



## Overview and Scrutiny Committee

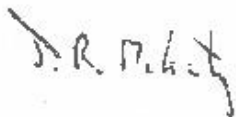
**Meeting: Monday, 4th December 2017 at 6.30 pm in Civic Suite, North Warehouse, The Docks, Gloucester, GL1 2EP**

<b>Membership:</b>	Cllrs. Coole (Chair), Ryall (Vice-Chair), Finnegan (Spokesperson), Pearsall, Hilton, Lewis, Wilson, Dee, Hampson, Hawthorne, Melvin, Smith, Patel, Pullen and Taylor
<b>Contact:</b>	Simon Byrne Democratic and Electoral Services Officer 01452 396127 simon.byrne@gloucester.gov.uk

### AGENDA

<b>1.</b>	<b>APOLOGIES</b>  To receive any apologies for absence.
<b>2.</b>	<b>DECLARATIONS OF INTEREST</b>  To receive from Members, declarations of the existence of any disclosable pecuniary, or non-pecuniary, interests and the nature of those interests in relation to any agenda item. Please see Agenda Notes.
<b>3.</b>	<b>DECLARATION OF PARTY WHIPPING</b>  To declare if any issues to be covered in the Agenda are under party whip.
<b>4.</b>	<b>PUBLIC QUESTION TIME (15 MINUTES)</b>  To receive any questions from members of the public provided that a question does not relate to: <ul style="list-style-type: none"> <li>• Matters which are the subject of current or pending legal proceedings, or</li> <li>• Matters relating to employees or former employees of the Council or comments in respect of individual Council Officers</li> </ul>
<b>5.</b>	<b>PETITIONS AND DEPUTATIONS (15 MINUTES)</b>  To receive any petitions and deputations provided that no such petition or deputation is in relation to: <ul style="list-style-type: none"> <li>• Matters relating to individual Council Officers, or</li> <li>• Matters relating to current or pending legal proceedings</li> </ul>
<b>6.</b>	<b>DRAFT MONEY PLAN 2018-23 AND BUDGET PROPOSALS 2018-19 (Pages 5 - 52)</b>

	<p>To consider the report of the Cabinet Member for Performance and Resources which sets out the draft Money Plan for the period 2018 to 2023 and Budget Proposals for 2018 to 2019.</p> <p>The format for the session will be as follows:-</p> <ol style="list-style-type: none"> <li>1. Leader of the Council will introduce the report.</li> <li>2. The Cabinet Member for Performance and Resources will add his comments on the report.</li> </ol> <p>Each Cabinet Member will then present their respective portfolios in the following order (as set out in Appendix 5):-</p> <ol style="list-style-type: none"> <li>1. Cabinet Member for Regeneration and Economy.</li> <li>2. Cabinet Member for Performance and Resources.</li> <li>3. Cabinet Member for Culture and Leisure.</li> <li>4. Cabinet Member for Environment.</li> <li>5. Cabinet Member for Communities and Neighbourhoods.</li> <li>6. Cabinet Member for Housing and Planning.</li> </ol> <p>During their presentations the Cabinet Members will address the following points:-</p> <ol style="list-style-type: none"> <li>1. Current staffing levels.</li> <li>2. Financial pressures for next year, including any potential reduction in income streams.</li> <li>3. The proposed budget savings in their area for next year and how these will impact on the services they provide.</li> <li>4. Any new income streams identified during the process.</li> <li>5. The main priorities for their portfolio and whether any have changed as a result of the Draft Money Plan</li> </ol>
7.	<p><b>DATE OF NEXT MEETING</b></p> <p>Monday 8th January 2018 at 6.30pm</p>



**Jon McGinty**  
**Managing Director**

**Date of Publication: Friday, 24 November 2017**

## NOTES

### Disclosable Pecuniary Interests

The duties to register, disclose and not to participate in respect of any matter in which a member has a Disclosable Pecuniary Interest are set out in Chapter 7 of the Localism Act 2011.

Disclosable pecuniary interests are defined in the Relevant Authorities (Disclosable Pecuniary Interests) Regulations 2012 as follows –

<u>Interest</u>	<u>Prescribed description</u>
Employment, office, trade, profession or vocation	Any employment, office, trade, profession or vocation carried on for profit or gain.
Sponsorship	Any payment or provision of any other financial benefit (other than from the Council) made or provided within the previous 12 months (up to and including the date of notification of the interest) in respect of any expenses incurred by you carrying out duties as a member, or towards your election expenses. This includes any payment or financial benefit from a trade union within the meaning of the Trade Union and Labour Relations (Consolidation) Act 1992.
Contracts	Any contract which is made between you, your spouse or civil partner or person with whom you are living as a spouse or civil partner (or a body in which you or they have a beneficial interest) and the Council (a) under which goods or services are to be provided or works are to be executed; and (b) which has not been fully discharged
Land	Any beneficial interest in land which is within the Council's area.  For this purpose "land" includes an easement, servitude, interest or right in or over land which does not carry with it a right for you, your spouse, civil partner or person with whom you are living as a spouse or civil partner (alone or jointly with another) to occupy the land or to receive income.
Licences	Any licence (alone or jointly with others) to occupy land in the Council's area for a month or longer.
Corporate tenancies	Any tenancy where (to your knowledge) – (a) the landlord is the Council; and (b) the tenant is a body in which you, your spouse or civil partner or a person you are living with as a spouse or civil partner has a beneficial interest
Securities	Any beneficial interest in securities of a body where – (a) that body (to your knowledge) has a place of business or land in the Council's area and (b) either – i. The total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body; or ii. If the share capital of that body is of more than one class, the total nominal value of the shares of any one class in which you, your spouse or civil partner or person with

whom you are living as a spouse or civil partner has a beneficial interest exceeds one hundredth of the total issued share capital of that class.

For this purpose, “securities” means shares, debentures, debenture stock, loan stock, bonds, units of a collective investment scheme within the meaning of the Financial Services and Markets Act 2000 and other securities of any description, other than money deposited with a building society.

NOTE: the requirements in respect of the registration and disclosure of Disclosable Pecuniary Interests and withdrawing from participating in respect of any matter where you have a Disclosable Pecuniary Interest apply to your interests and those of your spouse or civil partner or person with whom you are living as a spouse or civil partner where you are aware of their interest.

### **Access to Information**

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For further details and enquiries about this meeting please contact Simon Byrne, 01452 3961276, [simon.byrne@gloucester.gov.uk](mailto:simon.byrne@gloucester.gov.uk).

For general enquiries about Gloucester City Council’s meetings please contact Democratic Services, 01452 396126, [democratic.services@gloucester.gov.uk](mailto:democratic.services@gloucester.gov.uk).

If you, or someone you know cannot understand English and need help with this information, or if you would like a large print, Braille, or audio version of this information please call 01452 396396.

### **Recording of meetings**

Please be aware that meetings may be recorded. There is no requirement for those wishing to record proceedings to notify the Council in advance; however, as a courtesy, anyone wishing to do so is advised to make the Chair aware before the meeting starts.

Any recording must take place in such a way as to ensure that the view of Councillors, Officers, the Public and Press is not obstructed. The use of flash photography and/or additional lighting will not be allowed unless this has been discussed and agreed in advance of the meeting.

### **FIRE / EMERGENCY EVACUATION PROCEDURE**

If the fire alarm sounds continuously, or if you are instructed to do so, you must leave the building by the nearest available exit. You will be directed to the nearest exit by council staff. It is vital that you follow their instructions:

- You should proceed calmly; do not run and do not use the lifts;
- Do not stop to collect personal belongings;
- Once you are outside, please do not wait immediately next to the building; gather at the assembly point in the car park and await further instructions;
- Do not re-enter the building until told by a member of staff or the fire brigade that it is safe to do so.



<b>Meeting:</b>	<b>Overview &amp; Scrutiny</b>	<b>4<sup>th</sup> December 2017</b>
	<b>Cabinet</b>	<b>6<sup>th</sup> December 2017</b>
<b>Subject:</b>	<b>Draft Money Plan 2018-23 &amp; Budget Proposals 2018/19</b>	
<b>Report Of:</b>	<b>Cabinet Member for Performance and Resources</b>	
<b>Wards Affected:</b>	<b>All</b>	
<b>Key Decision:</b>	<b>No</b>	<b>Budget/Policy Framework: No</b>
<b>Contact Officer:</b>	<b>Jon Topping, Head of Policy and Resources</b>	
	<b>Jon.topping@gloucester.gov.uk</b>	<b>Tel: 01452 396242</b>
<b>Appendices:</b>	<b>1. Draft Money Plan 2018/19 – 2022/23</b> <b>2. Budget Pressures &amp; Savings</b> <b>3. Savings Programme</b> <b>4. 2018/19 – 2022/23 Capital Programme</b> <b>5. Draft Budget Book</b>	

**FOR GENERAL RELEASE**

**1.0 PURPOSE OF REPORT**

1.1 To review the Council’s Draft Money Plan.

**2.0 RECOMMENDATIONS**

2.1 **Overview and Scrutiny Committee** is asked to consider the report and to seek clarification on any further points, as appropriate.

2.2 **Cabinet** is asked to **RESOLVE** that:

- (1) That the assumptions contained in the Council’s draft Money Plan from 2018/19 to 2022/23 and revisions to the draft revenue budget be approved.
- (2) That the uncertainties regarding future incomes, as shown in this report and Appendix 1, and the need to update the Draft Money Plan when there is more certainty regarding Central Government financing, be noted.

**3.0 Introduction**

3.1 The Money Plan sets out the Council’s strategic approach to the management of its finances, and presents indicative budgets and Council Tax levels for the medium term. It covers the General Fund Revenue Budget, the Capital Programme and Earmarked Reserves. It also comments on the significant financial risks facing the Council in the forthcoming years and explains what the Council is doing to reduce those risks.

3.2 The main objectives of the Money Plan are to:

- explain the financial context within which the Council is set to work over the medium term;

- provide a medium term forecast of resources and expenditure;
- identify the financial resources needed to deliver the Council's priority outcomes, in line with the Council's plan;
- achieve a stable and sustainable budget capable of withstanding financial pressures;
- achieve a balanced base budget, minimising the use of balances to meet recurring baseline spending, with the General Fund balance being maintained at a minimum of 10% of net expenditure by the end of the plan period;
- where possible, additional investment and spending decisions will be made to reflect Council priorities and strategic commitments, with disinvestment and budget savings being made in non-priority areas; and
- ensure capital financing is established at a level that maintains ongoing robustness in the capital programme.

#### **4.0 The Local Government Finance Environment**

4.1 The Council's Money plan provides the framework within which revenue spending decisions can be made over the medium term. It is reviewed and updated on an annual basis to take into account any alterations that may be required as a result of changed circumstances. The Draft Money Plan covers a five year period up to 2022/23.

4.2 Local Government continues to face a tough financial outlook, with funding pressures set to continue. The Local Government Finance Settlement in recent years has seen unprecedented reductions in formula grant.

##### Local Government Finance Settlement 2017/18

4.3 On the 15<sup>th</sup> December 2016, the secretary of State for Communities and Local Government announced the final Local Government settlement for 2017/18. The announcement included the following proposals to be delivered over the spending review period that will potentially affect the Council:

- Movement to 100% business rates retention
- Flexibility for District Councils to increase Council Tax by £5 a year.
- The offer of 4 year settlement for Councils that apply through demonstrating an efficiency plan.
- The ability to use 100% of Capital receipts from 1 April 2016 to assist in funding efficiency reforms
- Retention of New Homes Bonus, subject to consultation.

4.4 In addition to the detailed proposal for 2017/18, the settlement provided indicative figures for each financial year up to 2019/20.

4.5 The Chancellor delivered his Autumn Statement on November 22<sup>nd</sup> 2017. Following this announcement there are no changes required to the draft Money Plan.

4.6 The Council took up the Government's offer of a 4 year settlement and submitted an efficiency plan prior to the deadline of 14<sup>th</sup> October 2016. We are expecting this offer of certainty to remain over the four years of the offer.

4.7 The other key risk is New Homes Bonus (NHB). Government has further consulted on the level of reward and potential reductions to NHB. Further changes may be made to the level of deadweight (currently 0.4%) or a reduction based upon successful planning appeals.

4.8 The current draft Money Plan assumes a reduction in line with the 4 year settlement. At this stage this assumption appears to still be valid. The detailed Local Government funding settlement is expected in December 2017 and the final Money Plan will be updated with those details.

- 4.9 The settlement is expected to use the 'core spending power' measure. Core spending power is made up of the following elements;

#### Settlement Funding Assessments (SFA)

This is made up of;

- Revenue Support Grant
- Baseline Funding Level

The SFA also details level of Tariff on retained business rates and the Safety Net Threshold.

Instead of cutting all SFA by a set percent, Government take into account the ability to raise Council Tax locally. There are four key variables;

- Funding reductions
- Split of reductions between tiers
- Council Tax Base
- Council Tax Rate

#### Council Tax Requirement (CTR)

The core spending power assumes district councils will increase Band D Council Tax by whichever is the greater of £5 or 2%. The plan assumes an increase of £5.

#### New Homes Bonus (NHB)

The draft money plan assumes NHB to reduce by a further £1.007m from 2017/18 to 2018/19. However if further changes are made to the NHB calculation this could reduce further.

### **5. Business Rates Retention**

#### Business Rates and the Gloucestershire Business Rates Pool

- 5.1 The localised regime on Business Rates took effect in April 2013. Gloucester City is part of a Gloucestershire Business Rates Pool, set up as a mechanism to retain more Business Rates growth funding within the Gloucestershire area and to support economic growth within the area of the Local Enterprise Partnership.
- 5.2 In September 2017 the Government published an offer to extend 100% Business rate pilots for 2018/19. Following extensive modeling undertaken by S151 officers, Leadership Gloucestershire submitted a proposal to be a pilot, signed by the leaders of all Gloucestershire councils. At present this is not a binding commitment and a formal decision will be required by Council if the bid is successful.
- 5.3 The submission to be a pilot is based upon government confirming that any pilot area would be protected by 'no detriment'. This is important for any Gloucestershire submission due to the risk of potential NHS trust action and further Virgin Media appeals in Tewkesbury Borough Council. The pilot in a two tiered area must include all authorities in that area
- 5.4 The proposed pilot is for 2018/19 only. Any expected benefit will not be a recurring benefit to the General Fund.
- 5.5 Stroud District Council as the lead authority also notified DCLG that if the bid to be pilot was unsuccessful then the Gloucestershire Business Rates Pool in its current form will continue in 2018/19. However it must be noted each pool member reserves the right to

dissolve the pool within 28 days of the Local Government Finance report should there be a need to do so.

5.7 Any additional growth arising as a result of pool membership is not guaranteed and is therefore not included in the base budget.

## **6. General Fund Revenue Budget - Principles and Key Assumptions**

6.1 The principles underpinning the proposed revenue strategy are:

- i. Annually, a balanced revenue budget will be set with expenditure limited to the amount of available resources;
- ii. No long term use of balances to meet recurring baseline expenditure;
- iii. Resources will be targeted to deliver Corporate Plan priorities and value for money. Any additional investment and spending decisions will be made to reflect Council priorities and strategic commitments.
- iv. Maintaining the General Fund balance at approximately 10% of net revenue budget. This assumes a minimum level of £1.4m by the end of the plan.
- v. Council Tax increases are kept to a minimum.
- vi. Year on year savings targets to be met by ongoing efficiency gains, income generation and service transformation.

6.2 **Table 1** below, lists the major **assumptions** that have been made over the five years of the strategy:

<b>Table 1</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>
Council Tax base growth	0.75%	0.75%	0.75%	0.75%	0.75%
Council Tax inflation	£5	£5	£1.99	1.99%	1.99%
Interest Rates (Earned)	0.5%	0.5%	1.00%	1.50%	2.00%
Inflation – Pay	2%	2%	2%	2%	2%
Inflation – contracts	2.5%	2.5%	2.5%	2.5%	2.5%
Inflation – other income	2.5%	2.5%	2.5%	2.5%	2.5%

## **7. Revenue Budget Increases**

### **Pay and Prices Increases**

7.1 A 2% pay award allowance has been included across the five years of the plan. This is a change to the assumptions in the previously published plan. It should be noted that pay awards in Local Government are covered by collective bargaining between employers and trade unions and is not subject to direct control from Central Government. However it is reasonable to assume that Local Government will mirror what happens in the rest of the public sector.

7.2 In addition to the increases to reflect employee pay awards, provision has also been made to meet on going additional payments to the pension fund required from the employer to recover the deficit.

7.3 The pension fund is subject to a triennial actuarial valuation, the most recent of which has been undertaken by Hymans Robertson LLP during 2016, on behalf of Gloucestershire County Council, the pension fund administrator. A £255k increase has been included for 2018/19 with the same provision in each subsequent year.



7.4 Prices inflation has been included on selected non-pay items, namely contractual obligations. All other inflationary increases are expected to be absorbed within base budget which represents a real time reduction through efficiency gains.

7.5 Prices inflation is included on selected fees and charges at 2.5% for each year of the plan. Fees and Charges for 2018/19 are currently being reviewed and will be reported to Council for approval in February

### **Cost Pressures and Savings**

7.6 Cost pressures and saving are included in **Appendix 2** and total a net saving of £1.149k.

7.7 The Council entered into an agreement for the Kings Walk Shopping Centre in July 2017 and the money plan reflects the financial benefits this has brought to the revenue budget and General Fund. The money plan reflects the requirement to place monies into a sinking fund to protect the Council against future capital works and potential income shortfalls.

7.7 Significant cost pressures that have been highlighted through budget monitoring are highlighted at Appendix 2. Some key pressures are highlighted below;

- Digital Transformation
- Homelessness prevention
- Asset management
- Business Rates BID
- Housing Benefit Overpayments

7.8 The budget savings identified in Appendix 2 for 2018/19 relate to a number of areas where actions undertaken by the Council have led to savings. Some of the key areas are highlighted below;

- Kings Walk
- Together Gloucester
- Income North Warehouse
- JCS
- CCLA.

7.9 The plan also includes the agreed management fee reductions with the council's leisure Trust partner Aspire.

### **8. Efficiency Savings/Income Generation**

8.1 The Draft Money Plan forecasts indicate the need for a continued delivery of savings in each year of the Plan.

8.2 In February 2017, Council approved the implementation of the target savings for the Money Plan 2017-22. In addition to savings in previous years further savings of £1.649m in 2017/18 were included.

8.3 With the inclusion of assumed settlement figures for 2018/19 and the assumption of further formula grant reductions over the life of the plan, further savings will be required. It must be noted that the agreement entered on Kings Walk has reduced the level of savings required over the draft money plan.

8.4 The savings details are summarised on a cumulative basis in **table 3** below:

<b>Table 3</b>	<b>2018/19 £000</b>	<b>2019/20 £000</b>	<b>2020/21 £000</b>	<b>2021/22 £000</b>	<b>2022/23 £000</b>
<b>Savings required in year</b>	43	728	179	62	56
<b>Cumulative efficiency Savings</b>	43	771	950	1012	1068
<b>Targeted Savings</b>	200	400	200	0	50

8.5 The Local Government Finance Settlement 2017/18 has highlighted that the Council will be required to make significant additional savings. To enable delivery the plan assumes that savings will be front loaded in these years.

8.6 Specific actions to achieve the targeted savings will need to be approved as part of the Council's annual budget setting process in each financial year. **Appendix 3** highlights targeted savings for 2018/19 and early proposals for 2019/20. Delivering savings early in 2018/19 reduces the total savings required over the life of the plan.

8.7 The efficiencies and budget savings target for 2017/18 was £1.649m. Whilst there is been some expected slippage in implementation of the savings during the year, the full-year impact of the changes will be fully achieved in 2018/19.

## **9. Overall Costs**

9.1 With the targeted savings included from Table 3, the total costs of the Council (the "Net Budget Requirement over the five year period of the Draft Money Plan, change from £13.681m in 2018/19 to £14.560m in 2022/23. Any further spending pressures identified in addition to those detailed in **Appendix 2**, over the five year period of the Draft Money Plan, will need to be funded by additional savings.

9.2 Draft summary budget pages for each service are detailed in **Appendix 5**.

## **10. Revenue Funding**

### **Formula Grant / Localised Business Rates / Revenue Support Grant**

10.1 Our current grant from Government for 2017/18 comprises two formula driven components - Revenue Support Grant (RSG) and a retained Business Rates target.

10.2 The current assumed settlement for 2018/19 is expected to have RSG at £0.616m and retained business rates, including local growth, at £4.273m providing a total of £4.889m. Total funding excluding Council Tax in 2017/18 was £7.464m the plan expects this to reduce to £6.569m in 2018/19.

10.3 The indicative figures for RSG see this reducing to £0.090m by 2019/20 and ceasing completely after that year.

### **New Homes Bonus**

10.4 New Homes Bonus is a grant that commenced in the 2011/12 financial year and is effectively a reward for increasing the number of properties within an area. Whereas previously an increase in the Council Tax base is essentially offset by a reduction in formula grant, central government intends to match-fund the additional Council Tax for each new home for a period of six years.

10.5 New Homes Bonus is a significant source of funding for Gloucester City Council. The Council will receive New Homes Bonus in 2017/18 of £2.687m, this is forecast to reduce to £1.680m in 2018/19.

## **Council Tax**

10.6 The Local Government Finance Settlement 2016/17 has included Council Tax Requirement (CTR) as part of the Councils 'Core Spending Power'. CTR is assumed to grow as part of the settlement as follows;

- based upon an average growth in Council Tax Base, based upon the years 2013/14 to 2015/16,
- and also increase by an assumed growth based upon CPI at an average of 1.75%.
- assumed increase of £5 or 2% whichever the greater

Therefore to maintain CTR in line with government assumptions the minimum year on year increase should in line with bullet points above.

10.10 The Government has reaffirmed that if the level of Council Tax rise is greater than 2% or £5, whichever being the higher, a referendum would be required. The Money Plan assumes an increase in Council Tax of £5.

## **11. General Fund Balance**

11.1 The estimated level of the general fund balance in each financial year is shown in **Appendix 1**. The General Fund level is at the minimum required level by the end of the Money Plan.

11.2 It should also be noted, that although £1.400m is considered an appropriate level of General Fund balances to retain each year, the position should be reviewed if the Council delivers a budget surplus at year end. The level of savings required over the next few years, is likely to be so significant, that an opportunity to phase the transition by increasing and then utilising General Fund balances, could be considered.

11.3 In the financial year 2018/19 it is proposed contribute £0.157m to the General Fund.

## **12.0 Capital Programme and Capital Financing**

12.1 The key financial details on capital expenditure and financing in the revised money plan for the 5 years from 2018/19, are shown in detail at **Appendix 4**, and summarised below:

1. Capital programme expenditure of £9.097m Some key projects are, The Kings Quarter Development, City Centre Investment, ICT Transformation Projects and externally financed housing projects.
2. Capital financing comprises grants, Capital receipts and borrowing.

13.2 The capital programme assumes the majority of capital financing will be funded through the use of current and expected future capital receipts, where these are not available it will be met from external grants and borrowing. The future financial commitments will be approved based on specific income generating, or revenue saving business cases to fund the cost of the borrowing. The main exceptions to this policy will be essential works on the Council's buildings and ICT systems, which will result in a reduced maintenance liability or potential increase in asset value and ensure delivery of the Councils transformation programme.

13.3 Wherever possible and desirable, additional one-off capital investments on a business case basis will be made, providing corporate objectives are delivered, and financing is available and affordable within existing budgets, or preferably with the provision of a "spend to save" revenue saving on existing budgets.

- 13.4 The strategy on borrowing is to ensure that any borrowing is only undertaken on a business case basis, and is affordable and paid off over the life of the asset.
- 13.5 **Appendix 4** shows the proposed capital budgets for 5 years from 2018/19 incorporating any carried forward capital budgets and new, approved schemes. The capital programme will be updated for any future additions, such as Kings Quarter further development, subject to the required level of approval being made.
- 13.6 The 2016-17 Local Government Finance Settlement provided, “Statutory guidance on the flexible use of Capital receipts”. The Council approved this strategy in February 2017.

### **13.0 Earmarked Reserves**

- 13.1 The Council has limited earmarked reserves with the balance at 31 March 2017 being £4.569m an increase £0.692m on the position at 31 March 2016, consisting of;

• Insurance reserve	£0.010m
• Historic buildings reserve	£0.053m
• Portfolio reserve	£0.048m
• Shopmobility reserve	£0.029m
• Members Allocation reserve	£0.004m
• Repairs reserve	£0.400m
• Environmental reserve	£1.000m
• Regeneration reserve	£0.552m
• VAT Shelter reserve	£0.513m
• Business Rates reserve	£0.620m
• Trading Development reserve	£0.050m
• Land adoption reserve	£0.881m
• Community Builder Reserve	£0.030m
• Planning Grant reserve	£0.030m
• Economic Development Reserve	£0.020m
• Flooding Works Reserve	£0.010m
• Meet & Greet Reserve	£0.004m
• Police Contribution Reserve	£0.015m

- 13.2 Where earmarked reserves are not ring fenced for a specific use such as the regeneration reserve, then if necessary, these reserves may potentially be used to support the General Fund.

### **14.0 Alternative Options Considered**

- 14.1 The Council must set a budget in time to start collecting Council Tax by 1<sup>st</sup> April 2018. Alternative proposals put forward for budget savings will be considered as part of this process.

### **15.0 Conclusions**

- 15.1 This report has outlined the proposed approach to further build on the Council’s budget consultation arrangements to inform the 2018/19 budget setting process.

### **16.0 ABCD Implications**

- 16.1 There are no ABCD implications as a result of this report.

### **17.0 Financial Implications**

- 17.1 Contained in the body of the report.

## 18.0 Legal Implications

18.1 Legislation places a duty on the Council, as the Billing Authority, to calculate its budget requirement for 2018/19. The Council also has a statutory requirement to set a balanced budget.

## 19.0 Risk & Opportunity Management Implications

19.1 Covered in the report. The budget is prepared based on the information available at the time of writing. The budget pressures facing the Council have, as far as possible, been built into the budget.

19.2 The risks are set out more fully in the report but in summary centre around the continuing economic situation and the possible impact this is likely to have on the public sector, changes to Government funding in future years and the level of the Council's spend from 2018/19 onwards.

19.3 In addition to the risks identified in the report, a list of additional identified risks for both the Draft Money Plan and the Budget for 2018/19, along with the mitigations is also shown below:

Risk Identified	Inherent Risk Evaluation		Proposed measures	Residual Risk Evaluation	
	Risk Score			Risk Score	
<ul style="list-style-type: none"> <li>▪ Employee related costs will be more than assumed</li> <li>▪ Other costs will be more than assumed</li> </ul>	Risk Score	6	<ul style="list-style-type: none"> <li>▪ Figures based on known commitments and estimated future costs. Any further pressures will need to be matched by additional identified savings.</li> </ul>	Risk Score	4
		8			4
<ul style="list-style-type: none"> <li>▪ Pension fund contributions will be higher than expected.</li> </ul>	Risk Score	8	<ul style="list-style-type: none"> <li>▪ The financial plan will continue to be reviewed and updated annually for a three year period, based on known changes and informed by the most recent actuarial triennial valuation.</li> </ul>	Risk Score	4
<ul style="list-style-type: none"> <li>▪ Planned budget reductions will not be achieved</li> <li>▪ Impact of Legislative changes on Councils ongoing costs</li> </ul>	Risk Score	12	<ul style="list-style-type: none"> <li>▪ Close monitoring of budgets will be carried out in each financial year.</li> <li>▪ Continuous monitoring of service pressures and ongoing focus on preventative support.</li> <li>▪ Previously agreed changes to Council, tax exemptions and discounts, to help fund the shortfall in financing for local support of Council tax.</li> </ul>	Risk Score	6
		6			4
<ul style="list-style-type: none"> <li>▪ Income from fees, charges and other sources will not be as high as planned</li> </ul>	Risk Score	12	<ul style="list-style-type: none"> <li>▪ Close monitoring of income budgets will be carried out in each financial year.</li> </ul>	Risk Score	8
<ul style="list-style-type: none"> <li>▪ Timing of Capital</li> </ul>	Risk	Page 13	<ul style="list-style-type: none"> <li>▪ Close monitoring of the</li> </ul>	Risk	4

Receipts will be later than anticipated or lower than estimated ▪ Timing of Capital payments may be earlier than estimated	Score		timing and payments of capital expenditure/income will be carried out in each financial year. Alternative savings will be identified, or contingency arrangements agreed	Score	
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**20.0 People Impact Assessment (PIA):**

20.1 People Impact Assessments will be carried out for each line of the budget savings, to ensure that all relevant considerations are taken into account.

**21.0 Other Corporate Implications**

1. Community Safety  
None
2. Environmental  
None
3. Staffing  
The budget reductions and efficiency savings will result in a net reduction in staff, which could include possible redundancies.
4. Trade Union  
Ongoing discussions with the Trade Union on both the money plan and budget represent a key element of the overall consultation process.

**Background Documents:**

Money Plan 2017-22, February 2017

	1	2	3	4	5
	2018/19	2019/20	2020/21	2021/22	2022/23
	£'000	£'000	£'000	£'000	£'001
<b>1. BASE BUDGET b/fwd</b>	<b>14,555</b>	<b>13,681</b>	<b>13,925</b>	<b>13,738</b>	<b>14,161</b>
<b>Pay and Price Increases</b>					
Employees pay awards	132	135	138	141	144
Employers Increased Pension Costs	255	255	255	255	255
Price Increases	182	150	150	150	150
Income Inflation	(94)	(94)	(95)	(98)	(100)
<b>Revised Base Budget</b>	<b>15,030</b>	<b>14,127</b>	<b>14,373</b>	<b>14,186</b>	<b>14,610</b>
<b>Cost Pressures/Efficiencies</b>					
Ongoing base pressures	525	198	(90)	(25)	0
Ongoing base efficiencies/Income generation	(1,674)	0	(345)	0	0
	(1,149)	198	(435)	(25)	0
<b>2. NET BUDGET REQUIREMENT</b>	<b>13,881</b>	<b>14,325</b>	<b>13,938</b>	<b>14,161</b>	<b>14,610</b>
<b>Sources of Finance</b>					
Revenue Support Grant	616	90			
Business Rates Retention	4,273	4,358	4,446	4,535	4,625
From Business Rates Reserve	32	44	250	150	
New Homes Bonus	1,680	1,627	1,389	1,310	1,600
Transitional Grant	10	10			
Council Tax	7,227	7,467	7,674	8,104	8,328
<b>3. TOTAL SOURCES OF FINANCE</b>	<b>13,838</b>	<b>13,597</b>	<b>13,759</b>	<b>14,099</b>	<b>14,553</b>
<b>Budget Surplus/(Shortfall)</b>	<b>(43)</b>	<b>(728)</b>	<b>(179)</b>	<b>(62)</b>	<b>(56)</b>
<b>4. PROPOSED BUDGET SAVINGS</b>	200	400	200		50
<b>Revised Budget (Shortfall)/Surplus</b>	<b>157</b>	<b>(328)</b>	<b>21</b>	<b>(62)</b>	<b>(6)</b>
<b>REVISED NET BUDGET REQUIREMENT c/fwd</b>	<b>13,681</b>	<b>13,925</b>	<b>13,738</b>	<b>14,161</b>	<b>14,560</b>
<b>5. GENERAL FUND BALANCE</b>					
Opening Balance	1,663	1,820	1,492	1,513	1,451
Transfer to Earmarked Reserves (Business Rates)					
Contribution to/(from) General Fund	157	(328)	21	(62)	(6)
<b>Closing Balance</b>	<b>1,820</b>	<b>1,492</b>	<b>1,513</b>	<b>1,451</b>	<b>1,445</b>

## Description

2018/19 2019/20 2020/21 2021/22 2022/23

**Ongoing base budget increases**

Kings Walk Reserve		200		15	
Asset Management	50				
Digital Transformation	100				
Interest Payable	50				
Democratic Services - Election			20	(20)	
Homelessness Prevention Costs	100				
Taxi Marshall Scheme	3				
Joint Core Strategy	60		(40)	(20)	
City Centre Plan	72	(2)	(70)		
Tourist Information Income	10				
Gloucester BID Rates	30				
Housing Benefit Overpayments	50				
<b>Total ongoing Cost Pressures</b>	<b>525</b>	<b>198</b>	<b>(90)</b>	<b>(25)</b>	<b>0</b>

**Total ongoing pressures****Budget Efficiencies/Income Generation**

Kings Walk	(505)		(345)		
Together Gloucester Additional Saving	(230)				
North Warehouse	(50)				
JCS Budgets	(182)				
CCLA	(450)				
Agreed Aspire Management Fee Reductions	(257)				
<b>Total Ongoing savings</b>	<b>(1,674)</b>	<b>0</b>	<b>(345)</b>	<b>0</b>	<b>0</b>

**Total**

<b>(1,149)</b>	<b>198</b>	<b>(435)</b>	<b>(25)</b>	<b>0</b>
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**Budget Savings Programmes - 2018/19 & 2019/20**

**Appendix 3**

<b>Portfolio</b>	<b>Service</b>	<b>Details: aim of the project</b>	<b>2018/19 £000</b>	<b>2019/20 £000</b>	<b>Comments</b>
Cabinet Member for the Environment	Neighbourhood Services	Energy efficiencies and income generation opportunities		(50)	Identify energy savings which can be delivered through the Council's operational and non-operational estate, including consideration of solar canopies/roofs on all car parks and solar fields on land holdings
Cabinet Member for Communities & Neighbourhoods	Voluntary Sector	Review of Voluntary Sector Grants	(50)		Review quantum and future of voluntary sector grants and considering 'whole system' aspects involving other agencies' grant funding of same organisations (including offering to administer grants for e.g. PCC)
Cabinet Member for Regeneration	Policy & Resources	Property Investment Strategy	(50)	(150)	Investments in line with Property Investment Strategy
	Asset Management	Accommodation review		(200)	Following transformational review of Council following "Together Gloucester" income opportunities from reducing the warehouse accommodation required by the Council
Cabinet Member for Culture & Leisure	Marketing Gloucester	Reduction of Management Fee	(100)		Phased reduction of management fee to Marketing Gloucester
<b>TOTAL</b>			<b>(200)</b>	<b>(400)</b>	
<b>SAVINGS REQUIRED</b>			<b>(43)</b>	<b>(728)</b>	
<b>Contribution/(Reduction) to General Fund</b>			<b>157</b>	<b>(328)</b>	

**GLOUCESTER CITY COUNCIL**

**FORECAST CAPITAL PROGRAMME AND FINANCING 2018 - 2023**

Scheme	Capital Programme						Scheme details
	2018 / 19 £000	2019 / 20 £000	2020 / 21 £000	2021 / 22 £000	2022 / 23 £000	2018 - 2023 £000	
Kings Quarter development	2,972	0	0	0	0	2,972	Project costs associated with the Bus Station element of the Kings Quarter development Regeneration within the City Centre, larger projects include Museum phase 2, car parking improvements and Tourist Information Centre relocation.
City Centre Investment Fund	394	0	0	0	0	394	
GCC Building Improvements	158	100	100	100	100	558	Project funding to ensure GCC buildings remain fit for purpose Maintain Council ICT infrastructure / capability. To include transformation project ensuring ICT fits the moving requirements of the Council
ICT Projects	550	50	50	50	50	750	
Housing projects	1,082	529	529	529	529	3,196	Includes Disabled Facilities Grant which is DCLG funded. Changes to funding arrangements would alter this element of the budget. Other projects include the commuted sums for social housing.
Drainage and Flood Protection Works	100	100	100	68	0	368	Flood Protection Capital Fund - External grant funded projects to assist with flood protection.
Townscape Heritage Initiative - HLF	289	0	0	0	0	289	Grant funded improvements to Southgate Street, recent work includes building improvements
Robinswood All Paths Projects	55	0	0	0	0	55	Partnership work with Gloucestershire Wildlife trust - improving Robinswood Hill
Horsbere Brook Local Nature Reserve works	79	0	0	0	0	79	Nature Reserve works, part funded by Environment Agency. Project is into 2nd year of 10 year programme.
Play Area Improvement Programme	60	60	60	60	60	300	Concurrent funding improving City play areas
Crematorium Cremator Improvements	45	0	45	0	45	135	Funding to ensure maintenance of crematorium infrastructure
<b>Total</b>	<b>5,784</b>	<b>839</b>	<b>884</b>	<b>807</b>	<b>784</b>	<b>9,097</b>	

Financing Source	Capital Financing					
	2018 / 19 £000	2019 / 20 £000	2020 / 21 £000	2021 / 22 £000	2022 / 23 £000	2018 - 2023 £000
Lottery Grants	289	0	0	0	0	289
External Grants (other)	1,136	574	574	542	474	3,300
Capital Receipts	1,386	265	310	265	310	2,536
Borrowing	2,972	0	0	0	0	2,972
<b>Sub total</b>	<b>5,784</b>	<b>839</b>	<b>884</b>	<b>807</b>	<b>784</b>	<b>9,097</b>

# Gloucester **City Council**

## **REVENUE BUDGET**

**2018/19**

**GENERAL FUND SUMMARY 2018/19**

<b>Gloucester City Council</b>	<b>Proposed Budget 2018/19</b>	<b>Place</b>	<b>Communities</b>	<b>Cultural and Trading</b>	<b>Policy and Resources</b>	<b>Senior Management</b>
<b>Service Expenditure / Income</b>						
Employees	6,972,450	1,699,300	1,715,050	1,316,900	1,557,000	684,200
Premises	45,356,100	275,000	619,300	655,800	43,806,000	0
Transport	100,800	15,800	6,900	28,300	47,900	1,900
Supplies and Services	10,048,150	5,663,700	225,250	685,400	1,264,000	2,209,800
Third Party Payments	3,437,900	297,000	310,800	216,600	2,565,700	47,800
Capital Charges	0	0	0	0	0	0
<b>Expenditure Total</b>	<b>65,915,400</b>	<b>7,950,800</b>	<b>2,877,300</b>	<b>2,903,000</b>	<b>49,240,600</b>	<b>2,943,700</b>
Grants and Contributions	(44,497,400)	(531,200)	(175,000)	0	(43,628,300)	(162,900)
Fees and Charges	(7,316,800)	(1,776,100)	(301,800)	(2,250,500)	(2,960,700)	(27,700)
Other Income	(5,589,900)	(578,200)	(106,800)	(1,435,100)	(3,469,800)	0
<b>Income Total</b>	<b>(57,404,100)</b>	<b>(2,885,500)</b>	<b>(583,600)</b>	<b>(3,685,600)</b>	<b>(50,058,800)</b>	<b>(190,600)</b>
<b>Service Expenditure</b>	<b>8,511,300</b>	<b>5,065,300</b>	<b>2,293,700</b>	<b>(782,600)</b>	<b>(818,200)</b>	<b>2,753,100</b>
<b>Corporate Expenditure / (Income)</b>						
Interest Payable	340,100					
Interest Receivable	(535,800)					
Corporate Pension Contribution	3,385,200					
Minimum Revenue Provision	820,200					
Kings Walk Sinking Fund	1,100,000					
Insurance Provision	60,000					
<b>Net Operating Expenditure</b>	<b>13,681,000</b>					
Council Tax Precept	(7,227,000)					
Retained Business Rates	(4,273,000)					
Use Business Rates Reserve	(32,000)					
Revenue Support Grant	(626,000)					
New Homes Bonus	(1,680,000)					
<b>Net Council Position</b>	<b>(157,000)</b>					

## Proposed Budget 2018/19 - Place Service



Place	Proposed Budget 2018/19	Head of Service 2018/19	City Centre				
			City Centre Delivery 2018/19	City Centre Growth 2018/19	City Centre Improvement 2018/19	Amey Contract 2018/19	Licensing 2018/19
Employees	1,699,300	98,100	784,500	82,100	731,200	0	3,400
Premises	275,000	0	5,500	9,000	215,800	28,200	16,500
Transport	15,800	0	3,300	400	11,900	0	200
Supplies and Services	5,663,700	0	22,500	19,000	(46,300)	5,664,100	4,400
Third Party Payments	297,000	0	222,300	13,500	52,000	0	9,200
Capital Charges	0	0	0	0	0	0	0
<b>Expenditure Total</b>	<b>7,950,800</b>	<b>98,100</b>	<b>1,038,100</b>	<b>124,000</b>	<b>964,600</b>	<b>5,692,300</b>	<b>33,700</b>
Grants and Contributions	(531,200)	0	(87,700)	0	(107,500)	(331,000)	(5,000)
Fees and Charges	(1,776,100)	0	(698,500)	0	(762,300)	0	(315,300)
Other Income	(578,200)	0	0	0	(47,000)	(520,000)	(11,200)
<b>Income Total</b>	<b>(2,885,500)</b>	<b>0</b>	<b>(786,200)</b>	<b>0</b>	<b>(916,800)</b>	<b>(851,000)</b>	<b>(331,500)</b>
<b>Service Expenditure</b>	<b>5,065,300</b>	<b>98,100</b>	<b>251,900</b>	<b>124,000</b>	<b>47,800</b>	<b>4,841,300</b>	<b>(297,800)</b>

<b>Head of Service</b>	<b>Proposed Budget 2018/19</b>
Employees	98,100
Premises	0
Transport	0
Supplies and Services	0
Third Party Payments	0
Capital Charges	0
<b>Expenditure Total</b>	<b>98,100</b>
Grants and Contributions	0
Fees and Charges	0
Other Income	0
<b>Income Total</b>	<b>0</b>
<b>Service Expenditure</b>	<b>98,100</b>

**Service Manager**

Vacant

**Portfolio**

Regeneration and Economy

**Portfolio Holder**

Councillor Paul James

<b>Summary By Service Area 2018-19</b>	<b>Total Expenditure</b>	<b>Total Income</b>	<b>Net</b>
Head of Place	98,100	0	98,100
<b>Net Service Expenditure</b>	<b>98,100</b>	<b>0</b>	<b>98,100</b>

<b>City Centre Delivery</b>	<b>Proposed Budget 2018/19</b>
Employees	784,500
Premises	5,500
Transport	3,300
Supplies and Services	22,500
Third Party Payments	222,300
Capital Charges	0
<b>Expenditure Total</b>	<b>1,038,100</b>
Grants and Contributions	(87,700)
Fees and Charges	(698,500)
Other Income	0
<b>Income Total</b>	<b>(786,200)</b>
<b>Service Expenditure</b>	<b>251,900</b>

**Service Manager**  
**Portfolio**  
**Portfolio Holder**

David Evans  
Housing and Planning  
Councillor Colin Organ

<b>Summary By Service Area 2018-19</b>	<b>Total Expenditure</b>	<b>Total Income</b>	<b>Net</b>
Growth Delivery Manager	77,100	0	77,100
Building Control	45,000	0	45,000
Development Management	575,800	(758,500)	(182,700)
Planning Policy	281,000	0	281,000
Historic Buildings	59,200	(27,700)	31,500
<b>Net Service Expenditure</b>	<b>1,038,100</b>	<b>(786,200)</b>	<b>251,900</b>

<b>City Centre Growth</b>	<b>Proposed Budget 2018/19</b>
Employees	82,100
Premises	9,000
Transport	400
Supplies and Services	19,000
Third Party Payments	13,500
Capital Charges	0
<b>Expenditure Total</b>	<b>124,000</b>
Grants and Contributions	0
Fees and Charges	0
Other Income	0
<b>Income Total</b>	<b>0</b>
<b>Service Expenditure</b>	<b>124,000</b>

**Service Manager**  
**Portfolio**  
**Portfolio Holder**

David Evans  
Regeneration and Economy  
Councillor Paul James

<b>Summary By Service Area 2018-19</b>	<b>Total Expenditure</b>	<b>Total Income</b>	<b>Net</b>
Economic Development	115,000	0	115,000
Kings Quarter Regneration (Business Rates)	9,000	0	9,000
<b>Net Service Expenditure</b>	<b>124,000</b>	<b>0</b>	<b>124,000</b>



<b>City Centre Improvement</b>	<b>Proposed Budget 2018/19</b>
Employees	731,200
Premises	215,800
Transport	11,900
Supplies and Services	(46,300)
Third Party Payments	52,000
Capital Charges	0
<b>Expenditure Total</b>	<b>964,600</b>
Grants and Contributions	(107,500)
Fees and Charges	(762,300)
Other Income	(47,000)
<b>Income Total</b>	<b>(916,800)</b>
<b>Service Expenditure</b>	<b>47,800</b>

**Service Manager**  
**Portfolio**  
**Portfolio Holder**

Meyrick Brentnall  
Environment  
Councillor Richard Cook

<b>Summary By Service Area 2018-19</b>	<b>Total Expenditure</b>	<b>Total Income</b>	<b>Net</b>
Allotments	5,300	(16,500)	(11,200)
Countryside Unit	127,400	(35,000)	92,400
Environment Manager	69,100	0	69,100
City Centre Improvement	395,800	0	395,800
Streetcare Team	182,300	(56,000)	126,300
Green Waste	12,000	(686,000)	(674,000)
Bulky Waste	0	(76,300)	(76,300)
Parks Management	36,000	(29,000)	7,000
Stray Dogs Service	30,100	0	30,100
Public Toilets	19,300	0	19,300
Sponsorship	0	(18,000)	(18,000)
Flooding and Drainage	87,300		87,300
<b>Net Service Expenditure</b>	<b>964,600</b>	<b>(916,800)</b>	<b>47,800</b>

<b>Amey Contract</b>	<b>Proposed Budget 2018/19</b>
Employees	0
Premises	28,200
Transport	0
Supplies and Services	5,664,100
Third Party Payments	0
Capital Charges	0
<b>Expenditure Total</b>	<b>5,692,300</b>
Grants and Contributions	(331,000)
Fees and Charges	0
Other Income	(520,000)
<b>Income Total</b>	<b>(851,000)</b>
<b>Service Expenditure</b>	<b>4,841,300</b>

**Service Manager**  
**Portfolio**  
**Portfolio Holder**

Meyrick Brentnall  
Environment  
Councillor Richard Cook

<b>Summary By Service Area 2018-19</b>	<b>Total Expenditure</b>	<b>Total Income</b>	<b>Net</b>
Net Contract Fee and Premises	5,692,300		5,692,300
Recycling Grants		(331,000)	(331,000)
Recycling Credits		(520,000)	(520,000)
<b>Net Service Expenditure</b>	<b>5,692,300</b>	<b>(851,000)</b>	<b>4,841,300</b>

<b>Licensing</b>	<b>Proposed Budget 2018/19</b>
Employees	3,400
Premises	16,500
Transport	200
Supplies and Services	4,400
Third Party Payments	9,200
Capital Charges	0
<b>Expenditure Total</b>	<b>33,700</b>
Grants and Contributions	(5,000)
Fees and Charges	(315,300)
Other Income	(11,200)
<b>Income Total</b>	<b>(331,500)</b>
<b>Service Expenditure</b>	<b>(297,800)</b>

**Service Manager**  
**Portfolio**  
**Portfolio Holder**

Meyrick Brentnall  
Communities and Neighbourhoods  
Councillor Jennie Watkins

<b>Summary By Service Area 2018-19</b>	<b>Total Expenditure</b>	<b>Total Income</b>	<b>Net</b>
Street Trading Licenses	9,100	(54,000)	(44,900)
Hackney Carriage Licenses	12,900	(123,500)	(110,600)
Taxi Marshalling Scheme	8,000	-5000	3,000
Other Licenses	3,700	(149,000)	(145,300)
<b>Net Service Expenditure</b>	<b>33,700</b>	<b>(331,500)</b>	<b>(297,800)</b>

**Proposed Budget 2018/19 - Cultural and Trading Services**



Place	Proposed Budget 2018/19	Head of Service 2018/19	Shopmobility 2018/19	Markets 2018/19	Cultral Development 2018/19	Food and Drink 2018/19	Visitor Experience 2018/19	Cem and Crem 2018/19	Marketing Gloucester 2018/19
Employees	1,316,900	76,400	70,000	1,300	343,200	134,600	260,700	357,200	73,500
Premises	655,800	0	5,600	158,500	102,800	16,600	146,000	226,300	0
Transport	28,300	0	0	200	1,500	0	1,300	25,300	0
Supplies and Services	685,400	0	10,100	26,600	88,500	90,500	196,700	77,800	195,200
Third Party Payments	216,600	0	0	0	178,100	2,000	2,500	34,000	0
Capital Charges	0	0	0	0	0	0	0	0	0
<b>Expenditure Total</b>	<b>2,903,000</b>	<b>76,400</b>	<b>85,700</b>	<b>186,600</b>	<b>714,100</b>	<b>243,700</b>	<b>607,200</b>	<b>720,600</b>	<b>268,700</b>
Grants and Contributions	0	0	0	0	0	0	0	0	0
Fees and Charges	(2,250,500)	0	(13,200)	(1,000)	(184,700)	0	(82,200)	(1,969,400)	0
Other Income	(1,435,100)	0	(11,300)	(471,300)	(362,600)	(334,000)	(228,300)	(27,600)	0
<b>Income Total</b>	<b>(3,685,600)</b>	<b>0</b>	<b>(24,500)</b>	<b>(472,300)</b>	<b>(547,300)</b>	<b>(334,000)</b>	<b>(310,500)</b>	<b>(1,997,000)</b>	<b>0</b>
<b>Service Expenditure</b>	<b>(782,600)</b>	<b>76,400</b>	<b>61,200</b>	<b>(285,700)</b>	<b>166,800</b>	<b>(90,300)</b>	<b>296,700</b>	<b>(1,276,400)</b>	<b>268,700</b>

<b>Head of Service</b>	<b>Proposed Budget 2018/19</b>
Employees	76,400
Premises	0
Transport	0
Supplies and Services	0
Third Party Payments	0
Capital Charges	0
<b>Expenditure Total</b>	<b>76,400</b>
Grants and Contributions	0
Fees and Charges	0
Other Income	0
<b>Income Total</b>	<b>0</b>
<b>Service Expenditure</b>	<b>76,400</b>

**Service Manager**  
**Portfolio**  
**Portfolio Holder**

Jill Shonk  
Culture and Leisure  
Councillor Lise Noakes

<b>Summary By Service Area 2018-19</b>	<b>Total Expenditure</b>	<b>Total Income</b>	<b>Net</b>
Head of Service	76,400		76,400
<b>Net Service Expenditure</b>	<b>76,400</b>	<b>0</b>	<b>76,400</b>

<b>Shopmobility</b>	<b>Proposed Budget 2018/19</b>
Employees	70,000
Premises	5,600
Transport	0
Supplies and Services	10,100
Third Party Payments	0
Capital Charges	0
<b>Expenditure Total</b>	<b>85,700</b>
Grants and Contributions	0
Fees and Charges	(13,200)
Other Income	(11,300)
<b>Income Total</b>	<b>(24,500)</b>
<b>Service Expenditure</b>	<b>61,200</b>

**Service Manager**  
**Portfolio**  
**Portfolio Holder**

Jill Shonk  
Communities and Neighbourhoods  
Councillor Jennie Watkins

<b>Summary By Service Area 2018-19</b>	<b>Total Expenditure</b>	<b>Total Income</b>	<b>Net</b>
Shopmobility	85,700	(24,500)	61,200
<b>Net Service Expenditure</b>	<b>85,700</b>	<b>(24,500)</b>	<b>61,200</b>

<b>Markets</b>	<b>Proposed Budget 2018/19</b>
Employees	1,300
Premises	158,500
Transport	200
Supplies and Services	26,600
Third Party Payments	0
Capital Charges	0
<b>Expenditure Total</b>	<b>186,600</b>
Grants and Contributions	0
Fees and Charges	(1,000)
Other Income	(471,300)
<b>Income Total</b>	<b>(472,300)</b>
<b>Service Expenditure</b>	<b>(285,700)</b>

**Service Manager**  
**Portfolio**  
**Portfolio Holder**

Lucy Chilton  
Regeneration and Economy  
Councillor Paul James

<b>Summary By Service Area 2018-19</b>	<b>Total Expenditure</b>	<b>Total Income</b>	<b>Net</b>
Kings Square	3,100	(20,500)	(17,400)
Farmers Market		(5,000)	(5,000)
Eastgate Market	165,000	(381,800)	(216,800)
Hempsted	18,500	(65,000)	(46,500)
<b>Net Service Expenditure</b>	<b>186,600</b>	<b>(472,300)</b>	<b>(285,700)</b>

<b>Cultural Development</b>	<b>Proposed Budget 2018/19</b>
Employees	343,200
Premises	102,800
Transport	1,500
Supplies and Services	88,500
Third Party Payments	178,100
Capital Charges	0
<b>Expenditure Total</b>	<b>714,100</b>
Grants and Contributions	0
Fees and Charges	(184,700)
Other Income	(362,600)
<b>Income Total</b>	<b>(547,300)</b>
<b>Service Expenditure</b>	<b>166,800</b>

**Service Manager**  
**Portfolio**  
**Portfolio Holder**

Sarah Gilbert  
Culture and Leisure  
Councillor Lise Noakes

<b>Summary By Service Area 2018-19</b>	<b>Total Expenditure</b>	<b>Total Income</b>	<b>Net</b>
Cultural Development Team	431,800	0	431,800
Guildhall Events	196,700	(241,700)	(45,000)
Guildhall Cinema	21,400	(66,100)	(44,700)
Guildhall Lettings	900	(96,000)	(95,100)
Guildhall Workshops	2,000	(2,000)	0
Blackfriars	37,300	(82,800)	(45,500)
Blackfriars Weddings	24,000	(58,700)	(34,700)
<b>Net Service Expenditure</b>	<b>714,100</b>	<b>(547,300)</b>	<b>166,800</b>



<b>Food and Drink</b>	<b>Proposed Budget 2018/19</b>
Employees	134,600
Premises	16,600
Transport	0
Supplies and Services	90,500
Third Party Payments	2,000
Capital Charges	0
<b>Expenditure Total</b>	<b>243,700</b>
Grants and Contributions	0
Fees and Charges	0
Other Income	(334,000)
<b>Income Total</b>	<b>(334,000)</b>
<b>Service Expenditure</b>	<b>(90,300)</b>

**Service Manager**  
**Portfolio**  
**Portfolio Holder**

Lucy Chilton  
Culture and Leisure  
Councillor Lise Noakes

<b>Summary By Service Area 2018-19</b>	<b>Total Expenditure</b>	<b>Total Income</b>	<b>Net</b>
Food and Drink team and Guildhall Bar	180,000	(171,500)	8,500
The Arbor	63,700	(162,500)	(98,800)
<b>Net Service Expenditure</b>	<b>243,700</b>	<b>(334,000)</b>	<b>(90,300)</b>

<b>Visitor Experience</b>	<b>Proposed Budget 2018/19</b>
Employees	260,700
Premises	146,000
Transport	1,300
Supplies and Services	196,700
Third Party Payments	2,500
Capital Charges	0
<b>Expenditure Total</b>	<b>607,200</b>
Grants and Contributions	0
Fees and Charges	(82,200)
Other Income	(228,300)
<b>Income Total</b>	<b>(310,500)</b>
<b>Service Expenditure</b>	<b>296,700</b>

**Service Manager**  
**Portfolio**  
**Portfolio Holder**

Lucy Chilton  
Culture and Leisure  
Councillor Lise Noakes

<b>Summary By Service Area 2018-19</b>	<b>Total Expenditure</b>	<b>Total Income</b>	<b>Net</b>
Visitor Experience Team	385,800	0	385,800
Museums Service	45,200	(119,000)	(73,800)
Tourist Information Centre	176,200	(191,500)	(15,300)
<b>Net Service Expenditure</b>	<b>607,200</b>	<b>(310,500)</b>	<b>296,700</b>

<b>Cemeteries and Crematorium</b>	<b>Proposed Budget 2018/19</b>
Employees	357,200
Premises	226,300
Transport	25,300
Supplies and Services	77,800
Third Party Payments	34,000
Capital Charges	0
<b>Expenditure Total</b>	<b>720,600</b>
Grants and Contributions	0
Fees and Charges	(1,969,400)
Other Income	(27,600)
<b>Income Total</b>	<b>(1,997,000)</b>
<b>Service Expenditure</b>	<b>(1,276,400)</b>

**Service Manager**  
**Portfolio**  
**Portfolio Holder**

Julienne Reeves  
Environment  
Councillor Richard Cook

<b>Summary By Service Area 2018-19</b>	<b>Total Expenditure</b>	<b>Total Income</b>	<b>Net</b>
Cems/Crems Admin	354,900	0	354,900
Crematorium	219,300	(1,686,800)	(1,467,500)
Cemeteries	146,400	(310,200)	(163,800)
<b>Net Service Expenditure</b>	<b>720,600</b>	<b>(1,997,000)</b>	<b>(1,276,400)</b>

<b>Marketing Gloucester and Events</b>	<b>Proposed Budget 2018/19</b>
Employees	73,500
Premises	0
Transport	0
Supplies and Services	195,200
Third Party Payments	0
Capital Charges	0
<b>Expenditure Total</b>	<b>268,700</b>
Grants and Contributions	0
Fees and Charges	0
Other Income	0
<b>Income Total</b>	<b>0</b>
<b>Service Expenditure</b>	<b>268,700</b>

**Service Manager**  
**Portfolio**  
**Portfolio Holder**

Jonathan Lund  
 Culture and Leisure  
 Councillor Lise Noakes

<b>Summary By Service Area 2018-19</b>	<b>Total Expenditure</b>	<b>Total Income</b>	<b>Net</b>
Marketing Gloucester	268,700	0	268,700
<b>Net Service Expenditure</b>	<b>268,700</b>	<b>0</b>	<b>268,700</b>

## Proposed Budget 2018/19 - Communities

Place	Proposed Budget 2018/19	Head of Service 2018/19	Aspire Client 2018/19	Customer Services 2018/19	Housing 2018/19	Community Wellbeing 2018/19
Employees	1,715,050	76,900	0	401,900	758,150	478,100
Premises	619,300	0	0	0	614,000	5,300
Transport	6,900	0	0	0	2,100	4,800
Supplies and Services	225,250	0	0	5,600	72,450	147,200
Third Party Payments	310,800	100	0	100	65,600	245,000
Capital Charges	0	0	0	0	0	0
<b>Expenditure Total</b>	<b>2,877,300</b>	<b>77,000</b>	<b>0</b>	<b>407,600</b>	<b>1,512,300</b>	<b>880,400</b>
Grants and Contributions	(175,000)	0	(30,000)	0	(145,000)	0
Fees and Charges	(301,800)	0	0	(5,000)	(227,300)	(69,500)
Other Income	(106,800)	0	0	0	(106,800)	0
<b>Income Total</b>	<b>(583,600)</b>	<b>0</b>	<b>(30,000)</b>	<b>(5,000)</b>	<b>(479,100)</b>	<b>(69,500)</b>
<b>Service Expenditure</b>	<b>2,293,700</b>	<b>77,000</b>	<b>(30,000)</b>	<b>402,600</b>	<b>1,033,200</b>	<b>810,900</b>

<b>Head of Service</b>	<b>Proposed Budget 2018/19</b>
Employees	76,900
Premises	0
Transport	0
Supplies and Services	0
Third Party Payments	100
Capital Charges	0
<b>Expenditure Total</b>	<b>77,000</b>
Grants and Contributions	0
Fees and Charges	0
Other Income	0
<b>Income Total</b>	<b>0</b>
<b>Service Expenditure</b>	<b>77,000</b>

**Service Manager**  
**Portfolio**  
**Portfolio Holder**

Lloyd Griffiths  
Communities and Neighbourhoods  
Councillor Jennie Watkins

<b>Summary By Service Area 2018-19</b>	<b>Total Expenditure</b>	<b>Total Income</b>	<b>Net</b>
Head of Service	77,000	0	77,000
<b>Net Service Expenditure</b>	<b>77,000</b>	<b>0</b>	<b>77,000</b>

<b>Aspire Client</b>	<b>Proposed Budget 2018/19</b>
Employees	0
Premises	0
Transport	0
Supplies and Services	0
Third Party Payments	0
Capital Charges	0
<b>Expenditure Total</b>	<b>0</b>
Grants and Contributions	(30,000)
Fees and Charges	0
Other Income	0
<b>Income Total</b>	<b>(30,000)</b>
<b>Service Expenditure</b>	<b>(30,000)</b>

**Service Manager**  
**Portfolio**  
**Portfolio Holder**

Lloyd Griffiths  
Culture and Leisure  
Councillor Lise Noakes

<b>Summary By Service Area 2018-19</b>	<b>Total Expenditure</b>	<b>Total Income</b>	<b>Net</b>
Aspire Client	0	(30,000)	(30,000)
<b>Net Service Expenditure</b>	<b>0</b>	<b>(30,000)</b>	<b>(30,000)</b>

<b>Customer Services</b>	<b>Proposed Budget 2018/19</b>
Employees	401,900
Premises	0
Transport	0
Supplies and Services	5,600
Third Party Payments	100
Capital Charges	0
<b>Expenditure Total</b>	<b>407,600</b>
Grants and Contributions	0
Fees and Charges	(5,000)
Other Income	0
<b>Income Total</b>	<b>(5,000)</b>
<b>Service Expenditure</b>	<b>402,600</b>

**Service Manager**  
**Portfolio**  
**Portfolio Holder**

Bob O'Brien  
Policy and Resources  
Councillor David Norman MBE

<b>Summary By Service Area 2018-19</b>	<b>Total Expenditure</b>	<b>Total Income</b>	<b>Net</b>
Customer Services Team	407,600	(5,000)	402,600
<b>Net Service Expenditure</b>	<b>407,600</b>	<b>(5,000)</b>	<b>402,600</b>



<b>Housing</b>	<b>Proposed Budget 2018/19</b>
Employees	758,150
Premises	614,000
Transport	2,100
Supplies and Services	72,450
Third Party Payments	65,600
Capital Charges	0
<b>Expenditure Total</b>	<b>1,512,300</b>
Grants and Contributions	(145,000)
Fees and Charges	(227,300)
Other Income	(106,800)
<b>Income Total</b>	<b>(479,100)</b>
<b>Service Expenditure</b>	<b>1,033,200</b>

**Service Manager**  
**Portfolio**  
**Portfolio Holder**

Lloyd Griffiths  
Housing and Planning  
Councillor Colin Organ

<b>Summary By Service Area 2018-19</b>	<b>Total Expenditure</b>	<b>Total Income</b>	<b>Net</b>
Housing and Homelessness Service	1,285,100	(245,000)	1,040,100
Hostels	185,000	(190,000)	(5,000)
Private Sector Housing	30,200	(31,800)	(1,600)
HMO Licenses	12,000	(12,300)	(300)
<b>Net Service Expenditure</b>	<b>1,512,300</b>	<b>(479,100)</b>	<b>1,033,200</b>

<b>Community Wellbeing</b>	<b>Proposed Budget 2018/19</b>
Employees	478,100
Premises	5,300
Transport	4,800
Supplies and Services	147,200
Third Party Payments	245,000
Capital Charges	0
<b>Expenditure Total</b>	<b>880,400</b>
Grants and Contributions	0
Fees and Charges	(69,500)
Other Income	0
<b>Income Total</b>	<b>(69,500)</b>
<b>Service Expenditure</b>	<b>810,900</b>

**Service Manager**  
**Portfolio**  
**Portfolio Holder**

Ruth Saunders  
Communities and Neighbourhoods  
Councillor Jennie Watkins

<b>Summary By Service Area 2018-19</b>	<b>Total Expenditure</b>	<b>Total Income</b>	<b>Net</b>
Voluntary Sector Support	115,000	0	115,000
Community Safety	5,000	0	5,000
Project SOLACE	39,000	0	39,000
CCTV	85,100	0	85,100
Core Community Wellbeing Team	521,800	(4,500)	517,300
Pest Control	49,000	(32,000)	17,000
Emergency Planning	17,500	0	17,500
Internal Health and Safety	3,000	0	3,000
Pollution Control	20,000	(33,000)	(13,000)
Contaminated Land	25,000	0	25,000
<b>Net Service Expenditure</b>	<b>880,400</b>	<b>(69,500)</b>	<b>810,900</b>

**Proposed Budget 2018/19 - Policy and Resources**



Place	Proposed Budget 2018/19	Head of Service 2018/19	Financial Services 2018/19	Revenues and Benefits 2018/19	Business Support 2018/19	Democratic and Electoral Services 2018/19	Property Management 2018/19	Parking 2018/19
Employees	1,557,000	98,600	392,100	51,100	449,400	232,500	333,300	0
Premises	43,806,000	0	30,000	42,138,500	0	0	709,300	928,200
Transport	47,900	100	500	200	9,300	36,800	1,000	0
Supplies and Services	1,264,000	0	212,300	38,800	26,700	431,000	279,500	275,700
Third Party Payments	2,565,700	0	273,600	2,008,100	108,700	144,200	24,100	7,000
Capital Charges	0	0	0	0	0	0	0	0
<b>Expenditure Total</b>	<b>49,240,600</b>	<b>98,700</b>	<b>908,500</b>	<b>44,236,700</b>	<b>594,100</b>	<b>844,500</b>	<b>1,347,200</b>	<b>1,210,900</b>
Grants and Contributions	(43,628,300)	0	0	(43,513,900)	0	(114,400)	0	0
Fees and Charges	(2,960,700)	0	(12,500)	(341,900)	(185,000)	0	(55,000)	(2,366,300)
Other Income	(3,469,800)	0	(25,000)	0	0	0	(3,413,800)	(31,000)
<b>Income Total</b>	<b>(50,058,800)</b>	<b>0</b>	<b>(37,500)</b>	<b>(43,855,800)</b>	<b>(185,000)</b>	<b>(114,400)</b>	<b>(3,468,800)</b>	<b>(2,397,300)</b>
<b>Service Expenditure</b>	<b>(818,200)</b>	<b>98,700</b>	<b>871,000</b>	<b>380,900</b>	<b>409,100</b>	<b>730,100</b>	<b>(2,121,600)</b>	<b>(1,186,400)</b>

<b>Head of Service</b>	<b>Proposed Budget 2018/19</b>
Employees	98,600
Premises	0
Transport	100
Supplies and Services	0
Third Party Payments	0
Capital Charges	0
<b>Expenditure Total</b>	<b>98,700</b>
Grants and Contributions	0
Fees and Charges	0
Other Income	0
<b>Income Total</b>	<b>0</b>
<b>Service Expenditure</b>	<b>98,700</b>

**Service Manager**  
**Portfolio**  
**Portfolio Holder**

Jon Topping  
Policy and Resources  
Councillor David Norman MBE

<b>Summary By Service Area 2018-19</b>	<b>Total Expenditure</b>	<b>Total Income</b>	<b>Net</b>
Head of Policy and Resources	98,700	0	98,700
<b>Net Service Expenditure</b>	<b>98,700</b>	<b>0</b>	<b>98,700</b>

<b>Financial Services</b>	<b>Proposed Budget 2018/19</b>
Employees	392,100
Premises	30,000
Transport	500
Supplies and Services	212,300
Third Party Payments	273,600
Capital Charges	0
<b>Expenditure Total</b>	<b>908,500</b>
Grants and Contributions	0
Fees and Charges	(12,500)
Other Income	(25,000)
<b>Income Total</b>	<b>(37,500)</b>
<b>Service Expenditure</b>	<b>871,000</b>

**Service Manager**  
**Portfolio**  
**Portfolio Holder**

Andrew Cummings / Greg Maw  
Policy and Resources  
Councillor David Norman MBE

<b>Summary By Service Area 2018-19</b>	<b>Total Expenditure</b>	<b>Total Income</b>	<b>Net</b>
Internal Audit	180,400	0	180,400
Corporate Expenses	177,400	0	177,400
Gloucestershire Airport Rent	0	(25,000)	(25,000)
Financial Services	400,000	(12,500)	387,500
Treasury Management	109,600	0	109,600
Procurement	41,100	0	41,100
<b>Net Service Expenditure</b>	<b>908,500</b>	<b>(37,500)</b>	<b>871,000</b>

<b>Revenues and Benefits</b>	<b>Proposed Budget 2018/19</b>
Employees	51,100
Premises	42,138,500
Transport	200
Supplies and Services	38,800
Third Party Payments	2,008,100
Capital Charges	0
<b>Expenditure Total</b>	<b>44,236,700</b>
Grants and Contributions	(43,513,900)
Fees and Charges	(341,900)
Other Income	0
<b>Income Total</b>	<b>(43,855,800)</b>
<b>Service Expenditure</b>	<b>380,900</b>

**Service Manager**  
**Portfolio**  
**Portfolio Holder**

Jon Topping  
Policy and Resources  
Councillor David Norman MBE

<b>Summary By Service Area 2018-19</b>	<b>Total</b>		
	<b>Expenditure</b>	<b>Total Income</b>	<b>Net</b>
Council Revenues and Benefits Client	279,800	(1,289,900)	(1,010,100)
Civica Revenues and Benefits Services	1,818,400	0	1,818,400
Housing Benefit and Subsidy	42,138,500	(42,565,900)	(427,400)
<b>Net Service Expenditure</b>	<b>44,236,700</b>	<b>(43,855,800)</b>	<b>380,900</b>

<b>Business Support</b>	<b>Proposed Budget 2018/19</b>
Employees	449,400
Premises	0
Transport	9,300
Supplies and Services	26,700
Third Party Payments	108,700
Capital Charges	0
<b>Expenditure Total</b>	<b>594,100</b>
Grants and Contributions	0
Fees and Charges	(185,000)
Other Income	0
<b>Income Total</b>	<b>(185,000)</b>
<b>Service Expenditure</b>	<b>409,100</b>

**Service Manager**  
**Portfolio**  
**Portfolio Holder**

Tanya Davies  
Policy and Resources  
Councillor David Norman MBE

<b>Summary By Service Area 2018-19</b>	<b>Total Expenditure</b>	<b>Total Income</b>	<b>Net</b>
Business Support Team	552,100	(30,000)	522,100
Corporate Vehicles	6,900	0	6,900
Land Charges	35,100	(155,000)	(119,900)
<b>Net Service Expenditure</b>	<b>594,100</b>	<b>(185,000)</b>	<b>409,100</b>

<b>Democratic and Electoral Services</b>	<b>Proposed Budget 2018/19</b>
Employees	232,500
Premises	0
Transport	36,800
Supplies and Services	431,000
Third Party Payments	144,200
Capital Charges	0
<b>Expenditure Total</b>	<b>844,500</b>
Grants and Contributions	(114,400)
Fees and Charges	0
Other Income	0
<b>Income Total</b>	<b>(114,400)</b>
<b>Service Expenditure</b>	<b>730,100</b>

**Service Manager**  
**Portfolio**  
**Portfolio Holder**

Tanya Davies  
Policy and Resources  
Councillor David Norman MBE

<b>Summary By Service Area 2018-19</b>	<b>Total Expenditure</b>	<b>Total Income</b>	<b>Net</b>
Civic Admin	49,000	0	49,000
Members Support	366,200	0	366,200
Democratics Services	224,600	0	224,600
Elections	204,700	(114,400)	90,300
<b>Net Service Expenditure</b>	<b>844,500</b>	<b>(114,400)</b>	<b>730,100</b>



<b>Property Management</b>	<b>Proposed Budget 2018/19</b>
Employees	333,300
Premises	709,300
Transport	1,000
Supplies and Services	279,500
Third Party Payments	24,100
Capital Charges	0
<b>Expenditure Total</b>	<b>1,347,200</b>
Grants and Contributions	0
Fees and Charges	(55,000)
Other Income	(3,413,800)
<b>Income Total</b>	<b>(3,468,800)</b>
<b>Service Expenditure</b>	<b>(2,121,600)</b>

**Service Manager**  
**Portfolio**  
**Portfolio Holder**

Mark Foyne  
Regeneration and Economy  
Councillor Paul James

<b>Summary By Service Area 2018-19</b>	<b>Total Expenditure</b>	<b>Total Income</b>	<b>Net</b>
Commercial Property Portfolio	135,900	(1,118,900)	(983,000)
Existing Bus Station	26,700	(44,900)	(18,200)
Kings Walk Shopping Centre	230,000	(2,300,000)	(2,070,000)
Docks Complex	519,500	(5,000)	514,500
Christmas Lights	25,000	0	25,000
Asset Management	410,100	0	410,100
<b>Net Service Expenditure</b>	<b>1,347,200</b>	<b>(3,468,800)</b>	<b>(2,121,600)</b>

<b>Parking</b>	<b>Proposed Budget 2018/19</b>
Employees	0
Premises	928,200
Transport	0
Supplies and Services	275,700
Third Party Payments	7,000
Capital Charges	0
<b>Expenditure Total</b>	<b>1,210,900</b>
Grants and Contributions	0
Fees and Charges	(2,366,300)
Other Income	(31,000)
<b>Income Total</b>	<b>(2,397,300)</b>
<b>Service Expenditure</b>	<b>(1,186,400)</b>

**Service Manager**  
**Portfolio**  
**Portfolio Holder**

Mark Foyn  
Regeneration and Economy  
Councillor Paul James

<b>Summary By Service Area 2018-19</b>	<b>Total Expenditure</b>	<b>Total Income</b>	<b>Net</b>
Off Street Car Parks	1,185,400	(2,362,000)	(1,176,600)
Castlemeads Car Parks	25,500	(35,300)	(9,800)
<b>Net Service Expenditure</b>	<b>1,210,900</b>	<b>(2,397,300)</b>	<b>(1,186,400)</b>

<b>Senior Management</b>	<b>Proposed Budget 2018/19</b>
Employees	684,200
Premises	0
Transport	1,900
Supplies and Services	2,209,800
Third Party Payments	47,800
Capital Charges	0
<b>Expenditure Total</b>	<b>2,943,700</b>
Grants and Contributions	(162,900)
Fees and Charges	(27,700)
Other Income	0
<b>Income Total</b>	<b>(190,600)</b>
<b>Service Expenditure</b>	<b>2,753,100</b>

**Service Manager**  
**Portfolio**  
**Portfolio Holder**

Jon McGinty  
Regeneration and Economy  
Councillor Paul James

<b>Summary By Service Area 2018-19</b>	<b>Total Expenditure</b>	<b>Total Income</b>	<b>Net</b>
Corporate Management Team and Corporate Support	648,800	(77,900)	570,900
IT Client	1,457,700	(27,700)	1,430,000
Legal Services	389,900	0	389,900
Comms Client	87,600	0	87,600
HR Client	359,700	(85,000)	274,700
<b>Net Service Expenditure</b>	<b>2,943,700</b>	<b>(190,600)</b>	<b>2,753,100</b>

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