



BACKGROUND PAPERS

Cabinet

Tuesday, 16 February 2016

Agenda Item Number	Page	Title
11	1 - 111	BUDGET & POLICY FRAMEWORK UPDATE 2016/20 - GENERAL FUND REVENUE BUDGET AND CAPITAL PROGRAMME
		Budget Book 2016/17 Annex A Fees and Charges Policy – New Fees Energy Efficiency Background paper

City | Coast | Countryside

Lancaster City Council 2016/17 Budget Book



Yealand Redmayne



install

Cowan Bridge

Please note that Cabinet's budget proposals are ***not*** included in this budget book.



Glasson Dock

Galgate

Dophinholme

Cockerham



GENERAL FUND REVENUE BUDGET SUMMARY

AS REPORTED TO CABINET 16 FEBRUARY 2016

2015/16 Estimate £	2015/16 Revised £		2016/17 Estimate £	2017/18 Forecast £	2018/19 Forecast £	2019/20 Forecast £
0	0	Management Team	-400	-400	-500	-500
0	0	Management Team	-400	-400	-500	-500
0	0	Service Support	-2,900	-4,300	-4,400	-4,700
2,527,400	2,239,600	Public Realm	2,243,300	2,364,300	2,377,800	2,452,700
170,100	188,300	Safety	195,500	199,800	204,200	208,300
2,857,200	2,674,400	Waste/Recycling	2,625,800	2,760,800	4,091,000	4,076,500
5,554,700	5,102,300	Environmental Services	5,061,700	5,320,600	6,668,600	6,732,800
1,592,900	1,574,300	Democratic Services	1,512,900	1,533,700	1,556,500	1,596,000
253,400	242,300	Human Resources & Org Development	262,000	267,100	272,400	277,700
-70,700	-89,400	Legal	-75,700	-76,500	-77,800	-79,600
-5,300	13,800	Licensing	11,200	14,200	42,700	45,100
1,770,300	1,741,000	Governance Services	1,710,400	1,738,500	1,793,800	1,839,200
1,412,500	1,343,800	Environmental Health	1,387,900	1,418,400	1,444,800	1,476,000
152,600	190,700	General Fund Housing	169,900	160,300	162,900	165,700
1,871,900	2,124,900	Sport and Leisure	2,152,800	2,192,800	2,232,100	2,274,100
889,600	852,700	Strategic Housing	846,200	813,300	881,000	892,400
4,326,600	4,512,100	Health & Housing Services	4,556,800	4,584,800	4,720,800	4,808,200
66,600	51,900	Service Support	61,700	62,800	62,600	63,300
764,600	467,500	Development Management	508,100	543,400	575,600	603,900
1,752,100	1,771,800	Economic Development	1,784,500	1,808,000	1,841,300	1,869,700
3,119,900	3,213,200	Regeneration	3,417,700	3,496,200	3,466,000	3,540,600
5,703,200	5,504,400	Regeneration & Planning	5,772,000	5,910,400	5,945,500	6,077,500
69,100	68,600	Audit	68,400	68,400	68,300	68,300
0	0	Financial Services	-1,300	-1,400	-1,600	-1,700
0	0	ICT	2,700	-3,300	-1,500	-11,600
-237,700	-273,800	Property Group	-153,400	-148,700	-125,400	-104,100
1,209,900	1,140,700	Revenues and Benefits	1,331,800	1,405,600	1,495,000	1,571,600
1,041,300	935,500	Resources	1,248,200	1,320,600	1,434,800	1,522,500
2,730,100	2,460,000	Capital Financing	2,947,000	2,111,200	2,248,600	1,961,200
1,594,800	1,873,100	Corporate Costs	1,767,900	1,858,700	1,873,000	1,887,400
-3,896,700	-4,161,000	Notional Charges	-4,260,500	-4,543,500	-4,735,900	-4,800,100
1,018,400	1,062,700	Treasury Management	1,055,400	1,120,200	1,139,200	1,195,300
-1,410,200	-1,053,800	Appropriations	-753,500	120,300	70,300	230,300
-1,380,400	-1,427,200	Financing	-1,917,500	-1,938,500	-1,218,400	-1,231,600
-1,344,000	-1,246,200	Corporate Accounts	-1,161,200	-1,271,600	-623,200	-757,500
17,052,100	16,549,100	NET REVENUE BUDGET	17,187,500	17,602,900	19,939,800	20,222,200
		<i>Adjusted for:</i>				
-	-	Cabinet's Savings Proposals	-1,160,900	-2,668,400	-2,804,500	-2,883,100
-	-	Cabinet's Growth Proposals	174,900	80,000	85,700	87,900
-	503,000	Reduced Contribution from Balances	-	-	-	-
-	-	Assumed Contributions to Balances	18,500	92,500	-	-
17,052,100	17,052,100	Net Revenue Budget Forecast	16,220,000	15,107,000	17,221,000	17,427,000

Note that budgets are still subject to the inclusion of Cabinet's proposals and further apportionment of internal recharges.

SECTION : Management Team

Management Team

2015/16 Estimate £	2015/16 Revised £		2016/17 Estimate £	2017/18 Forecast £	2018/19 Forecast £	2019/20 Forecast £
593,900	581,100	Direct Employee Expenses	602,800	608,200	615,200	622,200
7,200	11,200	Indirect Employee Expenses	7,700	8,200	8,900	9,400
601,100	592,300	Employees	610,500	616,400	624,100	631,600
3,600	3,000	Car Allowances	2,000	2,100	2,100	2,200
1,000	1,000	Public Transport	1,000	1,100	1,200	1,200
4,600	4,000	Transport Related Expenditure	3,000	3,200	3,300	3,400
100	100	Communications and Computing	100	100	100	100
400	200	Equip Furniture and Materials	200	200	200	200
600	1,600	Expenses	600	1,400	600	1,500
2,200	2,200	General Office Supplies	1,700	1,700	1,600	1,600
300	300	Grants and Subscriptions	300	300	300	300
500	500	Miscellaneous Expenses	500	500	500	500
0	11,000	Services	0	0	0	0
4,100	15,900	Supplies and Services	3,400	4,200	3,300	4,200
133,900	129,400	Recharges	131,200	135,300	139,400	143,600
133,900	129,400	Support Services	131,200	135,300	139,400	143,600
743,700	741,600	Total Expenditure	748,100	759,100	770,100	782,800
-2,400	-2,000	Customer Fees and Charges	-2,600	-3,000	-2,000	-1,000
-741,300	-739,600	Recharges	-745,900	-756,500	-768,600	-782,300
-743,700	-741,600	Income	-748,500	-759,500	-770,600	-783,300
-743,700	-741,600	Total Income	-748,500	-759,500	-770,600	-783,300
0	0	Cost Centre Total	-400	-400	-500	-500

SECTION : Service Support

Environmental Services - Management & Administration

2015/16 Estimate £	2015/16 Revised £		2016/17 Estimate £	2017/18 Forecast £	2018/19 Forecast £	2019/20 Forecast £
549,800	566,300	Direct Employee Expenses	592,500	606,500	619,100	629,700
4,400	5,600	Indirect Employee Expenses	7,100	6,600	7,100	7,600
554,200	571,900	Employees	599,600	613,100	626,200	637,300
2,000	2,000	Car Allowances	2,000	2,100	2,100	2,200
1,000	800	Contract Hire Operating Leases	500	500	500	500
2,800	2,700	Direct Transport Costs	2,700	2,600	2,700	2,800
200	200	Public Transport	200	200	200	200
1,700	2,600	Transport Insurance	2,900	3,100	3,400	3,600
7,700	8,300	Transport Related Expenditure	8,300	8,500	8,900	9,300
300	300	Clothing Uniform and Laundry	300	300	300	300
16,500	14,200	Communications and Computing	13,400	13,700	13,800	14,100
4,600	4,600	Equip Furniture and Materials	4,700	4,800	4,900	4,900
300	200	Expenses	200	200	200	200
23,200	25,000	General Office Supplies	21,600	21,400	21,400	21,300
7,900	8,000	Grants and Subscriptions	8,100	8,300	8,400	8,600
5,000	5,700	Services	6,100	6,500	6,900	7,200
57,800	58,000	Supplies and Services	54,400	55,200	55,900	56,600
373,200	358,200	Recharges	371,000	379,200	384,100	392,200
373,200	358,200	Support Services	371,000	379,200	384,100	392,200
2,800	800	Depreciation	800	2,600	2,600	2,600
2,800	800	Capital Charges	800	2,600	2,600	2,600
995,700	997,200	Total Expenditure	1,034,100	1,058,600	1,077,700	1,098,000
-995,700	-997,200	Recharges	-1,037,000	-1,062,900	-1,082,100	-1,102,700
-995,700	-997,200	Income	-1,037,000	-1,062,900	-1,082,100	-1,102,700
-995,700	-997,200	Total Income	-1,037,000	-1,062,900	-1,082,100	-1,102,700
0	0	Cost Centre Total	-2,900	-4,300	-4,400	-4,700

SECTION : Service Support

White Lund Depot

110,800	110,200	Direct Employee Expenses	121,400	127,200	128,400	129,700
2,000	2,200	Indirect Employee Expenses	2,400	2,600	2,900	3,100
112,800	112,400	Employees	123,800	129,800	131,300	132,800
4,100	4,100	Contract Hire Operating Leases	0	0	0	0
4,600	5,700	Direct Transport Costs	5,700	5,700	5,800	5,900
900	900	Transport Insurance	1,000	1,100	1,200	1,300
9,600	10,700	Transport Related Expenditure	6,700	6,800	7,000	7,200
12,800	14,200	Cleaning and Domestic Supplies	16,900	17,000	17,700	18,300
41,200	29,800	Energy Costs	30,800	31,600	32,400	33,200
3,100	5,200	Premises Insurance	5,700	6,200	6,800	7,300
57,000	56,700	Rates	57,900	59,600	61,400	63,200
20,400	20,400	Repair and Maintenance	20,700	21,100	21,500	21,900
24,400	30,800	Water Services	31,300	31,900	32,600	33,300
158,900	157,100	Premises Related Expenditure	163,300	167,400	172,400	177,200
400	400	Clothing Uniform and Laundry	400	400	400	400
9,300	9,300	Equip Furniture and Materials	9,400	9,600	9,800	10,000
88,200	88,300	Services	89,600	91,400	93,200	94,900
97,900	98,000	Supplies and Services	99,400	101,400	103,400	105,300
34,600	33,800	Recharges	36,000	36,500	38,000	39,100
34,600	33,800	Support Services	36,000	36,500	38,000	39,100
13,200	7,500	Depreciation	13,700	13,700	13,700	13,700
13,200	7,500	Capital Charges	13,700	13,700	13,700	13,700
427,000	419,500	Total Expenditure	442,900	455,600	465,800	475,300
-155,800	-158,300	Customer Fees and Charges	-161,000	-164,200	-167,100	-170,100
-271,200	-261,200	Recharges	-281,900	-291,400	-298,700	-305,200
-427,000	-419,500	Income	-442,900	-455,600	-465,800	-475,300
-427,000	-419,500	Total Income	-442,900	-455,600	-465,800	-475,300
0	0	Cost Centre Total	0	0	0	0

SECTION : Public Realm

Recreation Grounds - moved to Resort Parks

11,300	0	Direct Employee Expenses	0	0	0	0
200	0	Indirect Employee Expenses	0	0	0	0
11,500	0	Employees	0	0	0	0
900	0	Energy Costs	0	0	0	0
2,700	0	Repair and Maintenance	0	0	0	0
100	0	Water Services	0	0	0	0
3,700	0	Premises Related Expenditure	0	0	0	0
500	0	Equip Furniture and Materials	0	0	0	0
500	0	Supplies and Services	0	0	0	0
15,700	0	Total Expenditure	0	0	0	0
-2,400	0	Customer Fees and Charges	0	0	0	0
-2,400	0	Income	0	0	0	0
-2,400	0	Total Income	0	0	0	0
13,300	0	Cost Centre Total	0	0	0	0

SECTION : Public Realm

Grass Pitches - moved to Non-Resort Parks

1,400	0	Energy Costs	0	0	0	0
5,700	0	Premises Insurance	0	0	0	0
800	0	Rates	0	0	0	0
2,500	0	Repair and Maintenance	0	0	0	0
1,700	0	Water Services	0	0	0	0
12,100	0	Premises Related Expenditure	0	0	0	0
500	0	Equip Furniture and Materials	0	0	0	0
1,600	0	Services	0	0	0	0
2,100	0	Supplies and Services	0	0	0	0
4,600	0	Depreciation	0	0	0	0
4,600	0	Capital Charges	0	0	0	0
18,800	0	Total Expenditure	0	0	0	0
-12,600	0	Customer Fees and Charges	0	0	0	0
-700	0	Interest	0	0	0	0
-800	0	Other Grants and Contributions	0	0	0	0
-14,100	0	Income	0	0	0	0
-14,100	0	Total Income	0	0	0	0
4,700	0	Cost Centre Total	0	0	0	0

Giant Axe Field - moved to Non-Resort Parks

1,400	0	Premises Insurance	0	0	0	0
1,400	0	Premises Related Expenditure	0	0	0	0
1,400	0	Total Expenditure	0	0	0	0
-2,000	0	Customer Fees and Charges	0	0	0	0
-2,000	0	Income	0	0	0	0
-2,000	0	Total Income	0	0	0	0
-600	0	Cost Centre Total	0	0	0	0

King George V Field Lancaster - moved to Non-Resort Parks

-2,300	0	Customer Fees and Charges	0	0	0	0
-2,300	0	Income	0	0	0	0
-2,300	0	Total Income	0	0	0	0
-2,300	0	Cost Centre Total	0	0	0	0

King George V Field Morecambe - moved to Resort Parks

200	0	Premises Insurance	0	0	0	0
200	0	Premises Related Expenditure	0	0	0	0
200	0	Total Expenditure	0	0	0	0
-1,100	0	Customer Fees and Charges	0	0	0	0
-1,100	0	Income	0	0	0	0
-1,100	0	Total Income	0	0	0	0
-900	0	Cost Centre Total	0	0	0	0

2015/16 Estimate £	2015/16 Revised £
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2016/17 Estimate £	2017/18 Forecast £	2018/19 Forecast £	2019/20 Forecast £
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SECTION : Public Realm

Non-Resort Parks

0	2,300	Energy Costs	2,300	2,400	2,400	2,500
1,000	2,000	Premises Insurance	2,200	2,400	2,600	2,800
500	1,500	Rates	1,500	1,600	1,600	1,700
0	11,400	Repair and Maintenance	5,300	5,400	5,500	5,600
0	3,600	Water Services	5,300	5,400	5,500	5,600
1,500	20,800	Premises Related Expenditure	16,600	17,200	17,600	18,200
0	1,000	Equip Furniture and Materials	1,000	1,000	1,100	1,100
0	1,600	Services	1,600	1,700	1,700	1,700
0	2,600	Supplies and Services	2,600	2,700	2,800	2,800
10,700	10,500	Recharges	10,400	10,700	10,800	11,000
10,700	10,500	Support Services	10,400	10,700	10,800	11,000
15,200	19,800	Depreciation	19,800	19,800	19,800	19,800
15,200	19,800	Capital Charges	19,800	19,800	19,800	19,800
27,400	53,700	Total Expenditure	49,400	50,400	51,000	51,800
-5,600	-36,600	Customer Fees and Charges	-37,000	-37,900	-38,500	-39,300
-2,000	-2,800	Interest	-2,800	-2,900	-2,900	-3,000
0	-400	Other Grants and Contributions	-400	-400	-400	-400
-7,600	-39,800	Income	-40,200	-41,200	-41,800	-42,700
-7,600	-39,800	Total Income	-40,200	-41,200	-41,800	-42,700
19,800	13,900	Cost Centre Total	9,200	9,200	9,200	9,100

Lune Bank Gardens - moved to Non-Resort Parks

-100	0	Interest	0	0	0	0
-100	0	Income	0	0	0	0
-100	0	Total Income	0	0	0	0
-100	0	Cost Centre Total	0	0	0	0

Resort Parks

0	60,800	Direct Employee Expenses	73,600	75,400	76,500	79,900
0	1,400	Indirect Employee Expenses	1,500	1,700	1,800	2,000
0	62,200	Employees	75,100	77,100	78,300	81,900
0	2,000	Contract Hire Operating Leases	0	0	0	0
0	3,800	Direct Transport Costs	3,700	3,700	3,800	3,800
0	2,600	Transport Insurance	2,900	3,100	3,400	3,600
0	8,400	Transport Related Expenditure	6,600	6,800	7,200	7,400
700	1,400	Premises Insurance	1,500	1,700	1,800	2,000
3,700	3,700	Repair and Maintenance	3,800	3,800	3,900	4,000
1,800	1,800	Water Services	2,400	2,500	2,500	2,600
6,200	6,900	Premises Related Expenditure	7,700	8,000	8,200	8,600
0	700	Clothing Uniform and Laundry	500	500	500	500
0	500	Communications and Computing	300	300	300	300
0	11,200	Services	0	0	0	0
0	12,400	Supplies and Services	800	800	800	800
11,300	11,100	Recharges	11,000	11,300	11,400	11,700
11,300	11,100	Support Services	11,000	11,300	11,400	11,700
111,400	111,400	Depreciation	113,500	113,500	113,500	113,500
111,400	111,400	Capital Charges	113,500	113,500	113,500	113,500
128,900	212,400	Total Expenditure	214,700	217,500	219,400	223,900
0	-4,500	Customer Fees and Charges	-7,100	-7,200	-7,400	-7,500
0	-4,500	Income	-7,100	-7,200	-7,400	-7,500
0	-4,500	Total Income	-7,100	-7,200	-7,400	-7,500
128,900	207,900	Cost Centre Total	207,600	210,300	212,000	216,400

SECTION : Public Realm

Regent Park - moved to Resort Parks

-3,900	0	Customer Fees and Charges	0	0	0	0
-3,900	0	Income	0	0	0	0
-3,900	0	Total Income	0	0	0	0
-3,900	0	Cost Centre Total	0	0	0	0

Open Spaces - moved to Non-Resort Parks

3,800	0	Rents	0	0	0	0
3,800	0	Premises Related Expenditure	0	0	0	0
3,800	0	Total Expenditure	0	0	0	0
-2,000	0	Customer Fees and Charges	0	0	0	0
-2,000	0	Income	0	0	0	0
-2,000	0	Total Income	0	0	0	0
1,800	0	Cost Centre Total	0	0	0	0

Bull Beck Picnic Site - moved to Non-Resort Parks

1,800	0	Water Services	0	0	0	0
1,800	0	Premises Related Expenditure	0	0	0	0
1,800	0	Total Expenditure	0	0	0	0
-5,600	0	Customer Fees and Charges	0	0	0	0
-5,600	0	Income	0	0	0	0
-5,600	0	Total Income	0	0	0	0
-3,800	0	Cost Centre Total	0	0	0	0

Outdoor Rangers - moved to Resort Parks

70,900	0	Direct Employee Expenses	0	0	0	0
1,300	0	Indirect Employee Expenses	0	0	0	0
72,200	0	Employees	0	0	0	0
3,100	0	Contract Hire Operating Leases	0	0	0	0
2,700	0	Direct Transport Costs	0	0	0	0
1,700	0	Transport Insurance	0	0	0	0
7,500	0	Transport Related Expenditure	0	0	0	0
500	0	Clothing Uniform and Laundry	0	0	0	0
600	0	Communications and Computing	0	0	0	0
1,100	0	Supplies and Services	0	0	0	0
100	0	Depreciation	0	0	0	0
100	0	Capital Charges	0	0	0	0
80,900	0	Total Expenditure	0	0	0	0
80,900	0	Cost Centre Total	0	0	0	0

Beach Patrol - moved to Promenade Management

6,600	0	Direct Employee Expenses	0	0	0	0
100	0	Indirect Employee Expenses	0	0	0	0
6,700	0	Employees	0	0	0	0
35,100	0	Grounds Maintenance Costs	0	0	0	0
35,100	0	Premises Related Expenditure	0	0	0	0
3,900	0	Equip Furniture and Materials	0	0	0	0
3,900	0	Supplies and Services	0	0	0	0
45,700	0	Total Expenditure	0	0	0	0
45,700	0	Cost Centre Total	0	0	0	0

SECTION : Public Realm

Greaves House & Gardens - moved to Non-Resort Parks

-300	0	Customer Fees and Charges	0	0	0	0
-300	0	Income	0	0	0	0
-300	0	Total Income	0	0	0	0
-300	0	Cost Centre Total	0	0	0	0

Happy Mount Park

10,100	22,800	Direct Employee Expenses	23,700	23,900	24,100	24,400
500	700	Indirect Employee Expenses	800	800	900	900
10,600	23,500	Employees	24,500	24,700	25,000	25,300
6,200	2,500	Energy Costs	2,600	2,800	2,900	2,900
6,200	6,200	Repair and Maintenance	6,300	6,400	6,600	6,700
30,700	26,200	Water Services	10,900	11,100	11,300	11,500
43,100	34,900	Premises Related Expenditure	19,800	20,300	20,800	21,100
200	200	Clothing Uniform and Laundry	200	200	200	200
2,700	8,100	Equip Furniture and Materials	15,400	2,800	8,200	2,900
2,900	8,300	Supplies and Services	15,600	3,000	8,400	3,100
22,500	22,500	Depreciation	0	4,300	6,600	8,900
22,500	22,500	Capital Charges	0	4,300	6,600	8,900
79,100	89,200	Total Expenditure	59,900	52,300	60,800	58,400
-25,000	-34,400	Customer Fees and Charges	-34,900	-35,500	-36,200	-36,900
-25,000	-34,400	Income	-34,900	-35,500	-36,200	-36,900
-25,000	-34,400	Total Income	-34,900	-35,500	-36,200	-36,900
54,100	54,800	Cost Centre Total	25,000	16,800	24,600	21,500

Stone Jetty - moved to Promenade Management

100	0	Premises Insurance	0	0	0	0
1,400	0	Rates	0	0	0	0
1,800	0	Water Services	0	0	0	0
3,300	0	Premises Related Expenditure	0	0	0	0
300	0	General Office Supplies	0	0	0	0
300	0	Supplies and Services	0	0	0	0
3,600	0	Total Expenditure	0	0	0	0
-9,100	0	Customer Fees and Charges	0	0	0	0
-9,100	0	Income	0	0	0	0
-9,100	0	Total Income	0	0	0	0
-5,500	0	Cost Centre Total	0	0	0	0

Promenade Shelters - moved to Promenade Management

10,000	0	Grounds Maintenance Costs	0	0	0	0
100	0	Premises Insurance	0	0	0	0
10,100	0	Premises Related Expenditure	0	0	0	0
10,100	0	Total Expenditure	0	0	0	0
10,100	0	Cost Centre Total	0	0	0	0

2015/16 Estimate £	2015/16 Revised £
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2016/17 Estimate £	2017/18 Forecast £	2018/19 Forecast £	2019/20 Forecast £
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SECTION : Public Realm

Promenade Management

0	4,900	Direct Employee Expenses	7,000	7,000	7,100	7,200
0	200	Indirect Employee Expenses	200	200	300	300
0	5,100	Employees	7,200	7,200	7,400	7,500
600	600	Energy Costs	600	600	700	700
0	45,100	Grounds Maintenance Costs	45,100	45,100	45,100	45,100
2,100	2,300	Premises Insurance	2,500	2,800	3,000	3,200
100	200	Rates	600	600	600	700
2,800	48,200	Premises Related Expenditure	48,800	49,100	49,400	49,700
0	3,900	Equip Furniture and Materials	4,000	4,000	4,100	4,200
300	600	General Office Supplies	600	600	600	600
300	4,500	Supplies and Services	4,600	4,600	4,700	4,800
3,100	57,800	Total Expenditure	60,600	60,900	61,500	62,000
-37,400	-46,300	Customer Fees and Charges	-46,900	-48,000	-48,900	-49,700
-37,400	-46,300	Income	-46,900	-48,000	-48,900	-49,700
-37,400	-46,300	Total Income	-46,900	-48,000	-48,900	-49,700
-34,300	11,500	Cost Centre Total	13,700	12,900	12,600	12,300

HMP Water Feature Reserve

4,000	4,000	Appropriations	4,000	4,000	4,000	4,000
4,000	4,000	Appropriations	4,000	4,000	4,000	4,000
4,000	4,000	Total Expenditure	4,000	4,000	4,000	4,000
0	-5,400	Appropriations	-12,700	0	-5,400	0
0	-5,400	Appropriations	-12,700	0	-5,400	0
0	-5,400	Total Income	-12,700	0	-5,400	0
4,000	-1,400	Cost Centre Total	-8,700	4,000	-1,400	4,000

Grounds Maintenance

1,015,800	908,500	Direct Employee Expenses	940,000	956,700	972,500	986,200
22,700	24,600	Indirect Employee Expenses	26,700	28,800	30,800	32,900
1,038,500	933,100	Employees	966,700	985,500	1,003,300	1,019,100
2,100	1,200	Car Allowances	900	900	900	1,000
33,000	38,900	Contract Hire Operating Leases	33,500	34,200	34,800	35,500
167,000	140,500	Direct Transport Costs	138,200	138,700	141,000	143,400
23,700	27,500	Transport Insurance	30,300	33,000	35,800	38,500
225,800	208,100	Transport Related Expenditure	202,900	206,800	212,500	218,400
57,800	55,600	Operational Bldgs Allocation	72,100	74,500	76,100	77,600
57,800	55,600	Premises Related Expenditure	72,100	74,500	76,100	77,600
10,700	13,200	Clothing Uniform and Laundry	13,400	13,700	13,900	14,200
800	900	Communications and Computing	500	500	500	500
154,100	152,100	Equip Furniture and Materials	154,300	157,500	160,400	163,500
29,000	55,000	Services	30,200	30,800	31,400	31,900
194,600	221,200	Supplies and Services	198,400	202,500	206,200	210,100
203,900	202,400	Recharges	223,900	226,900	232,200	237,000
203,900	202,400	Support Services	223,900	226,900	232,200	237,000
94,700	70,500	Depreciation	110,400	98,100	98,400	107,100
94,700	70,500	Capital Charges	110,400	98,100	98,400	107,100
1,815,300	1,690,900	Total Expenditure	1,774,400	1,794,300	1,828,700	1,869,300
-1,815,300	-1,690,900	Recharges	-1,791,700	-1,812,200	-1,846,600	-1,887,200
-1,815,300	-1,690,900	Income	-1,791,700	-1,812,200	-1,846,600	-1,887,200
-1,815,300	-1,690,900	Total Income	-1,791,700	-1,812,200	-1,846,600	-1,887,200
0	0	Cost Centre Total	-17,300	-17,900	-17,900	-17,900

2015/16 Estimate £	2015/16 Revised £
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2016/17 Estimate £	2017/18 Forecast £	2018/19 Forecast £	2019/20 Forecast £
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SECTION : Public Realm

Small Parks & Open Spaces

823,300	783,700	Grounds Maintenance Costs	822,100	834,800	857,500	883,400
0	3,600	Rents	3,600	3,600	3,600	3,600
823,300	787,300	Premises Related Expenditure	825,700	838,400	861,100	887,000
24,000	24,000	Services	24,000	24,000	24,000	24,000
24,000	24,000	Supplies and Services	24,000	24,000	24,000	24,000
101,000	101,200	Recharges	109,500	112,200	114,200	116,400
101,000	101,200	Support Services	109,500	112,200	114,200	116,400
948,300	912,500	Total Expenditure	959,200	974,600	999,300	1,027,400
-400	-400	Customer Fees and Charges	-400	-400	-400	-400
-400	-400	Income	-400	-400	-400	-400
-400	-400	Total Income	-400	-400	-400	-400
947,900	912,100	Cost Centre Total	958,800	974,200	998,900	1,027,000

Playgrounds

74,400	70,700	Grounds Maintenance Costs	77,800	79,100	80,800	82,900
100	100	Rates	100	100	100	100
39,200	136,700	Repair and Maintenance	39,800	40,600	41,400	42,100
113,700	207,500	Premises Related Expenditure	117,700	119,800	122,300	125,100
34,100	34,100	Equip Furniture and Materials	34,600	35,300	36,000	36,700
34,100	34,100	Supplies and Services	34,600	35,300	36,000	36,700
93,800	79,900	Depreciation	75,600	72,600	68,500	68,500
93,800	79,900	Capital Charges	75,600	72,600	68,500	68,500
241,600	321,500	Total Expenditure	227,900	227,700	226,800	230,300
0	-42,500	Other Grants and Contributions	0	0	0	0
0	-42,500	Income	0	0	0	0
0	-42,500	Total Income	0	0	0	0
241,600	279,000	Cost Centre Total	227,900	227,700	226,800	230,300

Highways Verge Maintenance

194,300	184,500	Grounds Maintenance Costs	203,300	206,600	211,100	216,600
21,300	21,300	Repair and Maintenance	0	0	0	0
215,600	205,800	Premises Related Expenditure	203,300	206,600	211,100	216,600
12,800	12,800	Equip Furniture and Materials	4,800	4,900	5,000	5,200
12,800	12,800	Supplies and Services	4,800	4,900	5,000	5,200
228,400	218,600	Total Expenditure	208,100	211,500	216,100	221,800
-167,500	-167,500	Other Grants and Contributions	-138,000	-138,000	-138,000	-138,000
-167,500	-167,500	Income	-138,000	-138,000	-138,000	-138,000
-167,500	-167,500	Total Income	-138,000	-138,000	-138,000	-138,000
60,900	51,100	Cost Centre Total	70,100	73,500	78,100	83,800

Grounds Maintenance - Internal Recharges

166,500	126,500	Grounds Maintenance Costs	126,500	126,500	126,500	126,500
166,500	126,500	Premises Related Expenditure	126,500	126,500	126,500	126,500
30,000	30,000	Equip Furniture and Materials	30,000	30,000	30,000	30,000
30,000	30,000	Supplies and Services	30,000	30,000	30,000	30,000
196,500	156,500	Total Expenditure	156,500	156,500	156,500	156,500
-196,500	-156,500	Recharges	-156,500	-156,500	-156,500	-156,500
-196,500	-156,500	Income	-156,500	-156,500	-156,500	-156,500
-196,500	-156,500	Total Income	-156,500	-156,500	-156,500	-156,500
0	0	Cost Centre Total	0	0	0	0

2015/16 Estimate £	2015/16 Revised £
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2016/17 Estimate £	2017/18 Forecast £	2018/19 Forecast £	2019/20 Forecast £
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SECTION : Public Realm

Nurseries

2015/16 Estimate £	2015/16 Revised £		2016/17 Estimate £	2017/18 Forecast £	2018/19 Forecast £	2019/20 Forecast £
64,300	41,000	Direct Employee Expenses	35,000	36,300	37,300	38,500
1,300	1,300	Indirect Employee Expenses	1,400	1,600	1,700	1,800
65,600	42,300	Employees	36,400	37,900	39,000	40,300
2,200	2,200	Contract Hire Operating Leases	2,200	2,300	2,300	2,400
2,200	2,200	Transport Related Expenditure	2,200	2,300	2,300	2,400
15,800	12,700	Energy Costs	13,000	13,200	13,700	14,100
4,600	4,600	Rates	4,700	4,800	5,000	5,100
800	800	Repair and Maintenance	800	800	800	900
6,300	6,300	Water Services	6,400	6,500	6,700	6,800
27,500	24,400	Premises Related Expenditure	24,900	25,300	26,200	26,900
200	200	Clothing Uniform and Laundry	200	200	200	200
71,300	70,800	Equip Furniture and Materials	71,800	73,200	74,700	76,100
100	100	General Office Supplies	100	100	100	100
31,500	31,500	Services	32,000	32,600	33,300	33,900
103,100	102,600	Supplies and Services	104,100	106,100	108,300	110,300
22,700	22,600	Recharges	24,800	25,300	25,800	26,300
22,700	22,600	Support Services	24,800	25,300	25,800	26,300
221,100	194,100	Total Expenditure	192,400	196,900	201,600	206,200
-75,200	-75,200	Customer Fees and Charges	-76,300	-77,800	-79,300	-80,800
-119,500	-119,500	Recharges	-119,500	-119,500	-119,500	-119,500
-194,700	-194,700	Income	-195,800	-197,300	-198,800	-200,300
-194,700	-194,700	Total Income	-195,800	-197,300	-198,800	-200,300
26,400	-600	Cost Centre Total	-3,400	-400	2,800	5,900

Allotments

6,700	5,200	Depreciation	5,700	5,700	5,700	5,700
6,700	5,200	Capital Charges	5,700	5,700	5,700	5,700
6,700	5,200	Total Expenditure	5,700	5,700	5,700	5,700
6,700	5,200	Cost Centre Total	5,700	5,700	5,700	5,700

Cemeteries Grounds Maintenance

207,200	198,500	Grounds Maintenance Costs	214,900	218,600	223,600	229,100
207,200	198,500	Premises Related Expenditure	214,900	218,600	223,600	229,100
207,200	198,500	Total Expenditure	214,900	218,600	223,600	229,100
207,200	198,500	Cost Centre Total	214,900	218,600	223,600	229,100

SECTION : Public Realm

Williamson Park

352,000	337,400	Direct Employee Expenses	361,100	370,900	380,200	391,800
5,500	6,200	Indirect Employee Expenses	6,200	6,500	7,200	7,600
357,500	343,600	Employees	367,300	377,400	387,400	399,400
1,700	800	Direct Transport Costs	800	800	800	900
0	900	Transport Insurance	1,000	1,100	1,200	1,300
1,700	1,700	Transport Related Expenditure	1,800	1,900	2,000	2,200
3,600	3,600	Cleaning and Domestic Supplies	3,700	3,700	3,800	3,900
57,200	44,000	Energy Costs	45,100	45,700	47,200	48,500
6,900	30,200	Grounds Maintenance Costs	7,000	7,100	7,300	7,400
5,900	6,100	Premises Insurance	6,700	7,300	7,900	8,500
0	1,800	Rates	1,800	0	0	0
129,300	129,300	Repair and Maintenance	65,900	67,300	68,600	69,900
49,100	47,000	Water Services	47,800	48,700	49,700	50,700
252,000	262,000	Premises Related Expenditure	178,000	179,800	184,500	188,900
4,200	4,200	Clothing Uniform and Laundry	4,200	4,300	4,500	4,600
6,900	6,100	Communications and Computing	6,200	6,200	6,400	6,600
135,800	166,800	Equip Furniture and Materials	186,000	192,400	195,800	199,200
9,600	9,600	Expenses	9,700	9,900	10,100	10,300
3,300	3,400	General Office Supplies	2,900	3,000	2,900	2,900
600	600	Grants and Subscriptions	600	600	600	600
15,800	15,900	Services	15,800	16,800	17,200	17,500
176,200	206,600	Supplies and Services	225,400	233,200	237,500	241,700
18,000	17,700	Recharges	17,600	18,000	18,200	18,600
18,000	17,700	Support Services	17,600	18,000	18,200	18,600
2,300	800	Depreciation	7,800	7,900	7,900	9,600
2,300	800	Capital Charges	7,800	7,900	7,900	9,600
18,000	18,000	Appropriations	18,000	18,000	18,000	18,000
18,000	18,000	Appropriations	18,000	18,000	18,000	18,000
825,700	850,400	Total Expenditure	815,900	836,200	855,500	878,400
-451,700	-477,500	Customer Fees and Charges	-543,600	-561,300	-572,300	-583,000
-1,100	-1,100	Interest	-1,100	-1,100	-1,100	-1,100
-2,000	-26,800	Other Grants and Contributions	-3,600	-3,700	-3,800	-3,800
-454,800	-505,400	Income	-548,300	-566,100	-577,200	-587,900
0	-18,000	Appropriations	-15,000	-18,000	-18,000	-18,000
0	-18,000	Appropriations	-15,000	-18,000	-18,000	-18,000
-454,800	-523,400	Total Income	-563,300	-584,100	-595,200	-605,900
370,900	327,000	Cost Centre Total	252,600	252,100	260,300	272,500

2015/16 Estimate £	2015/16 Revised £
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2016/17 Estimate £	2017/18 Forecast £	2018/19 Forecast £	2019/20 Forecast £
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SECTION : Public Realm

Street Cleaning

2015/16 Estimate £	2015/16 Revised £		2016/17 Estimate £	2017/18 Forecast £	2018/19 Forecast £	2019/20 Forecast £
806,700	796,400	Direct Employee Expenses	787,400	798,700	808,700	823,400
14,300	14,600	Indirect Employee Expenses	16,000	17,400	18,800	20,200
821,000	811,000	Employees	803,400	816,100	827,500	843,600
1,000	3,400	Contract Hire Operating Leases	0	0	0	0
233,300	204,900	Direct Transport Costs	200,600	200,200	203,500	206,700
16,000	16,700	Transport Insurance	18,400	20,000	21,700	23,400
250,300	225,000	Transport Related Expenditure	219,000	220,200	225,200	230,100
1,100	1,100	Energy Costs	1,200	1,100	1,100	1,100
34,400	32,800	Operational Bldgs Allocation	43,800	45,100	46,800	47,900
0	100	Premises Insurance	100	100	100	100
1,100	1,100	Rates	1,100	1,200	1,200	1,200
1,000	1,000	Repair and Maintenance	1,000	1,000	1,100	1,100
5,800	5,800	Water Services	5,900	6,000	6,100	6,300
43,400	41,900	Premises Related Expenditure	53,100	54,500	56,400	57,700
7,900	7,900	Clothing Uniform and Laundry	8,000	8,200	8,300	8,500
1,000	700	Communications and Computing	400	400	400	400
44,200	44,200	Equip Furniture and Materials	44,900	45,800	46,700	47,500
18,700	20,200	Services	19,500	19,800	20,200	20,600
71,800	73,000	Supplies and Services	72,800	74,200	75,600	77,000
374,800	372,700	Recharges	400,800	407,300	414,200	421,000
374,800	372,700	Support Services	400,800	407,300	414,200	421,000
170,900	110,500	Depreciation	174,000	259,000	213,200	213,200
170,900	110,500	Capital Charges	174,000	259,000	213,200	213,200
1,732,200	1,634,100	Total Expenditure	1,723,100	1,831,300	1,812,100	1,842,600
-31,300	-31,300	Customer Fees and Charges	-31,700	-32,400	-33,000	-33,700
-31,000	-31,000	Other Grants and Contributions	0	0	0	0
-115,400	-115,400	Recharges	-115,400	-115,400	-115,400	-115,400
-177,700	-177,700	Income	-147,100	-147,800	-148,400	-149,100
-177,700	-177,700	Total Income	-147,100	-147,800	-148,400	-149,100
1,554,500	1,456,400	Cost Centre Total	1,576,000	1,683,500	1,663,700	1,693,500

Public Conveniences

2015/16 Estimate £	2015/16 Revised £		2016/17 Estimate £	2017/18 Forecast £	2018/19 Forecast £	2019/20 Forecast £
12,700	12,700	Energy Costs	13,300	13,800	14,100	14,400
400	500	Premises Insurance	600	600	700	700
31,400	28,300	Rates	28,900	29,800	30,600	31,500
200	200	Rents	200	200	200	200
1,000	500	Repair and Maintenance	500	500	500	500
19,300	19,300	Water Services	19,600	20,000	20,400	20,800
65,000	61,500	Premises Related Expenditure	63,100	64,900	66,500	68,100
0	8,100	Equip Furniture and Materials	500	500	500	500
144,400	144,400	Services	146,100	148,500	150,800	153,200
144,400	152,500	Supplies and Services	146,600	149,000	151,300	153,700
24,000	24,000	Recharges	26,100	26,700	27,200	27,700
24,000	24,000	Support Services	26,100	26,700	27,200	27,700
69,300	50,900	Depreciation	50,900	50,900	50,900	50,900
69,300	50,900	Capital Charges	50,900	50,900	50,900	50,900
302,700	288,900	Total Expenditure	286,700	291,500	295,900	300,400
-23,900	-23,900	Customer Fees and Charges	-24,300	-24,700	-25,200	-25,700
-23,900	-23,900	Income	-24,300	-24,700	-25,200	-25,700
-23,900	-23,900	Total Income	-24,300	-24,700	-25,200	-25,700
278,800	265,000	Cost Centre Total	262,400	266,800	270,700	274,700

2015/16 Estimate £	2015/16 Revised £
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2016/17 Estimate £	2017/18 Forecast £	2018/19 Forecast £	2019/20 Forecast £
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SECTION : Public Realm

Other Highways Charges

13,500	11,800	Depreciation	11,800	11,800	11,800	11,800
13,500	11,800	Capital Charges	11,800	11,800	11,800	11,800
13,500	11,800	Total Expenditure	11,800	11,800	11,800	11,800
13,500	11,800	Cost Centre Total	11,800	11,800	11,800	11,800

Pedestrianisation

4,200	4,200	Repair and Maintenance	4,300	4,300	4,400	4,500
4,200	4,200	Premises Related Expenditure	4,300	4,300	4,400	4,500
74,800	8,900	Depreciation	8,900	8,900	8,900	8,900
74,800	8,900	Capital Charges	8,900	8,900	8,900	8,900
79,000	13,100	Total Expenditure	13,200	13,200	13,300	13,400
79,000	13,100	Cost Centre Total	13,200	13,200	13,300	13,400

Street Furniture - Seats

4,900	4,900	Repair and Maintenance	5,000	5,100	5,200	5,300
4,900	4,900	Premises Related Expenditure	5,000	5,100	5,200	5,300
4,900	4,900	Total Expenditure	5,000	5,100	5,200	5,300
4,900	4,900	Cost Centre Total	5,000	5,100	5,200	5,300

Boundary Signs

1,600	1,600	Repair and Maintenance	1,600	1,700	1,700	1,700
1,600	1,600	Premises Related Expenditure	1,600	1,700	1,700	1,700
1,600	1,600	Total Expenditure	1,600	1,700	1,700	1,700
1,600	1,600	Cost Centre Total	1,600	1,700	1,700	1,700

Street Nameplates

14,300	14,300	Repair and Maintenance	14,500	14,800	15,100	15,400
14,300	14,300	Premises Related Expenditure	14,500	14,800	15,100	15,400
14,300	14,300	Total Expenditure	14,500	14,800	15,100	15,400
14,300	14,300	Cost Centre Total	14,500	14,800	15,100	15,400

Amenity Lighting

14,000	14,000	Repair and Maintenance	14,200	14,500	14,800	15,100
14,000	14,000	Premises Related Expenditure	14,200	14,500	14,800	15,100
14,000	14,000	Total Expenditure	14,200	14,500	14,800	15,100
14,000	14,000	Cost Centre Total	14,200	14,500	14,800	15,100

Bus Shelters

22,500	24,300	Repair and Maintenance	22,800	23,300	23,700	24,200
22,500	24,300	Premises Related Expenditure	22,800	23,300	23,700	24,200
37,200	37,200	Recharges	40,300	41,300	42,000	42,800
37,200	37,200	Support Services	40,300	41,300	42,000	42,800
59,700	61,500	Total Expenditure	63,100	64,600	65,700	67,000
0	-1,800	Other Grants and Contributions	0	0	0	0
0	-1,800	Income	0	0	0	0
0	-1,800	Total Income	0	0	0	0
59,700	59,700	Cost Centre Total	63,100	64,600	65,700	67,000

2015/16 Estimate £	2015/16 Revised £
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2016/17 Estimate £	2017/18 Forecast £	2018/19 Forecast £	2019/20 Forecast £
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SECTION : Public Realm

Floodlighting Buildings

3,400	3,400	Energy Costs	3,600	3,700	3,700	3,800
3,400	3,400	Premises Related Expenditure	3,600	3,700	3,700	3,800
3,400	3,400	Total Expenditure	3,600	3,700	3,700	3,800
3,400	3,400	Cost Centre Total	3,600	3,700	3,700	3,800

Grounds Maintenance - External Recharges

5,000	5,000	Direct Employee Expenses	5,000	5,000	5,000	5,000
5,000	5,000	Employees	5,000	5,000	5,000	5,000
170,000	160,000	Grounds Maintenance Costs	160,000	160,000	160,000	160,000
170,000	160,000	Premises Related Expenditure	160,000	160,000	160,000	160,000
25,000	25,000	Equip Furniture and Materials	25,000	25,000	25,000	25,000
25,000	25,000	Supplies and Services	25,000	25,000	25,000	25,000
200,000	190,000	Total Expenditure	190,000	190,000	190,000	190,000
-200,000	-190,000	Customer Fees and Charges	-190,000	-190,000	-190,000	-190,000
-200,000	-190,000	Income	-190,000	-190,000	-190,000	-190,000
-200,000	-190,000	Total Income	-190,000	-190,000	-190,000	-190,000
0	0	Cost Centre Total	0	0	0	0

Engineering Section

427,600	411,100	Direct Employee Expenses	114,500	119,100	120,400	121,600
9,600	9,400	Indirect Employee Expenses	9,100	9,900	10,700	11,500
437,200	420,500	Employees	123,600	129,000	131,100	133,100
400	400	Car Allowances	0	0	0	0
31,900	18,300	Contract Hire Operating Leases	1,000	1,000	1,100	1,100
62,100	54,800	Direct Transport Costs	15,700	15,800	16,200	16,400
10,100	9,700	Transport Insurance	10,700	11,600	12,600	13,600
104,500	83,200	Transport Related Expenditure	27,400	28,400	29,900	31,100
57,000	55,000	Operational Bldgs Allocation	29,500	30,400	31,000	31,600
300	600	Premises Insurance	700	700	800	800
57,300	55,600	Premises Related Expenditure	30,200	31,100	31,800	32,400
4,600	4,600	Clothing Uniform and Laundry	1,500	1,600	1,600	1,600
300	500	Communications and Computing	500	500	500	500
12,000	12,000	Equip Furniture and Materials	4,000	4,200	4,200	4,400
14,700	14,700	Services	2,200	2,300	2,300	2,400
31,600	31,800	Supplies and Services	8,200	8,600	8,600	8,900
109,700	110,100	Recharges	60,600	61,700	62,900	64,000
109,700	110,100	Support Services	60,600	61,700	62,900	64,000
15,400	10,800	Depreciation	10,800	10,800	8,700	23,300
15,400	10,800	Capital Charges	10,800	10,800	8,700	23,300
755,700	712,000	Total Expenditure	260,800	269,600	273,000	292,800
-77,800	-77,800	Other Grants and Contributions	0	0	0	0
-677,900	-634,200	Recharges	-260,800	-269,600	-273,000	-292,800
-755,700	-712,000	Income	-260,800	-269,600	-273,000	-292,800
-755,700	-712,000	Total Income	-260,800	-269,600	-273,000	-292,800
0	0	Cost Centre Total	0	0	0	0

SECTION : Public Realm

Engineering - Internal Recharge Work

64,000	200,000	Equip Furniture and Materials	0	0	0	0
64,000	200,000	Supplies and Services	0	0	0	0
127,000	176,900	Recharges	0	0	0	0
127,000	176,900	Support Services	0	0	0	0
191,000	376,900	Total Expenditure	0	0	0	0
-191,000	-376,900	Recharges	0	0	0	0
-191,000	-376,900	Income	0	0	0	0
-191,000	-376,900	Total Income	0	0	0	0
0	0	Cost Centre Total	0	0	0	0

Highways Partnership - Daily Response Teams

53,200	0	Equip Furniture and Materials	0	0	0	0
53,200	0	Supplies and Services	0	0	0	0
69,700	0	Recharges	0	0	0	0
69,700	0	Support Services	0	0	0	0
122,900	0	Total Expenditure	0	0	0	0
-122,900	0	Customer Fees and Charges	0	0	0	0
-122,900	0	Income	0	0	0	0
-122,900	0	Total Income	0	0	0	0
0	0	Cost Centre Total	0	0	0	0

Highways Partnership - Gully Emptying

39,300	39,300	Equip Furniture and Materials	0	0	0	0
39,300	39,300	Supplies and Services	0	0	0	0
154,600	166,400	Recharges	0	0	0	0
154,600	166,400	Support Services	0	0	0	0
193,900	205,700	Total Expenditure	0	0	0	0
-193,900	-205,700	Customer Fees and Charges	0	0	0	0
-193,900	-205,700	Income	0	0	0	0
-193,900	-205,700	Total Income	0	0	0	0
0	0	Cost Centre Total	0	0	0	0

Highways Partnership - General Maintenance

82,600	82,600	Equip Furniture and Materials	0	0	0	0
82,600	82,600	Supplies and Services	0	0	0	0
326,600	290,900	Recharges	0	0	0	0
326,600	290,900	Support Services	0	0	0	0
409,200	373,500	Total Expenditure	0	0	0	0
-409,200	-373,500	Customer Fees and Charges	0	0	0	0
-409,200	-373,500	Income	0	0	0	0
-409,200	-373,500	Total Income	0	0	0	0
0	0	Cost Centre Total	0	0	0	0

Open Spaces Commuted Sums Reserve

-24,400	-24,400	Appropriations	-22,500	-20,900	-16,600	-15,600
-24,400	-24,400	Appropriations	-22,500	-20,900	-16,600	-15,600
-24,400	-24,400	Total Income	-22,500	-20,900	-16,600	-15,600
-24,400	-24,400	Cost Centre Total	-22,500	-20,900	-16,600	-15,600

2015/16 Estimate £	2015/16 Revised £
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2016/17 Estimate £	2017/18 Forecast £	2018/19 Forecast £	2019/20 Forecast £
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SECTION : Public Realm

Parking Team Mgmt & Admin

2015/16 Estimate £	2015/16 Revised £		2016/17 Estimate £	2017/18 Forecast £	2018/19 Forecast £	2019/20 Forecast £
153,700	154,900	Direct Employee Expenses	157,900	160,100	162,000	163,800
1,300	1,400	Indirect Employee Expenses	1,500	1,700	1,800	2,000
155,000	156,300	Employees	159,400	161,800	163,800	165,800
600	600	Car Allowances	600	600	600	600
200	200	Public Transport	200	200	200	200
800	800	Transport Related Expenditure	800	800	800	800
100	200	Communications and Computing	100	100	100	100
500	200	Equip Furniture and Materials	200	200	200	200
100	100	Expenses	100	100	100	100
800	500	General Office Supplies	500	500	500	500
1,500	1,000	Supplies and Services	900	900	900	900
146,900	145,300	Recharges	148,800	152,100	157,100	161,200
146,900	145,300	Support Services	148,800	152,100	157,100	161,200
304,200	303,400	Total Expenditure	309,900	315,600	322,600	328,700
-304,200	-303,400	Recharges	-301,500	-307,200	-314,200	-320,300
-304,200	-303,400	Income	-301,500	-307,200	-314,200	-320,300
-304,200	-303,400	Total Income	-301,500	-307,200	-314,200	-320,300
0	0	Cost Centre Total	8,400	8,400	8,400	8,400

City Centre Markets & Traders

2015/16 Estimate £	2015/16 Revised £		2016/17 Estimate £	2017/18 Forecast £	2018/19 Forecast £	2019/20 Forecast £
24,000	23,000	Direct Employee Expenses	22,800	23,600	24,600	25,700
400	500	Indirect Employee Expenses	600	600	700	700
24,400	23,500	Employees	23,400	24,200	25,300	26,400
100	100	Car Allowances	100	100	100	100
100	100	Transport Related Expenditure	100	100	100	100
1,500	1,500	Cleaning and Domestic Supplies	1,600	1,600	1,600	1,600
6,600	5,000	Energy Costs	5,200	5,400	5,500	5,600
1,300	1,500	Premises Insurance	1,700	1,800	2,000	2,100
8,000	8,000	Rates	8,200	8,400	8,700	8,900
700	700	Repair and Maintenance	700	700	700	800
1,800	1,800	Water Services	1,800	1,900	1,900	1,900
19,900	18,500	Premises Related Expenditure	19,200	19,800	20,400	20,900
200	200	Equip Furniture and Materials	200	200	200	200
600	0	Grants and Subscriptions	0	0	0	0
3,400	2,200	Services	2,200	2,300	2,300	2,400
4,200	2,400	Supplies and Services	2,400	2,500	2,500	2,600
14,400	13,800	Recharges	14,300	14,600	14,900	15,200
14,400	13,800	Support Services	14,300	14,600	14,900	15,200
12,500	13,200	Depreciation	13,200	13,200	13,200	13,200
12,500	13,200	Capital Charges	13,200	13,200	13,200	13,200
75,500	71,500	Total Expenditure	72,600	74,400	76,400	78,400
-108,700	-110,700	Customer Fees and Charges	-112,300	-114,400	-116,600	-118,900
-108,700	-110,700	Income	-112,300	-114,400	-116,600	-118,900
-108,700	-110,700	Total Income	-112,300	-114,400	-116,600	-118,900
-33,200	-39,200	Cost Centre Total	-39,700	-40,000	-40,200	-40,500

SECTION : Public Realm

Morecambe Market

2015/16 Estimate £	2015/16 Revised £		2016/17 Estimate £	2017/18 Forecast £	2018/19 Forecast £	2019/20 Forecast £
93,200	95,600	Direct Employee Expenses	97,700	99,000	99,900	100,900
1,500	1,700	Indirect Employee Expenses	1,900	2,000	2,200	2,400
94,700	97,300	Employees	99,600	101,000	102,100	103,300
200	200	Car Allowances	200	200	200	200
200	200	Transport Related Expenditure	200	200	200	200
14,900	13,000	Cleaning and Domestic Supplies	15,500	15,700	16,600	17,100
26,600	23,300	Energy Costs	24,400	25,300	25,800	26,300
1,700	1,800	Premises Insurance	2,000	2,200	2,300	2,500
5,300	5,700	Rates	5,800	6,000	6,200	6,300
6,100	10,100	Repair and Maintenance	10,300	10,500	10,700	10,900
13,000	13,000	Water Services	13,200	13,500	13,800	14,000
67,600	66,900	Premises Related Expenditure	71,200	73,200	75,400	77,100
400	400	Clothing Uniform and Laundry	400	400	400	400
4,900	4,900	Equip Furniture and Materials	2,500	2,500	2,700	2,700
2,900	2,300	General Office Supplies	1,800	1,800	1,700	1,800
800	500	Miscellaneous Expenses	500	500	500	500
24,200	29,200	Services	24,600	25,000	25,500	26,100
33,200	37,300	Supplies and Services	29,800	30,200	30,800	31,500
6,700	6,500	Recharges	6,600	6,600	7,100	7,400
6,700	6,500	Support Services	6,600	6,600	7,100	7,400
42,500	34,200	Depreciation	34,200	34,200	34,200	34,200
42,500	34,200	Capital Charges	34,200	34,200	34,200	34,200
244,900	242,400	Total Expenditure	241,600	245,400	249,800	253,700
-301,000	-304,800	Customer Fees and Charges	-309,000	-314,700	-320,400	-326,000
-4,900	-2,600	Other Grants and Contributions	-2,600	-2,600	-2,600	-2,600
-305,900	-307,400	Income	-311,600	-317,300	-323,000	-328,600
-305,900	-307,400	Total Income	-311,600	-317,300	-323,000	-328,600
-61,000	-65,000	Cost Centre Total	-70,000	-71,900	-73,200	-74,900

2015/16 Estimate £	2015/16 Revised £
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2016/17 Estimate £	2017/18 Forecast £	2018/19 Forecast £	2019/20 Forecast £
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SECTION : Public Realm

Off Street Car Parks

2015/16 Estimate £	2015/16 Revised £		2016/17 Estimate £	2017/18 Forecast £	2018/19 Forecast £	2019/20 Forecast £
39,100	36,100	Energy Costs	37,900	39,200	40,000	40,800
76,800	75,900	Grounds Maintenance Costs	78,400	80,000	81,500	83,200
5,500	2,600	Premises Insurance	2,900	3,100	3,400	3,600
344,800	341,600	Rates	352,200	362,500	373,200	383,900
1,000	1,000	Rents	1,000	1,000	1,000	1,000
66,100	61,100	Repair and Maintenance	62,100	63,300	64,500	65,800
2,600	2,600	Water Services	2,600	2,700	2,800	2,800
535,900	520,900	Premises Related Expenditure	537,100	551,800	566,400	581,100
500	0	Communications and Computing	0	0	0	0
30,100	29,300	Equip Furniture and Materials	27,600	28,000	28,500	28,900
2,400	2,400	General Office Supplies	2,400	2,500	2,500	2,600
900	900	Grants and Subscriptions	900	900	900	1,000
171,800	168,900	Services	184,300	187,700	191,100	194,500
205,700	201,500	Supplies and Services	215,200	219,100	223,000	227,000
239,000	244,700	Recharges	251,300	257,000	264,000	270,100
239,000	244,700	Support Services	251,300	257,000	264,000	270,100
76,700	113,900	Depreciation	116,300	118,000	118,000	118,000
76,700	113,900	Capital Charges	116,300	118,000	118,000	118,000
1,057,300	1,081,000	Total Expenditure	1,119,900	1,145,900	1,171,400	1,196,200
-2,621,200	-2,611,600	Customer Fees and Charges	-2,679,700	-2,729,000	-2,778,400	-2,827,700
-600	-600	Other Grants and Contributions	-600	-600	-600	-600
-2,621,800	-2,612,200	Income	-2,680,300	-2,729,600	-2,779,000	-2,828,300
-2,621,800	-2,612,200	Total Income	-2,680,300	-2,729,600	-2,779,000	-2,828,300
-1,564,500	-1,531,200	Cost Centre Total	-1,560,400	-1,583,700	-1,607,600	-1,632,100

Residents On-Street Parking

2015/16 Estimate £	2015/16 Revised £		2016/17 Estimate £	2017/18 Forecast £	2018/19 Forecast £	2019/20 Forecast £
0	200	Contribution to Provisions	4,000	4,000	4,000	4,000
4,200	4,200	General Office Supplies	4,200	4,200	4,200	4,200
4,200	4,400	Supplies and Services	8,200	8,200	8,200	8,200
73,000	75,900	Recharges	72,100	72,100	72,100	72,100
73,000	75,900	Support Services	72,100	72,100	72,100	72,100
77,200	80,300	Total Expenditure	80,300	80,300	80,300	80,300
-74,300	-80,300	Customer Fees and Charges	-80,300	-80,300	-80,300	-80,300
-74,300	-80,300	Income	-80,300	-80,300	-80,300	-80,300
-74,300	-80,300	Total Income	-80,300	-80,300	-80,300	-80,300
2,900	0	Cost Centre Total	0	0	0	0

On-Street Parking Services

2015/16 Estimate £	2015/16 Revised £		2016/17 Estimate £	2017/18 Forecast £	2018/19 Forecast £	2019/20 Forecast £
800	800	Energy Costs	0	0	0	0
800	800	Premises Related Expenditure	0	0	0	0
3,800	3,800	Equip Furniture and Materials	0	0	0	0
200	200	General Office Supplies	0	0	0	0
4,000	4,000	Supplies and Services	0	0	0	0
10,200	8,500	Recharges	0	0	0	0
10,200	8,500	Support Services	0	0	0	0
15,000	13,300	Total Expenditure	0	0	0	0
-2,200	-2,200	Customer Fees and Charges	0	0	0	0
-12,800	-11,100	Other Grants and Contributions	0	0	0	0
-15,000	-13,300	Income	0	0	0	0
-15,000	-13,300	Total Income	0	0	0	0
0	0	Cost Centre Total	0	0	0	0

SECTION : Public Realm

Bus Route Support

4,700	200	Grants and Subscriptions	0	0	0	0
4,700	200	Supplies and Services	0	0	0	0
4,700	200	Total Expenditure	0	0	0	0
4,700	200	Cost Centre Total	0	0	0	0

Car Parks Vehicle, Plant & Machinery

12,000	12,000	Appropriations	12,000	12,000	12,000	12,000
12,000	12,000	Appropriations	12,000	12,000	12,000	12,000
12,000	12,000	Total Expenditure	12,000	12,000	12,000	12,000
-6,000	-11,000	Appropriations	-6,000	-6,000	-6,000	-6,000
-6,000	-11,000	Appropriations	-6,000	-6,000	-6,000	-6,000
-6,000	-11,000	Total Income	-6,000	-6,000	-6,000	-6,000
6,000	1,000	Cost Centre Total	6,000	6,000	6,000	6,000

Market Reserve

0	-5,000	Appropriations	0	0	0	0
0	-5,000	Appropriations	0	0	0	0
0	-5,000	Total Income	0	0	0	0
0	-5,000	Cost Centre Total	0	0	0	0

2015/16 Estimate £	2015/16 Revised £
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2016/17 Estimate £	2017/18 Forecast £	2018/19 Forecast £	2019/20 Forecast £
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SECTION : Repairs & Maintenance

Repairs & Maintenance Section Management & Administration

2015/16 Estimate £	2015/16 Revised £		2016/17 Estimate £	2017/18 Forecast £	2018/19 Forecast £	2019/20 Forecast £
799,700	661,400	Direct Employee Expenses	653,200	665,400	635,000	645,000
9,300	10,300	Indirect Employee Expenses	10,700	11,500	12,300	13,000
809,000	671,700	Employees	663,900	676,900	647,300	658,000
27,700	19,900	Car Allowances	16,700	17,100	17,400	17,700
10,000	7,200	Direct Transport Costs	7,100	7,100	7,300	7,400
4,200	4,400	Transport Insurance	4,800	5,300	5,700	6,200
41,900	31,500	Transport Related Expenditure	28,600	29,500	30,400	31,300
200	1,000	Energy Costs	600	600	700	700
300	300	Premises Insurance	300	400	400	400
1,400	1,500	Rates	1,500	1,600	1,600	1,700
600	400	Water Services	400	400	400	400
2,500	3,200	Premises Related Expenditure	2,800	3,000	3,100	3,200
300	500	Clothing Uniform and Laundry	300	300	300	300
6,500	7,600	Communications and Computing	7,700	7,800	7,900	8,000
100	0	Expenses	0	0	0	0
1,700	1,300	General Office Supplies	1,300	1,300	1,300	1,400
33,600	26,600	Services	16,400	13,600	14,200	14,600
42,200	36,000	Supplies and Services	25,700	23,000	23,700	24,300
94,000	92,200	Recharges	102,100	103,200	105,800	107,900
94,000	92,200	Support Services	102,100	103,200	105,800	107,900
9,400	8,700	Depreciation	8,700	8,700	6,800	8,600
9,400	8,700	Capital Charges	8,700	8,700	6,800	8,600
999,000	843,300	Total Expenditure	831,800	844,300	817,100	833,300
-81,300	-73,900	Customer Fees and Charges	-74,000	-74,900	-75,700	-76,500
-917,700	-769,400	Recharges	-757,800	-769,400	-741,400	-756,800
-999,000	-843,300	Income	-831,800	-844,300	-817,100	-833,300
-999,000	-843,300	Total Income	-831,800	-844,300	-817,100	-833,300
0	0	Cost Centre Total	0	0	0	0

2015/16 Estimate £	2015/16 Revised £
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2016/17 Estimate £	2017/18 Forecast £	2018/19 Forecast £	2019/20 Forecast £
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SECTION : Repairs & Maintenance

RMS Operating Account

2015/16 Estimate £	2015/16 Revised £		2016/17 Estimate £	2017/18 Forecast £	2018/19 Forecast £	2019/20 Forecast £
1,129,600	1,136,700	Direct Employee Expenses	1,357,800	1,407,000	1,453,600	1,487,600
20,700	22,200	Indirect Employee Expenses	24,300	26,400	28,700	30,800
1,150,300	1,158,900	Employees	1,382,100	1,433,400	1,482,300	1,518,400
8,300	0	Contract Hire Operating Leases	0	0	0	0
78,800	61,400	Direct Transport Costs	60,500	60,700	61,800	62,800
34,400	34,300	Transport Insurance	37,700	41,200	44,600	48,000
121,500	95,700	Transport Related Expenditure	98,200	101,900	106,400	110,800
77,600	74,700	Operational Bldgs Allocation	80,000	82,700	84,500	86,200
77,600	74,700	Premises Related Expenditure	80,000	82,700	84,500	86,200
9,800	9,800	Clothing Uniform and Laundry	9,900	10,100	10,300	10,500
9,800	10,100	Communications and Computing	10,200	10,300	10,400	10,600
524,800	524,800	Equip Furniture and Materials	532,600	543,200	553,600	564,200
1,300	300	Grants and Subscriptions	300	300	300	300
32,000	32,500	Services	33,600	34,200	34,800	35,400
577,700	577,500	Supplies and Services	586,600	598,100	609,400	621,000
451,800	390,300	Recharges	397,700	402,500	393,100	401,300
451,800	390,300	Support Services	397,700	402,500	393,100	401,300
102,300	96,600	Depreciation	96,600	96,600	96,600	96,600
102,300	96,600	Capital Charges	96,600	96,600	96,600	96,600
2,481,200	2,393,700	Total Expenditure	2,641,200	2,715,200	2,772,300	2,834,300
-3,000	-2,100	Customer Fees and Charges	-1,600	-1,600	-1,600	-1,600
-2,478,200	-2,391,600	Recharges	-2,639,600	-2,713,600	-2,770,700	-2,832,700
-2,481,200	-2,393,700	Income	-2,641,200	-2,715,200	-2,772,300	-2,834,300
-2,481,200	-2,393,700	Total Income	-2,641,200	-2,715,200	-2,772,300	-2,834,300
0	0	Cost Centre Total	0	0	0	0

Planned Maintenance

1,400,200	1,346,700	Repair and Maintenance	1,167,200	1,190,200	1,213,200	1,236,200
1,400,200	1,346,700	Premises Related Expenditure	1,167,200	1,190,200	1,213,200	1,236,200
0	179,200	Services	0	0	0	0
0	179,200	Supplies and Services	0	0	0	0
100,200	84,200	Recharges	82,800	84,100	81,100	82,800
100,200	84,200	Support Services	82,800	84,100	81,100	82,800
1,500,400	1,610,100	Total Expenditure	1,250,000	1,274,300	1,294,300	1,319,000
-1,500,400	-1,610,100	Recharges	-1,250,000	-1,274,300	-1,294,300	-1,319,000
-1,500,400	-1,610,100	Income	-1,250,000	-1,274,300	-1,294,300	-1,319,000
-1,500,400	-1,610,100	Total Income	-1,250,000	-1,274,300	-1,294,300	-1,319,000
0	0	Cost Centre Total	0	0	0	0

Responsive Repairs

1,795,000	1,831,400	Repair and Maintenance	2,033,300	2,116,500	2,182,700	2,253,900
1,795,000	1,831,400	Premises Related Expenditure	2,033,300	2,116,500	2,182,700	2,253,900
637,700	621,900	Services	564,800	576,000	587,100	598,200
637,700	621,900	Supplies and Services	564,800	576,000	587,100	598,200
612,000	549,400	Recharges	535,600	545,500	537,800	549,400
612,000	549,400	Support Services	535,600	545,500	537,800	549,400
3,044,700	3,002,700	Total Expenditure	3,133,700	3,238,000	3,307,600	3,401,500
-10,400	-10,400	Customer Fees and Charges	-10,600	-10,800	-11,000	-11,200
-3,034,300	-2,992,300	Recharges	-3,123,100	-3,227,200	-3,296,600	-3,390,300
-3,044,700	-3,002,700	Income	-3,133,700	-3,238,000	-3,307,600	-3,401,500
-3,044,700	-3,002,700	Total Income	-3,133,700	-3,238,000	-3,307,600	-3,401,500
0	0	Cost Centre Total	0	0	0	0

SECTION : Repairs & Maintenance

Rechargeable Repairs

100,000	100,000	Repair and Maintenance	100,000	100,000	100,000	100,000
100,000	100,000	Premises Related Expenditure	100,000	100,000	100,000	100,000
100,000	100,000	Total Expenditure	100,000	100,000	100,000	100,000
-100,000	-100,000	Customer Fees and Charges	-100,000	-100,000	-100,000	-100,000
-100,000	-100,000	Income	-100,000	-100,000	-100,000	-100,000
-100,000	-100,000	Total Income	-100,000	-100,000	-100,000	-100,000
0	0	Cost Centre Total	0	0	0	0

Insurance Repairs

17,400	17,400	Repair and Maintenance	17,400	17,400	17,400	17,400
17,400	17,400	Premises Related Expenditure	17,400	17,400	17,400	17,400
20,000	20,000	Services	20,000	20,000	20,000	20,000
20,000	20,000	Supplies and Services	20,000	20,000	20,000	20,000
37,400	37,400	Total Expenditure	37,400	37,400	37,400	37,400
-37,400	-37,400	Customer Fees and Charges	-37,400	-37,400	-37,400	-37,400
-37,400	-37,400	Income	-37,400	-37,400	-37,400	-37,400
-37,400	-37,400	Total Income	-37,400	-37,400	-37,400	-37,400
0	0	Cost Centre Total	0	0	0	0

2015/16 Estimate £	2015/16 Revised £
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2016/17 Estimate £	2017/18 Forecast £	2018/19 Forecast £	2019/20 Forecast £
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SECTION : Safety

Vehicle Maintenance

246,200	250,500	Direct Employee Expenses	268,800	282,700	287,900	290,600
6,000	8,000	Indirect Employee Expenses	6,100	6,500	7,100	7,500
252,200	258,500	Employees	274,900	289,200	295,000	298,100
100	100	Car Allowances	100	100	100	100
3,400	4,100	Direct Transport Costs	4,000	4,100	4,100	4,100
1,700	1,800	Transport Insurance	2,000	2,200	2,300	2,500
5,200	6,000	Transport Related Expenditure	6,100	6,400	6,500	6,700
2,600	2,900	Cleaning and Domestic Supplies	3,000	3,000	3,000	3,000
15,200	15,200	Energy Costs	15,500	15,800	16,300	16,700
1,800	2,200	Premises Insurance	2,400	2,600	2,900	3,100
16,200	16,200	Rates	16,600	17,000	17,500	18,000
29,300	29,300	Rents	29,300	29,300	29,300	29,300
11,100	11,100	Repair and Maintenance	11,300	11,500	11,700	11,900
7,800	8,800	Water Services	8,900	9,200	9,300	9,400
84,000	85,700	Premises Related Expenditure	87,000	88,400	90,000	91,400
700	700	Clothing Uniform and Laundry	700	700	700	800
19,700	9,900	Equip Furniture and Materials	12,900	13,200	13,400	13,700
100	100	General Office Supplies	100	100	100	100
900	1,600	Grants and Subscriptions	1,200	1,200	1,200	1,300
3,500	2,300	Services	2,300	2,400	2,400	2,500
24,900	14,600	Supplies and Services	17,200	17,600	17,800	18,400
29,300	29,200	Recharges	32,400	32,900	33,600	34,300
29,300	29,200	Support Services	32,400	32,900	33,600	34,300
400	0	Depreciation	0	2,500	2,500	4,100
400	0	Capital Charges	0	2,500	2,500	4,100
396,000	394,000	Total Expenditure	417,600	437,000	445,400	453,000
-396,000	-394,000	Recharges	-417,600	-437,000	-445,400	-453,000
-396,000	-394,000	Income	-417,600	-437,000	-445,400	-453,000
-396,000	-394,000	Total Income	-417,600	-437,000	-445,400	-453,000
0	0	Cost Centre Total	0	0	0	0

Vehicle Maintenance - External Recharges

1,000	1,000	Miscellaneous Expenses	1,000	1,000	1,000	1,000
1,000	1,000	Supplies and Services	1,000	1,000	1,000	1,000
4,000	4,000	Recharges	4,000	4,000	4,000	4,000
4,000	4,000	Support Services	4,000	4,000	4,000	4,000
5,000	5,000	Total Expenditure	5,000	5,000	5,000	5,000
-5,000	-5,000	Customer Fees and Charges	-5,000	-5,000	-5,000	-5,000
-5,000	-5,000	Income	-5,000	-5,000	-5,000	-5,000
-5,000	-5,000	Total Income	-5,000	-5,000	-5,000	-5,000
0	0	Cost Centre Total	0	0	0	0

Pool Cars

0	16,900	Contract Hire Operating Leases	22,200	22,700	23,100	23,500
0	3,500	Direct Transport Costs	4,200	4,100	4,200	4,200
0	5,300	Transport Insurance	5,800	6,400	6,900	7,400
0	25,700	Transport Related Expenditure	32,200	33,200	34,200	35,100
0	25,700	Total Expenditure	32,200	33,200	34,200	35,100
0	-8,600	Recharges	-10,700	-11,100	-11,400	-11,700
0	-8,600	Income	-10,700	-11,100	-11,400	-11,700
0	-8,600	Total Income	-10,700	-11,100	-11,400	-11,700
0	17,100	Cost Centre Total	21,500	22,100	22,800	23,400

2015/16 Estimate £	2015/16 Revised £
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2016/17 Estimate £	2017/18 Forecast £	2018/19 Forecast £	2019/20 Forecast £
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SECTION : Safety

CCTV Operation

200	200	Energy Costs	200	200	200	200
2,200	2,600	Premises Insurance	2,900	3,100	3,400	3,600
2,400	2,800	Premises Related Expenditure	3,100	3,300	3,600	3,800
78,500	81,600	Equip Furniture and Materials	82,800	84,500	86,100	87,700
300	300	Grants and Subscriptions	300	300	300	300
85,200	82,900	Services	84,100	85,800	87,500	89,100
164,000	164,800	Supplies and Services	167,200	170,600	173,900	177,100
3,700	3,600	Recharges	3,700	3,800	3,900	4,000
3,700	3,600	Support Services	3,700	3,800	3,900	4,000
170,100	171,200	Total Expenditure	174,000	177,700	181,400	184,900
170,100	171,200	Cost Centre Total	174,000	177,700	181,400	184,900

SECTION : Waste/Recycling

Three Stream Waste Collection

1,919,300	1,857,400	Direct Employee Expenses	1,874,500	1,919,900	1,946,500	1,981,000
41,800	40,400	Indirect Employee Expenses	43,100	46,800	50,500	54,300
1,961,100	1,897,800	Employees	1,917,600	1,966,700	1,997,000	2,035,300
200	200	Car Allowances	200	200	200	200
2,100	0	Contract Hire Operating Leases	0	0	0	0
521,700	490,000	Direct Transport Costs	477,700	478,100	485,900	493,500
22,700	23,800	Transport Insurance	26,200	28,600	30,900	33,300
546,700	514,000	Transport Related Expenditure	504,100	506,900	517,000	527,000
33,200	32,400	Operational Bldgs Allocation	42,600	44,300	45,600	46,800
33,200	32,400	Premises Related Expenditure	42,600	44,300	45,600	46,800
28,300	28,300	Clothing Uniform and Laundry	28,700	29,300	29,900	30,400
1,300	1,200	Communications and Computing	600	700	600	500
295,600	261,800	Equip Furniture and Materials	242,900	191,100	153,600	156,500
6,500	5,500	General Office Supplies	5,600	5,700	5,800	5,900
600	400	Grants and Subscriptions	400	400	400	400
15,600	14,200	Services	14,300	14,600	14,900	15,100
347,900	311,400	Supplies and Services	292,500	241,800	205,200	208,800
826,100	819,300	Recharges	874,000	889,300	909,900	928,600
826,100	819,300	Support Services	874,000	889,300	909,900	928,600
648,800	608,400	Depreciation	587,400	660,200	712,700	625,700
648,800	608,400	Capital Charges	587,400	660,200	712,700	625,700
4,363,800	4,183,300	Total Expenditure	4,218,200	4,309,200	4,387,400	4,372,200
-101,000	-100,700	Capital Related Income	-76,200	-32,400	0	0
-101,000	-100,700	Capital Financing Income	-76,200	-32,400	0	0
-13,700	-27,700	Customer Fees and Charges	-28,100	-28,700	-29,200	-29,800
-1,220,000	-1,220,000	Other Grants and Contributions	-1,220,000	-1,220,000	0	0
-12,000	-12,000	Recharges	-12,000	-12,000	-12,000	-12,000
-1,245,700	-1,259,700	Income	-1,260,100	-1,260,700	-41,200	-41,800
-1,346,700	-1,360,400	Total Income	-1,336,300	-1,293,100	-41,200	-41,800
3,017,100	2,822,900	Cost Centre Total	2,881,900	3,016,100	4,346,200	4,330,400

SECTION : Waste/Recycling

Trade Refuse

2015/16 Estimate £	2015/16 Revised £		2016/17 Estimate £	2017/18 Forecast £	2018/19 Forecast £	2019/20 Forecast £
239,000	237,800	Direct Employee Expenses	247,100	250,400	253,500	256,800
3,900	4,200	Indirect Employee Expenses	4,600	5,000	5,500	5,900
242,900	242,000	Employees	251,700	255,400	259,000	262,700
82,100	93,500	Direct Transport Costs	90,600	90,200	91,600	93,000
3,400	3,500	Transport Insurance	3,900	4,200	4,600	4,900
85,500	97,000	Transport Related Expenditure	94,500	94,400	96,200	97,900
11,200	10,700	Operational Bldgs Allocation	13,900	14,400	14,700	15,100
11,200	10,700	Premises Related Expenditure	13,900	14,400	14,700	15,100
31,100	27,300	Equip Furniture and Materials	27,700	28,200	28,800	29,300
700	700	General Office Supplies	700	700	700	800
384,000	384,800	Services	394,300	399,700	410,700	425,800
415,800	412,800	Supplies and Services	422,700	428,600	440,200	455,900
122,100	122,000	Recharges	132,100	134,900	137,500	140,200
122,100	122,000	Support Services	132,100	134,900	137,500	140,200
19,500	19,000	Depreciation	14,400	14,300	5,700	5,700
19,500	19,000	Capital Charges	14,400	14,300	5,700	5,700
897,000	903,500	Total Expenditure	929,300	942,000	953,300	977,500
-25,300	-25,200	Capital Related Income	-19,100	-8,100	0	0
-25,300	-25,200	Capital Financing Income	-19,100	-8,100	0	0
-1,231,500	-1,223,300	Customer Fees and Charges	-1,265,100	-1,290,000	-1,315,000	-1,339,900
-1,231,500	-1,223,300	Income	-1,265,100	-1,290,000	-1,315,000	-1,339,900
-1,256,800	-1,248,500	Total Income	-1,284,200	-1,298,100	-1,315,000	-1,339,900
-359,800	-345,000	Cost Centre Total	-354,900	-356,100	-361,700	-362,400

Environmental Enforcement

99,000	99,000	Services	0	0	0	0
99,000	99,000	Supplies and Services	0	0	0	0
99,000	99,000	Total Expenditure	0	0	0	0
99,000	99,000	Cost Centre Total	0	0	0	0

Bulky Waste Collection

11,500	9,200	Direct Transport Costs	9,100	9,200	9,300	9,400
1,700	900	Transport Insurance	1,000	1,100	1,200	1,300
13,200	10,100	Transport Related Expenditure	10,100	10,300	10,500	10,700
149,100	149,100	Services	151,300	154,300	157,300	160,300
149,100	149,100	Supplies and Services	151,300	154,300	157,300	160,300
300	0	Depreciation	0	0	3,800	3,800
300	0	Capital Charges	0	0	3,800	3,800
162,600	159,200	Total Expenditure	161,400	164,600	171,600	174,800
-61,700	-61,700	Customer Fees and Charges	-62,600	-63,800	-65,100	-66,300
-61,700	-61,700	Income	-62,600	-63,800	-65,100	-66,300
-61,700	-61,700	Total Income	-62,600	-63,800	-65,100	-66,300
100,900	97,500	Cost Centre Total	98,800	100,800	106,500	108,500

2015/16 Estimate £	2015/16 Revised £
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2016/17 Estimate £	2017/18 Forecast £	2018/19 Forecast £	2019/20 Forecast £
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SECTION : Waste/Recycling

Building Cleaning

2015/16 Estimate £	2015/16 Revised £		2016/17 Estimate £	2017/18 Forecast £	2018/19 Forecast £	2019/20 Forecast £
259,900	265,200	Direct Employee Expenses	282,000	285,400	288,600	291,800
5,200	5,300	Indirect Employee Expenses	5,800	6,400	6,900	7,400
265,100	270,500	Employees	287,800	291,800	295,500	299,200
600	600	Car Allowances	600	600	600	600
600	600	Transport Related Expenditure	600	600	600	600
6,100	6,700	Cleaning and Domestic Supplies	6,800	6,900	7,100	7,200
300	500	Premises Insurance	600	600	700	700
6,400	7,200	Premises Related Expenditure	7,400	7,500	7,800	7,900
300	300	Clothing Uniform and Laundry	300	300	300	300
100	100	Communications and Computing	100	100	100	100
11,400	11,400	Equip Furniture and Materials	12,500	12,800	13,000	13,200
200	0	Services	0	0	0	0
12,000	11,800	Supplies and Services	12,900	13,200	13,400	13,600
41,000	40,500	Recharges	45,400	45,900	47,000	48,000
41,000	40,500	Support Services	45,400	45,900	47,000	48,000
325,100	330,600	Total Expenditure	354,100	359,000	364,300	369,300
-325,100	-330,600	Recharges	-354,100	-359,000	-364,300	-369,300
-325,100	-330,600	Income	-354,100	-359,000	-364,300	-369,300
-325,100	-330,600	Total Income	-354,100	-359,000	-364,300	-369,300
0	0	Cost Centre Total	0	0	0	0

SECTION : Democratic Services

Democratic Services Mgt & Admin

365,100	333,900	Direct Employee Expenses	352,100	357,900	364,000	371,200
9,600	6,600	Indirect Employee Expenses	7,000	7,300	7,800	8,200
374,700	340,500	Employees	359,100	365,200	371,800	379,400
1,000	700	Car Allowances	700	700	700	800
500	700	Public Transport	700	700	700	800
1,500	1,400	Transport Related Expenditure	1,400	1,400	1,400	1,600
7,000	8,200	Communications and Computing	7,100	7,200	7,400	7,500
300	300	Equip Furniture and Materials	300	300	300	300
100	100	Expenses	100	100	100	100
5,900	5,900	General Office Supplies	4,700	4,600	4,500	4,500
1,300	1,800	Services	1,800	1,800	1,900	1,900
14,600	16,300	Supplies and Services	14,000	14,000	14,200	14,300
177,300	170,000	Recharges	173,400	178,800	184,300	189,700
177,300	170,000	Support Services	173,400	178,800	184,300	189,700
568,100	528,200	Total Expenditure	547,900	559,400	571,700	585,000
-568,100	-528,200	Recharges	-557,100	-569,600	-582,900	-597,300
-568,100	-528,200	Income	-557,100	-569,600	-582,900	-597,300
-568,100	-528,200	Total Income	-557,100	-569,600	-582,900	-597,300
0	0	Cost Centre Total	-9,200	-10,200	-11,200	-12,300

Local Govt Association Subscriptions

10,700	10,700	Grants and Subscriptions	10,700	10,700	10,700	10,700
10,700	10,700	Supplies and Services	10,700	10,700	10,700	10,700
10,700	10,700	Total Expenditure	10,700	10,700	10,700	10,700
10,700	10,700	Cost Centre Total	10,700	10,700	10,700	10,700

Civic & Mayoral Expenses

18,500	10,000	Direct Transport Costs	18,800	19,100	19,500	19,900
18,500	10,000	Transport Related Expenditure	18,800	19,100	19,500	19,900
9,800	7,400	Catering	9,900	10,200	10,300	10,600
0	100	Communications and Computing	100	100	100	100
8,200	8,100	Expenses	8,100	8,100	8,100	8,100
1,300	500	General Office Supplies	400	400	400	400
3,000	3,700	Services	4,100	4,400	4,800	5,200
22,300	19,800	Supplies and Services	22,600	23,200	23,700	24,400
99,100	97,000	Recharges	101,200	103,000	105,000	107,200
99,100	97,000	Support Services	101,200	103,000	105,000	107,200
139,900	126,800	Total Expenditure	142,600	145,300	148,200	151,500
139,900	126,800	Cost Centre Total	142,600	145,300	148,200	151,500

2015/16 Estimate £	2015/16 Revised £
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2016/17 Estimate £	2017/18 Forecast £	2018/19 Forecast £	2019/20 Forecast £
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SECTION : Democratic Services

Democratic Representation

2,700	2,600	Direct Employee Expenses	2,600	2,700	2,700	2,700
2,700	2,600	Employees	2,600	2,700	2,700	2,700
1,100	1,100	Catering	1,100	1,100	1,200	1,200
297,800	286,800	Expenses	288,700	288,800	288,900	289,200
700	500	General Office Supplies	500	500	500	500
2,100	2,100	Grants and Subscriptions	2,100	2,200	2,200	2,300
200	200	Services	200	200	200	200
301,900	290,700	Supplies and Services	292,600	292,800	293,000	293,400
739,700	711,300	Recharges	742,300	755,200	769,600	785,900
739,700	711,300	Support Services	742,300	755,200	769,600	785,900
1,044,300	1,004,600	Total Expenditure	1,037,500	1,050,700	1,065,300	1,082,000
1,044,300	1,004,600	Cost Centre Total	1,037,500	1,050,700	1,065,300	1,082,000

City Council Elections

500	2,600	General Office Supplies	400	400	400	2,400
111,700	176,700	Services	8,200	8,400	8,500	180,700
112,200	179,300	Supplies and Services	8,600	8,800	8,900	183,100
58,300	54,200	Recharges	57,100	58,400	59,800	61,300
58,300	54,200	Support Services	57,100	58,400	59,800	61,300
170,500	233,500	Total Expenditure	65,700	67,200	68,700	244,400
170,500	233,500	Cost Centre Total	65,700	67,200	68,700	244,400

Electoral Registration

20,200	15,200	Communications and Computing	20,500	20,900	21,300	21,700
4,600	4,600	Equip Furniture and Materials	4,700	4,800	4,900	4,900
24,000	24,400	General Office Supplies	23,500	23,700	23,900	24,200
46,500	31,500	Services	47,200	48,100	49,100	50,000
95,300	75,700	Supplies and Services	95,900	97,500	99,200	100,800
134,300	125,100	Recharges	131,800	134,700	137,800	141,200
134,300	125,100	Support Services	131,800	134,700	137,800	141,200
229,600	200,800	Total Expenditure	227,700	232,200	237,000	242,000
-2,100	-2,100	Customer Fees and Charges	-2,100	-2,200	-2,200	-2,300
-2,100	-2,100	Income	-2,100	-2,200	-2,200	-2,300
-2,100	-2,100	Total Income	-2,100	-2,200	-2,200	-2,300
227,500	198,700	Cost Centre Total	225,600	230,000	234,800	239,700

City Council Elections Reserve

0	0	Appropriations	40,000	40,000	40,000	40,000
0	0	Appropriations	40,000	40,000	40,000	40,000
0	0	Total Expenditure	40,000	40,000	40,000	40,000
0	0	Cost Centre Total	40,000	40,000	40,000	40,000

2015/16 Estimate £	2015/16 Revised £
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2016/17 Estimate £	2017/18 Forecast £	2018/19 Forecast £	2019/20 Forecast £
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SECTION : Human Resources & Organisational Development

Corporate & Partnerships Initiatives

2015/16 Estimate £	2015/16 Revised £		2016/17 Estimate £	2017/18 Forecast £	2018/19 Forecast £	2019/20 Forecast £
9,000	6,900	General Office Supplies	5,400	5,500	5,600	5,700
2,000	0	Services	0	0	0	0
11,000	6,900	Supplies and Services	5,400	5,500	5,600	5,700
11,000	6,900	Total Expenditure	5,400	5,500	5,600	5,700
11,000	6,900	Cost Centre Total	5,400	5,500	5,600	5,700

Council for Voluntary Service Grant

2015/16 Estimate £	2015/16 Revised £		2016/17 Estimate £	2017/18 Forecast £	2018/19 Forecast £	2019/20 Forecast £
36,700	36,700	Grants and Subscriptions	37,300	0	0	0
36,700	36,700	Supplies and Services	37,300	0	0	0
36,700	36,700	Total Expenditure	37,300	0	0	0
36,700	36,700	Cost Centre Total	37,300	0	0	0

Community Advice Network

2015/16 Estimate £	2015/16 Revised £		2016/17 Estimate £	2017/18 Forecast £	2018/19 Forecast £	2019/20 Forecast £
14,500	14,500	Grants and Subscriptions	14,700	0	0	0
14,500	14,500	Supplies and Services	14,700	0	0	0
14,500	14,500	Total Expenditure	14,700	0	0	0
14,500	14,500	Cost Centre Total	14,700	0	0	0

Age Concern, Lancs

2015/16 Estimate £	2015/16 Revised £		2016/17 Estimate £	2017/18 Forecast £	2018/19 Forecast £	2019/20 Forecast £
7,200	7,200	Grants and Subscriptions	7,300	0	0	0
7,200	7,200	Supplies and Services	7,300	0	0	0
7,200	7,200	Total Expenditure	7,300	0	0	0
7,200	7,200	Cost Centre Total	7,300	0	0	0

Lancaster District Samaritans

2015/16 Estimate £	2015/16 Revised £		2016/17 Estimate £	2017/18 Forecast £	2018/19 Forecast £	2019/20 Forecast £
2,000	2,000	Grants and Subscriptions	2,000	0	0	0
2,000	2,000	Supplies and Services	2,000	0	0	0
2,000	2,000	Total Expenditure	2,000	0	0	0
2,000	2,000	Cost Centre Total	2,000	0	0	0

Citizens Advice

2015/16 Estimate £	2015/16 Revised £		2016/17 Estimate £	2017/18 Forecast £	2018/19 Forecast £	2019/20 Forecast £
170,800	170,800	Grants and Subscriptions	173,400	0	0	0
170,800	170,800	Supplies and Services	173,400	0	0	0
170,800	170,800	Total Expenditure	173,400	0	0	0
170,800	170,800	Cost Centre Total	173,400	0	0	0

LESS Grants

2015/16 Estimate £	2015/16 Revised £		2016/17 Estimate £	2017/18 Forecast £	2018/19 Forecast £	2019/20 Forecast £
4,200	4,200	Grants and Subscriptions	4,300	0	0	0
4,200	4,200	Supplies and Services	4,300	0	0	0
4,200	4,200	Total Expenditure	4,300	0	0	0
4,200	4,200	Cost Centre Total	4,300	0	0	0

SECTION : Human Resources & Org Devt

Small Grants

12,200	12,200	Grants and Subscriptions	12,400	0	0	0
12,200	12,200	Supplies and Services	12,400	0	0	0
12,200	12,200	Total Expenditure	12,400	0	0	0
12,200	12,200	Cost Centre Total	12,400	0	0	0

Unallocated VCFS Grants

0	0	Grants and Subscriptions	0	261,800	267,100	272,400
0	0	Supplies and Services	0	261,800	267,100	272,400
0	0	Total Expenditure	0	261,800	267,100	272,400
0	0	Cost Centre Total	0	261,800	267,100	272,400

Victim Support Scheme

5,200	5,200	Grants and Subscriptions	5,300	0	0	0
5,200	5,200	Supplies and Services	5,300	0	0	0
5,200	5,200	Total Expenditure	5,300	0	0	0
5,200	5,200	Cost Centre Total	5,300	0	0	0

Performance Reward Grant Reserve

-12,000	-19,000	Appropriations	0	0	0	0
-12,000	-19,000	Appropriations	0	0	0	0
-12,000	-19,000	Total Income	0	0	0	0
-12,000	-19,000	Cost Centre Total	0	0	0	0

Human Resources & Organisational Development

403,000	380,900	Direct Employee Expenses	405,000	421,800	399,000	402,600
51,100	52,800	Indirect Employee Expenses	53,200	54,500	55,800	57,100
454,100	433,700	Employees	458,200	476,300	454,800	459,700
2,200	1,200	Car Allowances	1,200	1,200	1,300	1,300
1,600	600	Public Transport	600	600	600	600
3,800	1,800	Transport Related Expenditure	1,800	1,800	1,900	1,900
3,100	2,400	Communications and Computing	100	100	100	100
1,000	1,000	Equip Furniture and Materials	500	500	500	500
1,400	400	Expenses	400	400	400	400
11,200	8,000	General Office Supplies	6,800	6,700	6,700	6,600
5,000	5,000	Grants and Subscriptions	5,000	5,000	5,000	5,000
300	0	Miscellaneous Expenses	0	0	0	0
45,200	46,400	Services	47,500	47,600	47,700	47,800
67,200	63,200	Supplies and Services	60,300	60,300	60,400	60,400
270,900	261,400	Recharges	264,200	271,800	282,300	290,800
270,900	261,400	Support Services	264,200	271,800	282,300	290,800
796,000	760,100	Total Expenditure	784,500	810,200	799,400	812,800
-800	-800	Other Grants and Contributions	-800	-800	-800	-800
-795,200	-759,300	Recharges	-783,800	-809,600	-798,900	-812,400
-796,000	-760,100	Income	-784,600	-810,400	-799,700	-813,200
-796,000	-760,100	Total Income	-784,600	-810,400	-799,700	-813,200
0	0	Cost Centre Total	-100	-200	-300	-400

2015/16 Estimate £	2015/16 Revised £
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2016/17 Estimate £	2017/18 Forecast £	2018/19 Forecast £	2019/20 Forecast £
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SECTION : Human Resources & Org Devt**Apprenticeship Scheme Reserve**

2015/16 Estimate £	2015/16 Revised £		2016/17 Estimate £	2017/18 Forecast £	2018/19 Forecast £	2019/20 Forecast £
21,200	21,200	Appropriations	0	0	0	0
21,200	21,200	Appropriations	0	0	0	0
21,200	21,200	Total Expenditure	0	0	0	0
-19,600	-19,600	Appropriations	0	0	0	0
-19,600	-19,600	Appropriations	0	0	0	0
-19,600	-19,600	Total Income	0	0	0	0
1,600	1,600	Cost Centre Total	0	0	0	0

SECTION : Legal**Legal Services Mgt & Admin**

2015/16 Estimate £	2015/16 Revised £		2016/17 Estimate £	2017/18 Forecast £	2018/19 Forecast £	2019/20 Forecast £
300,700	247,700	Direct Employee Expenses	227,500	240,100	243,800	248,200
11,600	11,300	Indirect Employee Expenses	11,900	12,400	12,800	13,200
312,300	259,000	Employees	239,400	252,500	256,600	261,400
200	200	Car Allowances	200	200	200	200
300	500	Public Transport	500	500	500	500
500	700	Transport Related Expenditure	700	700	700	700
0	500	Communications and Computing	0	0	0	0
500	500	Equip Furniture and Materials	500	500	500	500
200	200	Expenses	200	200	200	200
25,700	27,100	General Office Supplies	25,700	25,900	26,200	26,300
5,400	3,900	Grants and Subscriptions	0	0	0	0
50,800	50,800	Services	51,500	52,500	53,500	54,500
82,600	83,000	Supplies and Services	77,900	79,100	80,400	81,500
167,400	163,100	Recharges	166,000	170,500	174,900	179,500
167,400	163,100	Support Services	166,000	170,500	174,900	179,500
562,800	505,800	Total Expenditure	484,000	502,800	512,600	523,100
-48,400	-62,800	Customer Fees and Charges	-49,100	-50,100	-51,100	-52,100
-514,400	-443,000	Recharges	-446,200	-464,200	-473,200	-483,000
-562,800	-505,800	Income	-495,300	-514,300	-524,300	-535,100
-562,800	-505,800	Total Income	-495,300	-514,300	-524,300	-535,100
0	0	Cost Centre Total	-11,300	-11,500	-11,700	-12,000

Searches Administration

2015/16 Estimate £	2015/16 Revised £		2016/17 Estimate £	2017/18 Forecast £	2018/19 Forecast £	2019/20 Forecast £
25,600	25,600	Direct Employee Expenses	27,200	27,500	27,900	28,100
200	200	Indirect Employee Expenses	200	200	300	300
25,800	25,800	Employees	27,400	27,700	28,200	28,400
28,300	30,500	Services	30,800	31,200	31,600	32,000
28,300	30,500	Supplies and Services	30,800	31,200	31,600	32,000
93,400	84,200	Recharges	84,800	87,600	89,700	91,600
93,400	84,200	Support Services	84,800	87,600	89,700	91,600
147,500	140,500	Total Expenditure	143,000	146,500	149,500	152,000
-218,200	-229,900	Customer Fees and Charges	-207,400	-211,500	-215,600	-219,600
-218,200	-229,900	Income	-207,400	-211,500	-215,600	-219,600
-218,200	-229,900	Total Income	-207,400	-211,500	-215,600	-219,600
-70,700	-89,400	Cost Centre Total	-64,400	-65,000	-66,100	-67,600

2015/16 Estimate £	2015/16 Revised £
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2016/17 Estimate £	2017/18 Forecast £	2018/19 Forecast £	2019/20 Forecast £
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SECTION : Licensing

Licensing Management & Admin

2015/16 Estimate £	2015/16 Revised £		2016/17 Estimate £	2017/18 Forecast £	2018/19 Forecast £	2019/20 Forecast £
151,100	146,000	Direct Employee Expenses	159,800	164,500	169,400	174,900
2,000	2,300	Indirect Employee Expenses	2,600	2,800	3,000	3,100
153,100	148,300	Employees	162,400	167,300	172,400	178,000
4,100	2,400	Car Allowances	800	800	800	900
100	100	Public Transport	100	100	100	100
4,200	2,500	Transport Related Expenditure	900	900	900	1,000
200	200	Clothing Uniform and Laundry	0	200	200	200
12,300	12,100	Communications and Computing	12,200	12,400	12,700	12,900
300	300	Equip Furniture and Materials	300	300	300	300
100	100	Expenses	100	100	100	100
2,700	4,200	General Office Supplies	3,600	3,500	3,500	3,400
100	100	Services	100	100	100	100
15,700	17,000	Supplies and Services	16,300	16,600	16,900	17,000
110,100	106,200	Recharges	108,100	111,100	115,600	119,000
110,100	106,200	Support Services	108,100	111,100	115,600	119,000
283,100	274,000	Total Expenditure	287,700	295,900	305,800	315,000
-283,100	-274,000	Recharges	-288,300	-296,600	-306,500	-315,800
-283,100	-274,000	Income	-288,300	-296,600	-306,500	-315,800
-283,100	-274,000	Total Income	-288,300	-296,600	-306,500	-315,800
0	0	Cost Centre Total	-600	-700	-700	-800

Hackney Carriage & Private Hire Licences

2015/16 Estimate £	2015/16 Revised £		2016/17 Estimate £	2017/18 Forecast £	2018/19 Forecast £	2019/20 Forecast £
5,900	6,000	Equip Furniture and Materials	6,100	6,200	6,300	6,400
500	500	General Office Supplies	500	500	500	500
34,100	34,500	Services	43,000	35,600	36,300	45,000
40,500	41,000	Supplies and Services	49,600	42,300	43,100	51,900
186,800	172,600	Recharges	181,600	186,900	193,100	199,000
186,800	172,600	Support Services	181,600	186,900	193,100	199,000
227,300	213,600	Total Expenditure	231,200	229,200	236,200	250,900
-160,200	-141,800	Customer Fees and Charges	-159,200	-158,700	-138,300	-145,100
-160,200	-141,800	Income	-159,200	-158,700	-138,300	-145,100
-160,200	-141,800	Total Income	-159,200	-158,700	-138,300	-145,100
67,100	71,800	Cost Centre Total	72,000	70,500	97,900	105,800

Miscellaneous Licences

2015/16 Estimate £	2015/16 Revised £		2016/17 Estimate £	2017/18 Forecast £	2018/19 Forecast £	2019/20 Forecast £
0	0	General Office Supplies	200	200	200	200
0	0	Supplies and Services	200	200	200	200
14,200	16,400	Recharges	17,300	17,800	18,400	19,000
14,200	16,400	Support Services	17,300	17,800	18,400	19,000
14,200	16,400	Total Expenditure	17,500	18,000	18,600	19,200
-7,800	-8,900	Customer Fees and Charges	-14,500	-9,800	-9,400	-15,300
-7,800	-8,900	Income	-14,500	-9,800	-9,400	-15,300
-7,800	-8,900	Total Income	-14,500	-9,800	-9,400	-15,300
6,400	7,500	Cost Centre Total	3,000	8,200	9,200	3,900

SECTION : Licensing

Licensing Act 2003

2015/16 Estimate £	2015/16 Revised £		2016/17 Estimate £	2017/18 Forecast £	2018/19 Forecast £	2019/20 Forecast £
73,600	54,800	Recharges	57,700	59,300	61,300	63,200
73,600	54,800	Support Services	57,700	59,300	61,300	63,200
73,600	54,800	Total Expenditure	57,700	59,300	61,300	63,200
-136,500	-130,500	Customer Fees and Charges	-132,500	-135,100	-137,700	-140,300
-136,500	-130,500	Income	-132,500	-135,100	-137,700	-140,300
-136,500	-130,500	Total Income	-132,500	-135,100	-137,700	-140,300
-62,900	-75,700	Cost Centre Total	-74,800	-75,800	-76,400	-77,100

Gambling Act 2005

2015/16 Estimate £	2015/16 Revised £		2016/17 Estimate £	2017/18 Forecast £	2018/19 Forecast £	2019/20 Forecast £
8,500	30,100	Recharges	31,700	32,600	33,700	34,700
8,500	30,100	Support Services	31,700	32,600	33,700	34,700
8,500	30,100	Total Expenditure	31,700	32,600	33,700	34,700
-24,400	-19,900	Customer Fees and Charges	-20,100	-20,600	-21,000	-21,400
-24,400	-19,900	Income	-20,100	-20,600	-21,000	-21,400
-24,400	-19,900	Total Income	-20,100	-20,600	-21,000	-21,400
-15,900	10,200	Cost Centre Total	11,600	12,000	12,700	13,300

SECTION : Environmental Health

Environmental Health Mgt & Admin

240,800	278,700	Direct Employee Expenses	307,800	312,300	316,800	320,400
2,900	2,700	Indirect Employee Expenses	2,900	3,200	3,400	3,600
243,700	281,400	Employees	310,700	315,500	320,200	324,000
4,000	2,400	Car Allowances	900	900	900	1,000
200	200	Public Transport	200	200	200	200
4,200	2,600	Transport Related Expenditure	1,100	1,100	1,100	1,200
1,600	1,900	Premises Insurance	2,100	2,300	2,500	2,700
1,600	1,900	Premises Related Expenditure	2,100	2,300	2,500	2,700
900	900	Clothing Uniform and Laundry	900	900	900	1,000
17,900	17,100	Communications and Computing	16,900	17,300	17,600	17,900
3,400	11,200	Equip Furniture and Materials	11,200	11,400	11,400	11,400
200	200	Expenses	200	200	200	200
19,500	18,900	General Office Supplies	17,000	16,900	17,000	16,900
1,300	1,300	Grants and Subscriptions	1,300	1,300	1,400	1,400
6,900	6,900	Services	3,100	6,900	6,900	6,900
50,100	56,500	Supplies and Services	50,600	54,900	55,400	55,700
247,200	238,300	Recharges	243,000	249,500	255,800	262,200
247,200	238,300	Support Services	243,000	249,500	255,800	262,200
546,800	580,700	Total Expenditure	607,500	623,300	635,000	645,800
-5,700	-7,200	Other Grants and Contributions	-2,300	-4,000	-1,600	-1,600
-541,100	-573,500	Recharges	-607,400	-621,700	-635,800	-646,800
-546,800	-580,700	Income	-609,700	-625,700	-637,400	-648,400
-546,800	-580,700	Total Income	-609,700	-625,700	-637,400	-648,400
0	0	Cost Centre Total	-2,200	-2,400	-2,400	-2,600

Public Health Services

7,800	0	Equip Furniture and Materials	100	300	400	600
12,800	15,300	Services	15,600	16,000	16,600	17,000
20,600	15,300	Supplies and Services	15,700	16,300	17,000	17,600
20,600	15,300	Total Expenditure	15,700	16,300	17,000	17,600
-12,700	-14,500	Customer Fees and Charges	-14,700	-14,900	-15,300	-15,600
-12,700	-14,500	Income	-14,700	-14,900	-15,300	-15,600
-12,700	-14,500	Total Income	-14,700	-14,900	-15,300	-15,600
7,900	800	Cost Centre Total	1,000	1,400	1,700	2,000

SECTION : Environmental Health

Food & Safety

2015/16 Estimate £	2015/16 Revised £		2016/17 Estimate £	2017/18 Forecast £	2018/19 Forecast £	2019/20 Forecast £
186,700	236,200	Direct Employee Expenses	242,700	246,800	250,900	253,900
4,400	4,900	Indirect Employee Expenses	5,100	5,400	5,700	5,900
191,100	241,100	Employees	247,800	252,200	256,600	259,800
10,300	13,600	Car Allowances	8,600	8,800	9,000	9,100
100	100	Public Transport	300	300	300	300
10,400	13,700	Transport Related Expenditure	8,900	9,100	9,300	9,400
100	200	Communications and Computing	100	100	100	100
500	1,200	Equip Furniture and Materials	1,200	1,200	1,300	1,300
200	400	Expenses	500	500	500	500
0	10,700	Services	6,200	6,200	6,200	6,200
800	12,500	Supplies and Services	8,000	8,000	8,100	8,100
124,700	129,300	Recharges	135,700	139,400	143,100	146,200
124,700	129,300	Support Services	135,700	139,400	143,100	146,200
327,000	396,600	Total Expenditure	400,400	408,700	417,100	423,500
0	-900	Customer Fees and Charges	-900	-900	-900	-900
0	-7,000	Other Grants and Contributions	-2,000	-2,000	-2,000	-2,000
0	-7,900	Income	-2,900	-2,900	-2,900	-2,900
0	-7,900	Total Income	-2,900	-2,900	-2,900	-2,900
327,000	388,700	Cost Centre Total	397,500	405,800	414,200	420,600

Dog Warden Service

2015/16 Estimate £	2015/16 Revised £		2016/17 Estimate £	2017/18 Forecast £	2018/19 Forecast £	2019/20 Forecast £
49,700	61,300	Direct Employee Expenses	59,100	51,600	52,500	53,400
1,000	1,000	Indirect Employee Expenses	1,100	1,200	1,300	1,400
50,700	62,300	Employees	60,200	52,800	53,800	54,800
6,900	4,400	Direct Transport Costs	4,300	4,200	4,400	4,400
1,700	1,800	Transport Insurance	2,000	2,200	2,300	2,500
8,600	6,200	Transport Related Expenditure	6,300	6,400	6,700	6,900
200	400	Clothing Uniform and Laundry	300	300	300	300
1,000	1,000	Communications and Computing	600	500	500	400
2,300	2,000	Equip Furniture and Materials	600	2,000	600	2,100
39,400	38,400	Services	39,000	39,700	40,500	41,300
42,900	41,800	Supplies and Services	40,500	42,500	41,900	44,100
61,200	64,200	Recharges	69,000	70,400	71,900	73,100
61,200	64,200	Support Services	69,000	70,400	71,900	73,100
1,300	1,000	Depreciation	3,700	3,700	2,600	6,100
1,300	1,000	Capital Charges	3,700	3,700	2,600	6,100
164,700	175,500	Total Expenditure	179,700	175,800	176,900	185,000
-8,700	-7,500	Customer Fees and Charges	-7,600	-7,700	-7,800	-7,900
-8,700	-7,500	Income	-7,600	-7,700	-7,800	-7,900
-8,700	-7,500	Total Income	-7,600	-7,700	-7,800	-7,900
156,000	168,000	Cost Centre Total	172,100	168,100	169,100	177,100

2015/16
Estimate
£

2015/16
Revised
£

2016/17
Estimate
£

2017/18
Forecast
£

2018/19
Forecast
£

2019/20
Forecast
£

SECTION : Environmental Health

Pest Control

104,200	103,000	Direct Employee Expenses	109,600	114,200	116,700	118,800
1,800	2,000	Indirect Employee Expenses	2,200	2,400	2,600	2,800
106,000	105,000	Employees	111,800	116,600	119,300	121,600
3,000	2,000	Contract Hire Operating Leases	0	0	0	0
10,500	8,800	Direct Transport Costs	8,600	8,600	8,900	9,000
3,500	3,500	Transport Insurance	3,900	4,200	4,600	4,900
17,000	14,300	Transport Related Expenditure	12,500	12,800	13,500	13,900
400	400	Clothing Uniform and Laundry	400	400	400	400
800	900	Communications and Computing	500	500	500	500
8,800	8,800	Equip Furniture and Materials	8,900	9,100	9,300	9,400
10,000	10,100	Supplies and Services	9,800	10,000	10,200	10,300
64,300	66,700	Recharges	69,000	71,200	73,200	74,800
64,300	66,700	Support Services	69,000	71,200	73,200	74,800
7,800	2,700	Depreciation	7,300	11,300	11,300	11,300
7,800	2,700	Capital Charges	7,300	11,300	11,300	11,300
205,100	198,800	Total Expenditure	210,400	221,900	227,500	231,900
-117,500	-111,100	Customer Fees and Charges	-119,200	-121,600	-124,000	-126,300
-117,500	-111,100	Income	-119,200	-121,600	-124,000	-126,300
-117,500	-111,100	Total Income	-119,200	-121,600	-124,000	-126,300
87,600	87,700	Cost Centre Total	91,200	100,300	103,500	105,600

Lancaster Port Health Authority

3,400	3,600	Recharges	3,800	3,900	4,000	4,000
3,400	3,600	Support Services	3,800	3,900	4,000	4,000
3,400	3,600	Total Expenditure	3,800	3,900	4,000	4,000
-2,800	-5,100	Customer Fees and Charges	-5,200	-5,300	-5,400	-5,500
-2,800	-5,100	Income	-5,200	-5,300	-5,400	-5,500
-2,800	-5,100	Total Income	-5,200	-5,300	-5,400	-5,500
600	-1,500	Cost Centre Total	-1,400	-1,400	-1,400	-1,500

Corporate Safety

89,400	43,100	Direct Employee Expenses	44,500	45,000	45,400	45,900
5,100	4,600	Indirect Employee Expenses	4,700	4,800	4,900	5,100
94,500	47,700	Employees	49,200	49,800	50,300	51,000
2,400	0	Car Allowances	0	0	0	0
200	0	Public Transport	0	0	0	0
2,600	0	Transport Related Expenditure	0	0	0	0
600	600	Clothing Uniform and Laundry	600	600	600	600
100	0	Communications and Computing	0	0	0	0
3,700	3,000	Equip Furniture and Materials	3,000	3,100	3,200	3,200
500	400	Expenses	400	400	400	400
400	400	General Office Supplies	400	400	400	400
100	100	Grants and Subscriptions	100	100	100	100
8,500	8,000	Services	8,100	8,300	8,400	8,600
13,900	12,500	Supplies and Services	12,600	12,900	13,100	13,300
83,800	87,000	Recharges	92,400	94,600	97,000	98,900
83,800	87,000	Support Services	92,400	94,600	97,000	98,900
194,800	147,200	Total Expenditure	154,200	157,300	160,400	163,200
-100	0	Customer Fees and Charges	0	0	0	0
-100	0	Income	0	0	0	0
-100	0	Total Income	0	0	0	0
194,700	147,200	Cost Centre Total	154,200	157,300	160,400	163,200

SECTION : Environmental Health

Environmental Protection

2015/16 Estimate £	2015/16 Revised £		2016/17 Estimate £	2017/18 Forecast £	2018/19 Forecast £	2019/20 Forecast £
247,600	200,000	Direct Employee Expenses	196,500	199,500	203,000	205,200
7,100	8,400	Indirect Employee Expenses	7,500	7,800	8,100	8,400
254,700	208,400	Employees	204,000	207,300	211,100	213,600
14,100	12,200	Car Allowances	6,200	6,300	6,400	6,600
100	300	Public Transport	300	300	300	300
14,200	12,500	Transport Related Expenditure	6,500	6,600	6,700	6,900
12,000	10,000	Repair and Maintenance	10,200	10,400	10,600	10,800
12,000	10,000	Premises Related Expenditure	10,200	10,400	10,600	10,800
200	300	Communications and Computing	200	200	200	200
1,300	1,300	Equip Furniture and Materials	1,300	1,300	1,400	1,400
400	400	Expenses	400	400	400	400
100	100	General Office Supplies	100	100	100	100
3,500	5,500	Miscellaneous Expenses	3,600	3,600	3,700	3,800
51,300	32,500	Services	41,300	42,400	43,500	44,600
56,800	40,100	Supplies and Services	46,900	48,000	49,300	50,500
125,300	129,600	Recharges	135,700	139,600	143,300	146,400
125,300	129,600	Support Services	135,700	139,600	143,300	146,400
463,000	400,600	Total Expenditure	403,300	411,900	421,000	428,200
-26,500	-25,500	Customer Fees and Charges	-25,700	-25,800	-26,100	-26,300
-26,500	-25,500	Income	-25,700	-25,800	-26,100	-26,300
-26,500	-25,500	Total Income	-25,700	-25,800	-26,100	-26,300
436,500	375,100	Cost Centre Total	377,600	386,100	394,900	401,900

Emergency Planning

2015/16 Estimate £	2015/16 Revised £		2016/17 Estimate £	2017/18 Forecast £	2018/19 Forecast £	2019/20 Forecast £
29,700	29,700	Direct Employee Expenses	30,500	30,900	31,200	31,500
1,800	1,800	Indirect Employee Expenses	1,800	2,000	2,000	2,000
31,500	31,500	Employees	32,300	32,900	33,200	33,500
600	600	Car Allowances	600	600	600	600
100	100	Public Transport	100	100	100	100
700	700	Transport Related Expenditure	700	700	700	700
900	500	Communications and Computing	300	300	300	300
7,700	7,500	Equip Furniture and Materials	7,600	7,800	7,900	8,100
100	100	Expenses	100	100	100	100
300	300	General Office Supplies	300	300	300	300
19,800	19,600	Services	19,900	20,300	20,700	21,100
28,800	28,000	Supplies and Services	28,200	28,800	29,300	29,900
14,400	15,200	Recharges	16,200	16,600	16,900	17,200
14,400	15,200	Support Services	16,200	16,600	16,900	17,200
75,400	75,400	Total Expenditure	77,400	79,000	80,100	81,300
75,400	75,400	Cost Centre Total	77,400	79,000	80,100	81,300

SECTION : Environmental Health

Cemeteries - General

2015/16 Estimate £	2015/16 Revised £		2016/17 Estimate £	2017/18 Forecast £	2018/19 Forecast £	2019/20 Forecast £
163,700	164,000	Direct Employee Expenses	174,200	177,800	180,200	182,900
3,800	4,200	Indirect Employee Expenses	4,500	4,800	5,300	5,600
167,500	168,200	Employees	178,700	182,600	185,500	188,500
0	2,000	Contract Hire Operating Leases	0	0	0	0
15,200	8,400	Direct Transport Costs	8,300	8,300	8,400	8,700
3,500	3,500	Transport Insurance	3,900	4,200	4,600	4,900
18,700	13,900	Transport Related Expenditure	12,200	12,500	13,000	13,600
1,500	1,300	Cleaning and Domestic Supplies	1,300	1,300	1,400	1,400
900	700	Energy Costs	700	800	800	800
9,400	11,400	Grounds Maintenance Costs	9,500	9,700	10,000	10,100
800	800	Premises Insurance	900	1,000	1,000	1,100
16,900	17,100	Rates	17,500	18,000	18,500	19,000
3,100	3,100	Repair and Maintenance	3,100	3,200	3,300	3,300
5,200	4,100	Water Services	4,200	4,700	4,800	4,900
37,800	38,500	Premises Related Expenditure	37,200	38,700	39,800	40,600
1,000	1,000	Clothing Uniform and Laundry	1,000	1,000	1,100	1,100
1,800	1,800	Communications and Computing	1,700	1,800	1,800	1,800
8,600	8,100	Equip Furniture and Materials	8,200	8,400	8,500	8,800
8,200	8,000	Services	8,300	8,500	8,700	8,800
19,600	18,900	Supplies and Services	19,200	19,700	20,100	20,500
111,600	116,400	Recharges	123,100	125,700	128,300	130,600
111,600	116,400	Support Services	123,100	125,700	128,300	130,600
18,400	5,700	Depreciation	12,900	12,900	11,100	12,800
18,400	5,700	Capital Charges	12,900	12,900	11,100	12,800
373,600	361,600	Total Expenditure	383,300	392,100	397,800	406,600
-246,800	-259,200	Customer Fees and Charges	-262,800	-267,900	-273,100	-278,200
-246,800	-259,200	Income	-262,800	-267,900	-273,100	-278,200
-246,800	-259,200	Total Income	-262,800	-267,900	-273,100	-278,200
126,800	102,400	Cost Centre Total	120,500	124,200	124,700	128,400

SECTION : GF Housing

Contribution to Housing Revenue Account

2015/16 Estimate £	2015/16 Revised £		2016/17 Estimate £	2017/18 Forecast £	2018/19 Forecast £	2019/20 Forecast £
80,700	119,700	Grants and Subscriptions	108,200	95,900	96,500	97,500
80,700	119,700	Supplies and Services	108,200	95,900	96,500	97,500
80,700	119,700	Total Expenditure	108,200	95,900	96,500	97,500
80,700	119,700	Cost Centre Total	108,200	95,900	96,500	97,500

2015/16
Estimate
£

2015/16
Revised
£

2016/17
Estimate
£

2017/18
Forecast
£

2018/19
Forecast
£

2019/20
Forecast
£

SECTION : GF Housing

Mellishaw Park

8,800	8,900	Direct Employee Expenses	9,200	9,600	9,900	10,200
200	200	Indirect Employee Expenses	200	200	300	300
9,000	9,100	Employees	9,400	9,800	10,200	10,500
17,400	12,000	Energy Costs	12,500	13,100	13,300	13,600
1,100	1,100	Grounds Maintenance Costs	1,100	1,100	1,100	1,100
200	200	Rates	200	200	200	200
12,900	13,500	Repair and Maintenance	13,700	14,000	14,200	14,500
9,100	7,600	Water Services	7,700	7,900	8,000	8,200
40,700	34,400	Premises Related Expenditure	35,200	36,300	36,800	37,600
800	200	Communications and Computing	200	200	200	200
200	200	General Office Supplies	200	200	200	200
1,300	1,300	Services	1,300	1,300	1,400	1,400
2,300	1,700	Supplies and Services	1,700	1,700	1,800	1,800
16,200	26,000	Recharges	26,000	26,000	26,000	26,000
16,200	26,000	Support Services	26,000	26,000	26,000	26,000
68,200	71,200	Total Expenditure	72,300	73,800	74,800	75,900
-58,900	-61,400	Customer Fees and Charges	-60,900	-60,500	-59,900	-59,400
-10,100	-9,800	Other Grants and Contributions	-11,400	-13,200	-14,900	-16,500
-69,000	-71,200	Income	-72,300	-73,700	-74,800	-75,900
-69,000	-71,200	Total Income	-72,300	-73,700	-74,800	-75,900
-800	0	Cost Centre Total	0	100	0	0

Community Safety Partnership (CSP)

27,100	26,500	Direct Employee Expenses	29,100	30,600	32,100	33,500
200	200	Indirect Employee Expenses	200	200	300	300
27,300	26,700	Employees	29,300	30,800	32,400	33,800
0	100	Public Transport	100	100	100	100
0	100	Transport Related Expenditure	100	100	100	100
0	100	Expenses	100	100	100	100
26,600	51,900	Grants and Subscriptions	14,900	15,200	15,500	15,800
26,600	52,000	Supplies and Services	15,000	15,300	15,600	15,900
53,900	78,800	Total Expenditure	44,400	46,200	48,100	49,800
0	-25,300	Other Grants and Contributions	0	0	0	0
0	-25,300	Income	0	0	0	0
0	-25,300	Total Income	0	0	0	0
53,900	53,500	Cost Centre Total	44,400	46,200	48,100	49,800

Children & Young People

16,300	14,800	Direct Employee Expenses	15,600	16,300	16,500	16,600
100	100	Indirect Employee Expenses	100	100	100	100
16,400	14,900	Employees	15,700	16,400	16,600	16,700
100	100	Car Allowances	100	100	100	100
100	100	Transport Related Expenditure	100	100	100	100
2,300	6,800	Services	1,500	1,600	1,600	1,600
2,300	6,800	Supplies and Services	1,500	1,600	1,600	1,600
18,800	21,800	Total Expenditure	17,300	18,100	18,300	18,400
0	-4,300	Other Grants and Contributions	0	0	0	0
0	-4,300	Income	0	0	0	0
0	-4,300	Total Income	0	0	0	0
18,800	17,500	Cost Centre Total	17,300	18,100	18,300	18,400

2015/16 Estimate £	2015/16 Revised £
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2016/17 Estimate £	2017/18 Forecast £	2018/19 Forecast £	2019/20 Forecast £
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SECTION : Sport and Leisure

Sport & Leisure Mgt & Admin

99,000	110,400	Direct Employee Expenses	98,200	99,200	100,400	101,500
16,200	15,600	Indirect Employee Expenses	16,100	16,300	16,700	17,100
115,200	126,000	Employees	114,300	115,500	117,100	118,600
3,100	1,100	Car Allowances	1,100	1,100	1,200	1,200
2,200	4,200	Public Transport	4,300	4,300	4,400	4,500
5,300	5,300	Transport Related Expenditure	5,400	5,400	5,600	5,700
1,200	1,200	Cleaning and Domestic Supplies	1,200	1,200	1,300	1,300
2,100	0	Premises Insurance	0	0	0	0
2,000	0	Rates	0	0	0	0
5,300	1,200	Premises Related Expenditure	1,200	1,200	1,300	1,300
24,500	23,300	Communications and Computing	23,300	23,900	24,200	24,800
2,400	2,400	Equip Furniture and Materials	2,400	2,500	2,500	2,500
100	100	Expenses	100	100	100	100
14,000	8,500	General Office Supplies	8,000	8,100	8,100	8,300
2,500	2,000	Grants and Subscriptions	2,500	2,600	2,600	2,700
1,500	500	Miscellaneous Expenses	500	500	500	500
2,900	2,900	Services	2,900	3,000	3,100	3,100
47,900	39,700	Supplies and Services	39,700	40,700	41,100	42,000
282,500	271,600	Recharges	279,000	287,600	290,300	296,900
282,500	271,600	Support Services	279,000	287,600	290,300	296,900
456,200	443,800	Total Expenditure	439,600	450,400	455,400	464,500
-456,200	-443,800	Recharges	-440,500	-451,300	-456,400	-465,500
-456,200	-443,800	Income	-440,500	-451,300	-456,400	-465,500
-456,200	-443,800	Total Income	-440,500	-451,300	-456,400	-465,500
0	0	Cost Centre Total	-900	-900	-1,000	-1,000

Community Development Partnership

45,400	45,400	Miscellaneous Expenses	46,100	47,000	47,900	48,800
45,400	45,400	Supplies and Services	46,100	47,000	47,900	48,800
45,400	45,400	Total Expenditure	46,100	47,000	47,900	48,800
-25,100	-25,100	Other Grants and Contributions	-25,100	-25,100	-25,100	-25,100
-25,100	-25,100	Income	-25,100	-25,100	-25,100	-25,100
-25,100	-25,100	Total Income	-25,100	-25,100	-25,100	-25,100
20,300	20,300	Cost Centre Total	21,000	21,900	22,800	23,700

Youth Games

0	100	Contract Hire Operating Leases	0	0	0	0
0	30,900	Public Transport	0	0	0	0
0	31,000	Transport Related Expenditure	0	0	0	0
0	7,200	Clothing Uniform and Laundry	0	0	0	0
0	600	Expenses	0	0	0	0
0	300	General Office Supplies	0	0	0	0
11,800	1,500	Miscellaneous Expenses	12,000	54,000	12,400	12,700
0	400	Services	0	0	0	0
11,800	10,000	Supplies and Services	12,000	54,000	12,400	12,700
11,800	41,000	Total Expenditure	12,000	54,000	12,400	12,700
0	-16,500	Other Grants and Contributions	0	0	0	0
0	-16,500	Income	0	0	0	0
0	-16,500	Total Income	0	0	0	0
11,800	24,500	Cost Centre Total	12,000	54,000	12,400	12,700

2015/16 Estimate £	2015/16 Revised £
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2016/17 Estimate £	2017/18 Forecast £	2018/19 Forecast £	2019/20 Forecast £
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SECTION : Sport and Leisure**Holiday Activities Programme**

2015/16 Estimate £	2015/16 Revised £		2016/17 Estimate £	2017/18 Forecast £	2018/19 Forecast £	2019/20 Forecast £
10,600	14,600	Services	10,800	11,000	11,200	11,400
10,600	14,600	Supplies and Services	10,800	11,000	11,200	11,400
10,600	14,600	Total Expenditure	10,800	11,000	11,200	11,400
-8,500	-17,000	Customer Fees and Charges	-17,300	-17,600	-17,900	-18,300
-8,500	-17,000	Income	-17,300	-17,600	-17,900	-18,300
-8,500	-17,000	Total Income	-17,300	-17,600	-17,900	-18,300
2,100	-2,400	Cost Centre Total	-6,500	-6,600	-6,700	-6,900

Sports & Physical Activity

89,900	89,900	Direct Employee Expenses	92,100	92,900	93,800	94,700
2,100	1,800	Indirect Employee Expenses	2,000	2,200	2,300	2,500
92,000	91,700	Employees	94,100	95,100	96,100	97,200
11,600	8,000	Contract Hire Operating Leases	8,200	8,400	8,600	8,900
4,500	4,500	Direct Transport Costs	4,300	4,300	4,300	4,400
2,600	1,800	Transport Insurance	2,000	2,200	2,300	2,500
18,700	14,300	Transport Related Expenditure	14,500	14,900	15,200	15,800
100	100	Premises Insurance	100	100	100	100
100	100	Premises Related Expenditure	100	100	100	100
1,000	1,000	Clothing Uniform and Laundry	1,000	1,000	1,000	1,000
600	900	Communications and Computing	500	500	500	500
6,400	6,400	Equip Furniture and Materials	6,500	6,600	6,800	6,900
100	100	Expenses	100	100	100	100
2,600	2,600	Services	2,600	2,700	2,700	2,800
10,700	11,000	Supplies and Services	10,700	10,900	11,100	11,300
59,100	58,100	Recharges	58,500	59,800	60,900	62,000
59,100	58,100	Support Services	58,500	59,800	60,900	62,000
180,600	175,200	Total Expenditure	177,900	180,800	183,400	186,400
-8,800	-8,800	Customer Fees and Charges	-8,900	-9,100	-9,300	-9,500
-8,800	-8,800	Income	-8,900	-9,100	-9,300	-9,500
-8,800	-8,800	Total Income	-8,900	-9,100	-9,300	-9,500
171,800	166,400	Cost Centre Total	169,000	171,700	174,100	176,900

William Smith Festival

1,000	1,000	Equip Furniture and Materials	1,000	1,000	1,100	1,100
1,000	1,000	Supplies and Services	1,000	1,000	1,100	1,100
1,000	1,000	Total Expenditure	1,000	1,000	1,100	1,100
-200	-200	Interest	-200	-200	-200	-200
-200	-200	Income	-200	-200	-200	-200
-200	-200	Total Income	-200	-200	-200	-200
800	800	Cost Centre Total	800	800	900	900

Community Leisure Projects

4,300	4,300	Services	4,400	4,500	4,500	4,600
4,300	4,300	Supplies and Services	4,400	4,500	4,500	4,600
4,300	4,300	Total Expenditure	4,400	4,500	4,500	4,600
-4,300	-4,300	Customer Fees and Charges	-4,400	-4,500	-4,500	-4,600
-4,300	-4,300	Income	-4,400	-4,500	-4,500	-4,600
-4,300	-4,300	Total Income	-4,400	-4,500	-4,500	-4,600
0	0	Cost Centre Total	0	0	0	0

SECTION : Sport and Leisure

Sport & Play

46,500	46,500	Direct Employee Expenses	48,000	48,800	48,800	48,800
800	1,000	Indirect Employee Expenses	1,000	1,000	1,000	1,000
47,300	47,500	Employees	49,000	49,800	49,800	49,800
3,100	3,100	Contract Hire Operating Leases	3,100	3,200	3,300	3,300
800	800	Direct Transport Costs	800	800	800	800
800	900	Transport Insurance	900	900	900	900
4,700	4,800	Transport Related Expenditure	4,800	4,900	5,000	5,000
500	500	Equip Furniture and Materials	500	500	500	500
500	500	Supplies and Services	500	500	500	500
52,500	52,800	Total Expenditure	54,300	55,200	55,300	55,300
-500	-500	Other Grants and Contributions	-500	-500	-500	-500
-500	-500	Income	-500	-500	-500	-500
-500	-500	Total Income	-500	-500	-500	-500
52,000	52,300	Cost Centre Total	53,800	54,700	54,800	54,800

Strand 2 - Exercise Referral Project

74,500	81,500	Direct Employee Expenses	0	0	0	0
0	23,100	Indirect Employee Expenses	0	0	0	0
74,500	104,600	Employees	0	0	0	0
0	700	Car Allowances	0	0	0	0
0	100	Public Transport	0	0	0	0
0	800	Transport Related Expenditure	0	0	0	0
0	1,000	Clothing Uniform and Laundry	0	0	0	0
0	200	Communications and Computing	0	0	0	0
0	12,000	Equip Furniture and Materials	0	0	0	0
35,500	0	Expenses	0	0	0	0
0	1,200	General Office Supplies	0	0	0	0
0	13,000	Services	0	0	0	0
35,500	27,400	Supplies and Services	0	0	0	0
110,000	132,800	Total Expenditure	0	0	0	0
-110,000	-132,800	Other Grants and Contributions	0	0	0	0
-110,000	-132,800	Income	0	0	0	0
-110,000	-132,800	Total Income	0	0	0	0
0	0	Cost Centre Total	0	0	0	0

Community Physical Activity

0	3,100	Indirect Employee Expenses	0	0	0	0
0	3,100	Employees	0	0	0	0
0	2,100	Equip Furniture and Materials	0	0	0	0
0	3,200	Services	0	0	0	0
0	5,300	Supplies and Services	0	0	0	0
0	200	Recharges	0	0	0	0
0	200	Support Services	0	0	0	0
0	8,600	Total Expenditure	0	0	0	0
0	-9,900	Other Grants and Contributions	0	0	0	0
0	-9,900	Income	0	0	0	0
0	-9,900	Total Income	0	0	0	0
0	-1,300	Cost Centre Total	0	0	0	0

SECTION : Sport and Leisure

Salt Ayre Sports Centre

2015/16 Estimate £	2015/16 Revised £		2016/17 Estimate £	2017/18 Forecast £	2018/19 Forecast £	2019/20 Forecast £
796,500	766,200	Direct Employee Expenses	849,100	872,700	894,000	915,200
17,800	17,600	Indirect Employee Expenses	18,200	19,200	20,200	21,200
814,300	783,800	Employees	867,300	891,900	914,200	936,400
200	0	Car Allowances	0	0	0	0
2,000	0	Contract Hire Operating Leases	0	0	0	0
15,000	12,100	Direct Transport Costs	12,300	12,500	12,700	13,000
900	900	Transport Insurance	1,000	1,100	1,200	1,300
18,100	13,000	Transport Related Expenditure	13,300	13,600	13,900	14,300
15,900	15,900	Cleaning and Domestic Supplies	16,200	16,500	16,800	17,100
197,600	241,800	Energy Costs	212,200	216,400	222,600	228,800
9,600	11,800	Premises Insurance	13,000	14,200	15,300	16,500
212,300	226,400	Rates	231,400	238,200	245,200	252,200
70,500	110,600	Repair and Maintenance	73,600	74,900	76,500	77,900
77,300	75,200	Water Services	78,400	80,000	81,500	83,200
583,200	681,700	Premises Related Expenditure	624,800	640,200	657,900	675,700
13,300	7,300	Catering	7,400	7,600	7,700	7,800
6,500	6,500	Clothing Uniform and Laundry	6,600	6,700	6,900	7,000
2,300	1,900	Communications and Computing	1,900	2,000	2,000	2,000
114,500	131,900	Equip Furniture and Materials	133,300	135,900	138,300	140,900
10,900	13,300	General Office Supplies	11,500	11,300	11,400	11,400
11,200	0	Grants and Subscriptions	0	0	0	0
89,200	111,100	Services	102,800	104,500	106,700	108,600
247,900	272,000	Supplies and Services	263,500	268,000	273,000	277,700
299,500	295,300	Recharges	304,400	308,800	318,600	326,600
299,500	295,300	Support Services	304,400	308,800	318,600	326,600
421,700	686,400	Depreciation	686,400	687,900	684,700	686,200
421,700	686,400	Capital Charges	686,400	687,900	684,700	686,200
2,384,700	2,732,200	Total Expenditure	2,759,700	2,810,400	2,862,300	2,916,900
-1,008,800	-1,093,500	Customer Fees and Charges	-1,092,500	-1,114,200	-1,135,800	-1,157,400
-1,008,800	-1,093,500	Income	-1,092,500	-1,114,200	-1,135,800	-1,157,400
-1,008,800	-1,093,500	Total Income	-1,092,500	-1,114,200	-1,135,800	-1,157,400
1,375,900	1,638,700	Cost Centre Total	1,667,200	1,696,200	1,726,500	1,759,500

2015/16 Estimate £	2015/16 Revised £
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2016/17 Estimate £	2017/18 Forecast £	2018/19 Forecast £	2019/20 Forecast £
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SECTION : Sport and Leisure

Hornby Swimming Pool

89,800	88,700	Direct Employee Expenses	93,800	95,300	96,700	97,400
1,800	2,200	Indirect Employee Expenses	2,300	2,400	2,500	2,600
91,600	90,900	Employees	96,100	97,700	99,200	100,000
100	100	Car Allowances	100	100	100	100
6,000	7,600	Direct Transport Costs	7,700	7,900	8,000	8,200
6,100	7,700	Transport Related Expenditure	7,800	8,000	8,100	8,300
23,100	19,200	Energy Costs	19,600	20,000	20,600	21,200
4,700	4,700	Rates	4,800	4,900	5,100	5,200
2,200	2,200	Rents	2,200	2,300	2,300	2,400
9,800	9,800	Water Services	9,900	10,200	10,400	10,600
39,800	35,900	Premises Related Expenditure	36,500	37,400	38,400	39,400
300	300	Clothing Uniform and Laundry	300	300	300	300
5,700	5,600	Equip Furniture and Materials	5,600	5,700	5,900	6,000
1,400	1,400	General Office Supplies	1,400	1,400	1,300	1,300
1,100	2,300	Services	600	600	600	600
8,500	9,600	Supplies and Services	7,900	8,000	8,100	8,200
11,800	10,300	Recharges	10,600	10,700	11,100	11,400
11,800	10,300	Support Services	10,600	10,700	11,100	11,400
157,800	154,400	Total Expenditure	158,900	161,800	164,900	167,300
-80,600	-70,100	Customer Fees and Charges	-71,200	-72,600	-74,000	-75,400
-80,600	-70,100	Income	-71,200	-72,600	-74,000	-75,400
-80,600	-70,100	Total Income	-71,200	-72,600	-74,000	-75,400
77,200	84,300	Cost Centre Total	87,700	89,200	90,900	91,900

Carnforth Swimming Pool

102,300	101,000	Direct Employee Expenses	106,400	109,000	110,600	112,300
2,400	2,200	Indirect Employee Expenses	2,300	2,400	2,700	2,800
104,700	103,200	Employees	108,700	111,400	113,300	115,100
12,900	11,900	Direct Transport Costs	12,100	12,300	12,600	12,800
12,900	11,900	Transport Related Expenditure	12,100	12,300	12,600	12,800
23,500	17,000	Energy Costs	17,600	18,200	18,600	19,200
11,000	11,000	Rates	11,200	11,600	11,900	12,300
2,400	2,400	Rents	2,400	2,500	2,500	2,600
7,300	7,400	Water Services	7,500	7,600	7,900	8,000
44,200	37,800	Premises Related Expenditure	38,700	39,900	40,900	42,100
400	400	Clothing Uniform and Laundry	400	400	400	400
900	600	Communications and Computing	600	600	600	600
7,200	7,800	Equip Furniture and Materials	7,400	7,700	7,800	7,900
0	200	General Office Supplies	100	100	100	100
1,000	1,700	Services	400	400	400	400
9,500	10,700	Supplies and Services	8,900	9,200	9,300	9,400
9,300	8,300	Recharges	8,500	8,600	8,900	9,100
9,300	8,300	Support Services	8,500	8,600	8,900	9,100
180,600	171,900	Total Expenditure	176,900	181,400	185,000	188,500
-119,400	-120,000	Customer Fees and Charges	-121,800	-124,200	-126,600	-129,000
-119,400	-120,000	Income	-121,800	-124,200	-126,600	-129,000
-119,400	-120,000	Total Income	-121,800	-124,200	-126,600	-129,000
61,200	51,900	Cost Centre Total	55,100	57,200	58,400	59,500

2015/16 Estimate £	2015/16 Revised £
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2016/17 Estimate £	2017/18 Forecast £	2018/19 Forecast £	2019/20 Forecast £
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SECTION : Sport and Leisure**Heysham Swimming Pool**

2015/16 Estimate £	2015/16 Revised £		2016/17 Estimate £	2017/18 Forecast £	2018/19 Forecast £	2019/20 Forecast £
112,700	116,200	Direct Employee Expenses	119,800	123,000	125,800	129,200
2,800	1,600	Indirect Employee Expenses	1,700	1,800	1,900	2,000
115,500	117,800	Employees	121,500	124,800	127,700	131,200
18,000	16,400	Direct Transport Costs	16,600	17,000	17,300	17,600
18,000	16,400	Transport Related Expenditure	16,600	17,000	17,300	17,600
31,900	30,000	Energy Costs	30,600	31,100	32,000	33,000
17,100	16,600	Rates	17,000	17,500	18,000	18,500
2,400	2,400	Rents	2,400	2,500	2,500	2,600
9,600	11,100	Water Services	9,600	9,900	10,100	10,200
61,000	60,100	Premises Related Expenditure	59,600	61,000	62,600	64,300
300	300	Clothing Uniform and Laundry	300	300	300	300
400	400	Communications and Computing	400	400	400	400
18,100	18,800	Equip Furniture and Materials	18,200	18,700	19,100	19,500
400	700	General Office Supplies	600	600	500	500
2,500	2,000	Services	1,400	1,400	1,500	1,500
21,700	22,200	Supplies and Services	20,900	21,400	21,800	22,200
9,300	8,000	Recharges	8,300	8,400	8,700	8,900
9,300	8,000	Support Services	8,300	8,400	8,700	8,900
225,500	224,500	Total Expenditure	226,900	232,600	238,100	244,200
-164,500	-168,900	Customer Fees and Charges	-171,400	-174,800	-178,200	-181,600
-164,500	-168,900	Income	-171,400	-174,800	-178,200	-181,600
-164,500	-168,900	Total Income	-171,400	-174,800	-178,200	-181,600
61,000	55,600	Cost Centre Total	55,500	57,800	59,900	62,600

Playschemes

2015/16 Estimate £	2015/16 Revised £		2016/17 Estimate £	2017/18 Forecast £	2018/19 Forecast £	2019/20 Forecast £
22,800	22,400	Services	23,100	23,600	24,100	24,500
22,800	22,400	Supplies and Services	23,100	23,600	24,100	24,500
22,800	22,400	Total Expenditure	23,100	23,600	24,100	24,500
22,800	22,400	Cost Centre Total	23,100	23,600	24,100	24,500

Youth Games Reserve

2015/16 Estimate £	2015/16 Revised £		2016/17 Estimate £	2017/18 Forecast £	2018/19 Forecast £	2019/20 Forecast £
15,000	15,000	Appropriations	15,000	15,000	15,000	15,000
15,000	15,000	Appropriations	15,000	15,000	15,000	15,000
15,000	15,000	Total Expenditure	15,000	15,000	15,000	15,000
0	-3,600	Appropriations	0	-41,800	0	0
0	-3,600	Appropriations	0	-41,800	0	0
0	-3,600	Total Income	0	-41,800	0	0
15,000	11,400	Cost Centre Total	15,000	-26,800	15,000	15,000

2015/16 Estimate £	2015/16 Revised £
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2016/17 Estimate £	2017/18 Forecast £	2018/19 Forecast £	2019/20 Forecast £
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SECTION : Strategic Housing**Strategic Housing Mgt & Admin**

2015/16 Estimate £	2015/16 Revised £		2016/17 Estimate £	2017/18 Forecast £	2018/19 Forecast £	2019/20 Forecast £
191,700	202,500	Direct Employee Expenses	199,000	201,100	203,100	205,200
3,200	3,300	Indirect Employee Expenses	3,500	3,800	3,900	4,100
194,900	205,800	Employees	202,500	204,900	207,000	209,300
3,500	1,900	Car Allowances	1,400	1,400	1,500	1,500
100	100	Public Transport	100	100	100	100
3,600	2,000	Transport Related Expenditure	1,500	1,500	1,600	1,600
900	600	Communications and Computing Expenses	300	300	300	300
200	0		0	0	0	0
1,000	1,100	General Office Supplies	1,100	1,100	1,000	1,000
2,100	1,700	Supplies and Services	1,400	1,400	1,300	1,300
131,100	127,600	Recharges	130,300	133,800	137,300	140,800
131,100	127,600	Support Services	130,300	133,800	137,300	140,800
331,700	337,100	Total Expenditure	335,700	341,600	347,200	353,000
0	-100	Customer Fees and Charges	0	0	0	0
-331,700	-337,000	Recharges	-336,000	-341,900	-347,600	-353,400
-331,700	-337,100	Income	-336,000	-341,900	-347,600	-353,400
-331,700	-337,100	Total Income	-336,000	-341,900	-347,600	-353,400
0	0	Cost Centre Total	-300	-300	-400	-400

Housing Options - Housing Advice

2015/16 Estimate £	2015/16 Revised £		2016/17 Estimate £	2017/18 Forecast £	2018/19 Forecast £	2019/20 Forecast £
185,700	179,100	Direct Employee Expenses	220,300	155,200	157,300	159,400
2,400	2,400	Indirect Employee Expenses	2,400	2,500	2,700	2,800
188,100	181,500	Employees	222,700	157,700	160,000	162,200
500	1,500	Car Allowances	1,500	500	500	500
1,500	1,500	Public Transport	1,500	1,600	1,600	1,600
2,000	3,000	Transport Related Expenditure	3,000	2,100	2,100	2,100
600	500	Communications and Computing	300	300	300	300
500	1,500	Equip Furniture and Materials	1,500	500	500	500
100	0	Expenses	0	0	0	0
91,600	62,600	Miscellaneous Expenses	85,200	89,600	89,600	89,600
43,200	27,000	Services	27,400	28,000	28,500	29,100
136,000	91,600	Supplies and Services	114,400	118,400	118,900	119,500
161,500	177,500	Recharges	178,900	183,100	187,100	190,900
161,500	177,500	Support Services	178,900	183,100	187,100	190,900
487,600	453,600	Total Expenditure	519,000	461,300	468,100	474,700
0	-13,000	Government Grants	-12,600	0	0	0
-30,500	-42,400	Other Grants and Contributions	-61,900	-19,400	-19,400	-19,400
-30,500	-55,400	Income	-74,500	-19,400	-19,400	-19,400
-30,500	-55,400	Total Income	-74,500	-19,400	-19,400	-19,400
457,100	398,200	Cost Centre Total	444,500	441,900	448,700	455,300

Family Intervention Project

2015/16 Estimate £	2015/16 Revised £		2016/17 Estimate £	2017/18 Forecast £	2018/19 Forecast £	2019/20 Forecast £
14,200	0	Recharges	0	0	0	0
14,200	0	Support Services	0	0	0	0
14,200	0	Total Expenditure	0	0	0	0
14,200	0	Cost Centre Total	0	0	0	0

2015/16
Estimate
£

2015/16
Revised
£

2016/17
Estimate
£

2017/18
Forecast
£

2018/19
Forecast
£

2019/20
Forecast
£

SECTION : Strategic Housing

Home Improvement Team

0	126,600	Direct Employee Expenses	132,300	134,200	136,900	200
0	2,600	Indirect Employee Expenses	2,900	3,100	41,400	0
0	129,200	Employees	135,200	137,300	178,300	200
0	3,000	Car Allowances	3,000	3,100	2,200	0
0	10,800	Contract Hire Operating Leases	11,000	11,200	11,400	0
0	3,200	Direct Transport Costs	3,100	3,000	3,100	0
0	2,600	Transport Insurance	2,900	3,100	3,400	0
0	19,600	Transport Related Expenditure	20,000	20,400	20,100	0
0	400	Clothing Uniform and Laundry	300	300	100	0
0	700	Communications and Computing	700	700	300	0
0	15,000	Equip Furniture and Materials	19,000	19,100	7,000	0
164,500	111,100	Miscellaneous Expenses	6,000	6,000	2,000	103,900
0	5,300	Services	0	0	0	0
164,500	132,500	Supplies and Services	26,000	26,100	9,400	103,900
140,200	142,100	Recharges	143,600	146,800	150,000	152,900
140,200	142,100	Support Services	143,600	146,800	150,000	152,900
0	6,000	Amortisation of Def Chgs	0	0	0	0
0	6,000	Capital Charges	0	0	0	0
304,700	429,400	Total Expenditure	324,800	330,600	357,800	257,000
-20,000	-26,000	Customer Fees and Charges	-34,200	-84,700	-96,900	0
-3,300	-96,500	Government Grants	-5,500	0	0	0
-141,200	-158,800	Other Grants and Contributions	-141,000	-98,900	-110,700	-103,900
-164,500	-281,300	Income	-180,700	-183,600	-207,600	-103,900
-164,500	-281,300	Total Income	-180,700	-183,600	-207,600	-103,900
140,200	148,100	Cost Centre Total	144,100	147,000	150,200	153,100

Home Improvements

88,900	89,200	Direct Employee Expenses	91,000	92,100	93,300	94,300
800	800	Indirect Employee Expenses	900	1,000	1,000	1,100
89,700	90,000	Employees	91,900	93,100	94,300	95,400
5,200	6,200	Car Allowances	3,000	3,100	3,200	3,200
5,200	6,200	Transport Related Expenditure	3,000	3,100	3,200	3,200
700	700	Communications and Computing	400	400	400	400
100	100	Expenses	100	100	100	100
800	800	Supplies and Services	500	500	500	500
4,500	4,300	Recharges	5,100	5,100	5,200	5,300
4,500	4,300	Support Services	5,100	5,100	5,200	5,300
783,000	600,000	Amortisation of Def Chgs	1,168,000	783,000	783,000	783,000
783,000	600,000	Capital Charges	1,168,000	783,000	783,000	783,000
883,200	701,300	Total Expenditure	1,268,500	884,800	886,200	887,400
-783,000	-600,000	Capital Related Income	-1,168,000	-783,000	-783,000	-783,000
-783,000	-600,000	Capital Financing Income	-1,168,000	-783,000	-783,000	-783,000
-79,500	-72,000	Customer Fees and Charges	-79,700	-79,700	-79,700	-79,700
-79,500	-72,000	Income	-79,700	-79,700	-79,700	-79,700
-862,500	-672,000	Total Income	-1,247,700	-862,700	-862,700	-862,700
20,700	29,300	Cost Centre Total	20,800	22,100	23,500	24,700

SECTION : Strategic Housing

Private Rented Sector Activity

2015/16 Estimate £	2015/16 Revised £		2016/17 Estimate £	2017/18 Forecast £	2018/19 Forecast £	2019/20 Forecast £
125,200	120,800	Direct Employee Expenses	123,800	127,400	131,000	133,400
1,000	1,100	Indirect Employee Expenses	1,200	1,300	1,400	1,500
126,200	121,900	Employees	125,000	128,700	132,400	134,900
7,200	8,500	Car Allowances	4,700	4,800	4,900	4,900
0	100	Public Transport	100	100	100	100
7,200	8,600	Transport Related Expenditure	4,800	4,900	5,000	5,000
400	700	Communications and Computing	500	500	500	500
500	300	Equip Furniture and Materials	300	300	300	300
200	100	Expenses	100	100	100	100
1,300	6,300	Services	1,300	1,300	1,400	1,400
2,400	7,400	Supplies and Services	2,200	2,200	2,300	2,300
136,400	138,300	Recharges	139,600	142,700	145,700	148,600
136,400	138,300	Support Services	139,600	142,700	145,700	148,600
272,200	276,200	Total Expenditure	271,600	278,500	285,400	290,800
-14,800	-27,900	Customer Fees and Charges	-24,300	-75,900	-26,400	-31,100
-14,800	-27,900	Income	-24,300	-75,900	-26,400	-31,100
-14,800	-27,900	Total Income	-24,300	-75,900	-26,400	-31,100
257,400	248,300	Cost Centre Total	247,300	202,600	259,000	259,700

Transformation Change

0	13,800	Direct Employee Expenses	58,500	47,800	0	0
0	0	Indirect Employee Expenses	2,000	1,000	0	0
0	13,800	Employees	60,500	48,800	0	0
0	1,200	Car Allowances	2,300	1,200	0	0
0	100	Public Transport	100	100	0	0
0	1,300	Transport Related Expenditure	2,400	1,300	0	0
0	200	Clothing Uniform and Laundry	300	0	0	0
0	300	Communications and Computing	900	400	0	0
0	800	Equip Furniture and Materials	500	100	0	0
0	0	Expenses	100	100	0	0
0	0	General Office Supplies	500	0	0	0
0	0	Services	48,700	19,000	0	0
0	1,300	Supplies and Services	51,000	19,600	0	0
0	16,400	Total Expenditure	113,900	69,700	0	0
0	-16,400	Government Grants	-113,900	-69,700	0	0
0	-16,400	Income	-113,900	-69,700	0	0
0	-16,400	Total Income	-113,900	-69,700	0	0
0	0	Cost Centre Total	0	0	0	0

Homelessness Support

0	30,000	Appropriations	0	0	0	0
0	30,000	Appropriations	0	0	0	0
0	30,000	Total Expenditure	0	0	0	0
0	-1,200	Appropriations	-10,200	0	0	0
0	-1,200	Appropriations	-10,200	0	0	0
0	-1,200	Total Income	-10,200	0	0	0
0	28,800	Cost Centre Total	-10,200	0	0	0

SECTION : Service Support

Regeneration & Planning Management & Administration

297,700	313,900	Direct Employee Expenses	313,200	318,000	320,700	324,200
4,500	4,600	Indirect Employee Expenses	7,100	7,400	7,800	8,200
302,200	318,500	Employees	320,300	325,400	328,500	332,400
2,000	1,200	Car Allowances	1,200	1,200	1,300	1,300
400	400	Public Transport	400	400	400	400
2,400	1,600	Transport Related Expenditure	1,600	1,600	1,700	1,700
200	1,000	Premises Insurance	1,100	1,200	1,300	1,400
200	1,000	Premises Related Expenditure	1,100	1,200	1,300	1,400
100	0	Clothing Uniform and Laundry	100	100	100	100
42,700	46,000	Communications and Computing	46,200	47,000	47,900	48,800
900	600	Equip Furniture and Materials	900	900	900	1,000
200	100	Expenses	1,000	1,000	1,000	1,100
9,000	9,600	General Office Supplies	8,500	8,400	8,300	8,200
3,300	3,700	Grants and Subscriptions	3,800	3,800	3,900	4,000
0	100	Miscellaneous Expenses	100	100	100	100
35,200	24,300	Services	15,400	15,700	16,000	16,300
91,400	84,400	Supplies and Services	76,000	77,000	78,200	79,600
399,400	376,200	Recharges	382,100	393,100	403,100	412,800
399,400	376,200	Support Services	382,100	393,100	403,100	412,800
795,600	781,700	Total Expenditure	781,100	798,300	812,800	827,900
-200	0	Customer Fees and Charges	0	0	0	0
-20,000	-1,000	Other Grants and Contributions	-1,000	-1,000	-1,000	-1,000
-775,400	-780,700	Recharges	-781,300	-798,600	-813,300	-828,500
-795,600	-781,700	Income	-782,300	-799,600	-814,300	-829,500
-795,600	-781,700	Total Income	-782,300	-799,600	-814,300	-829,500
0	0	Cost Centre Total	-1,200	-1,300	-1,500	-1,600

Conservation & Environment - General

44,900	31,100	Grants and Subscriptions	40,000	40,400	39,900	40,400
44,900	31,100	Supplies and Services	40,000	40,400	39,900	40,400
16,300	16,400	Recharges	16,400	17,000	17,300	17,600
16,300	16,400	Support Services	16,400	17,000	17,300	17,600
61,200	47,500	Total Expenditure	56,400	57,400	57,200	58,000
61,200	47,500	Cost Centre Total	56,400	57,400	57,200	58,000

Local Nature Reserve

6,300	5,300	Direct Employee Expenses	6,500	6,700	6,900	6,900
6,300	5,300	Employees	6,500	6,700	6,900	6,900
11,700	13,300	Grounds Maintenance Costs	1,400	0	0	0
11,700	13,300	Premises Related Expenditure	1,400	0	0	0
18,000	18,600	Total Expenditure	7,900	6,700	6,900	6,900
-12,600	-14,200	Other Grants and Contributions	-1,400	0	0	0
-12,600	-14,200	Income	-1,400	0	0	0
-12,600	-14,200	Total Income	-1,400	0	0	0
5,400	4,400	Cost Centre Total	6,500	6,700	6,900	6,900

2015/16 Estimate £	2015/16 Revised £
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2016/17 Estimate £	2017/18 Forecast £	2018/19 Forecast £	2019/20 Forecast £
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SECTION : Development Management**Building Control Mgmt & Admin**

2015/16 Estimate £	2015/16 Revised £		2016/17 Estimate £	2017/18 Forecast £	2018/19 Forecast £	2019/20 Forecast £
106,400	63,600	Direct Employee Expenses	109,700	110,800	111,800	113,000
2,400	1,700	Indirect Employee Expenses	1,800	1,900	2,000	2,200
108,800	65,300	Employees	111,500	112,700	113,800	115,200
9,600	9,600	Car Allowances	8,000	8,200	8,300	8,500
100	100	Public Transport	100	100	100	100
9,700	9,700	Transport Related Expenditure	8,100	8,300	8,400	8,600
200	200	Clothing Uniform and Laundry	200	200	200	200
700	200	Communications and Computing	600	600	600	600
100	100	Equip Furniture and Materials	100	100	100	100
200	100	Expenses	100	100	100	100
2,100	1,800	General Office Supplies	1,700	1,800	1,800	1,800
3,400	3,200	Grants and Subscriptions	3,200	3,300	3,400	3,400
8,200	71,800	Services	8,300	8,500	8,700	8,800
14,900	77,400	Supplies and Services	14,200	14,600	14,900	15,000
94,700	93,800	Recharges	94,500	97,700	101,000	103,600
94,700	93,800	Support Services	94,500	97,700	101,000	103,600
228,100	246,200	Total Expenditure	228,300	233,300	238,100	242,400
-228,100	-246,200	Recharges	-228,500	-233,500	-238,300	-242,600
-228,100	-246,200	Income	-228,500	-233,500	-238,300	-242,600
-228,100	-246,200	Total Income	-228,500	-233,500	-238,300	-242,600
0	0	Cost Centre Total	-200	-200	-200	-200

Building Regulations

2015/16 Estimate £	2015/16 Revised £		2016/17 Estimate £	2017/18 Forecast £	2018/19 Forecast £	2019/20 Forecast £
130,000	140,300	Recharges	130,300	133,100	135,800	138,300
130,000	140,300	Support Services	130,300	133,100	135,800	138,300
130,000	140,300	Total Expenditure	130,300	133,100	135,800	138,300
-70,000	-110,000	Customer Fees and Charges	-110,000	-110,000	-110,000	-110,000
-70,000	-110,000	Income	-110,000	-110,000	-110,000	-110,000
-70,000	-110,000	Total Income	-110,000	-110,000	-110,000	-110,000
60,000	30,300	Cost Centre Total	20,300	23,100	25,800	28,300

Building Control - Non-Chargeable

2015/16 Estimate £	2015/16 Revised £		2016/17 Estimate £	2017/18 Forecast £	2018/19 Forecast £	2019/20 Forecast £
98,100	105,900	Recharges	98,300	100,400	102,500	104,300
98,100	105,900	Support Services	98,300	100,400	102,500	104,300
98,100	105,900	Total Expenditure	98,300	100,400	102,500	104,300
98,100	105,900	Cost Centre Total	98,300	100,400	102,500	104,300

SECTION : Development Management

Development Control

2015/16 Estimate £	2015/16 Revised £		2016/17 Estimate £	2017/18 Forecast £	2018/19 Forecast £	2019/20 Forecast £
6,400	6,400	General Office Supplies	6,500	6,600	6,800	6,900
70,900	93,100	Services	13,600	13,900	14,100	14,400
77,300	99,500	Supplies and Services	20,100	20,500	20,900	21,300
202,100	204,000	Recharges	204,600	212,200	216,200	220,200
202,100	204,000	Support Services	204,600	212,200	216,200	220,200
0	130,000	Amortisation of Def Chgs	0	0	0	0
0	130,000	Capital Charges	0	0	0	0
279,400	433,500	Total Expenditure	224,700	232,700	237,100	241,500
-524,000	-738,000	Customer Fees and Charges	-740,000	-740,000	-740,000	-740,000
-35,000	-35,000	Government Grants	0	0	0	0
-22,500	-228,800	Other Grants and Contributions	0	0	0	0
-581,500	-1,001,800	Income	-740,000	-740,000	-740,000	-740,000
-581,500	-1,001,800	Total Income	-740,000	-740,000	-740,000	-740,000
-302,100	-568,300	Cost Centre Total	-515,300	-507,300	-502,900	-498,500

Planning Advice & Control

535,000	534,600	Direct Employee Expenses	542,100	552,800	562,400	571,300
4,400	5,200	Indirect Employee Expenses	5,200	5,600	6,100	6,600
539,400	539,800	Employees	547,300	558,400	568,500	577,900
16,800	12,000	Car Allowances	6,500	6,600	6,800	6,900
300	300	Public Transport	300	300	300	300
17,100	12,300	Transport Related Expenditure	6,800	6,900	7,100	7,200
200	300	Clothing Uniform and Laundry	200	200	200	200
1,900	1,800	Communications and Computing	1,800	1,800	1,900	1,900
1,000	400	Equip Furniture and Materials	1,000	1,000	1,100	1,100
200	100	Expenses	100	100	100	100
6,700	7,100	General Office Supplies	5,700	5,600	5,500	5,500
2,100	2,100	Grants and Subscriptions	2,100	2,200	2,200	2,300
16,600	16,600	Services	16,800	17,200	17,500	17,800
28,700	28,400	Supplies and Services	27,700	28,100	28,500	28,900
335,500	331,200	Recharges	334,500	345,300	357,600	367,300
335,500	331,200	Support Services	334,500	345,300	357,600	367,300
920,700	911,700	Total Expenditure	916,300	938,700	961,700	981,300
-900	-900	Other Grants and Contributions	-100	-100	-100	-100
-11,200	-11,200	Recharges	-11,200	-11,200	-11,200	-11,200
-12,100	-12,100	Income	-11,300	-11,300	-11,300	-11,300
-12,100	-12,100	Total Income	-11,300	-11,300	-11,300	-11,300
908,600	899,600	Cost Centre Total	905,000	927,400	950,400	970,000

2015/16 Estimate £	2015/16 Revised £
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2016/17 Estimate £	2017/18 Forecast £	2018/19 Forecast £	2019/20 Forecast £
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SECTION : Economic Development

Tourism & Events

2015/16 Estimate £	2015/16 Revised £		2016/17 Estimate £	2017/18 Forecast £	2018/19 Forecast £	2019/20 Forecast £
106,600	109,500	Direct Employee Expenses	108,200	109,800	111,500	112,500
900	1,000	Indirect Employee Expenses	1,100	1,200	1,300	1,400
107,500	110,500	Employees	109,300	111,000	112,800	113,900
300	200	Car Allowances	200	200	200	200
100	100	Public Transport	100	100	100	100
400	300	Transport Related Expenditure	300	300	300	300
0	1,500	Rents	0	0	0	0
0	1,500	Premises Related Expenditure	0	0	0	0
10,400	4,500	Communications and Computing	4,300	4,500	4,500	4,600
11,400	10,900	Expenses	11,100	11,300	11,500	11,700
23,100	13,100	General Office Supplies	19,400	19,700	20,200	20,600
100	100	Miscellaneous Expenses	100	100	100	100
15,700	17,100	Services	13,800	27,300	27,800	28,400
60,700	45,700	Supplies and Services	48,700	62,900	64,100	65,400
42,200	38,900	Recharges	39,100	40,100	41,500	42,600
42,200	38,900	Support Services	39,100	40,100	41,500	42,600
210,800	196,900	Total Expenditure	197,400	214,300	218,700	222,200
-1,000	-300	Other Grants and Contributions	-800	-800	-800	-800
-1,000	-300	Income	-800	-800	-800	-800
-1,000	-300	Total Income	-800	-800	-800	-800
209,800	196,600	Cost Centre Total	196,600	213,500	217,900	221,400

Marketing & Communications

2015/16 Estimate £	2015/16 Revised £		2016/17 Estimate £	2017/18 Forecast £	2018/19 Forecast £	2019/20 Forecast £
153,200	150,300	Direct Employee Expenses	151,100	153,400	156,400	157,700
2,000	2,800	Indirect Employee Expenses	1,500	1,700	1,800	2,000
155,200	153,100	Employees	152,600	155,100	158,200	159,700
100	300	Car Allowances	300	300	300	300
100	100	Public Transport	100	100	100	100
200	400	Transport Related Expenditure	400	400	400	400
12,600	12,800	Communications and Computing	12,900	13,100	13,400	13,700
5,400	2,400	General Office Supplies	2,700	2,700	2,700	2,700
100	100	Miscellaneous Expenses	100	100	100	100
50,600	51,600	Services	51,400	52,400	53,400	54,400
68,700	66,900	Supplies and Services	67,100	68,300	69,600	70,900
83,200	81,200	Recharges	83,500	85,500	88,500	91,000
83,200	81,200	Support Services	83,500	85,500	88,500	91,000
307,300	301,600	Total Expenditure	303,600	309,300	316,700	322,000
-307,300	-301,600	Recharges	-303,700	-309,400	-316,800	-322,100
-307,300	-301,600	Income	-303,700	-309,400	-316,800	-322,100
-307,300	-301,600	Total Income	-303,700	-309,400	-316,800	-322,100
0	0	Cost Centre Total	-100	-100	-100	-100

Arts Development Programme

2015/16 Estimate £	2015/16 Revised £		2016/17 Estimate £	2017/18 Forecast £	2018/19 Forecast £	2019/20 Forecast £
23,000	0	Miscellaneous Expenses	0	23,800	24,300	24,700
23,000	0	Supplies and Services	0	23,800	24,300	24,700
23,000	0	Total Expenditure	0	23,800	24,300	24,700
23,000	0	Cost Centre Total	0	23,800	24,300	24,700

SECTION : Economic Development

Light Up Lancaster

0	3,100	Communications and Computing	0	0	0	0
0	5,100	General Office Supplies	0	0	0	0
0	104,200	Services	56,300	0	0	0
0	112,400	Supplies and Services	56,300	0	0	0
0	112,400	Total Expenditure	56,300	0	0	0
0	-55,500	Other Grants and Contributions	0	0	0	0
0	-55,500	Income	0	0	0	0
0	-55,500	Total Income	0	0	0	0
0	56,900	Cost Centre Total	56,300	0	0	0

Vintage By The Sea

0	600	Communications and Computing	0	0	0	0
0	9,400	Equip Furniture and Materials	0	0	0	0
0	1,300	General Office Supplies	0	0	0	0
0	28,700	Services	20,000	0	0	0
0	40,000	Supplies and Services	20,000	0	0	0
0	40,000	Total Expenditure	20,000	0	0	0
0	-18,000	Other Grants and Contributions	0	0	0	0
0	-18,000	Income	0	0	0	0
0	-18,000	Total Income	0	0	0	0
0	22,000	Cost Centre Total	20,000	0	0	0

Organised Events - General

1,400	10,800	Equip Furniture and Materials	1,400	1,400	1,500	1,500
100	0	Miscellaneous Expenses	0	0	0	0
48,300	27,900	Services	9,000	50,000	51,000	51,900
49,800	38,700	Supplies and Services	10,400	51,400	52,500	53,400
11,500	10,100	Recharges	10,200	10,400	10,800	11,100
11,500	10,100	Support Services	10,200	10,400	10,800	11,100
61,300	48,800	Total Expenditure	20,600	61,800	63,300	64,500
-3,900	-11,000	Other Grants and Contributions	-4,000	-4,000	-4,100	-4,200
-3,900	-11,000	Income	-4,000	-4,000	-4,100	-4,200
-3,900	-11,000	Total Income	-4,000	-4,000	-4,100	-4,200
57,400	37,800	Cost Centre Total	16,600	57,800	59,200	60,300

The Dukes Theatre

150,200	157,200	Grants and Subscriptions	152,500	155,500	158,500	161,500
150,200	157,200	Supplies and Services	152,500	155,500	158,500	161,500
150,200	157,200	Total Expenditure	152,500	155,500	158,500	161,500
150,200	157,200	Cost Centre Total	152,500	155,500	158,500	161,500

Morecambe Music Residency

11,000	11,000	Grants and Subscriptions	11,200	11,400	11,600	11,800
11,000	11,000	Supplies and Services	11,200	11,400	11,600	11,800
11,000	11,000	Total Expenditure	11,200	11,400	11,600	11,800
11,000	11,000	Cost Centre Total	11,200	11,400	11,600	11,800

SECTION : Economic Development

Ludus

22,900	22,900	Grants and Subscriptions	23,200	23,700	24,200	24,600
22,900	22,900	Supplies and Services	23,200	23,700	24,200	24,600
22,900	22,900	Total Expenditure	23,200	23,700	24,200	24,600
22,900	22,900	Cost Centre Total	23,200	23,700	24,200	24,600

Lancaster Literature Festival

9,900	9,900	Grants and Subscriptions	10,000	10,200	10,400	10,600
9,900	9,900	Supplies and Services	10,000	10,200	10,400	10,600
9,900	9,900	Total Expenditure	10,000	10,200	10,400	10,600
9,900	9,900	Cost Centre Total	10,000	10,200	10,400	10,600

Support to the Arts

0	6,700	Grants and Subscriptions	0	0	0	0
0	6,700	Supplies and Services	0	0	0	0
0	6,700	Total Expenditure	0	0	0	0
0	-6,700	Other Grants and Contributions	0	0	0	0
0	-6,700	Income	0	0	0	0
0	-6,700	Total Income	0	0	0	0
0	0	Cost Centre Total	0	0	0	0

Platform

66,000	63,700	Direct Employee Expenses	67,200	69,500	71,700	73,400
400	400	Indirect Employee Expenses	400	500	500	600
66,400	64,100	Employees	67,600	70,000	72,200	74,000
100	100	Car Allowances	100	100	100	100
100	100	Transport Related Expenditure	100	100	100	100
9,800	10,100	Cleaning and Domestic Supplies	10,200	10,500	10,700	10,800
16,100	14,500	Energy Costs	14,800	15,200	15,600	16,000
1,400	3,500	Premises Insurance	3,900	4,200	4,600	4,900
5,200	7,000	Rates	7,100	7,300	7,400	7,600
0	6,000	Repair and Maintenance	0	0	0	0
4,400	4,000	Water Services	4,100	4,100	4,200	4,300
36,900	45,100	Premises Related Expenditure	40,100	41,300	42,500	43,600
23,300	21,500	Catering	23,600	24,100	24,600	25,100
1,500	500	Clothing Uniform and Laundry	1,500	1,600	1,600	1,600
7,900	12,200	Equip Furniture and Materials	8,000	8,200	8,300	8,500
92,500	78,900	Expenses	90,700	92,600	94,300	96,100
2,100	2,700	General Office Supplies	2,700	2,700	2,600	2,600
62,800	61,400	Services	63,000	64,300	65,500	66,800
190,100	177,200	Supplies and Services	189,500	193,500	196,900	200,700
30,200	29,400	Recharges	30,500	30,900	32,100	32,900
30,200	29,400	Support Services	30,500	30,900	32,100	32,900
55,500	71,100	Depreciation	71,100	71,100	71,100	71,100
55,500	71,100	Capital Charges	71,100	71,100	71,100	71,100
379,200	387,000	Total Expenditure	398,900	406,900	414,900	422,400
-205,700	-210,500	Customer Fees and Charges	-208,700	-212,900	-216,900	-221,200
-1,700	-1,700	Other Grants and Contributions	-1,700	-1,700	-1,700	-1,700
-207,400	-212,200	Income	-210,400	-214,600	-218,600	-222,900
-207,400	-212,200	Total Income	-210,400	-214,600	-218,600	-222,900
171,800	174,800	Cost Centre Total	188,500	192,300	196,300	199,500

SECTION : Economic Development

Lancaster Museums Partnership

2015/16 Estimate £	2015/16 Revised £		2016/17 Estimate £	2017/18 Forecast £	2018/19 Forecast £	2019/20 Forecast £
600	500	Premises Insurance	600	600	700	700
600	500	Premises Related Expenditure	600	600	700	700
0	0	Equip Furniture and Materials	7,900	0	0	0
517,700	505,000	Services	516,100	527,500	539,100	551,000
517,700	505,000	Supplies and Services	524,000	527,500	539,100	551,000
26,100	17,400	Recharges	17,800	18,400	18,900	19,400
26,100	17,400	Support Services	17,800	18,400	18,900	19,400
127,900	148,900	Depreciation	148,900	148,900	148,900	148,900
127,900	148,900	Capital Charges	148,900	148,900	148,900	148,900
672,300	671,800	Total Expenditure	691,300	695,400	707,600	720,000
672,300	671,800	Cost Centre Total	691,300	695,400	707,600	720,000

Lancaster V.I.C.

2015/16 Estimate £	2015/16 Revised £		2016/17 Estimate £	2017/18 Forecast £	2018/19 Forecast £	2019/20 Forecast £
77,200	74,800	Direct Employee Expenses	79,600	80,300	81,200	81,900
600	600	Indirect Employee Expenses	700	700	800	800
77,800	75,400	Employees	80,300	81,000	82,000	82,700
100	100	Car Allowances	100	100	100	100
100	100	Public Transport	100	100	100	100
200	200	Transport Related Expenditure	200	200	200	200
3,300	2,600	Cleaning and Domestic Supplies	2,700	2,700	2,700	2,700
4,600	4,500	Rates	4,600	4,700	4,900	5,000
21,300	21,300	Rents	21,300	21,300	21,300	21,300
29,200	28,400	Premises Related Expenditure	28,600	28,700	28,900	29,000
1,000	1,000	Clothing Uniform and Laundry	1,000	1,000	1,100	1,100
500	500	Communications and Computing	500	500	500	500
15,600	18,800	Equip Furniture and Materials	15,800	16,200	16,400	16,700
300	200	Expenses	100	100	100	100
3,600	3,100	General Office Supplies	2,700	2,700	2,700	2,700
200	200	Miscellaneous Expenses	200	200	200	200
21,200	23,800	Supplies and Services	20,300	20,700	21,000	21,300
128,400	127,800	Total Expenditure	129,400	130,600	132,100	133,200
-24,800	-24,900	Customer Fees and Charges	-25,000	-25,600	-26,000	-26,600
-400	-200	Other Grants and Contributions	-200	-200	-200	-200
-25,200	-25,100	Income	-25,200	-25,800	-26,200	-26,800
-25,200	-25,100	Total Income	-25,200	-25,800	-26,200	-26,800
103,200	102,700	Cost Centre Total	104,200	104,800	105,900	106,400

SECTION : Economic Development

Morecambe V.I.C.

2015/16 Estimate £	2015/16 Revised £		2016/17 Estimate £	2017/18 Forecast £	2018/19 Forecast £	2019/20 Forecast £
60,800	65,100	Direct Employee Expenses	62,900	63,600	64,200	64,700
400	500	Indirect Employee Expenses	600	600	700	700
61,200	65,600	Employees	63,500	64,200	64,900	65,400
100	0	Car Allowances	0	0	0	0
100	200	Public Transport	200	200	200	200
200	200	Transport Related Expenditure	200	200	200	200
100	100	Cleaning and Domestic Supplies	100	100	100	100
2,600	2,600	Energy Costs	2,800	2,900	3,000	3,000
4,800	4,800	Rates	4,900	5,000	5,200	5,300
26,100	25,400	Rents	25,800	26,300	26,800	27,300
33,600	32,900	Premises Related Expenditure	33,600	34,300	35,100	35,700
1,500	1,500	Clothing Uniform and Laundry	1,500	1,600	1,600	1,600
500	1,000	Communications and Computing	1,000	1,000	1,100	1,100
16,300	16,000	Equip Furniture and Materials	13,500	13,700	14,000	14,200
200	200	Expenses	0	0	0	0
2,400	3,000	General Office Supplies	2,400	2,400	2,500	2,400
500	500	Miscellaneous Expenses	600	600	600	600
1,000	600	Services	600	600	600	600
22,400	22,800	Supplies and Services	19,600	19,900	20,400	20,500
15,100	12,100	Recharges	12,500	12,600	12,900	13,200
15,100	12,100	Support Services	12,500	12,600	12,900	13,200
132,500	133,600	Total Expenditure	129,400	131,200	133,500	135,000
-27,300	-26,900	Customer Fees and Charges	-27,300	-27,700	-28,300	-28,900
-4,600	-4,600	Other Grants and Contributions	-4,600	-4,600	-4,600	-4,600
-31,900	-31,500	Income	-31,900	-32,300	-32,900	-33,500
-31,900	-31,500	Total Income	-31,900	-32,300	-32,900	-33,500
100,600	102,100	Cost Centre Total	97,500	98,900	100,600	101,500

SECTION : Economic Development

Arnside and Silverdale AONB

2015/16 Estimate £	2015/16 Revised £		2016/17 Estimate £	2017/18 Forecast £	2018/19 Forecast £	2019/20 Forecast £
132,800	128,900	Direct Employee Expenses	136,100	137,800	139,300	141,200
3,100	2,600	Indirect Employee Expenses	2,600	2,600	2,600	2,600
135,900	131,500	Employees	138,700	140,400	141,900	143,800
2,100	2,100	Car Allowances	2,100	2,100	2,100	2,100
1,700	1,700	Direct Transport Costs	1,700	1,700	1,700	1,700
1,000	1,000	Public Transport	1,000	1,000	1,000	1,000
800	900	Transport Insurance	900	900	900	900
5,600	5,700	Transport Related Expenditure	5,700	5,700	5,700	5,700
0	1,000	Cleaning and Domestic Supplies	1,000	1,000	1,000	1,000
1,300	1,300	Energy Costs	1,300	1,300	1,300	1,300
800	400	Premises Insurance	400	400	400	400
1,900	1,900	Rates	1,900	1,900	1,900	1,900
3,100	3,100	Rents	3,100	3,100	3,100	3,100
1,200	2,000	Repair and Maintenance	1,200	1,200	1,200	1,200
100	100	Water Services	100	100	100	100
8,400	9,800	Premises Related Expenditure	9,000	9,000	9,000	9,000
300	300	Clothing Uniform and Laundry	300	300	300	300
1,300	1,900	Communications and Computing	1,900	1,900	1,900	1,900
3,600	2,800	Equip Furniture and Materials	2,000	3,400	3,400	3,400
5,600	8,100	Expenses	5,600	5,600	5,600	5,600
800	800	General Office Supplies	800	800	800	800
4,000	14,600	Grants and Subscriptions	3,000	4,900	4,900	4,600
7,200	10,500	Services	7,800	7,700	7,700	8,300
22,800	39,000	Supplies and Services	21,400	24,600	24,600	24,900
12,700	12,300	Recharges	13,300	13,400	14,000	14,400
12,700	12,300	Support Services	13,300	13,400	14,000	14,400
0	0	Depreciation	2,500	2,500	2,500	2,500
0	0	Capital Charges	2,500	2,500	2,500	2,500
185,400	198,300	Total Expenditure	190,600	195,600	197,700	200,300
-168,300	-181,100	Other Grants and Contributions	-168,300	-168,300	-168,300	-168,300
-168,300	-181,100	Income	-168,300	-168,300	-168,300	-168,300
-168,300	-181,100	Total Income	-168,300	-168,300	-168,300	-168,300
17,100	17,200	Cost Centre Total	22,300	27,300	29,400	32,000

Morecambe Bay Nature Improvement Area

0	1,600	Services	0	0	0	0
0	1,600	Supplies and Services	0	0	0	0
0	1,600	Total Expenditure	0	0	0	0
0	-1,600	Other Grants and Contributions	0	0	0	0
0	-1,600	Income	0	0	0	0
0	-1,600	Total Income	0	0	0	0
0	0	Cost Centre Total	0	0	0	0

Portas Pilot

0	44,200	Grants and Subscriptions	0	0	0	0
0	44,200	Supplies and Services	0	0	0	0
0	44,200	Total Expenditure	0	0	0	0
0	-44,200	Government Grants	0	0	0	0
0	-44,200	Income	0	0	0	0
0	-44,200	Total Income	0	0	0	0
0	0	Cost Centre Total	0	0	0	0

2015/16 Estimate £	2015/16 Revised £
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2016/17 Estimate £	2017/18 Forecast £	2018/19 Forecast £	2019/20 Forecast £
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SECTION : Economic Development

Economic Development

2015/16 Estimate £	2015/16 Revised £		2016/17 Estimate £	2017/18 Forecast £	2018/19 Forecast £	2019/20 Forecast £
173,600	175,400	Direct Employee Expenses	174,600	176,300	178,000	179,800
3,000	2,300	Indirect Employee Expenses	1,800	1,900	2,100	2,200
176,600	177,700	Employees	176,400	178,200	180,100	182,000
900	500	Car Allowances	500	500	500	500
400	500	Public Transport	500	500	500	500
1,300	1,000	Transport Related Expenditure	1,000	1,000	1,000	1,000
500	100	Communications and Computing	300	300	300	300
400	200	Equip Furniture and Materials	400	400	400	400
200	100	Expenses	100	100	100	100
6,700	4,700	General Office Supplies	4,400	4,300	4,200	4,200
14,400	10,700	Grants and Subscriptions	10,100	10,100	10,100	10,100
200	200	Miscellaneous Expenses	200	200	200	200
0	5,600	Services	0	0	0	0
22,400	21,600	Supplies and Services	15,500	15,400	15,300	15,300
200,300	200,300	Total Expenditure	192,900	194,600	196,400	198,300
200,300	200,300	Cost Centre Total	192,900	194,600	196,400	198,300

AONB Vehicle, Plant & Machinery Reserve

3,600	3,600	Appropriations	2,500	2,000	2,000	2,000
3,600	3,600	Appropriations	2,500	2,000	2,000	2,000
3,600	3,600	Total Expenditure	2,500	2,000	2,000	2,000
-1,000	-15,000	Appropriations	-1,000	-3,100	-2,900	-4,800
-1,000	-15,000	Appropriations	-1,000	-3,100	-2,900	-4,800
-1,000	-15,000	Total Income	-1,000	-3,100	-2,900	-4,800
2,600	-11,400	Cost Centre Total	1,500	-1,100	-900	-2,800

SECTION : Regeneration

Coast Protection & Land Drainage Team

2015/16 Estimate £	2015/16 Revised £		2016/17 Estimate £	2017/18 Forecast £	2018/19 Forecast £	2019/20 Forecast £
223,000	170,100	Direct Employee Expenses	221,000	225,200	228,400	231,600
1,500	2,000	Indirect Employee Expenses	2,200	2,400	2,600	2,800
224,500	172,100	Employees	223,200	227,600	231,000	234,400
7,100	7,100	Car Allowances	2,400	2,500	2,500	2,600
300	100	Public Transport	100	100	100	100
7,400	7,200	Transport Related Expenditure	2,500	2,600	2,600	2,700
300	200	Clothing Uniform and Laundry	200	200	200	200
7,400	4,500	Communications and Computing	7,400	7,400	7,600	7,800
1,000	200	Equip Furniture and Materials	500	500	500	500
400	100	Expenses	100	100	100	100
1,000	700	General Office Supplies	2,000	500	500	500
1,800	1,800	Grants and Subscriptions	1,800	1,900	1,900	1,900
1,900	6,500	Services	2,200	2,400	2,600	2,800
13,800	14,000	Supplies and Services	14,200	13,000	13,400	13,800
98,800	97,800	Recharges	98,800	102,300	105,600	108,400
98,800	97,800	Support Services	98,800	102,300	105,600	108,400
344,500	291,100	Total Expenditure	338,700	345,500	352,600	359,300
-152,600	-68,700	Customer Fees and Charges	-89,300	-58,900	-58,700	-59,400
-1,200	-1,600	Other Grants and Contributions	-1,500	0	0	0
-190,700	-220,800	Recharges	-248,300	-287,000	-294,300	-300,300
-344,500	-291,100	Income	-339,100	-345,900	-353,000	-359,700
-344,500	-291,100	Total Income	-339,100	-345,900	-353,000	-359,700
0	0	Cost Centre Total	-400	-400	-400	-400

SECTION : Regeneration

Regeneration & Projects Team

2015/16 Estimate £	2015/16 Revised £		2016/17 Estimate £	2017/18 Forecast £	2018/19 Forecast £	2019/20 Forecast £
217,500	210,000	Direct Employee Expenses	219,500	185,800	187,600	189,300
1,800	1,800	Indirect Employee Expenses	2,000	2,200	2,300	2,500
219,300	211,800	Employees	221,500	188,000	189,900	191,800
1,200	1,200	Car Allowances	1,200	1,200	1,300	1,300
300	200	Public Transport	200	200	200	200
1,500	1,400	Transport Related Expenditure	1,400	1,400	1,500	1,500
100	100	Clothing Uniform and Laundry	100	100	100	100
900	900	Communications and Computing	900	900	900	1,000
400	100	Equip Furniture and Materials	100	100	100	100
200	0	Expenses	0	0	0	0
500	800	General Office Supplies	400	400	400	300
2,100	1,900	Supplies and Services	1,500	1,500	1,500	1,500
143,600	142,100	Recharges	143,400	148,100	153,100	157,200
143,600	142,100	Support Services	143,400	148,100	153,100	157,200
366,500	357,200	Total Expenditure	367,800	339,000	346,000	352,000
-1,000	-1,000	Other Grants and Contributions	-1,000	-1,000	-1,000	-1,000
-1,000	-1,000	Income	-1,000	-1,000	-1,000	-1,000
-1,000	-1,000	Total Income	-1,000	-1,000	-1,000	-1,000
365,500	356,200	Cost Centre Total	366,800	338,000	345,000	351,000

Middleton Nature Reser & Pumping Station

5,000	4,000	Energy Costs	4,200	4,300	4,400	4,500
16,500	61,500	Repair and Maintenance	16,700	17,100	17,400	17,700
2,100	2,100	Water Services	2,100	2,200	2,200	2,300
23,600	67,600	Premises Related Expenditure	23,000	23,600	24,000	24,500
0	0	Depreciation	1,700	2,100	2,100	2,100
0	0	Capital Charges	1,700	2,100	2,100	2,100
23,600	67,600	Total Expenditure	24,700	25,700	26,100	26,600
-2,400	-3,600	Customer Fees and Charges	-2,400	-2,400	-2,400	-2,400
-2,400	-3,600	Income	-2,400	-2,400	-2,400	-2,400
-2,400	-3,600	Total Income	-2,400	-2,400	-2,400	-2,400
21,200	64,000	Cost Centre Total	22,300	23,300	23,700	24,200

Luneside Regeneration Project Costs

5,400	6,400	Services	0	0	0	0
5,400	6,400	Supplies and Services	0	0	0	0
42,100	42,400	Recharges	42,400	44,000	44,800	45,600
42,100	42,400	Support Services	42,400	44,000	44,800	45,600
0	50,000	Amortisation of Def Chgs	0	0	0	0
0	50,000	Capital Charges	0	0	0	0
47,500	98,800	Total Expenditure	42,400	44,000	44,800	45,600
47,500	98,800	Cost Centre Total	42,400	44,000	44,800	45,600

2015/16
Estimate
£

2015/16
Revised
£

2016/17
Estimate
£

2017/18
Forecast
£

2018/19
Forecast
£

2019/20
Forecast
£

SECTION : Regeneration

Townscape Heritage Initiative 2

2015/16 Estimate £	2015/16 Revised £		2016/17 Estimate £	2017/18 Forecast £	2018/19 Forecast £	2019/20 Forecast £
38,600	38,600	Services	68,000	0	0	0
38,600	38,600	Supplies and Services	68,000	0	0	0
11,600	11,700	Recharges	11,700	0	0	0
11,600	11,700	Support Services	11,700	0	0	0
50,200	50,300	Total Expenditure	79,700	0	0	0
-22,600	-22,900	Other Grants and Contributions	-39,100	0	0	0
-22,600	-22,900	Income	-39,100	0	0	0
-22,600	-22,900	Total Income	-39,100	0	0	0
27,600	27,400	Cost Centre Total	40,600	0	0	0

Lancaster Square Routes

2015/16 Estimate £	2015/16 Revised £		2016/17 Estimate £	2017/18 Forecast £	2018/19 Forecast £	2019/20 Forecast £
5,000	5,000	Services	5,000	5,000	5,000	5,000
5,000	5,000	Supplies and Services	5,000	5,000	5,000	5,000
14,800	14,900	Recharges	14,900	15,500	15,800	16,000
14,800	14,900	Support Services	14,900	15,500	15,800	16,000
19,800	19,900	Total Expenditure	19,900	20,500	20,800	21,000
19,800	19,900	Cost Centre Total	19,900	20,500	20,800	21,000

Winning Back West End Property Account

2015/16 Estimate £	2015/16 Revised £		2016/17 Estimate £	2017/18 Forecast £	2018/19 Forecast £	2019/20 Forecast £
2,400	2,400	Energy Costs	2,400	2,400	2,500	2,600
6,700	10,500	Premises Insurance	6,900	7,600	8,200	8,800
64,800	82,300	Rates	64,800	66,700	68,700	70,600
6,200	6,200	Repair and Maintenance	6,300	6,400	6,500	6,700
80,100	101,400	Premises Related Expenditure	80,400	83,100	85,900	88,700
14,100	9,900	Services	14,300	14,600	14,900	15,200
14,100	9,900	Supplies and Services	14,300	14,600	14,900	15,200
12,400	12,500	Recharges	12,500	13,000	13,200	13,500
12,400	12,500	Support Services	12,500	13,000	13,200	13,500
106,600	123,800	Total Expenditure	107,200	110,700	114,000	117,400
-16,000	-16,000	Customer Fees and Charges	-16,000	-16,000	-16,000	-16,000
0	-32,800	Other Grants and Contributions	0	0	0	0
-16,000	-48,800	Income	-16,000	-16,000	-16,000	-16,000
-16,000	-48,800	Total Income	-16,000	-16,000	-16,000	-16,000
90,600	75,000	Cost Centre Total	91,200	94,700	98,000	101,400

Bold Street Property Account

2015/16 Estimate £	2015/16 Revised £		2016/17 Estimate £	2017/18 Forecast £	2018/19 Forecast £	2019/20 Forecast £
900	1,000	Repair and Maintenance	1,000	1,000	1,100	1,100
900	1,000	Premises Related Expenditure	1,000	1,000	1,100	1,100
900	1,000	Total Expenditure	1,000	1,000	1,100	1,100
-1,000	0	Customer Fees and Charges	0	0	0	0
-1,000	0	Income	0	0	0	0
-1,000	0	Total Income	0	0	0	0
-100	1,000	Cost Centre Total	1,000	1,000	1,100	1,100

SECTION : Regeneration

Neighbourhood Renewal Activity

0	146,000	Amortisation of Def Chgs	109,000	0	0	0
13,000	7,000	Depreciation	7,000	7,000	7,000	7,000
13,000	153,000	Capital Charges	116,000	7,000	7,000	7,000
13,000	153,000	Total Expenditure	116,000	7,000	7,000	7,000
0	-3,000	Capital Related Income	0	0	0	0
0	-3,000	Capital Financing Income	0	0	0	0
0	-3,000	Total Income	0	0	0	0
13,000	150,000	Cost Centre Total	116,000	7,000	7,000	7,000

Morecambe BID Feasibility Study

30,000	32,900	Services	0	0	0	0
30,000	32,900	Supplies and Services	0	0	0	0
30,000	32,900	Total Expenditure	0	0	0	0
30,000	32,900	Cost Centre Total	0	0	0	0

Local Plan

86,900	82,200	Services	160,000	200,000	30,000	11,800
86,900	82,200	Supplies and Services	160,000	200,000	30,000	11,800
33,700	34,000	Recharges	34,000	35,300	35,900	36,600
33,700	34,000	Support Services	34,000	35,300	35,900	36,600
120,600	116,200	Total Expenditure	194,000	235,300	65,900	48,400
0	-8,100	Other Grants and Contributions	-900	0	0	0
0	-8,100	Income	-900	0	0	0
0	-8,100	Total Income	-900	0	0	0
120,600	108,100	Cost Centre Total	193,100	235,300	65,900	48,400

Morecambe Area Action Plan

5,000	5,000	Services	15,000	0	0	0
5,000	5,000	Supplies and Services	15,000	0	0	0
58,100	58,500	Recharges	58,500	60,700	61,800	63,000
58,100	58,500	Support Services	58,500	60,700	61,800	63,000
63,100	63,500	Total Expenditure	73,500	60,700	61,800	63,000
63,100	63,500	Cost Centre Total	73,500	60,700	61,800	63,000

2015/16
Estimate
£

2015/16
Revised
£

2016/17
Estimate
£

2017/18
Forecast
£

2018/19
Forecast
£

2019/20
Forecast
£

SECTION : Regeneration

Sea Defence Works

2015/16 Estimate £	2015/16 Revised £		2016/17 Estimate £	2017/18 Forecast £	2018/19 Forecast £	2019/20 Forecast £
2,000	1,800	Direct Transport Costs	1,800	1,800	1,800	1,900
900	900	Transport Insurance	1,000	1,100	1,200	1,300
2,900	2,700	Transport Related Expenditure	2,800	2,900	3,000	3,200
13,300	11,200	Energy Costs	11,600	12,000	12,200	12,500
1,200	1,200	Grounds Maintenance Costs	1,200	1,200	1,200	1,200
300	0	Premises Insurance	0	0	0	0
123,800	133,700	Repair and Maintenance	134,700	136,400	139,000	141,700
138,600	146,100	Premises Related Expenditure	147,500	149,600	152,400	155,400
100	200	Communications and Computing	100	100	100	100
10,400	500	Equip Furniture and Materials	500	500	500	500
300	300	General Office Supplies	300	300	300	300
100	0	Miscellaneous Expenses	0	0	0	0
10,900	1,000	Supplies and Services	900	900	900	900
124,700	145,200	Recharges	163,300	188,700	193,500	197,500
124,700	145,200	Support Services	163,300	188,700	193,500	197,500
54,000	20,000	Amortisation of Def Chgs	40,000	40,000	40,000	40,000
1,013,700	1,001,500	Depreciation	1,082,800	1,165,700	1,217,800	1,269,900
1,067,700	1,021,500	Capital Charges	1,122,800	1,205,700	1,257,800	1,309,900
1,344,800	1,316,500	Total Expenditure	1,437,300	1,547,800	1,607,600	1,666,900
-45,000	-20,000	Capital Related Income	-40,000	-40,000	-40,000	-40,000
-45,000	-20,000	Capital Financing Income	-40,000	-40,000	-40,000	-40,000
0	-100	Customer Fees and Charges	0	0	0	0
0	-100	Income	0	0	0	0
-45,000	-20,100	Total Income	-40,000	-40,000	-40,000	-40,000
1,299,800	1,296,400	Cost Centre Total	1,397,300	1,507,800	1,567,600	1,626,900

Bridge Maintenance

2,400	2,400	Repair and Maintenance	2,400	2,500	2,500	2,600
2,400	2,400	Premises Related Expenditure	2,400	2,500	2,500	2,600
2,400	2,400	Total Expenditure	2,400	2,500	2,500	2,600
2,400	2,400	Cost Centre Total	2,400	2,500	2,500	2,600

Land Drainage

28,200	26,800	Grounds Maintenance Costs	29,100	29,100	29,200	29,400
26,500	23,500	Repair and Maintenance	26,900	27,400	28,000	28,500
54,700	50,300	Premises Related Expenditure	56,000	56,500	57,200	57,900
50,700	58,900	Recharges	66,300	76,600	78,500	80,100
50,700	58,900	Support Services	66,300	76,600	78,500	80,100
2,400	2,400	Depreciation	2,400	2,400	2,400	2,400
2,400	2,400	Capital Charges	2,400	2,400	2,400	2,400
107,800	111,600	Total Expenditure	124,700	135,500	138,100	140,400
107,800	111,600	Cost Centre Total	124,700	135,500	138,100	140,400

2015/16 Estimate £	2015/16 Revised £
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2016/17 Estimate £	2017/18 Forecast £	2018/19 Forecast £	2019/20 Forecast £
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SECTION : Regeneration**Public Realm Repair & Maintenance**

2015/16 Estimate £	2015/16 Revised £		2016/17 Estimate £	2017/18 Forecast £	2018/19 Forecast £	2019/20 Forecast £
1,000	900	Premises Insurance	1,000	1,100	1,200	1,300
90,400	87,400	Repair and Maintenance	91,800	93,600	95,400	97,200
91,400	88,300	Premises Related Expenditure	92,800	94,700	96,600	98,500
15,300	16,700	Recharges	18,800	21,700	22,200	22,700
15,300	16,700	Support Services	18,800	21,700	22,200	22,700
200,700	201,700	Depreciation	246,000	292,500	292,500	292,500
200,700	201,700	Capital Charges	246,000	292,500	292,500	292,500
307,400	306,700	Total Expenditure	357,600	408,900	411,300	413,700
307,400	306,700	Cost Centre Total	357,600	408,900	411,300	413,700

Christmas Decorations

2015/16 Estimate £	2015/16 Revised £		2016/17 Estimate £	2017/18 Forecast £	2018/19 Forecast £	2019/20 Forecast £
900	900	Energy Costs	900	1,000	1,000	1,000
900	900	Premises Related Expenditure	900	1,000	1,000	1,000
30,200	23,200	Services	23,300	23,800	24,300	24,700
30,200	23,200	Supplies and Services	23,300	23,800	24,300	24,700
7,500	7,500	Depreciation	10,400	10,400	10,400	10,400
7,500	7,500	Capital Charges	10,400	10,400	10,400	10,400
38,600	31,600	Total Expenditure	34,600	35,200	35,700	36,100
38,600	31,600	Cost Centre Total	34,600	35,200	35,700	36,100

Planning, Housing & Policy

2015/16 Estimate £	2015/16 Revised £		2016/17 Estimate £	2017/18 Forecast £	2018/19 Forecast £	2019/20 Forecast £
393,600	377,700	Direct Employee Expenses	412,100	420,100	427,700	435,800
3,200	4,700	Indirect Employee Expenses	3,700	4,100	4,400	4,800
396,800	382,400	Employees	415,800	424,200	432,100	440,600
4,700	3,000	Car Allowances	1,100	1,100	1,200	1,200
800	800	Public Transport	800	800	800	900
5,500	3,800	Transport Related Expenditure	1,900	1,900	2,000	2,100
100	100	Clothing Uniform and Laundry	100	100	100	100
2,900	4,500	Communications and Computing	2,900	3,000	3,000	3,100
400	300	Equip Furniture and Materials	300	300	300	300
600	500	Expenses	0	0	0	0
3,300	3,800	General Office Supplies	2,500	2,300	2,200	2,100
1,000	0	Services	29,500	0	0	0
8,300	9,200	Supplies and Services	35,300	5,700	5,600	5,600
194,000	191,900	Recharges	193,600	200,000	206,900	212,400
194,000	191,900	Support Services	193,600	200,000	206,900	212,400
604,600	587,300	Total Expenditure	646,600	631,800	646,600	660,700
0	0	Government Grants	-30,000	0	0	0
0	0	Other Grants and Contributions	-5,500	-11,000	-3,500	-2,100
-4,500	-4,500	Recharges	0	0	0	0
-4,500	-4,500	Income	-35,500	-11,000	-3,500	-2,100
-4,500	-4,500	Total Income	-35,500	-11,000	-3,500	-2,100
600,100	582,800	Cost Centre Total	611,100	620,800	643,100	658,600

MAAP Implementation Reserve

2015/16 Estimate £	2015/16 Revised £		2016/17 Estimate £	2017/18 Forecast £	2018/19 Forecast £	2019/20 Forecast £
-35,000	-127,900	Appropriations	-60,000	0	0	0
-35,000	-127,900	Appropriations	-60,000	0	0	0
-35,000	-127,900	Total Income	-60,000	0	0	0
-35,000	-127,900	Cost Centre Total	-60,000	0	0	0

SECTION : Regeneration

Local Plan Reserve

2015/16 Estimate £	2015/16 Revised £		2016/17 Estimate £	2017/18 Forecast £	2018/19 Forecast £	2019/20 Forecast £
0	12,800	Appropriations	0	0	0	0
0	12,800	Appropriations	0	0	0	0
0	12,800	Total Expenditure	0	0	0	0
0	0	Appropriations	-16,400	-38,600	0	0
0	0	Appropriations	-16,400	-38,600	0	0
0	0	Total Income	-16,400	-38,600	0	0
0	12,800	Cost Centre Total	-16,400	-38,600	0	0

SECTION : Audit

Internal Audit & Assurance

2015/16 Estimate £	2015/16 Revised £		2016/17 Estimate £	2017/18 Forecast £	2018/19 Forecast £	2019/20 Forecast £
135,200	135,600	Direct Employee Expenses	209,700	212,700	216,500	220,900
2,800	3,000	Indirect Employee Expenses	2,900	3,000	3,300	3,400
138,000	138,600	Employees	212,600	215,700	219,800	224,300
200	200	Car Allowances	200	200	200	200
0	100	Public Transport	100	100	100	100
200	300	Transport Related Expenditure	300	300	300	300
0	200	Equip Furniture and Materials	200	200	200	200
1,700	1,400	General Office Supplies	1,100	1,100	1,000	1,000
0	1,500	Grants and Subscriptions	5,500	5,600	5,700	5,800
0	0	Services	60,000	60,600	61,200	61,800
1,700	3,100	Supplies and Services	66,800	67,500	68,100	68,800
50,600	48,800	Recharges	48,800	50,400	52,300	54,000
50,600	48,800	Support Services	48,800	50,400	52,300	54,000
190,500	190,800	Total Expenditure	328,500	333,900	340,500	347,400
-190,500	-190,800	Recharges	-328,700	-334,100	-340,800	-347,700
-190,500	-190,800	Income	-328,700	-334,100	-340,800	-347,700
-190,500	-190,800	Total Income	-328,700	-334,100	-340,800	-347,700
0	0	Cost Centre Total	-200	-200	-300	-300

Audit Fees

78,700	71,400	Services	74,400	74,400	74,400	74,400
78,700	71,400	Supplies and Services	74,400	74,400	74,400	74,400
78,700	71,400	Total Expenditure	74,400	74,400	74,400	74,400
-9,600	-5,800	Recharges	-5,800	-5,800	-5,800	-5,800
-9,600	-5,800	Income	-5,800	-5,800	-5,800	-5,800
-9,600	-5,800	Total Income	-5,800	-5,800	-5,800	-5,800
69,100	65,600	Cost Centre Total	68,600	68,600	68,600	68,600

2015/16 Estimate £	2015/16 Revised £
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2016/17 Estimate £	2017/18 Forecast £	2018/19 Forecast £	2019/20 Forecast £
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SECTION : Financial Services

Financial Services Management & Admin

2015/16 Estimate £	2015/16 Revised £		2016/17 Estimate £	2017/18 Forecast £	2018/19 Forecast £	2019/20 Forecast £
734,200	670,700	Direct Employee Expenses	742,100	759,100	768,500	778,900
14,900	11,400	Indirect Employee Expenses	14,200	15,000	15,800	16,500
749,100	682,100	Employees	756,300	774,100	784,300	795,400
600	600	Car Allowances	600	600	600	600
800	1,500	Public Transport	1,500	1,600	1,600	1,600
1,400	2,100	Transport Related Expenditure	2,100	2,200	2,200	2,200
125,200	140,300	Communications and Computing	140,900	144,200	146,900	149,700
1,700	1,500	Equip Furniture and Materials	1,000	1,000	1,100	1,100
1,600	4,200	Expenses	1,600	1,600	1,700	1,700
11,600	9,300	General Office Supplies	7,700	7,600	7,400	7,400
10,000	10,000	Grants and Subscriptions	10,200	10,400	10,600	10,800
5,300	26,800	Services	65,800	2,600	2,600	2,700
155,400	192,100	Supplies and Services	227,200	167,400	170,300	173,400
324,000	313,800	Recharges	313,700	323,600	335,200	345,200
324,000	313,800	Support Services	313,700	323,600	335,200	345,200
1,229,900	1,190,100	Total Expenditure	1,299,300	1,267,300	1,292,000	1,316,200
-2,600	-2,600	Customer Fees and Charges	-2,600	-2,700	-2,700	-2,800
-1,700	0	Other Grants and Contributions	-1,700	-1,700	-1,700	-1,700
-1,225,600	-1,187,500	Recharges	-1,296,300	-1,264,300	-1,289,200	-1,313,400
-1,229,900	-1,190,100	Income	-1,300,600	-1,268,700	-1,293,600	-1,317,900
-1,229,900	-1,190,100	Total Income	-1,300,600	-1,268,700	-1,293,600	-1,317,900
0	0	Cost Centre Total	-1,300	-1,400	-1,600	-1,700

SECTION : ICT

Information, Communications & Technology

2015/16 Estimate £	2015/16 Revised £		2016/17 Estimate £	2017/18 Forecast £	2018/19 Forecast £	2019/20 Forecast £
565,000	483,500	Direct Employee Expenses	601,700	617,100	632,200	646,300
8,600	18,700	Indirect Employee Expenses	9,500	10,000	10,600	11,200
573,600	502,200	Employees	611,200	627,100	642,800	657,500
1,100	1,100	Car Allowances	1,100	1,100	1,200	1,200
1,000	1,500	Public Transport	1,500	1,600	1,600	1,600
2,100	2,600	Transport Related Expenditure	2,600	2,700	2,800	2,800
800	1,000	Premises Insurance	1,100	1,200	1,300	1,400
800	1,000	Premises Related Expenditure	1,100	1,200	1,300	1,400
100	100	Clothing Uniform and Laundry	100	100	100	100
317,300	344,300	Communications and Computing	325,000	327,700	335,100	330,800
300	300	Expenses	300	300	300	300
4,200	4,800	General Office Supplies	4,300	4,200	4,200	4,100
2,100	7,100	Grants and Subscriptions	4,100	4,300	4,300	4,500
152,800	206,200	Services	90,100	70,100	72,200	74,300
476,800	562,800	Supplies and Services	423,900	406,700	416,200	414,100
118,800	105,800	Recharges	112,100	114,600	115,800	117,800
118,800	105,800	Support Services	112,100	114,600	115,800	117,800
202,900	151,300	Depreciation	189,000	191,700	264,800	296,900
202,900	151,300	Capital Charges	189,000	191,700	264,800	296,900
1,375,000	1,325,700	Total Expenditure	1,339,900	1,344,000	1,443,700	1,490,500
-1,000	-1,000	Other Grants and Contributions	-1,000	-1,000	-1,000	-1,000
-1,374,000	-1,324,700	Recharges	-1,336,200	-1,346,300	-1,444,200	-1,501,100
-1,375,000	-1,325,700	Income	-1,337,200	-1,347,300	-1,445,200	-1,502,100
-1,375,000	-1,325,700	Total Income	-1,337,200	-1,347,300	-1,445,200	-1,502,100
0	0	Cost Centre Total	2,700	-3,300	-1,500	-11,600

SECTION : Property Group

Estates Management

2015/16 Estimate £	2015/16 Revised £		2016/17 Estimate £	2017/18 Forecast £	2018/19 Forecast £	2019/20 Forecast £
50,500	56,500	Direct Employee Expenses	58,500	60,000	61,800	63,600
1,600	800	Indirect Employee Expenses	900	900	1,000	1,100
52,100	57,300	Employees	59,400	60,900	62,800	64,700
145,000	148,400	Cleaning and Domestic Supplies	165,000	168,100	171,300	174,400
115,100	97,200	Energy Costs	117,800	118,200	121,300	124,300
700	700	Fixtures and Fittings	700	700	700	800
2,600	2,600	Grounds Maintenance Costs	2,600	2,700	2,700	2,800
55,200	59,000	Premises Insurance	58,900	64,300	69,700	74,600
97,400	117,900	Rates	146,000	150,200	154,800	159,300
199,000	232,500	Repair and Maintenance	241,100	236,600	241,000	245,400
17,600	17,000	Water Services	20,600	21,200	21,600	22,100
632,600	675,300	Premises Related Expenditure	752,700	762,000	783,100	803,700
12,400	12,400	Communications and Computing	12,600	12,800	13,100	13,400
3,900	24,300	Equip Furniture and Materials	4,300	4,300	4,500	4,500
0	2,000	Expenses	2,000	2,100	2,100	2,200
2,700	2,100	General Office Supplies	2,300	2,300	2,300	2,300
0	0	Miscellaneous Expenses	-17,700	-22,500	-28,200	-33,800
20,600	24,800	Services	22,500	22,800	23,600	24,000
39,600	65,600	Supplies and Services	26,000	21,800	17,400	12,600
215,500	207,800	Recharges	215,400	219,100	224,100	228,400
215,500	207,800	Support Services	215,400	219,100	224,100	228,400
3,100	3,000	Depreciation	3,000	3,000	3,000	3,000
3,100	3,000	Capital Charges	3,000	3,000	3,000	3,000
942,900	1,009,000	Total Expenditure	1,056,500	1,066,800	1,090,400	1,112,400
-1,239,300	-1,241,500	Customer Fees and Charges	-1,235,800	-1,242,300	-1,243,500	-1,245,000
-200	-200	Other Grants and Contributions	-200	-200	-200	-200
-7,000	-9,000	Recharges	-13,000	-13,000	-13,000	-13,000
-1,246,500	-1,250,700	Income	-1,249,000	-1,255,500	-1,256,700	-1,258,200
-1,246,500	-1,250,700	Total Income	-1,249,000	-1,255,500	-1,256,700	-1,258,200
-303,600	-241,700	Cost Centre Total	-192,500	-188,700	-166,300	-145,800

2015/16 Estimate £	2015/16 Revised £
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2016/17 Estimate £	2017/18 Forecast £	2018/19 Forecast £	2019/20 Forecast £
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SECTION : Property Group

Facilities Management

190,100	186,800	Direct Employee Expenses	191,200	195,700	199,400	203,600
3,100	3,400	Indirect Employee Expenses	3,700	4,100	4,400	4,800
193,200	190,200	Employees	194,900	199,800	203,800	208,400
300	200	Car Allowances	200	200	200	200
200	100	Public Transport	100	100	100	100
500	300	Transport Related Expenditure	300	300	300	300
170,000	170,800	Cleaning and Domestic Supplies	171,800	174,900	177,500	179,900
113,400	89,800	Energy Costs	93,000	95,700	98,100	100,300
13,100	56,900	Fixtures and Fittings	13,300	13,600	13,800	14,100
3,900	3,700	Grounds Maintenance Costs	4,000	4,000	4,000	4,000
29,300	30,300	Premises Insurance	33,200	36,500	39,400	42,400
155,000	154,900	Rates	156,800	161,400	166,300	171,000
377,000	341,900	Repair and Maintenance	332,600	339,000	345,700	352,200
23,800	23,300	Water Services	23,600	24,100	24,700	25,100
885,500	871,600	Premises Related Expenditure	828,300	849,200	869,500	889,000
6,300	4,800	Catering	6,400	6,500	6,700	6,800
3,100	3,100	Clothing Uniform and Laundry	3,100	3,200	3,200	3,300
3,500	2,900	Communications and Computing	2,800	2,900	2,900	3,000
5,100	5,300	Equip Furniture and Materials	5,300	5,600	6,000	6,300
2,400	2,400	General Office Supplies	2,400	2,400	2,400	2,400
15,700	15,700	Services	14,700	15,100	15,400	15,600
36,100	34,200	Supplies and Services	34,700	35,700	36,600	37,400
1,024,500	998,100	Recharges	1,035,500	1,056,900	1,080,100	1,101,400
1,024,500	998,100	Support Services	1,035,500	1,056,900	1,080,100	1,101,400
300,800	248,800	Depreciation	288,800	341,200	377,400	407,000
300,800	248,800	Capital Charges	288,800	341,200	377,400	407,000
2,440,600	2,343,200	Total Expenditure	2,382,500	2,483,100	2,567,700	2,643,500
-50,500	-34,100	Customer Fees and Charges	-43,600	-44,400	-45,300	-46,100
-2,324,200	-2,259,700	Recharges	-2,299,200	-2,398,100	-2,480,900	-2,555,000
-2,374,700	-2,293,800	Income	-2,342,800	-2,442,500	-2,526,200	-2,601,100
-2,374,700	-2,293,800	Total Income	-2,342,800	-2,442,500	-2,526,200	-2,601,100
65,900	49,400	Cost Centre Total	39,700	40,600	41,500	42,400

Municipal Buildings Reserve

0	-81,500	Appropriations	0	0	0	0
0	-81,500	Appropriations	0	0	0	0
0	-81,500	Total Income	0	0	0	0
0	-81,500	Cost Centre Total	0	0	0	0

2015/16 Estimate £	2015/16 Revised £
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2016/17 Estimate £	2017/18 Forecast £	2018/19 Forecast £	2019/20 Forecast £
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SECTION : Property Group

Property Mgmt & Admin

406,000	391,600	Direct Employee Expenses	419,000	420,800	427,600	433,200
8,000	9,100	Indirect Employee Expenses	9,400	10,100	10,500	11,100
414,000	400,700	Employees	428,400	430,900	438,100	444,300
1,300	1,000	Car Allowances	1,000	1,000	1,100	1,100
3,400	3,700	Direct Transport Costs	2,900	2,900	3,000	3,000
0	100	Public Transport	100	100	100	100
900	900	Transport Insurance	1,000	1,100	1,200	1,300
5,600	5,700	Transport Related Expenditure	5,000	5,100	5,400	5,500
22,300	25,000	Communications and Computing	25,200	25,700	26,100	26,700
1,900	1,900	Equip Furniture and Materials	1,900	1,900	2,000	2,100
200	0	Expenses	0	0	0	0
8,700	6,600	General Office Supplies	6,200	6,300	6,400	6,300
500	500	Grants and Subscriptions	500	500	500	500
35,900	44,100	Services	36,400	37,200	37,900	38,600
69,500	78,100	Supplies and Services	70,200	71,600	72,900	74,200
375,600	351,700	Recharges	360,000	370,800	381,600	390,800
375,600	351,700	Support Services	360,000	370,800	381,600	390,800
100	0	Depreciation	0	0	2,300	2,300
100	0	Capital Charges	0	0	2,300	2,300
864,800	836,200	Total Expenditure	863,600	878,400	900,300	917,100
-31,300	-31,300	Other Grants and Contributions	-31,600	-31,900	-32,200	-32,500
-833,500	-804,900	Recharges	-832,600	-847,100	-868,700	-885,300
-864,800	-836,200	Income	-864,200	-879,000	-900,900	-917,800
-864,800	-836,200	Total Income	-864,200	-879,000	-900,900	-917,800
0	0	Cost Centre Total	-600	-600	-600	-700

2015/16 Estimate £	2015/16 Revised £
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2016/17 Estimate £	2017/18 Forecast £	2018/19 Forecast £	2019/20 Forecast £
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SECTION : Revenues and Benefits

Customer Services Mgmt & Admin

2015/16 Estimate £	2015/16 Revised £		2016/17 Estimate £	2017/18 Forecast £	2018/19 Forecast £	2019/20 Forecast £
461,400	464,000	Direct Employee Expenses	494,100	494,700	502,900	511,500
4,100	4,400	Indirect Employee Expenses	4,800	5,200	5,700	6,100
465,500	468,400	Employees	498,900	499,900	508,600	517,600
300	200	Car Allowances	200	200	200	200
0	100	Public Transport	100	100	100	100
300	300	Transport Related Expenditure	300	300	300	300
2,500	2,500	Clothing Uniform and Laundry	2,500	2,600	2,600	2,700
34,400	29,200	Communications and Computing	34,900	35,600	36,300	37,000
2,200	1,700	Equip Furniture and Materials	1,700	1,700	1,800	1,900
3,600	3,200	General Office Supplies	2,700	2,700	2,600	2,700
4,900	22,300	Services	5,900	4,000	4,200	4,200
47,600	58,900	Supplies and Services	47,700	46,600	47,500	48,500
150,600	146,800	Recharges	148,800	153,000	159,500	164,700
150,600	146,800	Support Services	148,800	153,000	159,500	164,700
664,000	674,400	Total Expenditure	695,700	699,800	715,900	731,100
-700	-700	Customer Fees and Charges	-700	-700	-700	-800
-663,300	-673,700	Recharges	-685,900	-698,600	-715,100	-729,900
-664,000	-674,400	Income	-686,600	-699,300	-715,800	-730,700
-664,000	-674,400	Total Income	-686,600	-699,300	-715,800	-730,700
0	0	Cost Centre Total	9,100	500	100	400

Administrative Support

2015/16 Estimate £	2015/16 Revised £		2016/17 Estimate £	2017/18 Forecast £	2018/19 Forecast £	2019/20 Forecast £
74,000	73,400	Services	75,900	76,600	77,300	76,600
74,000	73,400	Supplies and Services	75,900	76,600	77,300	76,600
100,800	98,900	Recharges	101,800	104,000	106,400	108,700
100,800	98,900	Support Services	101,800	104,000	106,400	108,700
174,800	172,300	Total Expenditure	177,700	180,600	183,700	185,300
-174,800	-172,300	Recharges	-177,700	-180,600	-183,700	-185,300
-174,800	-172,300	Income	-177,700	-180,600	-183,700	-185,300
-174,800	-172,300	Total Income	-177,700	-180,600	-183,700	-185,300
0	0	Cost Centre Total	0	0	0	0

Benefits Mgmt & Administration

2015/16 Estimate £	2015/16 Revised £		2016/17 Estimate £	2017/18 Forecast £	2018/19 Forecast £	2019/20 Forecast £
0	3,300	Communications and Computing	0	0	0	0
0	15,000	Grants and Subscriptions	0	0	0	0
-84,000	0	Miscellaneous Expenses	0	0	0	0
1,118,800	1,011,000	Services	985,800	996,000	1,006,200	1,016,600
1,034,800	1,029,300	Supplies and Services	985,800	996,000	1,006,200	1,016,600
715,200	697,500	Recharges	711,200	730,200	761,800	784,500
715,200	697,500	Support Services	711,200	730,200	761,800	784,500
1,750,000	1,726,800	Total Expenditure	1,697,000	1,726,200	1,768,000	1,801,100
-12,000	-12,000	Customer Fees and Charges	-12,000	-12,000	-12,000	-12,000
-755,100	-872,800	Government Grants	-638,100	-592,800	-557,200	-523,800
-982,900	-842,000	Recharges	-929,900	-959,100	-1,000,900	-1,034,000
-1,750,000	-1,726,800	Income	-1,580,000	-1,563,900	-1,570,100	-1,569,800
-1,750,000	-1,726,800	Total Income	-1,580,000	-1,563,900	-1,570,100	-1,569,800
0	0	Cost Centre Total	117,000	162,300	197,900	231,300

2015/16 Estimate £	2015/16 Revised £
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2016/17 Estimate £	2017/18 Forecast £	2018/19 Forecast £	2019/20 Forecast £
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SECTION : Revenues and Benefits

Standard Rent Allowances

2015/16 Estimate £	2015/16 Revised £		2016/17 Estimate £	2017/18 Forecast £	2018/19 Forecast £	2019/20 Forecast £
33,322,400	32,545,000	Housing Benefit	32,545,000	32,545,000	32,545,000	32,545,000
33,322,400	32,545,000	Transfer Payments	32,545,000	32,545,000	32,545,000	32,545,000
33,322,400	32,545,000	Total Expenditure	32,545,000	32,545,000	32,545,000	32,545,000
-1,070,000	-1,250,000	Customer Fees and Charges	-1,200,000	-1,200,000	-1,200,000	-1,200,000
-32,433,000	-31,513,100	Government Grants	-31,513,100	-31,513,100	-31,513,100	-31,513,100
-18,000	-15,000	Other Grants and Contributions	-15,000	-15,000	-15,000	-15,000
-33,521,000	-32,778,100	Income	-32,728,100	-32,728,100	-32,728,100	-32,728,100
-33,521,000	-32,778,100	Total Income	-32,728,100	-32,728,100	-32,728,100	-32,728,100
-198,600	-233,100	Cost Centre Total	-183,100	-183,100	-183,100	-183,100

Discretionary Housing Payments

2015/16 Estimate £	2015/16 Revised £		2016/17 Estimate £	2017/18 Forecast £	2018/19 Forecast £	2019/20 Forecast £
200,600	200,600	Housing Benefit	200,600	200,600	200,600	200,600
200,600	200,600	Transfer Payments	200,600	200,600	200,600	200,600
200,600	200,600	Total Expenditure	200,600	200,600	200,600	200,600
-5,000	-5,000	Customer Fees and Charges	-5,000	-5,000	-5,000	-5,000
-200,600	-200,600	Government Grants	-200,600	-200,600	-200,600	-200,600
-205,600	-205,600	Income	-205,600	-205,600	-205,600	-205,600
-205,600	-205,600	Total Income	-205,600	-205,600	-205,600	-205,600
-5,000	-5,000	Cost Centre Total	-5,000	-5,000	-5,000	-5,000

War Widows Benefit Grant

2015/16 Estimate £	2015/16 Revised £		2016/17 Estimate £	2017/18 Forecast £	2018/19 Forecast £	2019/20 Forecast £
56,000	51,000	Housing Benefit	51,000	51,000	51,000	51,000
56,000	51,000	Transfer Payments	51,000	51,000	51,000	51,000
56,000	51,000	Total Expenditure	51,000	51,000	51,000	51,000
-42,000	-38,200	Government Grants	-38,200	-38,200	-38,200	-38,200
-42,000	-38,200	Income	-38,200	-38,200	-38,200	-38,200
-42,000	-38,200	Total Income	-38,200	-38,200	-38,200	-38,200
14,000	12,800	Cost Centre Total	12,800	12,800	12,800	12,800

Rent Rebates - Council Housing

2015/16 Estimate £	2015/16 Revised £		2016/17 Estimate £	2017/18 Forecast £	2018/19 Forecast £	2019/20 Forecast £
9,674,000	9,458,000	Housing Benefit	9,458,000	9,458,000	9,458,000	9,458,000
9,674,000	9,458,000	Transfer Payments	9,458,000	9,458,000	9,458,000	9,458,000
9,674,000	9,458,000	Total Expenditure	9,458,000	9,458,000	9,458,000	9,458,000
-210,000	-210,000	Customer Fees and Charges	-210,000	-210,000	-210,000	-210,000
-9,518,300	-9,329,100	Government Grants	-9,329,100	-9,329,100	-9,329,100	-9,329,100
-53,000	-38,000	Other Grants and Contributions	-38,000	-38,000	-38,000	-38,000
-9,781,300	-9,577,100	Income	-9,577,100	-9,577,100	-9,577,100	-9,577,100
-9,781,300	-9,577,100	Total Income	-9,577,100	-9,577,100	-9,577,100	-9,577,100
-107,300	-119,100	Cost Centre Total	-119,100	-119,100	-119,100	-119,100

2015/16 Estimate £	2015/16 Revised £
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2016/17 Estimate £	2017/18 Forecast £	2018/19 Forecast £	2019/20 Forecast £
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SECTION : Revenues and Benefits

Council Tax Administration

2015/16 Estimate £	2015/16 Revised £		2016/17 Estimate £	2017/18 Forecast £	2018/19 Forecast £	2019/20 Forecast £
200	0	Clothing Uniform and Laundry	0	0	0	0
1,000	1,000	Equip Furniture and Materials	1,000	1,000	1,100	1,100
6,000	6,000	Miscellaneous Expenses	6,100	6,200	6,300	6,500
626,800	620,500	Services	635,600	641,900	648,500	655,000
634,000	627,500	Supplies and Services	642,700	649,100	655,900	662,600
173,700	169,600	Recharges	172,900	177,400	184,700	190,000
173,700	169,600	Support Services	172,900	177,400	184,700	190,000
807,700	797,100	Total Expenditure	815,600	826,500	840,600	852,600
-273,900	-273,900	Other Grants and Contributions	-278,000	-283,500	-289,000	-294,400
-273,900	-273,900	Income	-278,000	-283,500	-289,000	-294,400
-273,900	-273,900	Total Income	-278,000	-283,500	-289,000	-294,400
533,800	523,200	Cost Centre Total	537,600	543,000	551,600	558,200

NNDR Administration

2015/16 Estimate £	2015/16 Revised £		2016/17 Estimate £	2017/18 Forecast £	2018/19 Forecast £	2019/20 Forecast £
230,000	230,000	Grants and Subscriptions	235,000	240,000	240,000	240,000
216,800	237,300	Services	232,500	234,600	236,900	239,200
446,800	467,300	Supplies and Services	467,500	474,600	476,900	479,200
53,300	52,000	Recharges	53,000	54,300	56,600	58,200
53,300	52,000	Support Services	53,000	54,300	56,600	58,200
500,100	519,300	Total Expenditure	520,500	528,900	533,500	537,400
-227,200	-227,200	Government Grants	-222,200	-222,200	-222,200	-222,200
-263,900	-256,000	Other Grants and Contributions	-265,800	-271,600	-272,300	-273,100
-491,100	-483,200	Income	-488,000	-493,800	-494,500	-495,300
-491,100	-483,200	Total Income	-488,000	-493,800	-494,500	-495,300
9,000	36,100	Cost Centre Total	32,500	35,100	39,000	42,100

Council Tax Benefit Administration

2015/16 Estimate £	2015/16 Revised £		2016/17 Estimate £	2017/18 Forecast £	2018/19 Forecast £	2019/20 Forecast £
245,700	210,500	Recharges	232,500	239,800	250,200	258,500
245,700	210,500	Support Services	232,500	239,800	250,200	258,500
245,700	210,500	Total Expenditure	232,500	239,800	250,200	258,500
245,700	210,500	Cost Centre Total	232,500	239,800	250,200	258,500

Housing Benefit Administration

2015/16 Estimate £	2015/16 Revised £		2016/17 Estimate £	2017/18 Forecast £	2018/19 Forecast £	2019/20 Forecast £
737,200	631,500	Recharges	697,500	719,300	750,600	775,500
737,200	631,500	Support Services	697,500	719,300	750,600	775,500
737,200	631,500	Total Expenditure	697,500	719,300	750,600	775,500
737,200	631,500	Cost Centre Total	697,500	719,300	750,600	775,500

Welfare Reforms Reserve

2015/16 Estimate £	2015/16 Revised £		2016/17 Estimate £	2017/18 Forecast £	2018/19 Forecast £	2019/20 Forecast £
0	102,700	Appropriations	0	0	0	0
0	102,700	Appropriations	0	0	0	0
0	102,700	Total Expenditure	0	0	0	0
-18,900	-18,900	Appropriations	0	0	0	0
-18,900	-18,900	Appropriations	0	0	0	0
-18,900	-18,900	Total Income	0	0	0	0
-18,900	83,800	Cost Centre Total	0	0	0	0

SECTION : Capital Financing

Capital Financing

2,730,100	2,460,000	Appropriations	2,947,000	2,111,200	2,248,600	1,961,200
2,730,100	2,460,000	Appropriations	2,947,000	2,111,200	2,248,600	1,961,200
2,730,100	2,460,000	Total Expenditure	2,947,000	2,111,200	2,248,600	1,961,200
2,730,100	2,460,000	Cost Centre Total	2,947,000	2,111,200	2,248,600	1,961,200

SECTION : Corporate Costs

Central Expenses

1,056,700	1,056,700	Direct Employee Expenses	1,100,000	1,145,100	1,145,100	1,145,100
307,700	312,900	Indirect Employee Expenses	304,200	310,400	316,500	322,600
1,364,400	1,369,600	Employees	1,404,200	1,455,500	1,461,600	1,467,700
100,000	350,000	Contribution to Provisions	200,000	200,000	200,000	200,000
1,100	4,000	Services	1,000	1,000	1,100	1,100
101,100	354,000	Supplies and Services	201,000	201,000	201,100	201,100
1,465,500	1,723,600	Total Expenditure	1,605,200	1,656,500	1,662,700	1,668,800
-178,000	-178,000	Recharges	-185,300	-185,300	-185,300	-185,300
-178,000	-178,000	Income	-185,300	-185,300	-185,300	-185,300
-178,000	-178,000	Total Income	-185,300	-185,300	-185,300	-185,300
1,287,500	1,545,600	Cost Centre Total	1,419,900	1,471,200	1,477,400	1,483,500

Corporate Management

0	0	Miscellaneous Expenses	0	63,300	64,200	64,800
2,600	1,600	Services	1,600	1,700	1,700	1,800
2,600	1,600	Supplies and Services	1,600	65,000	65,900	66,600
421,400	410,600	Recharges	463,100	439,200	446,400	454,000
421,400	410,600	Support Services	463,100	439,200	446,400	454,000
424,000	412,200	Total Expenditure	464,700	504,200	512,300	520,600
-116,700	-116,700	Recharges	-116,700	-116,700	-116,700	-116,700
-116,700	-116,700	Income	-116,700	-116,700	-116,700	-116,700
-116,700	-116,700	Total Income	-116,700	-116,700	-116,700	-116,700
307,300	295,500	Cost Centre Total	348,000	387,500	395,600	403,900

Flood Costs

0	35,000	Miscellaneous Expenses	0	0	0	0
0	35,000	Supplies and Services	0	0	0	0
0	35,000	Total Expenditure	0	0	0	0
0	35,000	Cost Centre Total	0	0	0	0

Counter Terrorism

0	10,000	Miscellaneous Expenses	0	0	0	0
0	10,000	Supplies and Services	0	0	0	0
0	10,000	Total Expenditure	0	0	0	0
0	-10,000	Government Grants	0	0	0	0
0	-10,000	Income	0	0	0	0
0	-10,000	Total Income	0	0	0	0
0	0	Cost Centre Total	0	0	0	0

2015/16 Estimate £	2015/16 Revised £
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2016/17 Estimate £	2017/18 Forecast £	2018/19 Forecast £	2019/20 Forecast £
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SECTION : Notional Charges

Reconciling Items

2015/16 Estimate £	2015/16 Revised £		2016/17 Estimate £	2017/18 Forecast £	2018/19 Forecast £	2019/20 Forecast £
16,700	16,700	Depreciation	16,700	16,700	16,700	16,700
16,700	16,700	Capital Charges	16,700	16,700	16,700	16,700
5,366,300	6,155,100	Appropriations	-567,100	2,946,400	2,908,000	1,865,000
5,366,300	6,155,100	Appropriations	-567,100	2,946,400	2,908,000	1,865,000
5,383,000	6,171,800	Total Expenditure	-550,400	2,963,100	2,924,700	1,881,700
-4,987,400	-5,196,300	Capital Related Income	-5,856,600	-5,704,600	-5,858,600	-5,922,800
-4,987,400	-5,196,300	Capital Financing Income	-5,856,600	-5,704,600	-5,858,600	-5,922,800
-17,000	-17,000	Interest	-17,000	-17,000	-17,000	-17,000
-17,000	-17,000	Income	-17,000	-17,000	-17,000	-17,000
-5,004,400	-5,213,300	Total Income	-5,873,600	-5,721,600	-5,875,600	-5,939,800
378,600	958,500	Cost Centre Total	-6,424,000	-2,758,500	-2,950,900	-4,058,100

Pooled Receipts Payment to Government

2015/16 Estimate £	2015/16 Revised £		2016/17 Estimate £	2017/18 Forecast £	2018/19 Forecast £	2019/20 Forecast £
150,000	300,000	Miscellaneous Expenses	300,000	300,000	300,000	300,000
150,000	300,000	Supplies and Services	300,000	300,000	300,000	300,000
150,000	300,000	Total Expenditure	300,000	300,000	300,000	300,000
150,000	300,000	Cost Centre Total	300,000	300,000	300,000	300,000

Capital Grant Income

2015/16 Estimate £	2015/16 Revised £		2016/17 Estimate £	2017/18 Forecast £	2018/19 Forecast £	2019/20 Forecast £
-1,302,000	-1,837,000	Capital Related Income	-3,704,000	-2,085,000	-2,085,000	-1,042,000
-1,302,000	-1,837,000	Capital Financing Income	-3,704,000	-2,085,000	-2,085,000	-1,042,000
-1,302,000	-1,837,000	Total Income	-3,704,000	-2,085,000	-2,085,000	-1,042,000
-1,302,000	-1,837,000	Cost Centre Total	-3,704,000	-2,085,000	-2,085,000	-1,042,000

2015/16 Estimate £	2015/16 Revised £
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2016/17 Estimate £	2017/18 Forecast £	2018/19 Forecast £	2019/20 Forecast £
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SECTION : Treasury Management**Interest Payable & Similar Charges**

2015/16 Estimate £	2015/16 Revised £		2016/17 Estimate £	2017/18 Forecast £	2018/19 Forecast £	2019/20 Forecast £
3,084,700	3,084,700	Interest Payments	3,046,700	3,010,400	2,976,800	2,945,200
3,084,700	3,084,700	Capital Financing Costs	3,046,700	3,010,400	2,976,800	2,945,200
3,084,700	3,084,700	Total Expenditure	3,046,700	3,010,400	2,976,800	2,945,200
-2,006,500	-2,006,600	Capital Related Income	-1,967,000	-1,931,100	-1,890,500	-1,853,500
-2,006,500	-2,006,600	Capital Financing Income	-1,967,000	-1,931,100	-1,890,500	-1,853,500
-2,006,500	-2,006,600	Total Income	-1,967,000	-1,931,100	-1,890,500	-1,853,500
1,078,200	1,078,100	Cost Centre Total	1,079,700	1,079,300	1,086,300	1,091,700

Banking & Treasury Management

2015/16 Estimate £	2015/16 Revised £		2016/17 Estimate £	2017/18 Forecast £	2018/19 Forecast £	2019/20 Forecast £
104,100	100,800	Services	114,200	116,200	118,400	120,500
104,100	100,800	Supplies and Services	114,200	116,200	118,400	120,500
12,800	12,400	Recharges	13,900	14,000	14,300	14,500
12,800	12,400	Support Services	13,900	14,000	14,300	14,500
116,900	113,200	Total Expenditure	128,100	130,200	132,700	135,000
-13,800	-13,400	Recharges	-15,200	-15,500	-15,700	-16,000
-13,800	-13,400	Income	-15,200	-15,500	-15,700	-16,000
-13,800	-13,400	Total Income	-15,200	-15,500	-15,700	-16,000
103,100	99,800	Cost Centre Total	112,900	114,700	117,000	119,000

Interest And Investment Income

2015/16 Estimate £	2015/16 Revised £		2016/17 Estimate £	2017/18 Forecast £	2018/19 Forecast £	2019/20 Forecast £
33,000	63,300	Miscellaneous Expenses	80,000	46,500	42,600	13,300
33,000	63,300	Supplies and Services	80,000	46,500	42,600	13,300
1,000	1,000	Interest Payments	1,000	1,000	1,000	1,000
1,000	1,000	Capital Financing Costs	1,000	1,000	1,000	1,000
34,000	64,300	Total Expenditure	81,000	47,500	43,600	14,300
-196,900	-179,500	Interest	-218,200	-121,300	-107,700	-29,700
-196,900	-179,500	Income	-218,200	-121,300	-107,700	-29,700
-196,900	-179,500	Total Income	-218,200	-121,300	-107,700	-29,700
-162,900	-115,200	Cost Centre Total	-137,200	-73,800	-64,100	-15,400

2015/16 Estimate £	2015/16 Revised £
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2016/17 Estimate £	2017/18 Forecast £	2018/19 Forecast £	2019/20 Forecast £
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SECTION : Appropriations

Renewals Reserve

567,800	567,800	Appropriations	366,300	366,300	366,300	366,300
567,800	567,800	Appropriations	366,300	366,300	366,300	366,300
567,800	567,800	Total Expenditure	366,300	366,300	366,300	366,300
-620,800	-516,700	Appropriations	-511,800	-246,000	-296,000	-136,000
-620,800	-516,700	Appropriations	-511,800	-246,000	-296,000	-136,000
-620,800	-516,700	Total Income	-511,800	-246,000	-296,000	-136,000
-53,000	51,100	Cost Centre Total	-145,500	120,300	70,300	230,300

GF Unallocated Reserve

-1,000,000	-1,000,000	Appropriations	0	0	0	0
-1,000,000	-1,000,000	Appropriations	0	0	0	0
-1,000,000	-1,000,000	Total Income	0	0	0	0
-1,000,000	-1,000,000	Cost Centre Total	0	0	0	0

Other Commuted Sums

0	184,100	Appropriations	0	0	0	0
0	184,100	Appropriations	0	0	0	0
0	184,100	Total Expenditure	0	0	0	0
-297,200	-279,000	Appropriations	-578,000	0	0	0
-297,200	-279,000	Appropriations	-578,000	0	0	0
-297,200	-279,000	Total Income	-578,000	0	0	0
-297,200	-94,900	Cost Centre Total	-578,000	0	0	0

Invest to Save Reserve

-60,000	-10,000	Appropriations	-30,000	0	0	0
-60,000	-10,000	Appropriations	-30,000	0	0	0
-60,000	-10,000	Total Income	-30,000	0	0	0
-60,000	-10,000	Cost Centre Total	-30,000	0	0	0

Business Rates Retention Reserve

275,300	0	Appropriations	0	0	0	0
275,300	0	Appropriations	0	0	0	0
275,300	0	Total Expenditure	0	0	0	0
275,300	0	Cost Centre Total	0	0	0	0

2015/16 Estimate £	2015/16 Revised £
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2016/17 Estimate £	2017/18 Forecast £	2018/19 Forecast £	2019/20 Forecast £
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SECTION : Financing

Council Tax Surplus/Deficit

-131,000	-131,000	Other Grants and Contributions	-60,000	0	0	0
-131,000	-131,000	Income	-60,000	0	0	0
-131,000	-131,000	Total Income	-60,000	0	0	0
-131,000	-131,000	Cost Centre Total	-60,000	0	0	0

Revenue Support Grant Income

-3,861,500	-3,861,500	Government Grants	-2,651,900	-1,605,200	-941,300	-199,700
-3,861,500	-3,861,500	Income	-2,651,900	-1,605,200	-941,300	-199,700
-3,861,500	-3,861,500	Total Income	-2,651,900	-1,605,200	-941,300	-199,700
-3,861,500	-3,861,500	Cost Centre Total	-2,651,900	-1,605,200	-941,300	-199,700

Business Rates Surplus/Deficit

0	0	Miscellaneous Expenses	5,733,200	0	0	0
0	0	Supplies and Services	5,733,200	0	0	0
0	0	Total Expenditure	5,733,200	0	0	0
-3,123,300	-3,123,300	Other Grants and Contributions	0	0	0	0
-3,123,300	-3,123,300	Income	0	0	0	0
-3,123,300	-3,123,300	Total Income	0	0	0	0
-3,123,300	-3,123,300	Cost Centre Total	5,733,200	0	0	0

Other Government Grants

-2,420,700	-2,835,400	Government Grants	-2,981,000	-1,938,300	-1,217,800	-1,231,300
-2,420,700	-2,835,400	Income	-2,981,000	-1,938,300	-1,217,800	-1,231,300
-2,420,700	-2,835,400	Total Income	-2,981,000	-1,938,300	-1,217,800	-1,231,300
-2,420,700	-2,835,400	Cost Centre Total	-2,981,000	-1,938,300	-1,217,800	-1,231,300

Retained Business Rates

-24,479,900	-24,479,900	Customer Fees and Charges	-24,445,700	-25,978,500	-25,978,500	-25,978,500
-24,479,900	-24,479,900	Income	-24,445,700	-25,978,500	-25,978,500	-25,978,500
-24,479,900	-24,479,900	Total Income	-24,445,700	-25,978,500	-25,978,500	-25,978,500
-24,479,900	-24,479,900	Cost Centre Total	-24,445,700	-25,978,500	-25,978,500	-25,978,500

BRR Levy Payment

275,200	459,200	Miscellaneous Expenses	165,700	0	0	0
275,200	459,200	Supplies and Services	165,700	0	0	0
275,200	459,200	Total Expenditure	165,700	0	0	0
275,200	459,200	Cost Centre Total	165,700	0	0	0

BRR Tariff Payment

19,762,900	19,762,900	Miscellaneous Expenses	19,927,600	20,561,300	20,561,300	20,561,300
19,762,900	19,762,900	Supplies and Services	19,927,600	20,561,300	20,561,300	20,561,300
19,762,900	19,762,900	Total Expenditure	19,927,600	20,561,300	20,561,300	20,561,300
19,762,900	19,762,900	Cost Centre Total	19,927,600	20,561,300	20,561,300	20,561,300

GENERAL FUND SUBJECTIVE ANALYSIS

2015/16 Original £	2015/16 Revised £		2016/17 Estimate £	2017/18 Forecast £	2018/19 Forecast £	2018/19 Forecast £
19,453,100	18,851,600	Direct Employee Expenses	19,671,200	19,991,500	20,201,600	20,380,800
692,400	747,000	Indirect Employee Expenses	719,700	750,000	821,000	811,600
20,145,500	19,598,600	Employees	20,390,900	20,741,500	21,022,600	21,192,400
145,300	126,600	Car Allowances	86,800	86,300	86,100	85,500
106,400	112,600	Contract Hire Operating Leases	81,700	83,500	85,100	75,200
1,297,100	1,177,400	Direct Transport Costs	1,123,900	1,125,400	1,144,500	1,159,700
14,400	48,400	Public Transport	17,700	18,100	18,200	18,500
137,800	152,600	Transport Insurance	168,100	183,000	198,100	209,400
1,701,000	1,617,600	Transport Related Expenditure	1,478,200	1,496,300	1,532,000	1,548,300
388,300	393,300	Cleaning and Domestic Supplies	417,000	424,200	432,600	439,800
793,700	735,300	Energy Costs	738,300	754,000	774,000	793,600
13,800	57,600	Fixtures and Fittings	14,000	14,300	14,500	14,900
1,822,600	1,735,200	Grounds Maintenance Costs	1,784,000	1,805,600	1,841,600	1,882,800
271,200	261,200	Operational Bldgs Allocation	281,900	291,400	298,700	305,200
144,600	151,400	Premises Insurance	156,000	170,300	184,500	197,700
1,070,600	1,116,600	Rates	1,149,100	1,180,800	1,215,800	1,250,400
91,800	92,400	Rents	91,300	92,100	92,600	93,400
4,628,600	4,808,400	Repair and Maintenance	4,564,100	4,684,400	4,798,100	4,916,600
334,900	329,100	Water Services	324,300	331,800	338,500	345,100
9,560,100	9,680,500	Premises Related Expenditure	9,520,000	9,748,900	9,990,900	10,239,500
53,800	42,100	Catering	48,400	49,500	50,500	51,500
91,800	102,400	Clothing Uniform and Laundry	92,300	94,200	95,700	97,400
739,500	773,500	Communications and Computing	752,600	763,300	777,500	781,300
100,000	350,200	Contribution to Provisions	204,000	204,000	204,000	204,000
2,069,600	2,230,300	Equip Furniture and Materials	1,851,000	1,813,300	1,797,500	1,818,800
470,300	415,600	Expenses	423,200	426,500	427,900	431,500
286,900	272,200	General Office Supplies	245,800	243,800	244,000	246,800
927,000	1,045,300	Grants and Subscriptions	929,800	935,300	945,600	957,500
450,200	644,100	Miscellaneous Expenses	525,100	621,300	568,600	638,100
6,197,800	6,668,700	Services	5,990,200	5,856,800	5,761,500	6,018,800
11,386,900	12,544,400	Supplies and Services	11,062,400	11,008,000	10,872,800	11,245,700
16,169,000	15,610,400	Recharges	15,470,000	15,823,500	16,201,200	16,580,700
16,169,000	15,610,400	Support Services	15,470,000	15,823,500	16,201,200	16,580,700
43,253,000	42,254,600	Housing Benefit	42,254,600	42,254,600	42,254,600	42,254,600
43,253,000	42,254,600	Transfer Payments	42,254,600	42,254,600	42,254,600	42,254,600
837,000	952,000	Amortisation of Def Chgs	1,317,000	823,000	823,000	823,000
4,017,100	3,961,000	Depreciation	4,255,100	4,598,300	4,752,300	4,816,500
4,854,100	4,913,000	Capital Charges	5,572,100	5,421,300	5,575,300	5,639,500
3,085,700	3,085,700	Interest Payments	3,047,700	3,011,400	2,977,800	2,946,200
3,085,700	3,085,700	Capital Financing Costs	3,047,700	3,011,400	2,977,800	2,946,200
5,614,700	6,003,800	Appropriations	8,405,200	5,514,900	5,613,900	4,283,500
5,614,700	6,003,800	Appropriations	8,405,200	5,514,900	5,613,900	4,283,500
115,770,000	115,308,600	Total Expenditure	117,201,100	115,020,400	116,041,100	115,930,400
-9,250,200	-9,788,800	Capital Related Income	-12,830,900	-10,584,200	-10,657,100	-9,641,300
-9,250,200	-9,788,800	Capital Financing Income	-12,830,900	-10,584,200	-10,657,100	-9,641,300
-12,622,300	-12,955,000	Customer Fees and Charges	-12,557,500	-12,793,500	-12,890,600	-12,967,700
-44,594,900	-43,823,300	Government Grants	-44,020,800	-43,904,000	-43,078,200	-43,058,300
-218,000	-200,600	Interest	-239,300	-142,500	-128,900	-51,000
-2,745,000	-3,229,900	Other Grants and Contributions	-2,471,600	-2,364,800	-1,155,100	-1,155,100
-27,192,600	-26,605,700	Recharges	-26,629,900	-27,253,900	-27,845,900	-28,494,100
-87,372,800	-86,814,500	Income	-85,919,100	-86,458,700	-85,098,700	-85,726,200
-2,094,900	-2,156,200	Appropriations	-1,263,600	-374,400	-344,900	-340,400
-2,094,900	-2,156,200	Appropriations	-1,263,600	-374,400	-344,900	-340,400
-98,717,900	-98,759,500	Total Income	-100,013,600	-97,417,300	-96,100,700	-95,707,900
17,052,100	16,549,100	NET BUDGET REQUIREMENT	17,187,500	17,603,100	19,940,400	20,222,500

SECTION : Housing Revenue Account

Council Housing Mgt & Admin

831,300	836,700	Direct Employee Expenses	874,100	891,500	905,400	918,200
17,800	15,600	Indirect Employee Expenses	16,500	17,400	18,300	19,200
849,100	852,300	Employees	890,600	908,900	923,700	937,400
22,200	18,300	Car Allowances	9,500	9,700	9,900	10,100
400	100	Direct Transport Costs	0	0	0	0
200	200	Public Transport	200	200	200	200
22,800	18,600	Transport Related Expenditure	9,700	9,900	10,100	10,300
1,200	1,100	Cleaning and Domestic Supplies	1,000	1,000	1,000	1,000
6,700	3,700	Energy Costs	0	0	0	0
28,900	28,500	Rates	0	0	0	0
81,600	93,600	Rents	0	0	0	0
6,600	6,600	Repair and Maintenance	0	0	0	0
1,900	1,900	Water Services	0	0	0	0
126,900	135,400	Premises Related Expenditure	1,000	1,000	1,000	1,000
0	1,500	Clothing Uniform and Laundry	1,500	1,600	1,600	1,600
61,000	58,400	Communications and Computing	60,100	61,300	62,500	63,600
2,000	3,400	Equip Furniture and Materials	2,000	2,100	2,100	2,200
200	100	Expenses	100	100	100	100
65,900	54,900	General Office Supplies	45,000	52,600	45,900	53,800
17,000	14,100	Grants and Subscriptions	14,300	14,600	14,900	15,200
40,600	37,400	Miscellaneous Expenses	33,100	33,700	35,700	37,700
43,700	55,900	Services	37,200	37,200	36,900	37,600
230,400	225,700	Supplies and Services	193,300	203,200	199,700	211,800
485,100	468,600	Recharges	542,800	551,000	564,400	575,700
485,100	468,600	Support Services	542,800	551,000	564,400	575,700
1,714,300	1,700,600	Total Expenditure	1,637,400	1,674,000	1,698,900	1,736,200
-59,400	-57,700	Customer Fees and Charges	-55,800	-57,500	-58,600	-59,800
-1,654,900	-1,642,900	Recharges	-1,581,600	-1,616,500	-1,640,300	-1,676,400
-1,714,300	-1,700,600	Income	-1,637,400	-1,674,000	-1,698,900	-1,736,200
-1,714,300	-1,700,600	Total Income	-1,637,400	-1,674,000	-1,698,900	-1,736,200
0	0	Cost Centre Total	0	0	0	0

Rent Income (Dwellings)

-13,707,200	-13,681,200	Customer Fees and Charges	-13,700,500	-13,538,900	-13,375,700	-13,211,200
-13,707,200	-13,681,200	Income	-13,700,500	-13,538,900	-13,375,700	-13,211,200
-13,707,200	-13,681,200	Total Income	-13,700,500	-13,538,900	-13,375,700	-13,211,200
-13,707,200	-13,681,200	Cost Centre Total	-13,700,500	-13,538,900	-13,375,700	-13,211,200

Rent Income (Commercial)

-203,600	-213,100	Customer Fees and Charges	-228,700	-227,700	-226,700	-225,700
-203,600	-213,100	Income	-228,700	-227,700	-226,700	-225,700
-203,600	-213,100	Total Income	-228,700	-227,700	-226,700	-225,700
-203,600	-213,100	Cost Centre Total	-228,700	-227,700	-226,700	-225,700

SECTION : Housing Revenue Account

Legal Proceedings

2015/16 Estimate £	2015/16 Revised £		2016/17 Estimate £	2017/18 Forecast £	2018/19 Forecast £	2019/20 Forecast £
8,600	28,600	Services	29,000	29,600	30,200	30,700
8,600	28,600	Supplies and Services	29,000	29,600	30,200	30,700
8,600	28,600	Total Expenditure	29,000	29,600	30,200	30,700
-14,500	-23,100	Customer Fees and Charges	-23,100	-23,100	-23,100	-23,100
-14,500	-23,100	Income	-23,100	-23,100	-23,100	-23,100
-14,500	-23,100	Total Income	-23,100	-23,100	-23,100	-23,100
-5,900	5,500	Cost Centre Total	5,900	6,500	7,100	7,600

Service Charges Flats/Deminimis Receipts

-297,400	-288,000	Customer Fees and Charges	-292,300	-298,100	-303,900	-309,600
-297,400	-288,000	Income	-292,300	-298,100	-303,900	-309,600
-297,400	-288,000	Total Income	-292,300	-298,100	-303,900	-309,600
-297,400	-288,000	Cost Centre Total	-292,300	-298,100	-303,900	-309,600

Historic Buildings Grant

-7,700	-7,700	Recharges	-7,700	-7,700	-7,700	-7,700
-7,700	-7,700	Income	-7,700	-7,700	-7,700	-7,700
-7,700	-7,700	Total Income	-7,700	-7,700	-7,700	-7,700
-7,700	-7,700	Cost Centre Total	-7,700	-7,700	-7,700	-7,700

Grounds Maintenance Gen Fund recharge

-80,700	-88,100	Recharges	-95,800	-95,900	-96,500	-97,500
-80,700	-88,100	Income	-95,800	-95,900	-96,500	-97,500
-80,700	-88,100	Total Income	-95,800	-95,900	-96,500	-97,500
-80,700	-88,100	Cost Centre Total	-95,800	-95,900	-96,500	-97,500

Sheltered Schemes Grounds Maintenance

49,400	47,100	Grounds Maintenance Costs	50,800	50,800	51,000	51,400
49,400	47,100	Premises Related Expenditure	50,800	50,800	51,000	51,400
49,400	47,100	Total Expenditure	50,800	50,800	51,000	51,400
-49,400	-47,100	Recharges	-50,800	-50,800	-51,000	-51,400
-49,400	-47,100	Income	-50,800	-50,800	-51,000	-51,400
-49,400	-47,100	Total Income	-50,800	-50,800	-51,000	-51,400
0	0	Cost Centre Total	0	0	0	0

2015/16 Estimate £	2015/16 Revised £
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2016/17 Estimate £	2017/18 Forecast £	2018/19 Forecast £	2019/20 Forecast £
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SECTION : Housing Revenue Account

Caretaker Services

2015/16 Estimate £	2015/16 Revised £		2016/17 Estimate £	2017/18 Forecast £	2018/19 Forecast £	2019/20 Forecast £
59,600	18,800	Direct Employee Expenses	19,400	19,900	20,800	21,300
400	500	Indirect Employee Expenses	600	600	700	700
60,000	19,300	Employees	20,000	20,500	21,500	22,000
6,700	6,700	Cleaning and Domestic Supplies	6,900	6,900	6,900	6,900
55,100	43,900	Energy Costs	49,700	51,100	52,300	53,500
61,800	50,600	Premises Related Expenditure	56,600	58,000	59,200	60,400
400	400	Communications and Computing	400	400	400	400
800	800	Equip Furniture and Materials	800	800	800	900
0	20,500	Services	25,900	26,400	26,900	27,400
1,200	21,700	Supplies and Services	27,100	27,600	28,100	28,700
1,700	1,600	Recharges	1,600	1,600	1,600	1,700
1,700	1,600	Support Services	1,600	1,600	1,600	1,700
124,700	93,200	Total Expenditure	105,300	107,700	110,400	112,800
124,700	93,200	Cost Centre Total	105,300	107,700	110,400	112,800

Grounds Maintenance (non-contract)

67,100	67,100	Grounds Maintenance Costs	68,100	69,400	70,800	72,100
67,100	67,100	Premises Related Expenditure	68,100	69,400	70,800	72,100
15,100	14,900	Recharges	14,300	14,600	14,800	15,200
15,100	14,900	Support Services	14,300	14,600	14,800	15,200
82,200	82,000	Total Expenditure	82,400	84,000	85,600	87,300
82,200	82,000	Cost Centre Total	82,400	84,000	85,600	87,300

Repairs and Maintenance

4,534,700	4,601,600	Repair and Maintenance	4,373,100	4,501,500	4,590,900	4,709,300
4,534,700	4,601,600	Premises Related Expenditure	4,373,100	4,501,500	4,590,900	4,709,300
4,534,700	4,601,600	Total Expenditure	4,373,100	4,501,500	4,590,900	4,709,300
4,534,700	4,601,600	Cost Centre Total	4,373,100	4,501,500	4,590,900	4,709,300

Supervision and Management of Housing

1,172,500	1,168,000	Recharges	1,131,500	1,154,000	1,167,100	1,190,500
1,172,500	1,168,000	Support Services	1,131,500	1,154,000	1,167,100	1,190,500
1,172,500	1,168,000	Total Expenditure	1,131,500	1,154,000	1,167,100	1,190,500
1,172,500	1,168,000	Cost Centre Total	1,131,500	1,154,000	1,167,100	1,190,500

Neighbourhood Management

18,000	15,000	Services	15,200	15,500	15,800	16,100
18,000	15,000	Supplies and Services	15,200	15,500	15,800	16,100
145,300	143,300	Recharges	137,900	141,000	143,100	146,300
145,300	143,300	Support Services	137,900	141,000	143,100	146,300
163,300	158,300	Total Expenditure	153,100	156,500	158,900	162,400
163,300	158,300	Cost Centre Total	153,100	156,500	158,900	162,400

2015/16 Estimate £	2015/16 Revised £
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2016/17 Estimate £	2017/18 Forecast £	2018/19 Forecast £	2019/20 Forecast £
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SECTION : Housing Revenue Account

Mortgagors Insurances

700	700	Premises Insurance	800	800	900	1,000
700	700	Premises Related Expenditure	800	800	900	1,000
700	700	Total Expenditure	800	800	900	1,000
-300	-300	Customer Fees and Charges	-300	-400	-400	-400
-300	-300	Income	-300	-400	-400	-400
-300	-300	Total Income	-300	-400	-400	-400
400	400	Cost Centre Total	500	400	500	600

Sheltered Schemes Management costs

110,100	106,900	Recharges	103,200	105,600	106,600	109,000
110,100	106,900	Support Services	103,200	105,600	106,600	109,000
110,100	106,900	Total Expenditure	103,200	105,600	106,600	109,000
-110,100	-106,900	Recharges	-103,200	-105,600	-106,600	-109,000
-110,100	-106,900	Income	-103,200	-105,600	-106,600	-109,000
-110,100	-106,900	Total Income	-103,200	-105,600	-106,600	-109,000
0	0	Cost Centre Total	0	0	0	0

Contractual Grounds Maintenance

157,600	149,700	Grounds Maintenance Costs	162,500	162,400	163,100	164,500
157,600	149,700	Premises Related Expenditure	162,500	162,400	163,100	164,500
157,600	149,700	Total Expenditure	162,500	162,400	163,100	164,500
157,600	149,700	Cost Centre Total	162,500	162,400	163,100	164,500

Melling House

10,000	9,900	Direct Employee Expenses	10,200	10,600	10,700	10,800
200	200	Indirect Employee Expenses	200	200	300	300
10,200	10,100	Employees	10,400	10,800	11,000	11,100
100	0	Car Allowances	0	0	0	0
100	0	Transport Related Expenditure	0	0	0	0
7,100	6,600	Cleaning and Domestic Supplies	6,800	6,800	6,800	6,800
17,400	12,700	Energy Costs	12,900	13,100	13,500	13,900
1,600	1,500	Grounds Maintenance Costs	1,800	1,700	1,700	1,700
400	500	Premises Insurance	600	600	700	700
2,300	2,300	Repair and Maintenance	2,300	2,300	2,500	2,500
300	2,000	Water Services	2,000	2,100	2,100	2,100
29,100	25,600	Premises Related Expenditure	26,400	26,600	27,300	27,700
4,200	3,000	Equip Furniture and Materials	2,900	10,700	2,800	14,800
600	600	General Office Supplies	600	600	600	600
2,100	2,100	Miscellaneous Expenses	2,100	2,100	2,100	2,100
100	100	Services	100	100	100	100
7,000	5,800	Supplies and Services	5,700	13,500	5,600	17,600
4,800	4,700	Recharges	4,500	4,500	4,600	4,700
4,800	4,700	Support Services	4,500	4,500	4,600	4,700
51,200	46,200	Total Expenditure	47,000	55,400	48,500	61,100
-55,200	-52,100	Customer Fees and Charges	-52,900	-53,900	-54,900	-56,000
-55,200	-52,100	Income	-52,900	-53,900	-54,900	-56,000
-55,200	-52,100	Total Income	-52,900	-53,900	-54,900	-56,000
-4,000	-5,900	Cost Centre Total	-5,900	1,500	-6,400	5,100

2015/16 Estimate £	2015/16 Revised £
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2016/17 Estimate £	2017/18 Forecast £	2018/19 Forecast £	2019/20 Forecast £
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SECTION : Housing Revenue Account**Parkside Court**

16,700	16,700	Direct Employee Expenses	17,600	18,300	18,700	19,600
300	400	Indirect Employee Expenses	400	500	500	600
17,000	17,100	Employees	18,000	18,800	19,200	20,200
9,500	9,200	Cleaning and Domestic Supplies	9,400	9,400	9,400	9,400
36,600	24,100	Energy Costs	24,600	24,800	25,600	26,400
7,700	7,400	Grounds Maintenance Costs	7,900	8,000	8,000	8,000
1,400	2,800	Premises Insurance	3,100	3,400	3,600	3,900
3,400	3,400	Repair and Maintenance	3,400	3,500	3,600	3,700
8,900	10,000	Water Services	10,100	10,300	10,600	10,800
67,500	56,900	Premises Related Expenditure	58,500	59,400	60,800	62,200
2,500	4,200	Equip Furniture and Materials	3,100	11,200	12,700	3,300
1,000	1,000	General Office Supplies	1,000	1,000	1,000	1,000
3,700	3,700	Miscellaneous Expenses	3,700	3,700	3,700	3,700
100	100	Services	100	100	100	100
7,300	9,000	Supplies and Services	7,900	16,000	17,500	8,100
7,400	7,200	Recharges	6,900	7,100	7,200	7,300
7,400	7,200	Support Services	6,900	7,100	7,200	7,300
99,200	90,200	Total Expenditure	91,300	101,300	104,700	97,800
-100,700	-100,700	Customer Fees and Charges	-102,300	-104,200	-106,200	-108,200
-100,700	-100,700	Income	-102,300	-104,200	-106,200	-108,200
-100,700	-100,700	Total Income	-102,300	-104,200	-106,200	-108,200
-1,500	-10,500	Cost Centre Total	-11,000	-2,900	-1,500	-10,400

Beck View

20,900	20,900	Direct Employee Expenses	21,500	21,700	21,900	22,200
300	400	Indirect Employee Expenses	400	500	500	600
21,200	21,300	Employees	21,900	22,200	22,400	22,800
100	0	Car Allowances	0	0	0	0
100	0	Transport Related Expenditure	0	0	0	0
8,500	8,100	Cleaning and Domestic Supplies	8,300	8,300	8,300	8,300
32,500	23,000	Energy Costs	23,400	23,600	24,400	25,200
4,500	4,300	Grounds Maintenance Costs	4,500	4,500	4,500	4,500
700	1,200	Premises Insurance	1,300	1,400	1,600	1,700
3,400	2,800	Repair and Maintenance	2,800	2,900	3,000	3,000
5,600	7,200	Water Services	7,300	7,400	7,700	7,800
55,200	46,600	Premises Related Expenditure	47,600	48,100	49,500	50,500
1,800	11,100	Equip Furniture and Materials	12,300	2,900	2,500	2,300
900	900	General Office Supplies	900	900	900	900
3,700	3,700	Miscellaneous Expenses	3,700	3,700	3,700	3,700
100	100	Services	100	100	100	100
6,500	15,800	Supplies and Services	17,000	7,600	7,200	7,000
7,200	7,000	Recharges	6,700	6,900	7,000	7,200
7,200	7,000	Support Services	6,700	6,900	7,000	7,200
90,200	90,700	Total Expenditure	93,200	84,800	86,100	87,500
-99,600	-96,300	Customer Fees and Charges	-97,800	-99,600	-101,600	-103,500
-99,600	-96,300	Income	-97,800	-99,600	-101,600	-103,500
-99,600	-96,300	Total Income	-97,800	-99,600	-101,600	-103,500
-9,400	-5,600	Cost Centre Total	-4,600	-14,800	-15,500	-16,000

2015/16 Estimate £	2015/16 Revised £
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2016/17 Estimate £	2017/18 Forecast £	2018/19 Forecast £	2019/20 Forecast £
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SECTION : Housing Revenue Account**Kingsway**

20,900	20,900	Direct Employee Expenses	21,500	21,700	21,900	22,200
300	400	Indirect Employee Expenses	400	500	500	600
21,200	21,300	Employees	21,900	22,200	22,400	22,800
100	0	Car Allowances	0	0	0	0
100	0	Transport Related Expenditure	0	0	0	0
9,100	8,200	Cleaning and Domestic Supplies	8,400	8,400	8,400	8,400
29,400	21,300	Energy Costs	21,700	21,800	22,600	23,300
7,200	6,900	Grounds Maintenance Costs	7,400	7,500	7,500	7,500
700	1,200	Premises Insurance	1,300	1,400	1,600	1,700
3,200	3,200	Repair and Maintenance	3,200	3,400	3,400	3,400
7,300	8,900	Water Services	9,000	9,100	9,500	9,600
56,900	49,700	Premises Related Expenditure	51,000	51,600	53,000	53,900
11,500	2,800	Equip Furniture and Materials	10,600	3,300	15,800	2,600
1,000	1,000	General Office Supplies	1,000	1,000	1,000	1,000
4,000	4,000	Miscellaneous Expenses	4,000	4,000	4,000	4,000
16,500	7,800	Supplies and Services	15,600	8,300	20,800	7,600
7,400	7,200	Recharges	6,900	7,100	7,200	7,300
7,400	7,200	Support Services	6,900	7,100	7,200	7,300
102,100	86,000	Total Expenditure	95,400	89,200	103,400	91,600
-100,000	-100,000	Customer Fees and Charges	-101,500	-103,500	-105,400	-107,500
-100,000	-100,000	Income	-101,500	-103,500	-105,400	-107,500
-100,000	-100,000	Total Income	-101,500	-103,500	-105,400	-107,500
2,100	-14,000	Cost Centre Total	-6,100	-14,300	-2,000	-15,900

Ripley Court

17,900	17,900	Direct Employee Expenses	18,900	19,600	20,200	21,000
300	400	Indirect Employee Expenses	400	500	500	600
18,200	18,300	Employees	19,300	20,100	20,700	21,600
100	0	Car Allowances	0	0	0	0
100	0	Transport Related Expenditure	0	0	0	0
7,900	8,700	Cleaning and Domestic Supplies	8,900	9,000	9,000	9,000
29,400	20,000	Energy Costs	20,400	20,500	21,300	21,900
4,700	4,500	Grounds Maintenance Costs	4,700	4,800	4,800	4,800
700	1,200	Premises Insurance	1,300	1,400	1,600	1,700
3,500	3,500	Repair and Maintenance	3,500	3,700	3,700	3,800
9,300	6,900	Water Services	7,000	7,100	7,400	7,400
55,500	44,800	Premises Related Expenditure	45,800	46,500	47,800	48,600
3,800	5,000	Equip Furniture and Materials	10,700	2,700	2,800	13,400
800	800	General Office Supplies	800	800	800	800
3,700	3,700	Miscellaneous Expenses	3,700	3,700	3,700	3,700
8,300	9,500	Supplies and Services	15,200	7,200	7,300	17,900
5,000	4,900	Recharges	4,700	4,900	4,900	5,100
5,000	4,900	Support Services	4,700	4,900	4,900	5,100
87,100	77,500	Total Expenditure	85,000	78,700	80,700	93,200
-97,400	-90,200	Customer Fees and Charges	-91,500	-93,400	-95,200	-96,900
-97,400	-90,200	Income	-91,500	-93,400	-95,200	-96,900
-97,400	-90,200	Total Income	-91,500	-93,400	-95,200	-96,900
-10,300	-12,700	Cost Centre Total	-6,500	-14,700	-14,500	-3,700

2015/16 Estimate £	2015/16 Revised £
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2016/17 Estimate £	2017/18 Forecast £	2018/19 Forecast £	2019/20 Forecast £
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SECTION : Housing Revenue Account**Glebe Court**

2015/16 Estimate £	2015/16 Revised £		2016/17 Estimate £	2017/18 Forecast £	2018/19 Forecast £	2019/20 Forecast £
16,800	17,500	Direct Employee Expenses	19,200	19,000	19,900	20,300
400	300	Indirect Employee Expenses	300	400	400	400
17,200	17,800	Employees	19,500	19,400	20,300	20,700
100	100	Car Allowances	100	100	100	100
100	100	Transport Related Expenditure	100	100	100	100
9,600	10,800	Cleaning and Domestic Supplies	11,000	11,100	11,100	11,100
43,800	30,900	Energy Costs	31,300	31,700	32,700	33,700
2,700	2,600	Grounds Maintenance Costs	2,800	2,800	2,800	2,800
700	600	Premises Insurance	700	700	800	800
3,900	3,900	Repair and Maintenance	3,900	4,100	4,100	4,200
7,500	9,100	Water Services	9,200	9,300	9,700	9,800
68,200	57,900	Premises Related Expenditure	58,900	59,700	61,200	62,400
2,500	3,800	Equip Furniture and Materials	4,200	13,000	3,000	3,000
1,000	1,000	General Office Supplies	1,000	1,000	1,000	1,000
5,600	5,600	Miscellaneous Expenses	5,600	5,600	5,600	5,600
200	200	Services	200	200	200	200
9,300	10,600	Supplies and Services	11,000	19,800	9,800	9,800
7,800	7,600	Recharges	7,400	7,400	7,500	7,600
7,800	7,600	Support Services	7,400	7,400	7,500	7,600
102,600	94,000	Total Expenditure	96,900	106,400	98,900	100,600
-118,900	-106,700	Customer Fees and Charges	-108,200	-110,500	-112,500	-114,700
-118,900	-106,700	Income	-108,200	-110,500	-112,500	-114,700
-118,900	-106,700	Total Income	-108,200	-110,500	-112,500	-114,700
-16,300	-12,700	Cost Centre Total	-11,300	-4,100	-13,600	-14,100

Penhale Court

2015/16 Estimate £	2015/16 Revised £		2016/17 Estimate £	2017/18 Forecast £	2018/19 Forecast £	2019/20 Forecast £
19,100	19,100	Direct Employee Expenses	20,200	20,800	21,700	22,200
300	400	Indirect Employee Expenses	400	500	500	600
19,400	19,500	Employees	20,600	21,300	22,200	22,800
200	100	Car Allowances	100	100	100	100
200	100	Transport Related Expenditure	100	100	100	100
800	800	Cleaning and Domestic Supplies	800	800	800	800
1,300	1,300	Energy Costs	1,300	1,300	1,300	1,400
1,700	1,600	Grounds Maintenance Costs	1,700	1,600	1,700	1,800
600	500	Premises Insurance	600	600	700	700
1,300	1,300	Repair and Maintenance	1,300	1,300	1,300	1,400
300	300	Water Services	300	300	300	300
6,000	5,800	Premises Related Expenditure	6,000	5,900	6,100	6,400
200	1,200	Equip Furniture and Materials	3,300	300	500	400
600	600	General Office Supplies	600	600	600	600
2,600	2,600	Miscellaneous Expenses	2,600	2,600	2,600	2,600
100	100	Services	100	100	100	100
3,500	4,500	Supplies and Services	6,600	3,600	3,800	3,700
5,000	4,900	Recharges	4,700	4,900	4,900	5,100
5,000	4,900	Support Services	4,700	4,900	4,900	5,100
34,100	34,800	Total Expenditure	38,000	35,800	37,100	38,100
-36,100	-36,000	Customer Fees and Charges	-36,500	-37,300	-38,000	-38,700
-36,100	-36,000	Income	-36,500	-37,300	-38,000	-38,700
-36,100	-36,000	Total Income	-36,500	-37,300	-38,000	-38,700
-2,000	-1,200	Cost Centre Total	1,500	-1,500	-900	-600

2015/16 Estimate £	2015/16 Revised £
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2016/17 Estimate £	2017/18 Forecast £	2018/19 Forecast £	2019/20 Forecast £
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SECTION : Housing Revenue Account**Prospect Grove**

2015/16 Estimate £	2015/16 Revised £		2016/17 Estimate £	2017/18 Forecast £	2018/19 Forecast £	2019/20 Forecast £
20,900	20,900	Direct Employee Expenses	21,400	21,600	21,800	22,200
300	400	Indirect Employee Expenses	400	500	500	600
21,200	21,300	Employees	21,800	22,100	22,300	22,800
300	0	Car Allowances	0	0	0	0
300	0	Transport Related Expenditure	0	0	0	0
1,700	1,800	Cleaning and Domestic Supplies	1,900	1,900	1,900	1,900
1,800	1,800	Energy Costs	1,800	1,800	1,900	2,000
1,700	1,700	Grounds Maintenance Costs	1,700	1,600	1,700	1,800
600	900	Premises Insurance	1,000	1,100	1,200	1,300
1,400	1,400	Repair and Maintenance	1,400	1,400	1,400	1,500
1,000	1,000	Water Services	1,000	1,000	1,100	1,100
8,200	8,600	Premises Related Expenditure	8,800	8,800	9,200	9,600
3,100	500	Equip Furniture and Materials	2,200	200	8,500	200
800	800	General Office Supplies	800	800	800	800
3,100	3,100	Miscellaneous Expenses	3,100	3,100	3,100	3,100
100	100	Services	100	100	100	100
7,100	4,500	Supplies and Services	6,200	4,200	12,500	4,200
6,000	5,800	Recharges	5,600	5,800	5,900	6,000
6,000	5,800	Support Services	5,600	5,800	5,900	6,000
42,800	40,200	Total Expenditure	42,400	40,900	49,900	42,600
-43,400	-43,400	Customer Fees and Charges	-44,000	-44,900	-45,800	-46,600
-43,400	-43,400	Income	-44,000	-44,900	-45,800	-46,600
-43,400	-43,400	Total Income	-44,000	-44,900	-45,800	-46,600
-600	-3,200	Cost Centre Total	-1,600	-4,000	4,100	-4,000

Gummers Howe

2015/16 Estimate £	2015/16 Revised £		2016/17 Estimate £	2017/18 Forecast £	2018/19 Forecast £	2019/20 Forecast £
18,800	18,800	Direct Employee Expenses	19,700	20,500	21,100	22,000
300	400	Indirect Employee Expenses	400	500	500	600
19,100	19,200	Employees	20,100	21,000	21,600	22,600
200	0	Car Allowances	0	0	0	0
200	0	Transport Related Expenditure	0	0	0	0
2,000	2,100	Cleaning and Domestic Supplies	2,100	2,100	2,100	2,100
1,600	1,600	Energy Costs	1,600	1,600	1,700	1,700
2,500	2,400	Grounds Maintenance Costs	2,600	2,600	2,600	2,600
2,100	2,100	Repair and Maintenance	2,100	2,200	2,200	2,200
500	500	Water Services	500	500	500	500
8,700	8,700	Premises Related Expenditure	8,900	9,000	9,100	9,100
100	1,300	Equip Furniture and Materials	7,200	200	400	200
500	500	General Office Supplies	500	500	500	500
7,700	7,700	Miscellaneous Expenses	7,700	7,700	7,700	7,700
300	300	Services	300	300	300	300
8,600	9,800	Supplies and Services	15,700	8,700	8,900	8,700
11,300	10,900	Recharges	10,400	10,500	10,700	10,800
11,300	10,900	Support Services	10,400	10,500	10,700	10,800
47,900	48,600	Total Expenditure	55,100	49,200	50,300	51,200
-52,200	-51,100	Customer Fees and Charges	-51,800	-52,900	-53,900	-54,900
-52,200	-51,100	Income	-51,800	-52,900	-53,900	-54,900
-52,200	-51,100	Total Income	-51,800	-52,900	-53,900	-54,900
-4,300	-2,500	Cost Centre Total	3,300	-3,700	-3,600	-3,700

2015/16 Estimate £	2015/16 Revised £
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2016/17 Estimate £	2017/18 Forecast £	2018/19 Forecast £	2019/20 Forecast £
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SECTION : Housing Revenue Account**Morley Road**

2015/16 Estimate £	2015/16 Revised £		2016/17 Estimate £	2017/18 Forecast £	2018/19 Forecast £	2019/20 Forecast £
19,100	19,100	Direct Employee Expenses	20,200	20,800	21,700	22,200
300	400	Indirect Employee Expenses	400	500	500	600
19,400	19,500	Employees	20,600	21,300	22,200	22,800
200	100	Car Allowances	100	100	100	100
200	100	Transport Related Expenditure	100	100	100	100
1,400	1,500	Cleaning and Domestic Supplies	1,500	1,500	1,500	1,500
1,300	1,300	Energy Costs	1,300	1,300	1,300	1,500
3,400	3,300	Grounds Maintenance Costs	3,500	3,500	3,500	3,500
100	100	Premises Insurance	100	100	100	100
1,400	1,400	Repair and Maintenance	1,400	1,400	1,400	1,500
300	300	Water Services	300	300	300	300
7,900	7,900	Premises Related Expenditure	8,100	8,100	8,100	8,400
100	800	Equip Furniture and Materials	3,200	2,200	200	200
100	0	Expenses	0	0	0	0
600	600	General Office Supplies	600	600	600	600
3,600	3,600	Miscellaneous Expenses	3,600	3,600	3,600	3,600
4,400	5,000	Supplies and Services	7,400	6,400	4,400	4,400
6,600	6,400	Recharges	6,200	6,400	6,400	6,600
6,600	6,400	Support Services	6,200	6,400	6,400	6,600
38,500	38,900	Total Expenditure	42,400	42,300	41,200	42,300
-41,800	-41,700	Customer Fees and Charges	-42,400	-43,200	-44,000	-44,800
-41,800	-41,700	Income	-42,400	-43,200	-44,000	-44,800
-41,800	-41,700	Total Income	-42,400	-43,200	-44,000	-44,800
-3,300	-2,800	Cost Centre Total	0	-900	-2,800	-2,500

Shakespeare Road

2015/16 Estimate £	2015/16 Revised £		2016/17 Estimate £	2017/18 Forecast £	2018/19 Forecast £	2019/20 Forecast £
18,200	18,200	Direct Employee Expenses	19,300	19,900	20,700	21,300
300	400	Indirect Employee Expenses	400	500	500	600
18,500	18,600	Employees	19,700	20,400	21,200	21,900
100	0	Car Allowances	0	0	0	0
100	0	Transport Related Expenditure	0	0	0	0
1,600	1,500	Grounds Maintenance Costs	1,600	1,500	1,600	1,700
1,200	1,200	Repair and Maintenance	1,200	1,200	1,300	1,300
2,800	2,700	Premises Related Expenditure	2,800	2,700	2,900	3,000
0	600	Equip Furniture and Materials	0	0	0	0
600	600	General Office Supplies	600	600	600	600
3,600	3,600	Miscellaneous Expenses	3,600	3,600	3,600	3,600
100	100	Services	100	100	100	100
4,300	4,900	Supplies and Services	4,300	4,300	4,300	4,300
6,800	6,600	Recharges	6,400	6,600	6,600	6,800
6,800	6,600	Support Services	6,400	6,600	6,600	6,800
32,500	32,800	Total Expenditure	33,200	34,000	35,000	36,000
-33,400	-33,400	Customer Fees and Charges	-33,900	-34,600	-35,200	-35,900
-33,400	-33,400	Income	-33,900	-34,600	-35,200	-35,900
-33,400	-33,400	Total Income	-33,900	-34,600	-35,200	-35,900
-900	-600	Cost Centre Total	-700	-600	-200	100

2015/16 Estimate £	2015/16 Revised £
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2016/17 Estimate £	2017/18 Forecast £	2018/19 Forecast £	2019/20 Forecast £
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SECTION : Housing Revenue Account

Elterwater Place

18,200	18,200	Direct Employee Expenses	19,400	19,900	20,800	21,300
300	400	Indirect Employee Expenses	400	500	500	600
18,500	18,600	Employees	19,800	20,400	21,300	21,900
100	0	Car Allowances	0	0	0	0
100	0	Transport Related Expenditure	0	0	0	0
2,200	2,100	Grounds Maintenance Costs	2,300	2,300	2,300	2,300
900	900	Repair and Maintenance	900	900	900	1,000
3,100	3,000	Premises Related Expenditure	3,200	3,200	3,200	3,300
0	100	Equip Furniture and Materials	0	0	500	0
900	900	General Office Supplies	900	900	900	900
3,200	3,200	Miscellaneous Expenses	3,200	3,200	3,200	3,200
200	200	Services	200	200	200	200
4,300	4,400	Supplies and Services	4,300	4,300	4,800	4,300
5,300	5,100	Recharges	5,000	5,200	5,200	5,300
5,300	5,100	Support Services	5,000	5,200	5,200	5,300
31,300	31,100	Total Expenditure	32,300	33,100	34,500	34,800
-33,700	-33,600	Customer Fees and Charges	-34,100	-34,700	-35,400	-36,100
-33,700	-33,600	Income	-34,100	-34,700	-35,400	-36,100
-33,700	-33,600	Total Income	-34,100	-34,700	-35,400	-36,100
-2,400	-2,500	Cost Centre Total	-1,800	-1,600	-900	-1,300

Alder Grove

18,600	18,600	Direct Employee Expenses	19,200	19,400	19,500	19,800
400	400	Indirect Employee Expenses	400	500	500	600
19,000	19,000	Employees	19,600	19,900	20,000	20,400
100	0	Car Allowances	0	0	0	0
100	0	Transport Related Expenditure	0	0	0	0
1,500	1,500	Cleaning and Domestic Supplies	1,600	1,600	1,600	1,600
1,700	1,700	Energy Costs	1,700	1,700	1,800	1,800
2,700	2,600	Grounds Maintenance Costs	2,800	2,800	2,800	2,800
400	1,000	Premises Insurance	1,100	1,200	1,300	1,400
1,600	1,600	Repair and Maintenance	1,600	1,600	1,700	1,700
300	300	Water Services	300	300	300	300
8,200	8,700	Premises Related Expenditure	9,100	9,200	9,500	9,600
100	6,100	Equip Furniture and Materials	200	200	200	200
100	0	Expenses	0	0	0	0
600	600	General Office Supplies	600	600	600	600
5,300	5,300	Miscellaneous Expenses	5,300	5,300	5,300	5,300
100	3,000	Services	100	100	100	100
6,200	15,000	Supplies and Services	6,200	6,200	6,200	6,200
7,000	6,800	Recharges	6,500	6,700	6,800	7,000
7,000	6,800	Support Services	6,500	6,700	6,800	7,000
40,500	49,500	Total Expenditure	41,400	42,000	42,500	43,200
-42,700	-41,500	Customer Fees and Charges	-42,100	-42,900	-43,800	-44,600
-42,700	-41,500	Income	-42,100	-42,900	-43,800	-44,600
-42,700	-41,500	Total Income	-42,100	-42,900	-43,800	-44,600
-2,200	8,000	Cost Centre Total	-700	-900	-1,300	-1,400

SECTION : Housing Revenue Account

Artle Beck

20,100	20,100	Direct Employee Expenses	21,200	21,700	21,900	22,200
300	400	Indirect Employee Expenses	400	500	500	600
20,400	20,500	Employees	21,600	22,200	22,400	22,800
4,400	4,200	Grounds Maintenance Costs	4,400	4,500	4,500	4,500
900	900	Repair and Maintenance	900	900	900	1,000
5,300	5,100	Premises Related Expenditure	5,300	5,400	5,400	5,500
0	200	Equip Furniture and Materials	0	0	0	0
700	700	General Office Supplies	700	700	700	700
3,000	3,000	Miscellaneous Expenses	3,000	3,000	3,000	3,000
100	100	Services	100	100	100	100
3,800	4,000	Supplies and Services	3,800	3,800	3,800	3,800
5,500	5,300	Recharges	5,200	5,400	5,400	5,500
5,500	5,300	Support Services	5,200	5,400	5,400	5,500
35,000	34,900	Total Expenditure	35,900	36,800	37,000	37,600
-36,000	-35,900	Customer Fees and Charges	-36,400	-37,100	-37,900	-38,600
-36,000	-35,900	Income	-36,400	-37,100	-37,900	-38,600
-36,000	-35,900	Total Income	-36,400	-37,100	-37,900	-38,600
-1,000	-1,000	Cost Centre Total	-500	-300	-900	-1,000

Altham Walk

17,900	17,900	Direct Employee Expenses	18,900	19,600	20,200	21,000
300	400	Indirect Employee Expenses	400	500	500	600
18,200	18,300	Employees	19,300	20,100	20,700	21,600
600	0	Car Allowances	0	0	0	0
600	0	Transport Related Expenditure	0	0	0	0
5,000	4,800	Grounds Maintenance Costs	5,200	5,200	5,200	5,200
100	200	Premises Insurance	200	200	300	300
900	900	Repair and Maintenance	900	900	900	1,000
6,000	5,900	Premises Related Expenditure	6,300	6,300	6,400	6,500
500	500	General Office Supplies	500	500	500	500
2,700	2,700	Miscellaneous Expenses	2,700	2,700	2,700	2,700
100	100	Services	100	100	100	100
3,300	3,300	Supplies and Services	3,300	3,300	3,300	3,300
13,300	12,900	Recharges	12,600	12,700	12,800	13,100
13,300	12,900	Support Services	12,600	12,700	12,800	13,100
41,400	40,400	Total Expenditure	41,500	42,400	43,200	44,500
-49,300	-47,700	Customer Fees and Charges	-48,400	-49,400	-50,400	-51,200
-49,300	-47,700	Income	-48,400	-49,400	-50,400	-51,200
-49,300	-47,700	Total Income	-48,400	-49,400	-50,400	-51,200
-7,900	-7,300	Cost Centre Total	-6,900	-7,000	-7,200	-6,700

2015/16 Estimate £	2015/16 Revised £
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2016/17 Estimate £	2017/18 Forecast £	2018/19 Forecast £	2019/20 Forecast £
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SECTION : Housing Revenue Account**Leachfield Close**

10,000	9,900	Direct Employee Expenses	10,200	10,600	10,700	10,800
200	100	Indirect Employee Expenses	100	100	100	100
10,200	10,000	Employees	10,300	10,700	10,800	10,900
800	0	Car Allowances	0	0	0	0
800	0	Transport Related Expenditure	0	0	0	0
2,200	2,100	Grounds Maintenance Costs	2,300	2,300	2,200	2,300
600	600	Repair and Maintenance	600	600	600	600
2,800	2,700	Premises Related Expenditure	2,900	2,900	2,800	2,900
600	600	General Office Supplies	600	600	600	600
1,500	1,500	Miscellaneous Expenses	1,500	1,500	1,500	1,500
100	100	Services	100	100	100	100
2,200	2,200	Supplies and Services	2,200	2,200	2,200	2,200
3,700	3,600	Recharges	3,500	3,500	3,500	3,600
3,700	3,600	Support Services	3,500	3,500	3,500	3,600
19,700	18,500	Total Expenditure	18,900	19,300	19,300	19,600
-21,300	-21,200	Customer Fees and Charges	-21,500	-22,000	-22,400	-22,800
-21,300	-21,200	Income	-21,500	-22,000	-22,400	-22,800
-21,300	-21,200	Total Income	-21,500	-22,000	-22,400	-22,800
-1,600	-2,700	Cost Centre Total	-2,600	-2,700	-3,100	-3,200

Shared Ownership

-1,600	-1,600	Customer Fees and Charges	-1,600	-1,700	-1,700	-1,700
-1,600	-1,600	Income	-1,600	-1,700	-1,700	-1,700
-1,600	-1,600	Total Income	-1,600	-1,700	-1,700	-1,700
-1,600	-1,600	Cost Centre Total	-1,600	-1,700	-1,700	-1,700

Leasehold Flats

100	100	Cleaning and Domestic Supplies	100	100	100	100
5,500	5,500	Energy Costs	5,600	5,800	5,900	6,100
18,300	18,300	Premises Insurance	20,100	22,000	23,800	25,600
30,400	30,400	Repair and Maintenance	18,200	18,500	18,900	19,200
400	400	Water Services	400	400	400	400
54,700	54,700	Premises Related Expenditure	44,400	46,800	49,100	51,400
500	500	Equip Furniture and Materials	500	500	500	500
500	500	Supplies and Services	500	500	500	500
33,200	31,600	Recharges	30,600	31,300	31,400	32,100
33,200	31,600	Support Services	30,600	31,300	31,400	32,100
88,400	86,800	Total Expenditure	75,500	78,600	81,000	84,000
-36,800	-35,200	Customer Fees and Charges	-20,000	-19,100	-21,500	-24,500
-51,600	-51,600	Other Grants and Contributions	-55,500	-59,500	-59,500	-59,500
-88,400	-86,800	Income	-75,500	-78,600	-81,000	-84,000
-88,400	-86,800	Total Income	-75,500	-78,600	-81,000	-84,000
0	0	Cost Centre Total	0	0	0	0

2015/16 Estimate £	2015/16 Revised £
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2016/17 Estimate £	2017/18 Forecast £	2018/19 Forecast £	2019/20 Forecast £
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SECTION : Housing Revenue Account**Leasehold For The Elderly**

2015/16 Estimate £	2015/16 Revised £		2016/17 Estimate £	2017/18 Forecast £	2018/19 Forecast £	2019/20 Forecast £
400	400	Energy Costs	400	400	400	500
1,500	1,500	Premises Insurance	1,700	1,800	2,000	2,100
400	400	Repair and Maintenance	400	400	400	400
2,300	2,300	Premises Related Expenditure	2,500	2,600	2,800	3,000
1,400	1,400	Miscellaneous Expenses	1,400	1,400	1,400	1,400
1,400	1,400	Supplies and Services	1,400	1,400	1,400	1,400
2,600	2,600	Recharges	2,500	2,600	2,600	2,700
2,600	2,600	Support Services	2,500	2,600	2,600	2,700
6,300	6,300	Total Expenditure	6,400	6,600	6,800	7,100
-6,300	-6,300	Customer Fees and Charges	-6,400	-6,600	-6,800	-7,100
-6,300	-6,300	Income	-6,400	-6,600	-6,800	-7,100
-6,300	-6,300	Total Income	-6,400	-6,600	-6,800	-7,100
0	0	Cost Centre Total	0	0	0	0

Central Control

2015/16 Estimate £	2015/16 Revised £		2016/17 Estimate £	2017/18 Forecast £	2018/19 Forecast £	2019/20 Forecast £
129,900	122,800	Direct Employee Expenses	29,000	0	0	0
1,000	1,000	Indirect Employee Expenses	300	0	0	0
130,900	123,800	Employees	29,300	0	0	0
900	200	Car Allowances	0	0	0	0
900	200	Transport Related Expenditure	0	0	0	0
4,500	5,300	Premises Insurance	4,300	0	0	0
500	400	Rates	0	0	0	0
1,400	1,100	Rents	0	0	0	0
65,000	68,200	Repair and Maintenance	65,000	65,000	65,000	65,000
71,400	75,000	Premises Related Expenditure	69,300	65,000	65,000	65,000
24,000	24,000	Equip Furniture and Materials	2,000	0	0	0
5,500	5,500	General Office Supplies	1,400	0	0	0
1,000	0	Grants and Subscriptions	0	0	0	0
41,600	62,300	Services	70,400	28,000	28,000	28,000
72,100	91,800	Supplies and Services	73,800	28,000	28,000	28,000
101,600	100,200	Recharges	96,400	98,600	100,100	102,300
101,600	100,200	Support Services	96,400	98,600	100,100	102,300
376,900	391,000	Total Expenditure	268,800	191,600	193,100	195,300
-295,200	-253,700	Customer Fees and Charges	-76,400	-24,700	-24,700	-24,700
-33,400	-54,200	Other Grants and Contributions	-12,400	0	0	0
-58,000	-58,000	Recharges	-65,000	-65,000	-65,000	-65,000
-386,600	-365,900	Income	-153,800	-89,700	-89,700	-89,700
-386,600	-365,900	Total Income	-153,800	-89,700	-89,700	-89,700
-9,700	25,100	Cost Centre Total	115,000	101,900	103,400	105,600

2015/16
Estimate
£

2015/16
Revised
£

2016/17
Estimate
£

2017/18
Forecast
£

2018/19
Forecast
£

2019/20
Forecast
£

SECTION : Housing Revenue Account

Housing Options - Choice Based Lettings

2015/16 Estimate £	2015/16 Revised £		2016/17 Estimate £	2017/18 Forecast £	2018/19 Forecast £	2019/20 Forecast £
134,800	133,800	Direct Employee Expenses	140,400	142,700	144,100	145,600
1,100	1,200	Indirect Employee Expenses	1,300	1,400	1,600	1,700
135,900	135,000	Employees	141,700	144,100	145,700	147,300
500	200	Car Allowances	200	200	200	200
100	0	Public Transport	0	0	0	0
600	200	Transport Related Expenditure	200	200	200	200
22,500	24,900	Communications and Computing Expenses	21,400	21,800	22,200	22,600
100	0		0	0	0	0
2,000	3,500	General Office Supplies	3,500	3,500	3,600	3,600
4,400	4,100	Services	4,100	4,200	4,300	4,400
29,000	32,500	Supplies and Services	29,000	29,500	30,100	30,600
17,500	16,900	Recharges	17,100	17,200	18,400	19,200
17,500	16,900	Support Services	17,100	17,200	18,400	19,200
183,000	184,600	Total Expenditure	188,000	191,000	194,400	197,300
183,000	184,600	Cost Centre Total	188,000	191,000	194,400	197,300

Insurances

155,900	160,500	Premises Insurance	176,600	192,600	208,700	224,700
155,900	160,500	Premises Related Expenditure	176,600	192,600	208,700	224,700
155,900	160,500	Total Expenditure	176,600	192,600	208,700	224,700
155,900	160,500	Cost Centre Total	176,600	192,600	208,700	224,700

Void Property Rates

14,600	14,600	Rates	14,900	15,400	15,800	16,300
14,600	14,600	Premises Related Expenditure	14,900	15,400	15,800	16,300
14,600	14,600	Total Expenditure	14,900	15,400	15,800	16,300
14,600	14,600	Cost Centre Total	14,900	15,400	15,800	16,300

Provision - Bad Debts

190,400	144,800	Contribution to Provisions	145,100	145,100	145,100	145,100
190,400	144,800	Supplies and Services	145,100	145,100	145,100	145,100
190,400	144,800	Total Expenditure	145,100	145,100	145,100	145,100
190,400	144,800	Cost Centre Total	145,100	145,100	145,100	145,100

Depreciation & Debt Management Costs

1,985,100	2,016,400	Depreciation	2,007,100	2,007,000	2,007,000	2,007,000
1,985,100	2,016,400	Capital Charges	2,007,100	2,007,000	2,007,000	2,007,000
1,985,100	2,016,400	Total Expenditure	2,007,100	2,007,000	2,007,000	2,007,000
1,985,100	2,016,400	Cost Centre Total	2,007,100	2,007,000	2,007,000	2,007,000

Interest Payable and Similar Charges

2,006,600	2,006,600	Interest Payments	1,967,000	1,931,100	1,931,100	1,931,100
2,006,600	2,006,600	Capital Financing Costs	1,967,000	1,931,100	1,931,100	1,931,100
2,006,600	2,006,600	Total Expenditure	1,967,000	1,931,100	1,931,100	1,931,100
2,006,600	2,006,600	Cost Centre Total	1,967,000	1,931,100	1,931,100	1,931,100

2015/16 Estimate £	2015/16 Revised £
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2016/17 Estimate £	2017/18 Forecast £	2018/19 Forecast £	2019/20 Forecast £
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SECTION : Housing Revenue Account**Debt Rescheduling**

8,100	8,100	Depreciation	8,100	0	0	0
8,100	8,100	Capital Charges	8,100	0	0	0
8,100	8,100	Total Expenditure	8,100	0	0	0
-8,700	-8,700	Interest	-8,700	0	0	0
-8,700	-8,700	Income	-8,700	0	0	0
-8,700	-8,700	Total Income	-8,700	0	0	0
-600	-600	Cost Centre Total	-600	0	0	0

Bank and Investment Interest

-33,000	-63,300	Interest	-80,000	-46,500	-42,600	-13,300
-33,000	-63,300	Income	-80,000	-46,500	-42,600	-13,300
-33,000	-63,300	Total Income	-80,000	-46,500	-42,600	-13,300
-33,000	-63,300	Cost Centre Total	-80,000	-46,500	-42,600	-13,300

Mortgagors Interest

-300	-300	Interest	-300	-300	-300	-300
-300	-300	Income	-300	-300	-300	-300
-300	-300	Total Income	-300	-300	-300	-300
-300	-300	Cost Centre Total	-300	-300	-300	-300

Past Service Pension Costs

178,000	178,000	Recharges	185,300	185,300	185,300	185,300
178,000	178,000	Support Services	185,300	185,300	185,300	185,300
178,000	178,000	Total Expenditure	185,300	185,300	185,300	185,300
178,000	178,000	Cost Centre Total	185,300	185,300	185,300	185,300

Reconciling Items

-9,500	-9,500	Capital Related Income	-200	0	0	0
-9,500	-9,500	Capital Financing Income	-200	0	0	0
-18,000	-18,100	Appropriations	-18,100	-18,100	-18,100	-18,100
-18,000	-18,100	Appropriations	-18,100	-18,100	-18,100	-18,100
-27,500	-27,600	Total Income	-18,300	-18,100	-18,100	-18,100
-27,500	-27,600	Cost Centre Total	-18,300	-18,100	-18,100	-18,100

Capital Repayment of Debt

1,041,400	1,041,400	Appropriations	1,041,400	1,041,400	1,041,400	1,041,400
1,041,400	1,041,400	Appropriations	1,041,400	1,041,400	1,041,400	1,041,400
1,041,400	1,041,400	Total Expenditure	1,041,400	1,041,400	1,041,400	1,041,400
1,041,400	1,041,400	Cost Centre Total	1,041,400	1,041,400	1,041,400	1,041,400

2015/16 Estimate £	2015/16 Revised £
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2016/17 Estimate £	2017/18 Forecast £	2018/19 Forecast £	2019/20 Forecast £
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SECTION : Housing Revenue Account

Approp To & From HRA Unallocated Balance

0	303,400	Appropriations	289,300	136,400	0	0
0	303,400	Appropriations	289,300	136,400	0	0
0	303,400	Total Expenditure	289,300	136,400	0	0
-47,000	0	Appropriations	0	0	-322,400	-1,097,600
-47,000	0	Appropriations	0	0	-322,400	-1,097,600
-47,000	0	Total Income	0	0	-322,400	-1,097,600
-47,000	303,400	Cost Centre Total	289,300	136,400	-322,400	-1,097,600

Approp To Capital Financing Reserve

366,500	325,400	Appropriations	217,000	255,000	200,000	200,000
366,500	325,400	Appropriations	217,000	255,000	200,000	200,000
366,500	325,400	Total Expenditure	217,000	255,000	200,000	200,000
366,500	325,400	Cost Centre Total	217,000	255,000	200,000	200,000

Approp To & From Major Repairs Reserve

7,009,500	6,672,800	Appropriations	6,299,000	5,971,100	6,336,700	7,518,700
7,009,500	6,672,800	Appropriations	6,299,000	5,971,100	6,336,700	7,518,700
7,009,500	6,672,800	Total Expenditure	6,299,000	5,971,100	6,336,700	7,518,700
-4,492,000	-4,339,300	Appropriations	-4,152,400	-3,988,500	-4,171,300	-4,762,300
-4,492,000	-4,339,300	Appropriations	-4,152,400	-3,988,500	-4,171,300	-4,762,300
-4,492,000	-4,339,300	Total Income	-4,152,400	-3,988,500	-4,171,300	-4,762,300
2,517,500	2,333,500	Cost Centre Total	2,146,600	1,982,600	2,165,400	2,756,400

Approp To & From Business Plan Support

-37,900	-217,100	Appropriations	-39,400	-39,500	0	-176,500
-37,900	-217,100	Appropriations	-39,400	-39,500	0	-176,500
-37,900	-217,100	Total Income	-39,400	-39,500	0	-176,500
-37,900	-217,100	Cost Centre Total	-39,400	-39,500	0	-176,500

Approp To & From Planned Maint Flat Reserve

0	0	Appropriations	133,000	133,000	133,000	133,000
0	0	Appropriations	133,000	133,000	133,000	133,000
0	0	Total Expenditure	133,000	133,000	133,000	133,000
-306,500	-220,400	Appropriations	-167,000	-200,000	-200,000	-200,000
-306,500	-220,400	Appropriations	-167,000	-200,000	-200,000	-200,000
-306,500	-220,400	Total Income	-167,000	-200,000	-200,000	-200,000
-306,500	-220,400	Cost Centre Total	-34,000	-67,000	-67,000	-67,000

Approp to/from Fixed Lifeline Equipment

16,600	7,700	Appropriations	0	0	0	0
16,600	7,700	Appropriations	0	0	0	0
16,600	7,700	Total Expenditure	0	0	0	0
-24,000	-24,000	Appropriations	0	0	0	0
-24,000	-24,000	Appropriations	0	0	0	0
-24,000	-24,000	Total Income	0	0	0	0
-7,400	-16,300	Cost Centre Total	0	0	0	0

SECTION : Housing Revenue Account

Approp To & From Sheltered Reserve

22,700	0	Appropriations	0	28,000	28,100	27,900
22,700	0	Appropriations	0	28,000	28,100	27,900
22,700	0	Total Expenditure	0	28,000	28,100	27,900
-24,000	-132,000	Appropriations	-51,200	-38,000	-40,700	-31,300
-24,000	-132,000	Appropriations	-51,200	-38,000	-40,700	-31,300
-24,000	-132,000	Total Income	-51,200	-38,000	-40,700	-31,300
-1,300	-132,000	Cost Centre Total	-51,200	-10,000	-12,600	-3,400

Approp To & From Sheltered Planned Maintenance

45,500	81,900	Appropriations	81,100	56,100	56,200	55,800
45,500	81,900	Appropriations	81,100	56,100	56,200	55,800
45,500	81,900	Total Expenditure	81,100	56,100	56,200	55,800
-102,700	-125,000	Appropriations	-70,000	-75,000	-20,000	-20,000
-102,700	-125,000	Appropriations	-70,000	-75,000	-20,000	-20,000
-102,700	-125,000	Total Income	-70,000	-75,000	-20,000	-20,000
-57,200	-43,100	Cost Centre Total	11,100	-18,900	36,200	35,800

Approp To & From Shelt Suppt Grant Maintenance

20,700	127,300	Appropriations	27,100	28,000	28,100	27,900
20,700	127,300	Appropriations	27,100	28,000	28,100	27,900
20,700	127,300	Total Expenditure	27,100	28,000	28,100	27,900
20,700	127,300	Cost Centre Total	27,100	28,000	28,100	27,900

Approp To & From IT Replacement Reserve

0	0	Appropriations	57,000	57,000	0	0
0	0	Appropriations	57,000	57,000	0	0
0	0	Total Expenditure	57,000	57,000	0	0
0	0	Cost Centre Total	57,000	57,000	0	0

Approp To & From Telecare Reserve

0	-40,000	Appropriations	0	0	0	0
0	-40,000	Appropriations	0	0	0	0
0	-40,000	Total Income	0	0	0	0
0	-40,000	Cost Centre Total	0	0	0	0

Approp To & From Office Equipment Reserve

3,000	3,000	Appropriations	3,000	0	0	0
3,000	3,000	Appropriations	3,000	0	0	0
3,000	3,000	Total Expenditure	3,000	0	0	0
0	-5,700	Appropriations	0	0	0	0
0	-5,700	Appropriations	0	0	0	0
0	-5,700	Total Income	0	0	0	0
3,000	-2,700	Cost Centre Total	3,000	0	0	0

HOUSING REVENUE ACCOUNT SUBJECTIVE ANALYSIS

2015/16 Original £	2015/16 Revised £		2016/17 Estimate £	2017/18 Forecast £	2018/19 Forecast £	2018/19 Forecast £
1,439,700	1,396,700	Direct Employee Expenses	1,361,500	1,359,800	1,383,700	1,406,200
25,100	24,100	Indirect Employee Expenses	24,500	26,600	27,900	30,200
1,464,800	1,420,800	Employees	1,386,000	1,386,400	1,411,600	1,436,400
26,700	19,000	Car Allowances	10,000	10,200	10,400	10,600
400	100	Direct Transport Costs	0	0	0	0
300	200	Public Transport	200	200	200	200
27,400	19,300	Transport Related Expenditure	10,200	10,400	10,600	10,800
67,100	67,200	Cleaning and Domestic Supplies	68,700	68,900	68,900	68,900
264,500	193,200	Energy Costs	197,700	200,500	206,700	212,900
329,900	317,400	Grounds Maintenance Costs	338,600	339,800	342,300	345,800
187,300	196,500	Premises Insurance	214,800	229,300	248,900	267,700
44,000	43,500	Rates	14,900	15,400	15,800	16,300
83,000	94,700	Rents	0	0	0	0
4,669,100	4,738,600	Repair and Maintenance	4,488,100	4,617,700	4,708,100	4,827,700
43,600	48,800	Water Services	47,400	48,100	49,900	50,400
5,688,500	5,699,900	Premises Related Expenditure	5,370,200	5,519,700	5,640,600	5,789,700
0	1,500	Clothing Uniform and Laundry	1,500	1,600	1,600	1,600
83,900	83,700	Communications and Computing	81,900	83,500	85,100	86,600
190,400	144,800	Contribution to Provisions	145,100	145,100	145,100	145,100
57,200	69,400	Equip Furniture and Materials	65,200	50,300	53,300	44,200
500	100	Expenses	100	100	100	100
85,100	75,600	General Office Supplies	61,600	67,800	61,200	69,100
18,000	14,100	Grants and Subscriptions	14,300	14,600	14,900	15,200
101,100	97,900	Miscellaneous Expenses	93,600	94,200	96,200	98,200
118,000	191,000	Services	183,500	142,600	143,800	145,900
654,200	678,100	Supplies and Services	646,800	599,800	601,300	606,000
2,372,800	2,339,500	Recharges	2,366,400	2,408,400	2,442,000	2,489,000
2,372,800	2,339,500	Support Services	2,366,400	2,408,400	2,442,000	2,489,000
1,993,200	2,024,500	Depreciation	2,015,200	2,007,000	2,007,000	2,007,000
1,993,200	2,024,500	Capital Charges	2,015,200	2,007,000	2,007,000	2,007,000
2,006,600	2,006,600	Interest Payments	1,967,000	1,931,100	1,931,100	1,931,100
2,006,600	2,006,600	Capital Financing Costs	1,967,000	1,931,100	1,931,100	1,931,100
8,525,900	8,562,900	Appropriations	8,147,900	7,706,000	7,823,500	9,004,700
8,525,900	8,562,900	Appropriations	8,147,900	7,706,000	7,823,500	9,004,700
22,733,400	22,751,600	Total Expenditure	21,909,700	21,568,800	21,867,700	23,274,700
-9,500	-9,500	Capital Related Income	-200	0	0	0
-9,500	-9,500	Capital Financing Income	-200	0	0	0
-15,584,000	-15,491,700	Customer Fees and Charges	-15,350,400	-15,161,900	-15,025,700	-14,888,800
-42,000	-72,300	Interest	-89,000	-46,800	-42,900	-13,600
-85,000	-105,800	Other Grants and Contributions	-67,900	-59,500	-59,500	-59,500
-1,960,800	-1,950,700	Recharges	-1,904,100	-1,941,500	-1,967,100	-2,007,000
-17,671,800	-17,620,500	Income	-17,411,400	-17,209,700	-17,095,200	-16,968,900
-5,052,100	-5,121,600	Appropriations	-4,498,100	-4,359,100	-4,772,500	-6,305,800
-5,052,100	-5,121,600	Appropriations	-4,498,100	-4,359,100	-4,772,500	-6,305,800
-22,733,400	-22,751,600	Total Income	-21,909,700	-21,568,800	-21,867,700	-23,274,700
0	0	NET BUDGET REQUIREMENT	0	0	0	0

TEMPLATE FOR NEW FEES AND CHARGES

Service / New Charge

Introduction of admission charges for the Splash Park in Happy Mount Park.

Charging Policy

Cost recovery - the objective of the charge is to broadly cover operating costs in a discretionary area of service provision to the public.

Comparative Information

There are no comparative water facilities which currently charge, however charges do exist for other concession activities within Happy Mount Park with prices starting from £1.20.

Financial

Information Required	Description
Level of charge	£1.00 per person for up to two hours. Fee applies to all those entering the facility regardless of whether spectating or using the water features.
Start date	July 2016
Budgeted income	£55,000
Surplus / deficit as a percentage of cost	3.16% deficit
Surplus / deficit per usage	£0.04 deficit

Impact Assessment

Income generated from the Splash Park would benefit the Council by substantially contributing towards all future operating costs and replacement schedules to ensure longevity.

The level of charge is not expected to produce any equality issues but this will be kept under review and fed into future decisions regarding fee setting.

Impact on Other Areas

The Splash Park is currently a free facility so the introduction of admission charges would affect all potential users to the facility. The introduction of charges may see a slight reduction in visitor numbers which also may have an impact on the concessionaires within the park who currently benefit from the Splash Park being a popular, free attraction.

The introduction of a pre-booking system brought about from introducing the new admission system may have a positive effect on those visiting by eliminating queuing and ensuring numbers remain at a comfortable and safe level at all times.

Method of Collection

Charging for admissions to the Splash Park will be largely done online via a booking portal and/or by using an electronic payment kiosk in the park grounds which uses chip and pin technology. No provision will be made for taking cash payments.

Alternatives

Cost Saving Measures

The splash park currently uses the most efficient control units and pumps available for this type of facility. The introduction of new chemical dosing equipment has reduced chemical usage by 50% and an inverter fitted to the circulation pump has substantially reduced electricity consumption.

Staffing levels for the facility remain as low as possible and are only recruited to cover the seasonal operating period.

Consultation

Considered throughout the current budget consultation process.

TEMPLATE FOR NEW FEES AND CHARGES

Service / New Charge

Introduction of administration charges for event applications.

Charging Policy

Subsidised – to introduce a charge to contribute to the administrative costs associated with processing event bookings. In order for this to be achieved a charging matrix will be introduced to capture community events of a medium to large scale and commercial events.

The scale of the event will be based on the amount of information/documents required from the organiser to ensure the Council can be satisfied that the event can take place safely on its land. Three tiers of charges will be in place and small community events that require little input will remain free of charge. Each booking form received will be evaluated and the correct charge levied.

Comparative Information

None available.

Financial

Information Required	Description
Level of charge	All charges per event Medium & Large Community Events: £25 Small Commercial (one day) Events: £80 Large Commercial: £150
Start date	1 st April 2016
Budgeted income	£2,000
Surplus / deficit as a percentage of cost	48% deficit
Surplus / deficit per usage	£14.34 deficit

Impact Assessment

On average the City Council receives 129 event bookings per year. Small community events make up 78% of the overall bookings received, with the rest split between medium to large community and commercial events.

Impact on Other Areas

Currently there are no admin fees in place for event bookings and all community events are processed and held free of charge. Commercial events are usually required to pay a hire charge per operating day but are not charged separately for administrative time/processing.

The introduction of a further administrative charge for medium and large community events may cause some controversy when introduced, especially for the community events that have previously never incurred any fees. As a result there may be a possibility that the number of events taking place on Council land will decrease.

Method of Collection

Additional invoice for community events and extra charges incorporated within the hire fee for commercial events.

Alternatives

As an alternative to charging an administration fee the City Council could consider generating additional income by reviewing the daily hire fee for commercial events and including this within the Fees and Charges to allow for incremental increases per year.

In addition, the City Council could consider promoting sites for commercial events in the hope of increasing the number that take place. This would generate additional income from the daily hire charges associated with these types of events.

Consultation

Considered throughout the current budget consultation process.

TEMPLATE FOR NEW FEES AND CHARGES

Service / New Charge

All householders will be expected to contribute to the cost of providing replacement bins / boxes.

Charging Policy

Subsidised - all householders will be expected to contribute to the delivery cost of providing replacement bins / boxes.

Comparative Information

Similar schemes are in place in many Councils and these are well documented.

Financial

Information Required	Description
Level of charge	£4 per box £15 per wheeled bin (plus inflationary amounts to be applied to existing scheme).
Start date	April 2016
Budgeted income	Boxes - £18,700 Bins - £39,600
Surplus / deficit as a percentage of cost	Boxes - 37% deficit Bins - 26% deficit
Surplus / deficit per usage	Boxes - £2.34 deficit (per box) Bins - £5.39 deficit (per bin)

Impact Assessment

This is an extension of an existing policy where a charge is applied only for new dwellings and dwellings with new occupants. The cost of replacement bins and boxes is subsidised by the Council and the amount above contributes to the costs. The Council retains ownership of the bins and boxes.

The level of charge is not expected to produce any equality issues but this will be kept under review and fed into future decisions regarding fee setting.

Impact on Other Areas

It is anticipated that the volume of requests for replacement bins / boxes will reduce, leading to budgetary savings on ordering levels.

Method of Collection

Householders make electronic payment via the customer service centre.

Alternatives

None.

Consultation

Considered throughout the current budget consultation process.

TEMPLATE FOR NEW FEES AND CHARGES

Service / New Charge

The introduction of a charge for the collection of green waste.

Charging Policy

Cost recovery - all householders requiring the Council to collect their green waste will be required to pay an annual fee for the service.

Comparative Information

Many Councils have introduced a similar charge and this is well documented.

Financial

Information Required	Description
Level of charge	£30 per year per bin. The exact number of collections still to be determined.
Start date	August 2016
Budgeted income	£580,000 2016/17 £870,000 2017/18 onwards
Surplus / deficit as a percentage of cost	1.51% deficit
Surplus / deficit per usage	£0.46 deficit

Impact Assessment

All households will be able to request this service. Households not requiring this service will have to make their own arrangements to deal with green waste (e.g. home composting, use of housing waste recycling centre). The Council will assess whether there is any increase in fly tipping.

The level of charge is not expected to produce any equality issues but this will be kept under review and fed into future decisions regarding fee setting.

The introduction of this charge could lead to operational savings through efficiencies resulting from the rescheduling of rounds once the charging scheme is in place and the take-up rates are known.

Impact on Other Areas

At a similar time to this the County Council will no longer be allowing co-mingling of food / green waste. This means that food waste will no longer be composted. Recycling rates will be monitored to assess what impact these two changes in policy have.

Method of Collection

The delivery plan for this is currently being developed. It is estimated that half of the households within the district will continue to dispose of green waste and the charge levied accordingly.

Householders will be encouraged to pay by electronic means and then annually by auto-renewal of a direct debit. However, this might not be appropriate in all cases and therefore alternative methods will need to be offered in the first instance.

Alternatives

As above.

Consultation

Throughout the current budget process.

TEMPLATE FOR NEW FEES AND CHARGES

Service / New Charge

Charge to Parish Councils for the running of scheduled and by elections in their parish or parish ward.

Charging Policy

Cost recovery - each election would have to be charged at a different rate as each parish area has a different electorate and geographical size and some are divided into wards.

Un-contested elections would incur a charge of £120 per parish or parish ward which reflects the administrative costs associated with the nomination process up to and including the declaration of no contest.

Contested elections will be charged at the actual rate for costs incurred for nominations, polling stations (staffing and accommodation), poll cards, postal voting, verification and count (accommodation and staffing) for each parish or parish ward.

Where parish elections are combined with another poll (e.g. City Council elections), costs will be apportioned to reflect the level of combination with each parish or parish ward.

Comparative Information

The following neighbouring local authorities have indicated that they also charge for scheduled parish elections and by-elections:

- Blackburn with Darwen
- Chorley
- Fylde
- Preston
- West Lancashire
- Wyre

Because by-elections are often stand alone the costs are higher than in the case of a combined poll as the whole cost falls to the Parish Council.

Financial

Information Required	Description
Level of charge	<p>Uncontested election: £120 per parish or parish ward.</p> <p>Contested election: Actual cost or a single poll, costs will be reduced for a combined poll and will vary depending on which parish or parish ward is contested, the size of the electorate, the number of postal voters and the number of polling</p>

	stations.
Start date	For scheduled elections – 02 May 2019 For by-elections – these are already being charged for.
Budgeted income	£14,100 from 2019/20. If all parishes were uncontested, there would be an income of £6,120 (51 parishes or parish wards x £120) Additional income will depend on the number of contested parishes or parish wards.
Surplus / deficit as a percentage of cost	Nil.
Surplus / deficit per usage	Nil.

Impact Assessment

Recharging/calculating costs will fall to Election Manager and would need to be built in to post election workloads and chasing payments may take up time in both Elections and Resources. However, these implications are considered operationally manageable.

Impact on Other Areas

Parish precepts may have to be increased to reflect the charge but this can be built in from now until 2019 providing a long lead in to the new arrangement.

Method of Collection

The charges will be either added to and therefore taken from their precept or invoiced after the election.

Alternatives

Not to levy a charge and continue to cover the cost of scheduled elections as has been the case in previous years, with the City Council maintaining the arrangement of meeting all costs associated with scheduled elections.

Prepare a set fee which would be applicable to all parishes for a contested election, regardless of size or actual cost (which may result in an overall deficit to be met by the Council depending on the number of contests and size of parish areas contested).

Consultation

None directly other than through the budget reports to Cabinet and Council.

TEMPLATE FOR NEW FEES AND CHARGES

Service / New Charge

The introduction of a charge for payments made by credit card.

Charging Policy

Cost recovery – the costs associated with credit card payments vary depending on the merchant provider but the intention is for all charges to be covered.

Comparative Information

Many Councils have introduced a similar charge and this is well documented.

Financial

Information Required	Description
Level of charge	To be determined based on the cost to the Council. At present the maximum charge is 1.45%
Start date	April 2017
Budgeted income	£25,000
Surplus / deficit as a percentage of cost	Break-even
Surplus / deficit per usage	Break-even

Impact Assessment

The introduction of a charge will affect all customers choosing to make payments to the Council using a credit card. Those paying by debit card will not be affected.

Impact on Other Areas

The introduction of a charge may see a change in the way customers make payments, as they may switch to debit card or even direct debit. Services taking direct payments will need to notify the payer of the charge, and likewise on-line payment processes will need to be amended to do the same.

Method of Collection

A percentage charge will be calculated based on the value of the transaction, and

collected at the same time the payment is made.

Alternatives

The only other way to reduce the cost of credit card charges is to encourage customers to pay by direct debit which is actively done by services already.

Consultation

Throughout the current budget process.

ENERGY EFFICIENCY PROGRAMME - CABINET BUDGET PROPOSAL (No.15)

	Annual Saving	Capital Cost	Pay Back
Lighting Retrofit & Redesign			
Internal Lighting Retrofit & Controls – Enhanced Savings			
City Lab	£4,273	£29,129	-7
Town Hall	£6,303	£38,322	-6
Old Fire Station	£970	£5,834	-6
Ryelands House	£1,780	£18,209	-10
Ashton Memorial	£865	£5,087	-6
Butterfly House	£1,604	£4,179	-3
Pavilion Café	£466	£2,739	-6
Salt Ayre Sports Centre	£15,236	£205,488	-13
Internal Lighting - Pool & Gym			
Salt Ayre Sports Centre	£14,828	£112,379	-8
Mechanical Modifications			
Variable air flow to Pool Hall (inc new VSD & O/S to AHU1 & 2)			
Salt Ayre Sports Centre	£2,993	£12,568	-4
Variable air flow to wet changing (inc new VSD to AHU 5)			
Salt Ayre Sports Centre	£1,225	£7,594	-6
Low loss air filters in AHU - wet side (VSD to be fitted to fans)			
Salt Ayre Sports Centre	£1,979	£7,232	-4
Low loss air filters in AHU (1 2) - dry side			
Salt Ayre Sports Centre	£369	£1,607	-4
Variable Speed Drive to main LTHW pumps 11kW each - Wet Side			
Salt Ayre Sports Centre	£1,164	£7,594	-7
De-aerator and dirt separator in Wet LTHW circuit only			
Salt Ayre Sports Centre	£2,040	£3,536	-2
Variable Speed Drive to AHU fans			
Butterfly House	£1,175	£8,036	-7
Heat Recovery/Recirculation Fans			
Butterfly House	£193	£2,411	-12
Heating Pipe Re-insulation			
Ashton Memorial	£289	£2,194	-8
Building Control and Building Management Systems			
Optimise BMS Timeclock/Setpoints			
City Lab	£819	£4,018	-5
Town Hall	£2,082	£3,214	-2
Old Fire Station	£144	£482	-3
Butterfly House	£245	£2,411	-10
D02 - Connect LTHW systems of Phase 1 (Dry) and 2 (Wet) together			
Salt Ayre Sports Centre	£0	£86,785	-
Pool Water Management			
C01 - New Trend Outstation to Pool Water Control Panel			
Salt Ayre Sports Centre	£0	£7,425	-
New PHX Heat Recovery on Filter Backwash			
Salt Ayre Sports Centre	£6,129	£40,178	-7
Recalibrate & commission VSD on Pool Water Pumps			
Salt Ayre Sports Centre	£2,919	£2,411	-1
Time control override to 4kW spa pool bubble seat air blower P7			
Salt Ayre Sports Centre	£303	£1,519	-5
Building Fabric			
Attic Insulation			
Old Fire Station	£170	£643	-4
Renewable Energy			
Biomass Boiler			
Butterfly House	£10,847	£255,567	-24
Mechanical Modifications			
Change out of R22 AC systems - Gym Area Sauna and			
Salt Ayre Sports Centre	£1,825	£137,995	-76
Building Control and Building Management Systems			
BMS Upgrade to Trend o/s to Pool Side Boiler Room			
Salt Ayre Sports Centre	£0	£9,546	-
BMS Upgrade to Trend o/s to Pool AHU 1 & 2 Control			
Salt Ayre Sports Centre	£0	£8,664	-
BMS Front end (& Comms Link)			
City Lab	£0	£3,214	-
Salt Ayre Sports Centre	£0	£15,027	-
Replace/Upgrade Controller/Control Panel			
Ryelands House	£1,043	£27,321	-26
Ashton Memorial	£1,731	£28,928	-17
Central Plant			
Side			
Salt Ayre Sports Centre	£25,062	£219,051	-9
D03 - New Condensing LTHW boiler			
Ryelands House	£818	£10,125	-12
Ashton Memorial	£534	£11,092	-21
Salt Ayre Sports Centre	£2,216	£26,035	-12
Program Total Base Net Saving / Capital Cost / Overall Payback			
	£114,640	£1,375,790	-12

ANNUAL NET SAVINGS		
	Baseline Position	2017/18 factoring in inflation from DECC
Gas	£22,529	£25,185
Electricity	£89,757	£115,338
Energy Savings	£112,286	£140,523
RHI Income	£10,053	£10,455
STOR Income	£2,100	£2,184
Income Generation	£12,153	£12,639
Total Savings / Income	£124,439	£153,162
Maintenance Saving	£6,554	£6,685
Wood Chip Cost	£16,354	£16,681
Net Ongoing Costs	£9,800	£9,996
TOTAL NET SAVINGS	£114,640	£143,167

CAPITAL FINANCING COST	
Average Asset Life	15 Years
Effective Annual Interest Rate	1.5%
Annual Cost	£103,100

Total Savings / Income	£153,162
Ongoing Costs	£9,996
Capital Financing Costs	£103,100
NET ANNUAL SAVING	£40,067

KEY:

DECC - Department of Energy & Climate Change

RHI Income - Renewable Heat Incentive Income

STOR Income - Short Term Operating Reserve