| 2-3 Bridge St                                     | Remedial works to listed building             | Kevin Warren   | Business           | -                | 100                        | -             | -             | -             | -             | -             | -             | -             | -             | -             | 100                |
| Old Chesil Rectory                                | Improvements                                  | Kevin Warren   | -                  | -                | 80                         | -             | -             | -             | -             | -             | -             | -             | -             | -             | 80                 |
| Handlebar Café                                    | Capital Grant                                 | Eloise Appleby | Health & Happiness | -                | 75                         | -             | -             | -             | -             | -             | -             | -             | -             | -             | 75                 |
| Market Lane Toilet Works                          | Refurbishment                                 | Kevin Warren   | -                  | -                | 44                         | -             | -             | -             | -             | -             | -             | -             | -             | -             | 44                 |
| Enveloping Machine                                | Replacement - current machine at end of life  | Alison Gavin   | -                  | -                | 36                         | -             | -             | -             | -             | -             | -             | -             | -             | -             | 36                 |
| Asset Management Plan                             | Reactive capital works to Estate              | Kevin Warren   | -                  | 141              | -                          | -             | -             | -             | -             | -             | -             | -             | -             | -             | 0                  |
| <b>Total Programmed But Subject to Appraisal*</b> |   |                |                    | <b>141</b>       | <b>2,755</b>               | <b>17,721</b> | <b>40,625</b> | <b>32,583</b> | <b>27,650</b> | <b>23,880</b> | <b>23,810</b> | <b>23,810</b> | -             | -             | <b>192,834</b>     |
| <b>Total General Fund</b>                         |   |                |                    | <b>5,799</b>     | <b>26,873</b>              | <b>24,439</b> | <b>41,695</b> | <b>33,696</b> | <b>28,650</b> | <b>24,928</b> | <b>24,920</b> | <b>24,930</b> | <b>1,072</b>  | <b>1,070</b>  | <b>232,273</b>     |
| <b>Housing Revenue Account</b>                    |   |                |                    |                  |                            |               |               |               |               |               |               |               |               |               |                    |
| <b>New Build</b>                                  |   | Richard Botham | Housing            | 13,794           | 17,557                     | 8,980         | 8,325         | 7,149         | 8,098         | 8,250         | 9,406         | 10,566        | 9,230         | 8,898         | 96,459             |
| <b>Major repairs</b>                              |   | Richard Botham | Housing            | 7,258            | 6,130                      | 6,283         | 6,440         | 6,601         | 6,766         | 7,203         | 7,383         | 7,568         | 7,757         | 7,951         | 70,082             |
| <b>Improvements &amp; Loft Conversions</b>        |   | Richard Botham | Housing            | 765              | 720                        | 350           | 350           | 350           | 350           | 300           | 300           | 300           | 300           | 300           | 3,620              |
| <b>Disabled Adaptations</b>                       |   | Richard Botham | Housing            | 500              | 770                        | 770           | 770           | 770           | 770           | 770           | 770           | 770           | 770           | 770           | 7,700              |
| <b>Other Capital Spend</b>                        |   | Richard Botham | Housing            | 23               | 177                        | 138           | 100           | 100           | 100           | 100           | 100           | 100           | 100           | 100           | 1,115              |
| <b>Total Housing Revenue Account</b>              |   |                |                    | <b>22,340</b>    | <b>25,354</b>              | <b>16,521</b> | <b>15,985</b> | <b>14,970</b> | <b>16,084</b> | <b>16,623</b> | <b>17,959</b> | <b>19,304</b> | <b>18,157</b> | <b>18,019</b> | <b>178,976</b>     |
| <b>Grand Total</b>                                |   |                |                    | <b>28,139</b>    | <b>52,227</b>              | <b>40,960</b> | <b>57,680</b> | <b>48,666</b> | <b>44,734</b> | <b>41,551</b> | <b>42,879</b> | <b>44,234</b> | <b>19,229</b> | <b>19,089</b> | <b>411,249</b>     |

\* Under the Council's Financial Procedure Rule 6.4, the inclusion of a scheme in the capital programme does not constitute authority to incur the expenditure. Such authority is obtained subject to the various conditions and limits as set out in the Constitution.

\*\* Assumes a WCC backed and funded scheme

**Capital Programme Financing 2017 to 2027**

|   | 2016/17       | 2017/18       | 2018/19       | 2019/20       | 2020/21       | 2021/22       | 2022/23       | 2023/24       | 2024/25       | 2025/26       | 2026/27       | Total          |
|---|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|----------------|
|   | £000          | £000          | £000          | £000          | £000          | £000          | £000          | £000          | £000          | £000          | £000          | £000           |
| <b>General Fund</b>                         |               |               |               |               |               |               |               |               |               |               |               |                |
| <i>Externally Funded</i>                    |               |               |               |               |               |               |               |               |               |               |               |                |
| Government Grants                           | 500           | 1,206         | 3,400         | 3,300         | 3,300         | 800           | 800           | 800           | 800           | 800           | 800           | 16,006         |
| External Contributions                      |               |               |               |               |               |               |               |               |               |               |               |                |
| Non governmental grants                     | 0             | 0             | 1,700         | 4,500         | 3,000         | 0             | 0             | 0             | 0             | 0             | 0             | 9,200          |
| Open Space Fund                             | 0             | 312           | 167           | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 479            |
| Developer's Contributions                   | 170           | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 0              |
| <b>Total Externally Funded</b>              | <b>670</b>    | <b>1,518</b>  | <b>5,267</b>  | <b>7,800</b>  | <b>6,300</b>  | <b>800</b>    | <b>800</b>    | <b>800</b>    | <b>800</b>    | <b>800</b>    | <b>800</b>    | <b>25,685</b>  |
| <i>Earmarked Reserves</i>                   |               |               |               |               |               |               |               |               |               |               |               |                |
| Car Parks Property                          | 310           | 1,025         | 370           | 160           | 70            | 70            | 180           | 180           | 180           | 180           | 180           | 2,595          |
| Community Infrastructure Levy               | 50            | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 0              |
| Information, Management, and Technology     | 113           | 178           | 140           | 110           | 243           | 130           | 68            | 130           | 140           | 92            | 90            | 1,321          |
| Major Investment Reserve                    | 56            | 94            | 0             | 720           | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 814            |
| Property - Asset Management Reserve         | 489           | 869           | 194           | 50            | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 1,113          |
| Winchester Town                             | 0             | 313           | 193           | 25            | 90            | 120           | 180           | 110           | 110           | 0             | 0             | 1,141          |
| <b>Total Earmarked Reserves</b>             | <b>1,018</b>  | <b>2,479</b>  | <b>897</b>    | <b>1,065</b>  | <b>403</b>    | <b>320</b>    | <b>428</b>    | <b>420</b>    | <b>430</b>    | <b>272</b>    | <b>270</b>    | <b>6,984</b>   |
| <i>Capital Receipts</i>                     | 1,126         | 1,715         | 5,070         | 1,198         | 690           | 39,997        | 667           | 667           | 38,000        | 0             | 0             | 88,004         |
| <i>Revenue Contribution to Capital</i>      | 0             | 150           | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 150            |
| <i>Capital Financing Requirement</i>        | 2,985         | 21,011        | 13,205        | 31,632        | 26,303        | (12,467)      | 23,033        | 23,033        | (14,300)      | 0             | 0             | 111,450        |
| <b>Total General Fund</b>                   | <b>5,799</b>  | <b>26,873</b> | <b>24,439</b> | <b>41,695</b> | <b>33,696</b> | <b>28,650</b> | <b>24,928</b> | <b>24,920</b> | <b>24,930</b> | <b>1,072</b>  | <b>1,070</b>  | <b>232,273</b> |
| <b>Housing</b>                              |               |               |               |               |               |               |               |               |               |               |               |                |
| Capital Grants and Contributions            | 3,170         | 3,110         | 913           | 1,172         | 1,220         | 1,422         | 1,119         | 2,783         | 2,879         | 2,246         | 1,673         | 18,537         |
| Major Repairs Reserve                       | 5,995         | 6,430         | 6,665         | 6,830         | 6,999         | 7,174         | 7,353         | 7,537         | 7,726         | 7,919         | 8,117         | 72,750         |
| Capital Receipts                            | 418           | 5,432         | 2,943         | 2,820         | 2,750         | 2,341         | 1,462         | 1,467         | 1,771         | 1,474         | 1,477         | 23,937         |
| Revenue Contribution to Capital             | 4,871         | 9,355         | 4,300         | 4,594         | 4,001         | 5,147         | 5,189         | 6,172         | 6,928         | 6,488         | 6,752         | 58,926         |
| <i>Capital Financing Requirement</i>        | 7,886         | 1,027         | 1,700         | 569           | 0             | 0             | 1,500         | 0             | 0             | 30            | 0             | 4,826          |
| <b>Total Housing Revenue Account</b>        | <b>22,340</b> | <b>25,354</b> | <b>16,521</b> | <b>15,985</b> | <b>14,970</b> | <b>16,084</b> | <b>16,623</b> | <b>17,959</b> | <b>19,304</b> | <b>18,157</b> | <b>18,019</b> | <b>178,976</b> |
| <b>Total Financing of Capital Programme</b> | <b>28,139</b> | <b>52,227</b> | <b>40,960</b> | <b>57,680</b> | <b>48,666</b> | <b>44,734</b> | <b>41,551</b> | <b>42,879</b> | <b>44,234</b> | <b>19,229</b> | <b>19,089</b> | <b>411,249</b> |

## Revenue Consequences of General Fund Capital Programme 2017 to 2027

**Notes:**

Revenue consequences are estimates and are subject to change. More detailed analysis is carried out prior to actual expenditure being approved.

To be consistent with the presentation in the published financial statements, negative figures (in brackets) represent income or savings.

\* Under the Council's Financial Procedure Rule 6.4, the inclusion of a scheme in the capital programme does not constitute authority to incur the expenditure. Such authority is obtained subject to the various conditions and limits as set out in the Constitution.

| GENERAL FUND  | 2016/17    | 2017/18      | 2018/19      | 2019/20      | 2020/21      | 2021/22      | 2022/23        | 2023/24        | 2024/25        | 2025/26        | 2026/27        |
|---|------------|--------------|--------------|--------------|--------------|--------------|----------------|----------------|----------------|----------------|----------------|
|   | £000       | £000         | £000         | £000         | £000         | £000         | £000           | £000           | £000           | £000           | £000           |
| <b>Spending and committed</b>   |            |              |              |              |              |              |                |                |                |                |                |
| Income  | -          | (74)         | (81)         | (81)         | (81)         | (81)         | (81)           | (81)           | (81)           | (81)           | (81)           |
| Expenditure   | 5          | 8            | (22)         | (22)         | (22)         | (22)         | (19)           | (22)           | (22)           | (22)           | (22)           |
| <b>Net Cost of services</b>   | <b>5</b>   | <b>(66)</b>  | <b>(103)</b> | <b>(103)</b> | <b>(103)</b> | <b>(103)</b> | <b>(100)</b>   | <b>(103)</b>   | <b>(103)</b>   | <b>(103)</b>   | <b>(103)</b>   |
| <b>Financing &amp; Investment Income &amp; Expenditure</b>                      |            |              |              |              |              |              |                |                |                |                |                |
| Rental Income   | -          | (33)         | (40)         | (40)         | (40)         | (40)         | (40)           | (40)           | (40)           | (40)           | (40)           |
| Interest payable  | -          | 30           | 29           | 29           | 76           | 75           | 74             | 73             | 72             | 71             | 70             |
| <b>(Surplus)/ deficit on Provision of Services</b>                              | <b>5</b>   | <b>(69)</b>  | <b>(114)</b> | <b>(114)</b> | <b>(67)</b>  | <b>(68)</b>  | <b>(66)</b>    | <b>(70)</b>    | <b>(71)</b>    | <b>(72)</b>    | <b>(73)</b>    |
| <b>Adjustments between accounting basis and funding basis under regulations</b> |            |              |              |              |              |              |                |                |                |                |                |
| Minimum Revenue Provision   | -          | 22           | 34           | 35           | 36           | 37           | 38             | 39             | 40             | 41             | 42             |
| Revenue Contribution to Capital   | -          | -            | -            | -            | -            | -            | -              | -              | -              | -              | -              |
| <b>(Surplus)/Deficit - spending and committed</b>                               | <b>5</b>   | <b>(48)</b>  | <b>(80)</b>  | <b>(80)</b>  | <b>(31)</b>  | <b>(31)</b>  | <b>(28)</b>    | <b>(31)</b>    | <b>(31)</b>    | <b>(31)</b>    | <b>(31)</b>    |
| <b>Approved* - not committed</b>  |            |              |              |              |              |              |                |                |                |                |                |
| Income  | -          | (129)        | (176)        | (381)        | (381)        | (381)        | (381)          | (381)          | (381)          | (381)          | (381)          |
| Expenditure   | 17         | 342          | (60)         | (76)         | (76)         | (76)         | (76)           | (75)           | (76)           | (76)           | (76)           |
| <b>Net Cost of services</b>   | <b>17</b>  | <b>213</b>   | <b>(236)</b> | <b>(457)</b> | <b>(457)</b> | <b>(457)</b> | <b>(457)</b>   | <b>(456)</b>   | <b>(457)</b>   | <b>(457)</b>   | <b>(457)</b>   |
| <b>Financing &amp; Investment Income &amp; Expenditure</b>                      |            |              |              |              |              |              |                |                |                |                |                |
| Rental Income   | -          | -            | -            | -            | -            | -            | -              | -              | -              | -              | -              |
| Interest payable  | -          | -            | 156          | 154          | 152          | 149          | 147            | 145            | 142            | 140            | 137            |
| <b>(Surplus)/ deficit on Provision of Services</b>                              | <b>17</b>  | <b>213</b>   | <b>(80)</b>  | <b>(303)</b> | <b>(305)</b> | <b>(308)</b> | <b>(310)</b>   | <b>(311)</b>   | <b>(315)</b>   | <b>(317)</b>   | <b>(320)</b>   |
| <b>Adjustments between accounting basis and funding basis under regulations</b> |            |              |              |              |              |              |                |                |                |                |                |
| Minimum Revenue Provision   | -          | -            | -            | 77           | 80           | 82           | 84             | 86             | 89             | 91             | 94             |
| Revenue Contribution to Capital   | -          | 150          | -            | -            | -            | -            | -              | -              | -              | -              | -              |
| <b>(Surplus)/Deficit - approved* not committed</b>                              | <b>17</b>  | <b>363</b>   | <b>(80)</b>  | <b>(226)</b> | <b>(226)</b> | <b>(226)</b> | <b>(226)</b>   | <b>(225)</b>   | <b>(226)</b>   | <b>(226)</b>   | <b>(226)</b>   |
| <b>Programmed but not yet approved*</b>   |            |              |              |              |              |              |                |                |                |                |                |
| Income  | -          | (30)         | 110          | 264          | (1,100)      | (3,457)      | (5,190)        | (6,220)        | (6,527)        | (7,749)        | (8,476)        |
| Expenditure   | 685        | 878          | 1,241        | 372          | 2,642        | 3,038        | 3,109          | 3,121          | 3,124          | 3,126          | 3,128          |
| <b>Net Cost of services</b>   | <b>685</b> | <b>848</b>   | <b>1,350</b> | <b>636</b>   | <b>1,541</b> | <b>(419)</b> | <b>(2,082)</b> | <b>(3,099)</b> | <b>(3,403)</b> | <b>(4,623)</b> | <b>(5,348)</b> |
| <b>Financing &amp; Investment Income &amp; Expenditure</b>                      |            |              |              |              |              |              |                |                |                |                |                |
| Rental Income   | -          | -            | (91)         | (91)         | (635)        | (635)        | (635)          | (635)          | (635)          | (635)          | (635)          |
| Interest payable  | -          | -            | 32           | 325          | 1,367        | 1,837        | 1,488          | 2,107          | 2,708          | 2,306          | 2,280          |
| <b>(Surplus)/ deficit on Provision of Services</b>                              | <b>685</b> | <b>848</b>   | <b>1,291</b> | <b>870</b>   | <b>2,273</b> | <b>783</b>   | <b>(1,228)</b> | <b>(1,626)</b> | <b>(1,330)</b> | <b>(2,952)</b> | <b>(3,703)</b> |
| <b>Adjustments between accounting basis and funding basis under regulations</b> |            |              |              |              |              |              |                |                |                |                |                |
| Minimum Revenue Provision   | -          | -            | 50           | 51           | 220          | 406          | 601            | 581            | 592            | 972            | 994            |
| Revenue Contribution to Capital   | -          | -            | -            | -            | -            | -            | -              | -              | -              | -              | -              |
| <b>(Surplus)/Deficit - programmed but not yet approved*</b>                     | <b>685</b> | <b>848</b>   | <b>1,341</b> | <b>921</b>   | <b>2,492</b> | <b>1,189</b> | <b>(627)</b>   | <b>(1,046)</b> | <b>(738)</b>   | <b>(1,980)</b> | <b>(2,709)</b> |
| <b>TOTAL (SURPLUS)/DEFICIT</b>  | <b>707</b> | <b>1,164</b> | <b>1,181</b> | <b>616</b>   | <b>2,236</b> | <b>932</b>   | <b>(881)</b>   | <b>(1,302)</b> | <b>(995)</b>   | <b>(2,237)</b> | <b>(2,967)</b> |



## Revenue Consequences of General Fund Capital Programme 2017 to 2027

**Notes:**

Revenue consequences are estimates and are subject to change. More detailed analysis is carried out prior to actual expenditure being approved.

To be consistent with the presentation in the published financial statements, negative figures (in brackets) represent income or savings.

\* Under the Council's Financial Procedure Rule 6.4, the inclusion of a scheme in the capital programme does not constitute authority to incur the expenditure. Such authority is obtained subject to the various conditions and limits as set out in the Constitution.

| Impact on (Surplus)/Deficit by project<br>(nil impact excluded) | 2016/17<br>£000 | 2017/18<br>£000 | 2018/19<br>£000 | 2019/20<br>£000 | 2020/21<br>£000 | 2021/22<br>£001 | 2022/23<br>£000 | 2023/24<br>£000 | 2024/25<br>£000 | 2025/26<br>£000 | 2026/27<br>£000 |
|---|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| <b>Spending and committed</b>                                   |                 |                 |                 |                 |                 |                 |                 |                 |                 |                 |                 |
| Garrison Ground acquisition                                     | -               | 37              | 37              | 37              | 86              | 86              | 86              | 86              | 86              | 86              | 86              |
| Car Parks   | -               | (13)            | (43)            | (43)            | (43)            | (43)            | (40)            | (43)            | (43)            | (43)            | (43)            |
| Surface Car Park at Friarsgate                                  | 5               | (56)            | (63)            | (63)            | (63)            | (63)            | (63)            | (63)            | (63)            | (63)            | (63)            |
| Kayac Building  | -               | (18)            | (14)            | (14)            | (14)            | (14)            | (14)            | (14)            | (14)            | (14)            | (14)            |
| Open Space & Recreational Facilities                            | -               | 3               | 3               | 3               | 3               | 3               | 3               | 3               | 3               | 3               | 3               |
| <b>(Surplus)/Deficit - spending and committed</b>               | <b>5</b>        | <b>(48)</b>     | <b>(80)</b>     | <b>(80)</b>     | <b>(31)</b>     | <b>(31)</b>     | <b>(28)</b>     | <b>(31)</b>     | <b>(31)</b>     | <b>(31)</b>     | <b>(31)</b>     |
| <b>Approved* - not committed</b>                                |                 |                 |                 |                 |                 |                 |                 |                 |                 |                 |                 |
| St Clement's Surgery Replacement                                | 17              | 59              | (39)            | (128)           | (128)           | (128)           | (128)           | (128)           | (128)           | (128)           | (128)           |
| Enterprise Centre Managed Workspace                             | -               | (15)            | (35)            | (71)            | (71)            | (71)            | (71)            | (71)            | (71)            | (71)            | (71)            |
| Matley's Yard   | -               | -               | 10              | (12)            | (12)            | (12)            | (12)            | (11)            | (12)            | (12)            | (12)            |
| New Special Maintenance Depot                                   | -               | -               | (15)            | (15)            | (15)            | (15)            | (15)            | (15)            | (15)            | (15)            | (15)            |
| River Park Leisure Centre - essential repairs                   | -               | 289             | -               | -               | -               | -               | -               | -               | -               | -               | -               |
| City Offices & Annexe Works                                     | -               | 30              | -               | -               | -               | -               | -               | -               | -               | -               | -               |
| <b>(Surplus)/Deficit - approved* not committed</b>              | <b>17</b>       | <b>363</b>      | <b>(80)</b>     | <b>(226)</b>    | <b>(226)</b>    | <b>(226)</b>    | <b>(226)</b>    | <b>(225)</b>    | <b>(226)</b>    | <b>(226)</b>    | <b>(226)</b>    |
| <b>Programmed but not yet approved*</b>                         |                 |                 |                 |                 |                 |                 |                 |                 |                 |                 |                 |
| Station Approach - Carfax                                       | 428             | 340             | 1,149           | 413             | 907             | 1,207           | (777)           | (1,772)         | (1,817)         | (1,862)         | (1,908)         |
| Station Approach - Cattlemarket                                 | -               | -               | -               | 431             | 1,446           | 21              | 272             | 906             | 1,269           | 76              | (604)           |
| New Leisure Centre  | 257             | 513             | 250             | -               | 456             | 281             | 172             | 134             | 127             | 126             | 126             |
| Redevelopment of Old Bar End Depot Site                         | -               | -               | -               | 140             | (255)           | (258)           | (262)           | (265)           | (268)           | (272)           | (275)           |
| Bishop's Waltham Depot  | -               | -               | (37)            | (37)            | (37)            | (37)            | (37)            | (37)            | (37)            | (37)            | (37)            |
| 6-8 Middle Brook St   | -               | (30)            | (12)            | (12)            | (12)            | (12)            | 18              | -               | -               | -               | -               |
| South Winchester Coach Park                                     | -               | 25              | (4)             | (8)             | (8)             | (8)             | (8)             | (7)             | (7)             | (7)             | (7)             |
| Old Chesil Rectory  | -               | -               | (4)             | (4)             | (4)             | (4)             | (4)             | (4)             | (4)             | (4)             | (4)             |
| <b>(Surplus)/Deficit - programmed but not yet approved*</b>     | <b>685</b>      | <b>848</b>      | <b>1,341</b>    | <b>921</b>      | <b>2,492</b>    | <b>1,189</b>    | <b>(627)</b>    | <b>(1,046)</b>  | <b>(738)</b>    | <b>(1,980)</b>  | <b>(2,709)</b>  |
| <b>TOTAL (SURPLUS)/DEFICIT</b>                                  | <b>707</b>      | <b>1,164</b>    | <b>1,181</b>    | <b>616</b>      | <b>2,236</b>    | <b>932</b>      | <b>(881)</b>    | <b>(1,302)</b>  | <b>(995)</b>    | <b>(2,237)</b>  | <b>(2,967)</b>  |

Forecast interest payable and Minimum Revenue Provision are affected by borrowing rates available to the Council.

The figures above are based on prevailing rates. An increase or decrease of 0.5% (50 basis points) would have the following impact:

|   |   |   |      |      |       |       |       |       |       |       |       |
|---|---|---|------|------|-------|-------|-------|-------|-------|-------|-------|
| Difference to TOTAL (SURPLUS)/DEFICIT (+0.5%) | - | - | 30   | 75   | 274   | 337   | 249   | 364   | 478   | 356   | 356   |
| Difference to TOTAL (SURPLUS)/DEFICIT (-0.5%) | - | - | (30) | (73) | (272) | (331) | (241) | (354) | (467) | (340) | (340) |

| <b>GENERAL FUND EARMARKED RESERVES</b>          |                      | 2016/17                  | 2017/18                  | 2018/19                  | 2019/20                  | 2020/21                  | 2021/22                  |
|---|----------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
|   | Bal. @<br>01/04/2016 | FORECAST<br>Closing Bal. | FORECAST<br>Closing Bal. | FORECAST<br>Closing Bal. | FORECAST<br>Closing Bal. | FORECAST<br>Closing Bal. | FORECAST<br>Closing Bal. |
|   | £000                 | £000                     | £000                     | £000                     | £000                     | £000                     | £000                     |
| <b>General Fund Earmarked Reserves</b>          |                      |                          |                          |                          |                          |                          |                          |
| Major Investment Reserve *                      | (7,867)              | (7,687)                  | (6,709)                  | (5,260)                  | (3,930)                  | (2,305)                  | (2,276)                  |
| Building Control                                |                      |                          |                          |                          |                          |                          |                          |
| Business Rates Retention                        | (2,217)              | (1,000)                  | (1,000)                  | (1,000)                  | (1,000)                  | (1,000)                  | (1,000)                  |
| Car Parks Property                              | (1,526)              | (1,431)                  | (456)                    | (226)                    | (206)                    | (226)                    | (246)                    |
| Community Grants & Commissions                  | (173)                | (153)                    | (113)                    | (113)                    | (113)                    | (113)                    | (113)                    |
| Community Infrastructure Levy - General Fund    | (539)                | (1,719)                  | (2,695)                  | (2,695)                  | (2,695)                  | (2,695)                  | (2,695)                  |
| Community Infrastructure Levy - Winchester Town | (87)                 | (157)                    | (107)                    | (107)                    | (107)                    | (107)                    | (107)                    |
| Flood Support Schemes                           | (90)                 | (76)                     |                          |                          |                          |                          |                          |
| Homelessness Prevention                         | (529)                | (356)                    | (246)                    | (246)                    | (246)                    | (246)                    | (246)                    |
| Information Management and Technology           | (324)                | (451)                    | (347)                    | (281)                    | (235)                    | (56)                     |                          |
| Insurance                                       | (40)                 | (40)                     | (40)                     | (40)                     | (40)                     | (40)                     | (40)                     |
| Local Development Framework (LDF)               | (146)                | (435)                    | (405)                    | (180)                    | (180)                    | (170)                    |                          |
| Local Elections                                 | (30)                 |                          |                          |                          |                          |                          |                          |
| Municipal Mutual Insurance                      | (157)                | (94)                     | (94)                     | (94)                     | (94)                     | (94)                     | (94)                     |
| Museums Acquisitions                            | (8)                  | (8)                      | (8)                      | (8)                      | (8)                      | (8)                      | (8)                      |
| Museums Publications                            | (38)                 |                          |                          |                          |                          |                          |                          |
| Organisational Development                      | (1,592)              | (1,292)                  | (1,009)                  | (725)                    | (575)                    | (425)                    | (275)                    |
| Planning Deposits (Interest)                    | (92)                 | (92)                     | (92)                     | (92)                     | (92)                     | (92)                     | (92)                     |
| Property - Asset Management Reserve             | (3,709)              | (2,679)                  | (2,010)                  | (2,016)                  | (2,166)                  | (2,366)                  | (2,566)                  |
| Winchester Town Reserve                         | (424)                | (454)                    | (176)                    | (71)                     | (148)                    | (177)                    | (172)                    |
| <b>Total General Fund Earmarked Reserves</b>    | <b>(19,588)</b>      | <b>(18,124)</b>          | <b>(15,506)</b>          | <b>(13,153)</b>          | <b>(11,834)</b>          | <b>(10,119)</b>          | <b>(9,929)</b>           |
| General Fund Balance                            | (2,000)              | (2,000)                  | (2,000)                  | (2,000)                  | (2,000)                  | (2,000)                  | (2,000)                  |
| Usable Capital Receipts Reserve - General Fund  | (2,766)              | (6,646)                  | (5,240)                  | (1,173)                  | (981)                    | (1,300)                  |                          |

\* Nb. The forecast Major Investment Reserve balance does not include any call on this reserve to cover the forecast deficits from 2018/19 onwards

**WINCHESTER TOWN ACCOUNT - Financial Projections**

|  | 2015/16<br>Outturn | 2016/17<br>Original | 2016/17<br>Forecast | 2017/2018<br>Forecast | 2018/2019<br>Forecast | 2019/2020<br>Forecast | 2020/2021<br>Forecast | 2021/2022<br>Forecast |
|--|--------------------|---------------------|---------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
|  | £                  | £                   | £                   | £                     | £                     | £                     | £                     | £                     |
| <b>Cost of Services</b>                            |                    |                     |                     |                       |                       |                       |                       |                       |
| <b>Recurring Budgets:</b>                          |                    |                     |                     |                       |                       |                       |                       |                       |
| Allotments   | (2,967)            | (1,646)             | (2,960)             | (2,960)               | (2,960)               | (2,960)               | (2,960)               | (2,960)               |
| Bus Shelter Cleaning / Maintenance / New Provision | 11,688             | 7,600               | 9,800               | 10,000                | 10,000                | 10,000                | 10,000                | 10,000                |
| Cemeteries   | 21,246             | 21,257              | 26,252              | 25,200                | 26,413                | 27,660                | 28,941                | 30,257                |
| Christmas Lights                                   | 9,667              | 10,549              | 10,688              | 11,064                | 11,327                | 11,597                | 11,876                | 12,163                |
| Community Speed Watch                              | 0                  | 1,000               | 1,000               | 1,000                 | 1,000                 | 1,000                 | 1,000                 | 1,000                 |
| Community Wardens (Contribution)                   | 45,000             | 45,000              | 45,000              | 45,000                | 45,000                | 45,000                | 45,000                | 45,000                |
| Footway Lighting                                   | 21,225             | 29,008              | 23,185              | 17,753                | 18,114                | 18,493                | 18,891                | 19,309                |
| Grants   | 59,816             | 60,000              | 60,000              | 60,000                | 60,000                | 60,000                | 60,000                | 60,000                |
| Support Costs for Grant Scheme                     | 2,000              | 2,000               | 2,000               | 2,000                 | 2,000                 | 2,000                 | 2,000                 | 2,000                 |
| Grit Bins  | 0                  | 1,000               | 1,000               | 1,000                 | 1,000                 | 1,000                 | 1,000                 | 1,000                 |
| Maintenance Work to Council Owned Bridges          | 0                  | 5,500               | 5,500               | 5,500                 | 5,500                 | 5,500                 | 5,500                 | 5,500                 |
| Night Bus Contribution                             | 13,274             | 13,792              | 13,792              | 14,205                | 14,631                | 15,070                | 15,522                | 15,988                |
| Public Conveniences (Contribution)                 | 50,000             | 50,000              | 50,000              | 50,000                | 50,000                | 50,000                | 50,000                | 50,000                |
| <b>Recreation Grounds &amp; Open Spaces</b>        | <b>526,045</b>     | <b>591,023</b>      | <b>566,501</b>      | <b>551,832</b>        | <b>560,161</b>        | <b>568,711</b>        | <b>577,490</b>        | <b>586,503</b>        |
| Theatre Royal (Contribution)                       | 20,000             | 20,000              | 20,000              | 20,000                | 20,000                | 20,000                | 20,000                | 20,000                |
| Town Forum Support                                 | 4,798              | 4,798               | 4,798               | 4,798                 | 4,798                 | 4,798                 | 4,798                 | 4,798                 |
| <b>Total Recurring Budgets</b>                     | <b>781,792</b>     | <b>860,881</b>      | <b>836,556</b>      | <b>816,392</b>        | <b>826,984</b>        | <b>837,870</b>        | <b>849,058</b>        | <b>860,558</b>        |
| <b>One-off Budgets:</b>                            |                    |                     |                     |                       |                       |                       |                       |                       |
| Neighbourhood Plans                                | 1,568              | 0                   | 0                   |                       |                       |                       |                       |                       |
| St Maurice's Covert                                | 0                  | 40,000              | 10,000              | 60,000                |                       |                       |                       |                       |
| Community Infrastructure                           |                    |                     |                     | 50,000                |                       |                       |                       |                       |
| Historic Environment Projects Officer              | 0                  | 17,236              | 20,672              |                       |                       |                       |                       |                       |
| Cycle Café   | 1,000              | 0                   | 0                   |                       |                       |                       |                       |                       |
| Roger Brown Model                                  |                    | 5,000               | 5,000               |                       |                       |                       |                       |                       |
| Green Infrastructure                               | 0                  | 7,500               | 0                   | 3,000                 |                       |                       |                       |                       |
| <b>Total One-off Budgets</b>                       | <b>2,568</b>       | <b>69,736</b>       | <b>35,672</b>       | <b>113,000</b>        |                       |                       |                       |                       |
| <b>Total Cost of Services</b>                      | <b>784,360</b>     | <b>930,617</b>      | <b>872,228</b>      | <b>929,392</b>        | <b>826,984</b>        | <b>837,870</b>        | <b>849,058</b>        | <b>860,558</b>        |

**WINCHESTER TOWN ACCOUNT - Financial Projections**

|  | 2015/16<br>Outturn | 2016/17<br>Original | 2016/17<br>Forecast | 2017/2018<br>Forecast | 2018/2019<br>Forecast | 2019/2020<br>Forecast | 2020/2021<br>Forecast | 2021/2022<br>Forecast |
|--|--------------------|---------------------|---------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| <b><u>Taxation and Non-specific grant income</u></b>             |                    |                     |                     |                       |                       |                       |                       |                       |
| Council Tax Income   | (807,299)          | (842,607)           | (842,607)           | (888,242)             | (913,598)             | (939,669)             | (966,465)             | (974,423)             |
| Council Tax Support  | (55,154)           | (31,989)            | (31,989)            | (12,134)              | 0                     | 0                     | 0                     | 0                     |
| Council Tax Freeze   | (44,596)           | (25,866)            | (25,866)            | (9,811)               | 0                     | 0                     | 0                     | 0                     |
| Interest on Balances   | (3,117)            | (2,155)             | (2,155)             | (3,410)               | (1,319)               | (531)                 | (1,111)               | (1,325)               |
| <b>Total Taxation and Non-specific grant income</b>              | <b>(910,166)</b>   | <b>(902,617)</b>    | <b>(902,617)</b>    | <b>(913,597)</b>      | <b>(914,917)</b>      | <b>(940,200)</b>      | <b>(967,576)</b>      | <b>(975,748)</b>      |
| <b><u>Transfers to/(from) Earmarked reserves</u></b>             |                    |                     |                     |                       |                       |                       |                       |                       |
| (Surplus added to Reserves) / Deficit taken from Reserves        | (125,806)          | 28,000              | (30,389)            | 15,795                | (87,933)              | (102,330)             | (118,518)             | (115,190)             |
| Capital Expenditure funded by Town Reserve                       | 0                  | 77,000              |                     | 313,000               | 193,000               | 25,000                | 90,000                | 120,000               |
| Release from Town Community Infrastructure Levy Reserve          |                    |                     |                     | (50,000)              |                       |                       |                       |                       |
| <b>Opening Reserve Balance (at 1st April)</b>                    | <b>(298,503)</b>   | <b>(269,077)</b>    | <b>(424,308)</b>    | <b>(454,697)</b>      | <b>(175,902)</b>      | <b>(70,835)</b>       | <b>(148,165)</b>      | <b>(176,683)</b>      |
| <b>Closing Reserve Balance (carried forward)</b>                 | <b>(424,308)</b>   | <b>(164,078)</b>    | <b>(454,697)</b>    | <b>(175,902)</b>      | <b>(70,835)</b>       | <b>(148,165)</b>      | <b>(176,683)</b>      | <b>(171,873)</b>      |
| Closing Reserves forecast as % of net expenditure (Target = 10%) | 54%                | 18%                 | 49%                 | 19%                   | 9%                    | 18%                   | 21%                   | 20%                   |

DISTRICT, TOWN & PARISH COUNCIL PRECEPTS

|                           | 2016/17          |                   |                  |              | 2017/18          |                   |                  |              | Council Tax Increase |
|---------------------------|------------------|-------------------|------------------|--------------|------------------|-------------------|------------------|--------------|----------------------|
|                           | Tax Base         | CTS Grant         | Precepts         | Council Tax  | Tax Base         | CTS Grant         | Precepts         | Council Tax  |                      |
|                           | £                | £                 | £                | Band D (£)   | £                | £                 | £                | Band D (£)   |                      |
| <b>BILLING AUTHORITY</b>  |                  |                   |                  |              |                  |                   |                  |              |                      |
| WINCHESTER                | 46,835.09        | 0                 | 6,119,005        | 130.65       | 47,794.31        | 0                 | 6,451,754        | 134.99       | 3.3%                 |
| <b>SPECIAL AREAS</b>      |                  |                   |                  |              |                  |                   |                  |              |                      |
| (BILLING AUTHORITY)       |                  |                   |                  |              |                  |                   |                  |              |                      |
| WINCHESTER TOWN           | 13,309.22        | 31,989            | 842,607          | 63.31        | 13,621.25        | 12,134            | 888,242          | 65.21        | 3.0%                 |
| <b>PARISHES/TOWN</b>      |                  |                   |                  |              |                  |                   |                  |              |                      |
| BADGER FARM               | 963.20           | 1,337             | 40,633           | 42.19        | 962.30           | 1,527             | 42,809           | 44.49        | 5.5%                 |
| BEAUWORTH                 | 56.85            | 0                 | 0                | 0.00         | 56.82            | 0                 | 0                | 0.00         | 0.0%                 |
| BIGHTON                   | 173.69           | 157               | 3,693            | 21.26        | 176.66           | 120               | 3,730            | 21.11        | (0.7%)               |
| BISHOPS SUTTON            | 209.00           | 200               | 4,808            | 23.01        | 209.14           | 214               | 4,794            | 22.92        | (0.4%)               |
| BISHOPS WALTHAM           | 2,594.29         | 27,274            | 326,163          | 125.72       | 2,637.47         | 27,208            | 333,273          | 126.36       | 0.5%                 |
| BOARHUNT                  | 260.87           | 565               | 17,435           | 66.84        | 277.47           | 839               | 19,161           | 69.06        | 3.3%                 |
| BRAMDEAN & HINTON AMPNER  | 212.08           | 361               | 6,889            | 32.48        | 214.90           | 309               | 6,941            | 32.30        | (0.6%)               |
| CHERITON                  | 325.14           | 411               | 10,089           | 31.03        | 325.35           | 394               | 10,750           | 33.04        | 6.5%                 |
| CHILCOMB                  | 58.63            | 0                 | 0                | 0.00         | 60.21            | 0                 | 0                | 0.00         | 0.0%                 |
| COLDEN COMMON             | 1,527.83         | 8,961             | 147,685          | 96.66        | 1,533.19         | 9,525             | 156,071          | 101.79       | 5.3%                 |
| COMPTON & SHAWFORD        | 847.32           | 428               | 26,742           | 31.56        | 857.91           | 512               | 26,658           | 31.07        | (1.6%)               |
| CORHAMPTON & MEONSTOKE    | 377.21           | 954               | 14,102           | 37.39        | 383.00           | 1,014             | 15,715           | 41.03        | 9.7%                 |
| CRAWLEY                   | 222.23           | 366               | 14,134           | 63.60        | 218.34           | 419               | 14,081           | 64.49        | 1.4%                 |
| CURDRIDGE                 | 635.21           | 1,218             | 30,981           | 48.77        | 639.57           | 1,271             | 39,269           | 61.40        | 25.9%                |
| DENMEAD                   | 2,816.84         | 25,664            | 345,186          | 122.54       | 2,888.55         | 26,549            | 365,069          | 126.38       | 3.1%                 |
| DROXFORD                  | 332.28           | 918               | 18,582           | 55.92        | 334.33           | 923               | 29,184           | 87.29        | 56.1%                |
| DURLEY                    | 457.77           | 1,070             | 18,930           | 41.35        | 459.37           | 1,078             | 20,922           | 45.54        | 10.1%                |
| EXTON                     | 136.45           | 0                 | 0                | 0.00         | 135.33           | 0                 | 0                | 0.00         | 0.0%                 |
| HAMBLEDON                 | 509.48           | 709               | 13,291           | 26.09        | 508.13           | 628               | 20,000           | 39.36        | 50.9%                |
| HEADBOURNE WORTHY         | 244.09           | 125               | 5,982            | 24.51        | 322.57           | 124               | 6,331            | 19.63        | (19.9%)              |
| HURSLEY                   | 440.98           | 735               | 18,265           | 41.42        | 441.68           | 685               | 18,315           | 41.47        | 0.1%                 |
| ITCHEN STOKE & OVINGTON * | 126.52           | 34                | 3,016            | 23.84        | 127.44           | 57                | 3,016            | 23.67        | (0.7%)               |
| ITCHEN VALLEY             | 722.18           | 821               | 26,121           | 36.17        | 720.43           | 921               | 27,427           | 38.07        | 5.3%                 |
| KILMESTON                 | 134.74           | 161               | 4,239            | 31.46        | 135.50           | 164               | 4,400            | 32.47        | 3.2%                 |
| KINGS WORTHY              | 1,830.34         | 7,694             | 110,309          | 60.27        | 1,846.97         | 7,175             | 113,140          | 61.26        | 1.6%                 |
| LITTLETON & HARESTOCK     | 1,483.57         | 3,298             | 88,166           | 59.43        | 1,500.03         | 3,401             | 95,009           | 63.34        | 6.6%                 |
| MICHELDEVER               | 655.75           | 1,973             | 44,027           | 67.14        | 666.72           | 1,841             | 46,159           | 69.23        | 3.1%                 |
| NEW ALRESFORD             | 2,200.20         | 18,540            | 262,854          | 119.47       | 2,229.79         | 17,735            | 274,854          | 123.26       | 3.2%                 |
| NORTHINGTON               | 128.69           | 74                | 3,826            | 29.73        | 128.21           | 79                | 3,821            | 29.80        | 0.2%                 |
| OLD ALRESFORD             | 249.02           | 658               | 13,495           | 54.19        | 251.42           | 724               | 13,996           | 55.67        | 2.7%                 |
| OLIVERS BATTERY           | 751.63           | 371               | 24,929           | 33.17        | 763.41           | 312               | 24,988           | 32.73        | (1.3%)               |
| OTTERBOURNE               | 697.64           | 887               | 34,296           | 49.16        | 701.48           | 918               | 37,203           | 53.04        | 7.9%                 |
| OWSLEBURY                 | 382.66           | 1,075             | 21,800           | 56.97        | 386.69           | 1,032             | 21,800           | 56.38        | (1.0%)               |
| SHEDFIELD                 | 1,623.84         | 3,881             | 75,745           | 46.65        | 1,673.11         | 3,500             | 84,746           | 50.65        | 8.6%                 |
| SOBERTON                  | 816.15           | 783               | 30,750           | 37.68        | 825.94           | 828               | 30,705           | 37.18        | (1.3%)               |
| SOUTH WONSTON             | 1,191.02         | 1,666             | 96,499           | 81.02        | 1,199.26         | 1,417             | 98,712           | 82.31        | 1.6%                 |
| SOUTHWICK & WIDLEY        | 351.53           | 2,375             | 15,260           | 43.41        | 398.67           | 1,916             | 17,719           | 44.45        | 2.4%                 |
| SPARSHOLT                 | 302.69           | 822               | 15,606           | 51.56        | 303.71           | 868               | 16,382           | 53.94        | 4.6%                 |
| SWANMORE                  | 1,288.97         | 10,079            | 173,991          | 134.98       | 1,393.93         | 9,815             | 191,483          | 137.37       | 1.8%                 |
| TICHBORNE                 | 108.16           | 456               | 4,297            | 39.73        | 113.68           | 366               | 4,517            | 39.73        | 0.0%                 |
| TWYFORD                   | 734.83           | 2,898             | 71,102           | 96.76        | 747.62           | 3,762             | 86,238           | 115.35       | 19.2%                |
| UPHAM                     | 325.62           | 483               | 19,517           | 59.94        | 342.44           | 465               | 20,535           | 59.97        | 0.1%                 |
| WARNFORD                  | 106.49           | 51                | 949              | 8.91         | 112.66           | 52                | 1,048            | 9.30         | 4.4%                 |
| WEST MEON                 | 380.63           | 2,148             | 27,852           | 73.17        | 382.62           | 1,909             | 28,451           | 74.36        | 1.6%                 |
| WHITELEY                  | 1,287.60         | 3,779             | 117,117          | 90.96        | 1,292.75         | 4,262             | 122,740          | 94.94        | 4.4%                 |
| WICKHAM                   | 1,651.01         | 15,090            | 137,852          | 83.50        | 1,698.33         | 15,556            | 170,000          | 100.10       | 19.9%                |
| WONSTON                   | 592.95           | 2,540             | 34,052           | 57.43        | 587.96           | 2,628             | 35,372           | 60.16        | 4.8%                 |
| <b>TOTAL/AVERAGE</b>      | <b>46,835.09</b> | <b>186,078.05</b> | <b>3,363,865</b> | <b>71.82</b> | <b>47,794.31</b> | <b>167,176.00</b> | <b>3,595,776</b> | <b>75.23</b> | <b>4.7%</b>          |
| PARISH/TOWN TOTAL         | 33,525.87        | 154,089           | 2,521,258        | 75.20        | 34,173.06        | 155,042           | 2,707,534        | 79.23        |                      |
| WINCHESTER TOWN           | 13,309.22        | 31,989            | 842,607          | 63.31        | 13,621.25        | 12,134            | 888,242          | 65.21        |                      |
| <b>TOTAL</b>              | <b>46,835.09</b> | <b>186,078</b>    | <b>3,363,865</b> | <b>71.82</b> | <b>47,794.31</b> | <b>167,176</b>    | <b>3,595,776</b> | <b>75.23</b> |                      |

\* Itchenstoke & Ovington figures are provisional and will be confirmed on 22/02/2017 prior to Winchester full Council on 23/02/2017

## General Fund Cost of Services 2017/18

|   |                               | Original<br>Estimate<br><u>£000</u> |
|---|-------------------------------|-------------------------------------|
| AD Economy & Communities                  | Employees                     | 128                                 |
|   | Premises                      | 1                                   |
|   | Transport                     | 11                                  |
|   | Supplies & services           | 158                                 |
|   | Third party payments          | 134                                 |
|   | Support Services              | (289)                               |
| <b>AD Economy &amp; Communities Total</b> |                               | <b>143</b>                          |
| Building Control                          | Employees                     | 500                                 |
|   | Transport                     | 48                                  |
|   | Supplies & services           | 73                                  |
|   | Support Services              | 163                                 |
|   | External income               | (514)                               |
| <b>Building Control Total</b>             |                               | <b>269</b>                          |
| Community Grants                          | Premises                      | 1                                   |
|   | Third party payments          | 735                                 |
|   | Support Services              | 4                                   |
| <b>Community Grants Total</b>             |                               | <b>741</b>                          |
| Corporate Communications                  | Employees                     | 252                                 |
|   | Transport                     | 6                                   |
|   | Supplies & services           | 176                                 |
|   | Support Services              | (433)                               |
|   | External income               | (1)                                 |
| <b>Corporate Communications Total</b>     |                               | <b>269</b>                          |
| Corporate                                 | Employees                     | 1,053                               |
|   | Premises                      | 157                                 |
|   | Transport                     | 1                                   |
|   | Supplies & services           | 257                                 |
|   | Third party payments          | 4                                   |
|   | Support Services              | 1,215                               |
| <b>Corporate Total</b>                    |                               | <b>2,686</b>                        |
| Corporate Management Team                 | Employees                     | 419                                 |
|   | Premises                      | 4                                   |
|   | Transport                     | 14                                  |
|   | Supplies & services           | 30                                  |
|   | Support Services              | 276                                 |
| <b>Corporate Management Team Total</b>    |                               | <b>743</b>                          |
| Development Management                    | Employees                     | 1,443                               |
|   | Premises                      | 11                                  |
|   | Transport                     | 123                                 |
|   | Supplies & services           | 189                                 |
|   | Third party payments          | 12                                  |
|   | Depreciation Impairment Costs | 7                                   |
|   | Support Services              | 1,520                               |
|   | External income               | (1,473)                             |
| <b>Development Management Total</b>       |                               | <b>1,831</b>                        |
| Economy & Arts                            | Employees                     | 217                                 |
|   | Premises                      | 5                                   |
|   | Transport                     | 23                                  |
|   | Supplies & services           | 189                                 |
|   | Third party payments          | 72                                  |
|   | Support Services              | 67                                  |
|   | External income               | (85)                                |
| <b>Economy &amp; Arts Total</b>           |                               | <b>487</b>                          |
| Estates                                   | Employees                     | 710                                 |
|   | Premises                      | 1,451                               |
|   | Transport                     | 38                                  |
|   | Supplies & services           | 960                                 |
|   | Third party payments          | 16                                  |
|   | Depreciation Impairment Costs | 439                                 |
|   | Support Services              | (1,771)                             |
|   | External income               | (1,095)                             |
| <b>Estates Total</b>                      |                               | <b>747</b>                          |

|  |                               | Original<br>Estimate<br>£000 |
|--|-------------------------------|------------------------------|
| Financial Services                         | Employees                     | 852                          |
|  | Transport                     | 24                           |
|  | Supplies & services           | 132                          |
|  | Support Services              | (944)                        |
|  | External income               | (16)                         |
| <b>Financial Services Total</b>            |                               | <b>47</b>                    |
| Health and Wellbeing                       | Employees                     | 133                          |
|  | Premises                      | 1                            |
|  | Transport                     | 9                            |
|  | Supplies & services           | 3                            |
|  | Third party payments          | 15                           |
|  | Support Services              | 15                           |
| <b>Health and Wellbeing Total</b>          |                               | <b>176</b>                   |
| Historic Environment                       | Employees                     | 231                          |
|  | Premises                      | 1                            |
|  | Transport                     | 16                           |
|  | Supplies & services           | 2                            |
|  | Support Services              | (177)                        |
|  | External income               | (8)                          |
| <b>Historic Environment Total</b>          |                               | <b>65</b>                    |
| Housing Services Gen Fund                  | Employees                     | 768                          |
|  | Premises                      | 1                            |
|  | Transport                     | 43                           |
|  | Supplies & services           | 114                          |
|  | Third party payments          | 156                          |
|  | Support Services              | 147                          |
|  | External income               | (166)                        |
| <b>Housing Services Gen Fund Total</b>     |                               | <b>1,063</b>                 |
| IMT Services                               | Employees                     | 502                          |
|  | Premises                      | 10                           |
|  | Transport                     | 23                           |
|  | Supplies & services           | 982                          |
|  | Third party payments          | 90                           |
|  | Depreciation Impairment Costs | 166                          |
|  | Support Services              | (1,735)                      |
|  | External income               | (35)                         |
| <b>IMT Services Total</b>                  |                               | <b>3</b>                     |
| Joint Environment Services                 | Employees                     | 104                          |
|  | Premises                      | 80                           |
|  | Transport                     | 19                           |
|  | Supplies & services           | 92                           |
|  | Third party payments          | 3,393                        |
|  | Depreciation Impairment Costs | 402                          |
|  | Support Services              | (10)                         |
|  | External income               | (429)                        |
| <b>Joint Environment Services Total</b>    |                               | <b>3,651</b>                 |
| Landscape & Open Spaces                    | Employees                     | 388                          |
|  | Premises                      | 867                          |
|  | Transport                     | 36                           |
|  | Supplies & services           | 101                          |
|  | Third party payments          | 95                           |
|  | Depreciation Impairment Costs | 164                          |
|  | Support Services              | 49                           |
|  | External income               | (345)                        |
| <b>Landscape &amp; Open Spaces Total</b>   |                               | <b>1,354</b>                 |
| Legal and Democratic Services              | Employees                     | 1,034                        |
|  | Premises                      | 104                          |
|  | Transport                     | 82                           |
|  | Supplies & services           | 709                          |
|  | Third party payments          | 22                           |
|  | Depreciation Impairment Costs | 13                           |
|  | Support Services              | (39)                         |
|  | External income               | (18)                         |
| <b>Legal and Democratic Services Total</b> |                               | <b>1,906</b>                 |

|  |                               | Original<br>Estimate<br>£000 |
|--|-------------------------------|------------------------------|
| Museums                                    | Premises                      | 23                           |
|  | Transport                     | 5                            |
|  | Supplies & services           | 19                           |
|  | Third party payments          | 408                          |
|  | Depreciation Impairment Costs | 28                           |
|  | Support Services              | 42                           |
|  | External income               | (13)                         |
| <b>Museums Total</b>                       |                               | <b>512</b>                   |
| New Homes Delivery                         | Employees                     | 446                          |
|  | Transport                     | 35                           |
|  | Supplies & services           | 7                            |
|  | Third party payments          | 5                            |
|  | Support Services              | (274)                        |
|  | External income               | (103)                        |
| <b>New Homes Delivery Total</b>            |                               | <b>117</b>                   |
| Organisation Development                   | Employees                     | 959                          |
|  | Premises                      |                              |
|  | Transport                     | 20                           |
|  | Supplies & services           | 50                           |
|  | Support Services              | (1,021)                      |
|  | External income               | (8)                          |
| <b>Organisation Development Total</b>      |                               |                              |
| Policy and Major Projects                  | Employees                     | 433                          |
|  | Transport                     | 18                           |
|  | Supplies & services           | 1,130                        |
|  | Depreciation Impairment Costs | 3                            |
|  | Support Services              | (107)                        |
| <b>Policy and Major Projects Total</b>     |                               | <b>1,477</b>                 |
| Sport & Physical Activity                  | Employees                     | 167                          |
|  | Premises                      | 22                           |
|  | Transport                     | 9                            |
|  | Supplies & services           | 62                           |
|  | Third party payments          | 65                           |
|  | Depreciation Impairment Costs | 645                          |
|  | Support Services              | 81                           |
|  | External income               | (12)                         |
| <b>Sport &amp; Physical Activity Total</b> |                               | <b>1,038</b>                 |
| Strategic Planning                         | Employees                     | 212                          |
|  | Premises                      | 1                            |
|  | Transport                     | 19                           |
|  | Supplies & services           | 100                          |
|  | Support Services              | (51)                         |
| <b>Strategic Planning Total</b>            |                               | <b>282</b>                   |
| Tourism                                    | Employees                     | 267                          |
|  | Premises                      | 1                            |
|  | Transport                     | 11                           |
|  | Supplies & services           | 112                          |
|  | Depreciation Impairment Costs | 4                            |
|  | Support Services              | 149                          |
|  | External income               | (121)                        |
| <b>Tourism Total</b>                       |                               | <b>422</b>                   |
| Business Services                          | Employees                     | 659                          |
|  | Transport                     | 20                           |
|  | Supplies & services           | 121                          |
|  | Support Services              | (621)                        |
|  | External income               | (390)                        |
| <b>Business Services Total</b>             |                               | <b>(211)</b>                 |
| Welfare and Benefits                       | Employees                     | 778                          |
|  | Transport                     | 19                           |
|  | Supplies & services           | 66                           |
|  | Support Services              | 32                           |
|  | External income               | (367)                        |
| <b>Welfare and Benefits Total</b>          |                               | <b>527</b>                   |



|   |                               | Original<br>Estimate<br>£000 |
|---|-------------------------------|------------------------------|
| Environmental Health Licensing              | Employees                     | 807                          |
|   | Premises                      | 9                            |
|   | Transport                     | 89                           |
|   | Supplies & services           | 160                          |
|   | Third party payments          | 32                           |
|   | Depreciation Impairment Costs | 5                            |
|   | Support Services              | 160                          |
|   | External income               | (355)                        |
| <b>Environmental Health Licensing Total</b> |                               | <b>908</b>                   |
| Local Taxes                                 | Employees                     | 553                          |
|   | Transport                     | 13                           |
|   | Supplies & services           | 108                          |
|   | Support Services              | 526                          |
|   | External income               | (223)                        |
| <b>Local Taxes Total</b>                    |                               | <b>978</b>                   |
| Car Parking & CCTV                          | Employees                     | 757                          |
|   | Premises                      | 1,308                        |
|   | Transport                     | (317)                        |
|   | Supplies & services           | 583                          |
|   | Third party payments          | 1,121                        |
|   | Depreciation Impairment Costs | 196                          |
|   | Support Services              | 420                          |
|   | External income               | (6,877)                      |
| <b>Car Parking &amp; CCTV Total</b>         |                               | <b>(2,808)</b>               |
| Comm Safety Neighbourhood Serv              | Employees                     | 221                          |
|   | Transport                     | 24                           |
|   | Supplies & services           | 5                            |
|   | Support Services              | 25                           |
|   | External income               |                              |
| <b>Comm Safety Neighbourhood Serv Total</b> |                               | <b>276</b>                   |
| Engineering & Transport                     | Employees                     | 331                          |
|   | Premises                      | 8                            |
|   | Transport                     | 32                           |
|   | Supplies & services           | 70                           |
|   | Third party payments          | 301                          |
|   | Depreciation Impairment Costs | 47                           |
|   | Support Services              | 73                           |
|   | External income               | (208)                        |
| <b>Engineering &amp; Transport Total</b>    |                               | <b>653</b>                   |
| Special Maintenance                         | Employees                     | 271                          |
|   | Premises                      | 40                           |
|   | Transport                     | 61                           |
|   | Supplies & services           | 125                          |
|   | Support Services              | (495)                        |
|   | External income               | (2)                          |
| <b>Special Maintenance Total</b>            |                               | <b></b>                      |
| <b>Grand Total</b>                          |                               | <b>20,083</b>                |
| <b>Benefits</b>                             |                               |                              |
|   | Transfer Payments             | 28,286                       |
|   | External Income               | (28,448)                     |
| <b>Grand Total</b>                          |                               | <b>(161)</b>                 |
| <b>Guildhall (Trading Account)</b>          |                               |                              |
|   | Employees                     | 589                          |
|   | Premises                      | 260                          |
|   | Transport                     | 13                           |
|   | Supplies & services           | 588                          |
|   | Depreciation Impairment Costs | 145                          |
|   | Support Services              | 85                           |
|   | External income               | (1,037)                      |
|   | Internal Charges              | (177)                        |
| <b>Grand Total</b>                          |                               | <b>467</b>                   |