

REVENUE AND CAPITAL BUDGETS 2016/17

Submitted by: Executive Director (Resources and Support Services)

Portfolio: Finance IT and Customer

Wards(s) affected: All

Purpose of the Report

To review progress on the completion of the revenue and capital budgets for 2016/17 following agreement of the 5 year Medium Term Financial Strategy.

Recommendations

- (a) That the assumptions set out in the report be approved.**
- (b) That the Cabinet determine whether any change in the Council Tax levy is proposed in 2016/17.**
- (c) That the Finance, Resources and Partnerships Scrutiny Committee be asked to consider what comments it wishes to make on the draft Budget and Council Tax proposals before the final proposals are considered at Cabinet in February 2016.**

Reasons

To enable the Cabinet to recommend a robust and affordable budget for 2016/17 to the Council meeting on 24 February 2016.

1. Background

- 1.1 The Council is committed to the delivery of high quality services. Integral to this ambition is the need to effectively target its financial resources in line with its stated aims and objectives, as set out in the Council Plan.
- 1.2 The work of the council in 2016/17 is focused on its vision of “creating a borough that is prosperous, clean, healthy and safe”, an aspiration reflected in the Council’s four corporate priorities of:
 - A Co-operative Council delivering High-Value, Community-Driven Services
 - A Clean, Safe and Sustainable Borough
 - A Borough of Opportunity
 - A Healthy and Active Community

These four priorities developed alongside the vision within the Council’s outcome-driven Council Plan, form the basis for the work the Council is currently doing and what it is planning to do.

- 1.3 There has been good progress in the current year, with high standards of service delivery. Notable achievements so far in 2015/16 are set out in Appendix 1.
- 1.4 The Council has a Medium Term Financial Strategy (MTFS) to look at its financial position over the next 5 years. This is aligned to the Council Plan and will be the main vehicle in ensuring efficiency in service delivery and targeting resources to its priority areas.

- 1.5 It should be noted that the MTFs and the draft 2016/17 Budget have been compiled against a continuing national picture of reduced funding from central government for local authorities.
- 1.6 The draft 2016/17 budget is based upon the assumptions made in the MTFs which was approved by the Cabinet at its meeting on 11 November 2015 and scrutinised by the Finance, Resources and Partnerships Scrutiny Committee at their meeting on 4 November 2015.
- 1.7 The Budget Review Group has considered all of the proposals contained in this report, which are recommended to the Cabinet as a means to produce a balanced and sustainable budget for the Council. The Group is chaired by the Cabinet Portfolio Holder for Finance IT and Customer; in addition it comprises the Council Leader plus the Executive Management Team. Its remit is to oversee all aspects of the budget process, including service review and challenge, longer term planning, development of budget options, agreeing consultation arrangements and consideration of feedback and seeking to deliver service models that drive improvement to front-line services whilst offering value for money.

2. **Revised Budget 2015/16**

- 2.1 Monthly reports monitoring actual spending against budget have shown overall relatively small variances throughout the first eight months of the year.
- 2.2 Whilst some sources of income (e.g. Kidsgrove Sports Centre and car parking fees) continue to yield less compared to what was received prior to the recently experienced recession and ongoing low level of economic activity, income budgets are set at realistic levels reflecting current circumstances. The amount required in future budgets will be kept under review as the economy improves and, hopefully, income levels rise.
- 2.3 The majority of the savings of £2.098m incorporated in the 2015/16 budget are on target to be achieved. The only area where there will be a shortfall is in respect of the implementation of staff related savings, which were projected to save £0.050m. The latest estimate is that there will be a shortfall of £0.035m in 2015/16. It is envisaged that £0.030m will be delivered in 2016/17. This means that altogether over the eight years from 2008/09 to 2015/16 £17.448m of “gaps” will have been met via a combination of savings, efficiencies and additional income, as shown in the table below:

Year	£m
2008/09	1.250
2009/10	2.572
2010/11	2.389
2011/12	2.655
2012/13	2.621
2013/14	1.783
2014/15	2.100
2015/16	2.078

3. **Draft Budget 2016/17**

- 3.1 In 2016/17, whilst continuing to deliver high performing, quality services and ensuring efficiencies in Council operations, there are many activities planned towards achieving Council Plan outcomes. Examples of these are set out in Appendix 2.
- 3.2 The MTFs was approved by the Cabinet on 11 November 2015. This illustrated that the Council would have a shortfall of £1.478m in 2016/17 which could be addressed by a combination of actions, such as efficiency measures, reductions in expenditure, increases in income or a council tax increase.

- 3.3 Unlike in relation to 2015/16, no illustrative funding amounts for 2016/17 were notified to councils by the government because it was to carry out a comprehensive spending review of public expenditure. The MTFS made assumptions with regards to the reductions in government funding. The provisional funding allocation for 2016/17 was announced on 16 December and results in a reduction in overall funding of £0.840m, which is a 13.8 per cent reduction compared with the 2015/16 amount and £0.238m greater than assumed in the MTFS. This reflects a diversion of resources away from district councils towards those councils with adult social care responsibilities, such as unitaries and counties, achieved via changes to the distribution formula. The final funding allocation for 2016/17 should be announced in late January/early February 2016, and is not expected to differ to any significant extent from the provisional amount. The government has also offered councils a four year funding settlement, which will provide them with provisional allocations for the following three years, 2017/18 to 2019/20. This is subject to councils publishing an efficiency plan, details of which are awaited. Indicative allocations were published with the 2016/17 funding settlement. These show that in 2017/18 funding would reduce by a further £0.687m, which is a 13.1% reduction compared to the 2016/17 settlement, by a further £0.368m (8.1%) in 2018/19 and by £0.412m (9.9%) in 2019/20. So an overall increase of £2.307m (38%) over the next four years.
- 3.4 There have been a small number of changes made to the MTFS since its approval in November, resulting in an increase in the funding “gap” of £0.356m. This means that it now stands at £1.834m for next year. These are set out in the table below:

Change	Amount
	£'000
Local Government Finance Settlement	238
Review of Scale of Fees and Charges	30
Reduction in Housing Benefit Administration Grant	88
Total	356

The table below shows the factors which give rise to the £1.834m “gap” for 2016/17:-

CHANGES TO BASE BUDGET	£'000
<u>ADDITIONAL INCOME</u>	
Fees and Charges	85
Investment Income	58
TOTAL ADDITIONAL INCOME (A)	143
<u>ADDITIONAL EXPENDITURE & LOSS OF INCOME</u>	
Reduction in Government Funding	840
Provision for Pay Awards	123
Incremental Pay Rises for Staff	44
Superannuation increase in employers contribution	197
Additional National Insurance re increases in Pay	23
Additional cost of National Insurance re discontinuation of discount for contracted out employees	320
Price Increases e.g. energy, fuel, rates, insurances, supplies & services	75
Adjustments re One-Off items in 2015/16	67
Council Tax Freeze Grant re 2014/15 ceases	70
Reduction in Housing Benefit Administration Grant	88
TOTAL ADDITIONAL EXPENDITURE AND LOSS OF INCOME (B)	1,847

OTHER ITEMS	
NEW PRESSURES	
Business Improvement District levy re Council Properties	25
Planning - Additional Staffing Resources	60
Insurance Tax increased	14
Debit Card Charges	18
Depot Rent no longer receivable	5
Staffordshire Connects Hosting Costs re ICT systems	8
TOTAL NEW PRESSURES (C)	130
NET INCREASE IN BASE BUDGET (B + C- A)	1,834

3.5 In view of the MTFS forecasts a project called Newcastle 2020 was started at the end of 2013. This is looking at how the Council's decreasing resource base can be best used to meet the needs of the Borough's residents and businesses. In particular it aims to identify means of closing the gaps revealed by the MTFS in the years leading up to 2020 and to define the likely service and budgetary characteristics of the Borough Council by that date. The project consists of a number of different work streams, including those outlined below, all of which will provide a perspective on the future role and funding of the Council.

- Heads of Services were asked to model what their services would look like at a number of levels of resource reduction, from twenty up to a sixty per cent reduction. This work has already identified various savings opportunities which can be incorporated in next year's and future budgets in order to reduce the funding gaps.
- Predictive modelling of future tax base levels in relation to council tax, business rates and new homes bonus.
- Reducing the Burden - this aims to stop or reduce low value tasks across the Council which do not enhance outcomes for or experiences of customers or prevent staff from focussing on more important work.
- Looking at alternative service delivery models, such as demand management, sharing costs with other organisations, self-service for customers.
- Maximising income from fees and charges and exploring new means of income generation.
- Procurement savings - ensuring the Council commissions and procures quality services and supplies as cost-effectively as possible.
- Staffing efficiencies - review of all vacant posts, restructures and flexible early retirements.
- Good housekeeping - reviewing all service expenditure.

3.6 The Budget Review Group and your officers have been identifying and considering ways of eliminating the 2016/17 gap, building upon the work which has already been done to identify savings opportunities as part of the 2020 project. As a result, a number of savings and funding strategies have been identified and agreed with managers as being feasible and sustainable. The proposed savings, totalling £1.834m, are outlined in the table below and set out in detail in Appendix 3:

Category	Amount	Comments
	£'000	
Procurement	201	Smarter procurement and reductions in the amount of supplies procured, insurance premium renewals
Additional Income	351	Net savings arising from New Waste and Recycling Service plus other additional income
Staffing Efficiencies	321	No redundancies are anticipated to arise from these proposals
Good Housekeeping Efficiencies, General Other Savings, Changes in Base Budgets	113	Various savings arising from more efficient use of budgets
Alternative Sources of Finance/ Other Savings	848	Additional contribution to the revenue budget from New Homes Bonus funding, savings from advanced payments of superannuation contributions, effect of forecast Council Tax Base increase
Total	1,834	

3.7 As in the last three years, the first draft of the savings plan set out at Appendix 3 was made available to the Finance, Resources and Partnerships Scrutiny Committee for scrutiny at its meeting on 3 December 2015. No additional information was requested by the Committee and no matters were referred to Cabinet for consideration. The Committee will scrutinise this Cabinet report at its meeting on 28 January.

3.8 A decision is required whether or not to continue to freeze council tax at the same level as in 2015/16. In recent years the government has offered a council tax freeze grant to compensate councils which did not increase their council tax above the previous year's level and the Borough Council has accepted this offer and held tax at the same level for the last five years. The government has not announced any intention to continue to provide a grant in respect of 2016/17.

Councils have only limited freedom to increase council tax, the Secretary of State each year notifying a percentage increase in tax from the previous year, above which the increase is deemed to be "excessive" and not permissible without a council carrying out a costly referendum of taxpayers to determine whether they approve of the increase. If it is not approved, it cannot be implemented and savings must be found to balance the budget. The Secretary of State has announced that the percentage above which a referendum is required will be 2.00 per cent in respect of 2016/17, which is similar to previous years. If the Council were to increase tax to a point below the referendum threshold, the amount of additional income would equate to £62k for a 1.00 per cent increase and a proportionate amount for a different percentage.

Currently the savings and funding strategy referred to in paragraph 3.6 and set out in Appendix 3 includes nothing in respect of acceptance of a freeze grant (because it was expected that there would be none for 2016/17) and an additional £124k in respect of the additional income which would arise from implementing the option of increasing tax by 1.99 per cent, just below the anticipated referendum threshold. If it is decided not to increase council tax for 2016/17 or to increase it by less than 1.99 per cent, then there will be a need to find further savings to make good the shortfall.

3.9 Bringing together all the above results in a balanced draft budget, as shown in the table below:

	£'000	Report Reference
Changes to Base Budget	1,834	3.4
Savings/Increased Income	(1,834)	3.6
BUDGET SHORTFALL ('GAP')	-	

4. Medium Term Financial Strategy - 2017/18 to 2020/21

- 4.1 The MTFS is being continually reviewed for 2016/17 to 2019/20. The shortfalls were estimated as follows in the MTFS approved by Cabinet in November:

£1.109m in 2017/18
£1.153m in 2018/19
£0.422m in 2019/20
£0.646m in 2020/21

- 4.2 Taking account of the indicative funding allocations for 2017/18 to 2018/19 referred to in paragraph 3.3, the shortfalls for these years would become:

£1.317m in 2017/18
£1.088m in 2018/19
£0.818m in 2019/20

- 4.3 The government also notified councils at the same time as the provisional finance settlement announcement, that they propose to make changes to how New Homes Bonus will operate, partly to reduce its overall cost in order to free up funding to be diverted elsewhere to meet adult social care costs and partly to sharpen the incentive to local authorities to approve new housing developments. In particular they suggest that bonus amounts earned will be payable for four years rather than the current six and that payments may be reduced where new developments take place only after successful appeals against an original decision to refuse permission. A consultation process is currently underway to enable councils to give their views on the government's proposals. Whatever the outcome, it is clear that there will be a significant impact on the Council's finances arising from these changes, which are likely to take effect from 2017/18 and will need to be included in a revised MTFS.
- 4.4 The current anticipated shortfalls need to be addressed by a combination of measures such as efficiency savings, reductions in expenditure or income increases and consideration of the need for Council Tax increases. The Budget Review Group will continue to develop a strategy for bridging the entire 2017/18 gap and for eliminating the shortfalls in respect of the remaining years up to 2020/21.

5. Capital Programme 2015/16 - 2016/17

- 5.1 The Newcastle Capital Investment Programme Report considered by Cabinet on 5 February 2014 (see 5.6 below) set out the essential capital investment needed over the four years 2015/16 to 2018/19. This report, together with the associated "Funding the Council's Capital Investment Programme" report was endorsed by Full Council when it approved the Capital Strategy 2015-2019, to which these were appended, in February 2015. The capital expenditure proposed for 2016/17 reflects the needs identified in the report updated to take account of current priorities and resources expected to be available for funding purposes.
- 5.2 Attached at Appendix 4 is the updated capital programme 2015/16 to 2016/17 based on current commitments and agreed schemes plus a number of new schemes which are vital to ensure continued service delivery. New schemes total £7.030m. The remainder of items included in the

Programme relate to continuing expenditure on current schemes, funding for which has already been approved. Particular points to note are:

- a) Consideration has been given to requirements for essential plant and equipment replacements, buildings repairs and maintenance and other work which will be needed over the next few years to enable services to be continued at acceptable levels or to safeguard income from commercial properties. The most urgently required items have been included in the proposed capital programme.
- b) The additional capital investment required to complete the implementation of the new waste recycling service approved by Cabinet on 23 July 2014 has been included as follows:

	2015/16	2016/17
	£m	£m
Noise Reduction works at the Depot		0.100
Other additional works at the Depot	0.060	
Recycling Containers		<u>0.495</u>
Total	<u>0.060</u>	<u>0.595</u>

These additional costs were approved by Cabinet at its meeting on 16 September 2015.

- c) The programme provides for the scheduled replacement of existing waste collection vehicles in the amount of £1.935m as approved by Cabinet at its meeting on 16 September 2015.
- d) The Housing Programme provides for the continuation of a number of existing activities, including disabled facilities grants which have provisionally been allocated a contribution of £0.654m from the Staffordshire Better Care Fund.
- e) A sum of £0.015m has been included to progress more of the actions identified in the Council's Carbon Management plan.
- f) £0.200m is included to complete the facilities at the Wammy Neighbourhood Park.
- g) £0.040 is included in respect of demolition costs and provision of temporary changing facilities in respect of the former Knutton Recreation Centre
- h) In summary, expenditure of £14.249m shown in the proposed programme for 2016/17 at Appendix 4 comprises:

	£m
(a) New Schemes funded by the Council from Capital Receipts	6.001
(b) New Schemes funded from New Homes Bonus	0.375
(c) New Schemes partly funded from external sources	<u>0.654</u>
New Schemes shown in table below	7.030
(d) ICT Projects funded via the ICT Development Programme	0.205
(e) Balance of Civic Hub Costs funded from earmarked capital receipts and Right to Buy sales	<u>4.200</u>
Total New Schemes	11.435
(f) Schemes brought forward from the original 2015/16 Programme	<u>2.814</u>
Grand Total	<u>14.249</u>

- Item (a) and part of (f) (£2.624m) are to be funded by capital receipts
- Funding for Item (f) has already been approved in February 2015 when the 2015/16 Capital programme was approved. This comprises a number of projects, most significantly: new vehicles required for the new waste service, which will be ordered for

delivery in 2016/17 (£1.540m); replacement vehicles where purchase has been delayed until the current vehicle becomes unserviceable (£0.300m); site disposal costs of sale owing to delay in approving the sale of some of these sites (£0.243m); disabled facilities grants (£0.250m).

- Item (d) will be funded from the ICT Development Fund
- Item (e) will be funded from new capital receipts arising from asset sales and RTB sales as set out in the report to Full Council on 23 September 2015.

i) The proposed programme of new projects is dependent upon the successful completion, resulting in the anticipated capital receipts, of the approved sale of a number of sites. If it appears likely that any of these sales will not take place before 31 March 2017 or receipts will be substantially less than anticipated, some of the proposed projects will have to be curtailed.

A summary of all of the new items included in the Programme and how they are proposed to be funded is set out in the table below:

Scheme	Cost	Funding		
		New Homes Bonus	Other External Funding	Capital Receipts
	£'000s	£'000s	£'000s	£'000s
Housing Programme				
Disabled Facilities Grants	894	240	654	
Warm Zone Affordable Warmth	30	30		
PSH/Emergency HHSRS Grants/Vulnerable Households	100			100
Empty Homes	30	30		
Loans to Vulnerable Households	75	75		
Landlord Accreditation Scheme	40			40
Replacement Vehicles and Equipment				
Vehicles Replacement	2,086			2,086
Waste Bins	100			100
Stock Condition Works				
Commercial Portfolio	102			102
Car Parks	110			110
Parks Pavilions	17			17
Knutton Lane Depot – Garage Repairs, resurfacing of yard and other works	50			50
Newcastle Cemetery - Path and Ground Works	15			15
Ski Slope - Car Park and Path replacements	15			15
Knutton Community Centre	61			61
Public Railings Painting	50			50
Water Courses	85			85
Engineering Structures	100			100
Parks and Open Spaces				
Footpath Repairs	50			50
Play Area Refurbishment	75			75
Railings/Structures Repairs	25			25
The Wammy Neighbourhood Park	200			200
Tree Work	20			20
Westlands Sports Ground	50			50
Community Green Space Projects - Match	25			25

Funding				
Other Projects				
New Waste Recycling Service	595			595
Knutton Recreation Centre - Demolition Costs and Provision of Temporary Changing Facilities	40			40
Cemetery Memorial Survey Works	10			10
Cremated Remains Garden Phase 8	15			15
Crematorium - Monthly Gardens	5			5
Traveller Encroachment	15			15
Street Furniture Replacement	10			10
Jubilee 2 Part Redecoration	20			20
Carbon Management Plan	15			15
Civic Hub - Amount to be funded from Council's resources	1,900			1,900
TOTAL	7,030	375	654	6,001

- 5.3 There is clearly a direct link with the revenue budget as there may be revenue implications arising from new capital projects and the requirement to spend capital funds will lessen the ability to earn interest on the cash that is invested. It is therefore vital that the revenue and capital budgets are integrated.
- 5.4 Continuation of the capital programme beyond 2016/17 is dependent upon the achievement of a programme of receipts from the disposal of assets. It is essential that sufficient capital receipts are generated from these asset sales to enable essential capital investment to take place.
- 5.5 The Council's overall capital strategy was most recently updated in February 2015. Neither this document nor the related Asset Management Plan has been comprehensively updated for 2016/17 since the underlying strategies remain the same. A report will be brought to the February Cabinet meeting providing updated data in relation to parts of these two documents to ensure that up to date information remains in the public arena.
- 5.6 Two key reports have been considered by Cabinet in relation to future capital investment needs. These are the Newcastle Capital Investment Programme (Cabinet 5 February 2014) and Funding the Council's Capital Investment Programme (Cabinet 15 October 2014). The first report set out the amount of capital investment required over the four year period 2015/16 to 2018/19 in order to maintain service continuity and to safeguard income from the commercial property portfolio. The second report set out options for funding the capital investment identified in the preceding report. It concluded that the only realistic option to meet investment needs is a systematic programme of surplus land disposal, which will also enable the Council to deliver its policy objective of bringing forward more affordable and social housing by the release of some of its land holdings. The alternative of borrowing to part fund the programme is seen to be a more expensive option owing to the cost of servicing the debt. Accordingly it was resolved: ***"That Cabinet agrees with the principle that the Council, as a first resort, will seek to fund its future known capital programme needs through the annual asset management planning process by the identification of land or property in its ownership that is capable of, and appropriate for disposal"***.
6. **Balances and Reserves**
- 6.1 The Council's Balances and Reserves Strategy for 2015/16 is that there should be a minimum General Fund balance of £1.20m and a Contingency Reserve of £100,000. The Council currently holds these reserves.

6.2 A review of all the Council's Balances and Reserves together with a risk assessment is being undertaken for inclusion in the final report on the budget to the Cabinet on 10 February 2016 and the full Council on 24 February 2016.

6.3 It is not proposed to make any contribution from the Budget Support Fund to support the 2016/17 budget.

7. **Legal and Statutory Implications**

7.1 The Council is required to set its Council Tax for 2016/17 by 11 March 2016. However, it is planned to approve the final budget and council tax rates on the 24 February 2016.

8. **Risk Statement**

8.1 Section 25 of the Local Government Act 2003 places a duty on the Chief Finance Officer to report on the robustness of the budget. The main risks to the budget include:

- Spending in excess of the budget.
- Income falling short of the budget.
- Unforeseen elements e.g. changes to legislation or reductions in government grants.

8.2 Such risks require regular and careful monitoring and it is essential that the Council has sufficient reserves to call on if required (see Section 6 above), for example the Council has a General Fund balance sufficient to cover foreseen risks.

9. **Budget Timetable**

9.1 The current timetable for the setting of the 2016/17 budget and Council Tax levels is:-

When	Who	What
20 January	Cabinet	Consideration of draft budget proposals
28 January	FRAPSC	Scrutiny of the draft budget proposals
10 February	Cabinet	Final budget proposals to be recommended for approval by Full Council
24 February	Full Council	To approve the budget and set council tax levels

FRAPSC – Finance, Resources and Partnerships Scrutiny Committee

10. **Earlier Cabinet Resolutions**

Newcastle Capital Investment Programme (Cabinet 5 February 2014);
Funding the Council's Capital Investment Programme (Cabinet 15 October 2014).
Medium Term Financial Strategy 2016/17 to 2020/21 (Cabinet 11 November 2015);

11. **List of Appendices**

Appendix 1: Notable achievements in 2015/16
Appendix 2: Activities planned to achieve Council Plan outcomes in 2016/17
Appendix 3: Savings and Funding Strategies
Appendix 4: Capital Programme 2015/16 to 2016/17.

Notable Achievements in 2015/16

A Co-operative Council which delivers high-quality, community driven services

- a) The successful Shared Apprenticeship scheme continues to work with partners and seek government funding to increase the number of employment opportunities for young people. To date, there are twelve apprentices with a 100% retention rate last year and a further two to start in January 2016. The scheme enables the young people to gain valuable work experience and a meaningful qualification.
- b) Every service now has a Workforce Development Plan in place which ensures that we have the right people, in the right place and with the right skills.
- c) A number of Health and Wellbeing initiatives have been rolled out across the council to support people in the workplace and improve attendances.
- d) Work undertaken towards the reassessment for Investors in People (IIP) accreditation to Gold standard for the council in March 2016.
- e) New website designed, developed and launched by Communications and ICT with a focus on customer transactions. The new site focuses on increased transactional delivery, self-service, ease of access and relevant content to meet customer expectations.
- f) Grant funding gained from the Local Government Association to implement a Customer Self-Serve portal on the Council's website to provide access to Council Tax services online. The redesign has resulted in reduced processing time and, since September, used over 2000 times by either staff or the public.
- g) Improvements in the corporate telephony system include a revised menu structure based on customer demand, improvements to the voice recording system to provide increased security, and automated customer call backs.
- h) Delivery of a digital solution to Members, together with training, has resulted in over 30 Members now using Council iPads as part of their daily activities, and the removal of the Council's courier service.
- i) Improvements to the taxi licensing service to make applications and renewals for taxi-related licences available online, as well as service redesign to make it more responsive to customers and improve efficiency in the back office.
- j) Customer Services has maintained its Customer service Excellence (CSE) accreditation by demonstrating continuous improvement in all areas of the Standard. Mandatory training has been given to all staff on the principles of Customer Service Excellence. There is a programme of providing support for relevant front line services to achieve accreditation, with the Planning service achieving accreditation in October 2015 with partial compliance.
- k) The Council continues to demonstrate compliance with the Public Services Network (PSN) Code of Connection, the Payment Card Industry (PCI) and the National Land and Property Gazetteer (NLPG) Standards.
- l) Completion of EU INSPIRE Directive requirements for the publication of spatial data to enable the sharing of this data across all European organisations.
- m) Review and revision of the Complaints, Compliments and Comments Policy to ensure that it continues to reflect the needs of the council and customers.
- n) Effective management of a number of difficult cases under the Council's Case Management Policy.
- o) Multi-functional device contract completed with savings in excess of £100,000 achieved during the life of the contract and reductions in the Council's carbon footprint.
- p) First project of its kind in the country launched involving the Council and private sector partners to generate income from council assets for advertising/marketing purposes.

- q) Pilot project launched involving the Borough Council and Stoke-on-Trent City Council for print and associated services.
- r) SubLyme Creative Solutions Limited – a company 100 per cent owned by the Council – is formally established with the potential to generate income for communications related activities.
- s) The Council passes the 5,000 mark for followers of its official Twitter account.
- t) Officers have continued to identify potential savings from either the re-procurement of existing suppliers and/or services and new procurements either Capital or Revenue, for example the Council's Long Term Agreement (LTA) for Insurance (to be awarded February).
- u) Delivery of the procurement action plan that supports the Procurement Strategy.
- v) Identified opportunities for district procurement collaborations, for example the recent tyre replacement and repair contract with the City Council.
- w) Delivery of Newcastle Commissioning Prospectus Round 1 & 2 with a total of £429,416 awarded.
- x) The Community Centre Review identified the five community centres that are nearly out of lease as part of the action plan from the review.
- y) Work undertaken by Leisure & Cultural services for the Customer Service Excellence with accreditation likely in March and customer comments cards introduced at Jubilee2 to gain valuable feedback.

A Clean, Safe and Sustainable Borough

- a) The Operations Service gained the Gold Standard award in Britain in Bloom for 14th year running and also Green Flag Awards for 9 of its parks and green spaces.
- b) Public Toilets in the town achieved platinum, gold and silver standard awards.
- c) Local Environment Quality (LEQ) scores for litter, detritus, graffiti and flyposting continue to be good and are ahead of target at present.
- d) The council was a finalist in the APSE Performance Networks Best Performer in Street Cleansing Award 2015.
- e) Expanded the "Planting Pledge" and "Litter Pledge" initiatives where over 50 schools and businesses signed up to improve their local environment.
- f) New recycling service will do away with bags being used for collections, which will improve the local amenity, reduce litter, and improve quality of the materials, especially plastics collected for recycling, as the Council will be running its own Sorting and Bailing Facility.
- g) Bereavement Services gained the Gold standard in the ICCM Charter for the Bereaved for the 12th year running, and continue to progress with the Memorial Safety Inspections in the borough's cemeteries.
- h) Delivery of Local Police and Crime Plan 2014 – 2017 including priorities around domestic abuse, anti-social behaviour and alcohol harm reduction.
- i) Continued delivery of the Council's Anti-Social Behaviour (ASB) service including research and development of the new ASB tools following introduction of ASB, Crime and Policing Act 2014.
- j) Revise and refresh the Safeguarding Children and Adults at risk of abuse and neglect Policy 2015, including co-ordination and delivery of Safeguarding children training for staff and members.
- k) Purple Flag renewal for Newcastle Town Centre.
- l) Develop the Council's approach to Suicide Prevention including delivery of the Midway project.
- m) Contributing to the development of the North Staffs Youth Violence Strategy including preparation for a Home Office Local Assessment.
- n) Introduction to PREVENT (Counter Terrorism) and contribution to the County's PREVENT Board.

- o) Development of the Financial Inclusion agenda and contribution to the County's Families agenda.
- p) Locality Action Partnerships (LAP) development and capacity building.
- q) Review of the Grant Funding Process with recommendations for efficiencies and improvements.
- r) Delivery of an empowerment project for young women at risk of Child Sexual Exploitation (CSE).
- s) Establishment and co-ordination of the Newcastle Safer Neighbourhood Panel for the Office of the Police and Crime Commissioner.

A Borough of Opportunity

- a) Improved 138 homes with serious hazards to health, making them safe to occupy.
- b) Newcastle Town Centre Partnership has delivered a wide range of activities in line with their business plan; this has included the Jazz and Blues Festival, Lymelight Musical Festival, Global Groove, The Homecoming circus event which was supported by a successful Arts Council bid and a weekend of activities around the Christmas Lights switch on. Working in partnership, support has been given with parking free for major events, and after 3pm for the Christmas period.
- c) The Newcastle town centre businesses have also been successful in securing business support for a Business Improvement District which commenced on 1st October and will run for 5 years. The new company has recruited staff to deliver the objectives set out in the Business Plan.
- d) Kildgrove Town Centre Partnership has worked hard to purchase new Christmas Lights and worked alongside the Town Council to support the launch at the Victorian market.
- e) Another successful Business Boost competition and awards event held at the Keele Sustainability Hub.
- f) Subway refurbishment has been completed in Friars Street utilising s106 funding from the new Aldi development and has been painted with local heritage schemes incorporating scenes of the local history.
- g) Provided financial assistance to 131 disabled residents to assist with adaptations to their home.
- h) Carried out pro-active inspections of 97 private sector shared housing (HMO's) to ensure good quality housing standards are achieved and maintained.
- i) Continued promotion of the Accredited Landlord Scheme to support good landlords and active enforcement to ensure landlords comply with minimum standards.
- j) Launched a loan scheme to enable low income owner occupiers to repair their homes to a decent standard.
- k) Made a commitment with partner agencies to develop Ryecroft for retail led scheme including student accommodation, to support the regeneration of the town centre. Committed to developing a new Civic Hub to provide good customer services with other statutory partners.
- l) Maintaining the vacancy rates in respect of the commercial portfolio at 6.2% despite difficult economic conditions thereby generating about £1.3m of revenue to support the Council's general fund.
- m) Disposing of a number of property assets to assist with funding the Council's capital programme including premises known formerly as "The Square" (in Newcastle town centre), former Jubilee Baths and premises at both Hassell Street and Brunswick Street, Newcastle which has realised approximately £3.75m.
- n) The business case for a new Public Sector Partnership Hub has been completed and Council approval granted to proceed with partners to proceed with implementation of the scheme.

- o) A development partner has been secured (legal documentation to be completed) to take forward the redevelopment of the Ryecroft site for a major new retail-led, mixed-use development and car park.
- p) Commenced implementation of a land/property disposal programme in accordance with the approved Asset Management Strategy with the aim of generating capital receipts to fund the Council's capital programme and to facilitate development needs of the borough.
- q) Achieved revenue savings in respect of business rates payable on a number of Council owned premises, including the former Jubilee Baths, Jubilee 2, the former Knutton Recreation Centre and Knutton Depot.
- r) Partnership funded Resonance Great War exhibition through Staffordshire Museums Consortium.
- s) A £12,500 grant obtained to upgrade the gallery space to allow loans from national museums.
- t) The museum has new branding and name - The Brampton Museum, and has undergone exterior redecoration, improved electrics and new boilers.
- u) Adoption of the Council's Playing Pitch Strategy in June 2015.

A Healthy and Active Community

- a) A total of 2813.5 volunteer hours were given from volunteer groups and individuals in the first six months of the year to care for the local green spaces and neighbourhoods through the delivery of the Community Engagement Framework.
- b) A second annual "Communities Day" was held in June and a total of twenty five groups participated in a range of community events.
- c) The Acre Allotments were successfully transferred into community management in partnership with Silverdale Parish Council.
- d) The council was a finalist in the Keep Britain Tidy Community Awards (results in February 2016).
- e) Local priority projects were delivered at Douglas Road, Newchapel Recreation Ground, Gloucester Road, Clough Hall Park and other sites.
- f) Delivered improvement schemes at Wolstanton Marsh and Cotswold Avenue children's playgrounds.
- g) The Community Food Garden project continues to be delivered at Queen Elizabeth Park, Chesterton Park and Clough Hall Park.
- h) Commissioned review of Green Space Strategy.
- i) Improvement and community art projects delivered at Lyme Brook, Brampton Park and Nelson Place.
- j) Programme of collections rationalisation in line with ongoing work towards the museum accreditation.
- k) Continued to support the Friends of the museum.
- l) Work undertaken with the New Vic Borderlines to deliver the Artefactual project at the museum.
- m) Delivery of the Police and Crime Commissioner's SPACE programme in the Borough.
- n) Awarded funding from the Newcastle Partnership Commissioning Prospectus to deliver Active2 & This Girl Can projects in the borough to improve health and activity.
- o) Continuation of the GP referral programme following withdrawal of funding from Public Health.
- p) Improved signage to the Brampton Museum for visitors.
- q) Submitted a Stage 1 Heritage Lottery Funding bid for Museum redevelopment and also a Stage 1 HLF submission in partnership with the universities and other local partners to deliver a Philip Astley project.
- r) Contribution to the further development of Health and Wellbeing work.

Activities planned to achieve Council Plan outcomes in 2016/17

A Co-operative Council which delivers high-quality, community driven services

- a) Continue to develop the Community Engagement and Participation Framework to encourage volunteer groups to care for their green spaces and neighbourhoods.
- b) Review potential for community management of local facilities and continue to work with partners to deliver locally important projects.
- c) Continue to organise and run community events including Communities Day, the Community Forum and Clean for the Queen.
- d) Reviews and implementation of new strategies and policies over a wide range of services.
- e) Implementation of a new cloud based e-payments system will begin in the New Year, working in partnership with four other Staffordshire local authorities.
- f) Increase in the ICT Service Desk hours of availability to address the needs of staff.
- g) Investigating a Hybrid Mail solution, with a proof of concept pilot taking place January to March 2016.
- h) Support the delivery of ICT and integrated customer services solutions for the planned Public Sector Hub. This includes the development of the data centre at Kidsgrove Customer Service Centre, Electronic Document & Records Management and Agile working facilities.
- i) Telephony improvements – investigate the potential for Web Chat.
- j) Increase customer self - serve as part of a Staffordshire wide approach to joined up service delivery.
- k) Implement a new Markets Management system to enable electronic payments, increase security and remove the requirement for paperwork.
- l) Continue to embed Social Value and the use of the e-learning portal in future procurements.
- m) Quarterly reporting of contract spend and opportunities linked to the LA Transparency Code 2014 which supports ongoing spend analysis.
- n) Planning and delivery of the Modern Workforce Agenda to reduce costs and efficiencies.
- o) Developing new Recycling collection service to become operational July 2016, with weekly recycling and food waste. Residents to be provided with food waste liners to further enhance the service.
- p) Support the Waste & Recycling service to TUPE transfer waste recycling contract staff in-house.
- q) Review current service contract implications of the move to a new Civic Hub 2016 to 2018.
- r) Identify training and information needs as a result of the Procurement Regulations 2015.
- s) Review, refine and continue to develop and deliver the Newcastle Partnership Commissioning Prospectus.
- t) Development and Delivery of an Electronic Document Record Management Solution.

A Clean, Safe and Sustainable Borough

- a) Continue to expand the Pledge initiatives with schools and businesses.
- b) Seek to retain Green Flag Awards and achieve Gold Standard in Britain in Bloom and aim to maintain high standards for Local Environment Scores.
- c) Review consultation results on priorities for Streetscene Service.
- d) Seek to retain Gold Standard in ICCM Charter for the Bereaved.

- e) Moving forward with developing the revised Recycling and Waste Service, to be more efficient, looking at increasing participation in separate food waste collections, and focusing on reducing quantities of non-recyclable (residual) waste.
- f) Further development of the PREVENT (Counter terrorism) agenda e.g. WRAP awareness training.
- g) Delivery of Child Sexual Exploitation (CSE) prevention and awareness training.
- h) Further development of the Commissioning Prospectus to deliver the priorities of the Newcastle Partnership subject to available funding.
- i) Continued delivery of the Local Police and Crime Plan including priorities around domestic abuse, anti-social behaviour and alcohol harm reduction.
- j) Preparation for the refresh of the local police and crime plan for 2017 and beyond.
- k) Co-ordination and delivery of Safeguarding Adults at Risk of Abuse and Neglect training for everyone.

A Borough of Opportunity

- a) Continue to work with the Stoke and Staffordshire Local Enterprise Partnership (LEP) to secure European funding for the borough.
- b) To continue the partnership working to deliver the new Civic Hub and Ryecroft development.
- c) Continued support for the Newcastle Business Improvement District and Kidsgrove Town Centre Partnership.
- d) Work with partner agencies to ensure that the needs of vulnerable disabled residents continue to be recognised with the Better Care Fund, to ensure that adaptations can be delivered effectively.
- e) Continue to seek the improvement of private sector homes removing hazards to health as necessary and appropriate.
- f) Proactive housing inspection projects to tackle the poorest conditions.
- g) To work with the County Council and partners in construction of the Public Sector Partnership Hub on the site of the Former St. Giles and St Georges School to enable occupation by the end of April 2017.
- h) To work with the Council's development partner and the County Council to facilitate commencement of the redevelopment of the Ryecroft site.
- i) To continue with implementation of a Land Disposals programme in accordance with the forthcoming refresh of the Asset Management Strategy.
- j) To continue working with the tenants in our commercial properties to optimise occupation of our stock and maximise revenue income from rental payments.
- k) Masterplanning and options appraisal for Newcastle Western Extension.
- l) Development of the museum website to enhance the marketing aspect and the visitor experience.
- m) Development of the virtual access to collections in the museum galleries and new education space.

A Healthy and Active Community

- a) To launch a culture and dance programme and introduction of a weight referral programme at Jubilee 2.
- b) Development of a feasibility study in partnership with the county for a replacement sports centre at Kidsgrove.
- c) Development of an Active in Age programme in partnership with the Beth Johnson Foundation, Aspire Housing and AgeUK in the borough.
- d) Stage 1 HLF bid for Museum redevelopment to develop a new gallery, with research and meeting space areas.
- e) Develop a project for Queens Gardens to complement Public Sector Hub.
- f) Deliver an externally funded improvement scheme at Thistleberry Parkway.

- g) Complete the review of the Green Space Strategy.
- h) Development of a community art project on Ring Road.
- i) Deliver an externally funded improvement scheme at the Wammy.

Appendix 3 - 2016/17 Savings and Funding Strategies Being Considered (will require robustness checks and final review)

Ref	Service Area	Description	£000's	% of Budget Line(s)	Detail
Procurement					
P1	Business Improvement and Partnerships	Third Sector Commissioning	13	6.0%	Reduction in budgetary requirement from collaboration with Staffordshire County Council and Locality Commissioning
P2	Finance	Payment Card Contract	7	20.0%	Procurement savings from tendering exercise for a new payment card contract as approved by Cabinet on 11 November 2015
P3	Housing and Regeneration	Housing Advice Contract	31	9.3%	Saving per awarded contract value for 2016/17
P4	Business Improvement and Partnerships	Insurance Premium Renewal	150	29.5%	Overall saving and acceptance of increased excesses
			201		
Income					
I1	Recycling and Fleet	Waste and Recycling Review	316	9.6%	Bringing in house of external contracts, full review and rationalisation of service (further savings of £184k to be achieved in 2017/18)
I2	Revenues and Benefits	Summons Costs	30	4.5%	Additional income from summons costs
I3	Communications	Advertising Income	5	12.5%	Additional income from advertising income project (i.e. billboards and car parks)
			351		
Staffing Related Efficiencies					
S1	Assets	Restructure of Service/Handy Person Post	30	8.2%	Savings from finalisation of restructure of the Assets Service including the establishment of an in house handy person post (savings in contractor payments)
S2	Finance	Car Leasing Scheme	3	0.8%	Car leases not renewed following expiry
S3	Leisure and Cultural	Sports and Active Lifestyles Review	45	4.6%	Total savings of £95,000 over 2015/16 and 2016/17 from review of staffing of the service
S4	Operational Services	Temporary Contract	4	3.2%	Temporary contract of Landscape Technical Assistant not renewed (2 months saving, 10 months saving in 2015/16)
S5	Operational Services	Public Conveniences	10	50.0%	Redeployment of Public Conveniences Attendant following reduction in facilities provided
S6	Operational Services	Park Attendant Service	68	33.5%	Total savings of £138,000 over 2015/16 and 2016/17 from review of service and staffing of the service

S7	Operational Services	Business Manager Review	50	17.2%	Business Manager review in Operational Services
S8	Revenues and Benefits	Modernisation of the Revenues and Benefits Service	100	7.0%	Implementation of Citizens Access resulting in additional staffing capacity. Staffing capacity reduced by flexible retirements and removal of vacant post
S9	Central Services	Restructure of Democratic Services	6	5.3%	Savings from the minor restructure of Democratic Services
S10	Human Resources	Human Resources staffing	5	2.1%	Changes in hours of existing posts
			321		
Good Housekeeping/General Other Savings/Changes in Base Budgets					
G1	Communications	Jazz and Blues Festival	3	100.0%	Removal of contribution to the Town Centre Partnership re. Jazz and Blues Festival
G2	Customer and ICT Services	Review of the Customer Service Centres	20	4.6%	Review of the Guildhall and Kidsgrove Customer Service Centres, savings include income from the provision of additional services (e.g. First Bus)
G3	Customer and ICT Services	Reduction in Computer Software Costs	3	1.7%	Reduction in budgetary requirement for computer software costs
G4	Finance	External Audit Fees	18	22.2%	Reduction in the fees charged to the Council by Grant Thornton
G5	Finance	Business Rates on Council Owned Properties	13	46.4%	Reduction in business rates for which the Council is liable (Knutton Recreation Centre)
G6	Housing and Regeneration	Destination Staffordshire	2	20.0%	Reduction in contribution required to the Destination Staffordshire partnership (tourist board for Staffordshire)
G7	Housing and Regeneration	Town Centre Partnership Contribution	23	100.0%	Final phased removal of contribution to the Town Centre Partnership (£7,500 in 2015/16 and £22,500 in 2016/17)
G8	Leisure and Cultural	Community Centres	14	13.3%	Reduction in grant given by the Council and reduction in repairs and maintenance following grant of full leases to Community Centre committees, agreed as part of the 2015/16 budget setting process
G9	Leisure and Cultural	New Victoria Theatre Grant	10	11.4%	Phased reduction of grant given over a 5 year period agreed as part of the 2015/16 budget setting process
G10	Housing and Regeneration	Business Improvement District Levy	5	20.0%	Actual levy chargeable to the Council is less than provisionally allowed for
G11	Environmental Health	Environmental Health Software Support	2	11.1%	Reduction in the level of support required from Stafford Borough Council re. the administration of Environmental Health software
			113		

Alternative Sources of Finance/Other					
A1	Corporate	Invest to Save Savings	4	10.3%	Savings following financing of invest to save schemes (e.g. Civic Offices water heater)
A2	Corporate	Superannuation Lump Sum	58	5.3%	Discount for payment to the Pensions Actuary in advance of superannuation lump sums
A3	Corporate	Council Tax Base	145	2.3%	Increase in Council Tax Base (increase in residential properties from 35,242 to 36,078 at £176.93 per property per tax base calculation)
A4	Corporate	New Homes Bonus contribution	517	28.5%	Further additional funding to be received in 2015/16 (£347k) and transfer of part of capital funding to revenue (£170k)
A5	Corporate	Council Tax Increase	124	1.99%	Assumed increase of 1.99%. An increase of 2% or above will require the Council to undertake a referendum
			848		
Grand Total			1,834		

NEWCASTLE-U-LYME BOROUGH COUNCIL CAPITAL PROGRAMME 2015/16 TO 2016/17

PROJECTS WITHIN CAPITAL PROGRAMME THEMES	2015/16 Est Exp	2016/17 Est Exp	Total Exp	External Contribn	Council Financing
	£	£	£	£	£
IMPROVING HOUSING IN THE BOROUGH					
Disabled Facilities Grants	726,500	1,044,000	1,770,500	1,548,000	222,500
Energy Efficiency Grants	20,000	90,000	110,000	30,000	80,000
PSH/Emergency HHSRS Grants Vul H	30,000	135,000	165,000	0	165,000
Empty Homes	30,000	30,000	60,000	35,000	25,000
Loans to Vulnerable Households	25,000	100,000	125,000	75,000	50,000
Landlord Accreditation	40,000	40,000	80,000	40,000	40,000
Choice Based Lettings	5,600	20,000	25,600	0	25,600
IMPROVING HOUSING IN THE BOROUGH SUB TOTAL	877,100	1,459,000	2,336,100	1,728,000	608,100
INVESTING IN COMMUNITY FACILITIES					
Footpath Repairs	17,500	50,000	67,500	0	67,500
Play Area Refurbishment	49,600	75,000	124,600	0	124,600
Railing/Structures Repairs	12,100	25,000	37,100	0	37,100
The Wammy Neighbourhood Park	0	200,000	200,000	0	200,000
Thistleberry Parkway	0	83,000	83,000	83,000	0
Westlands Sports Ground	0	50,000	50,000	0	50,000
Traveller Encroachment	12,600	15,000	27,600	0	27,600
Cemetery Memorial Survey Works	5,400	10,000	15,400	0	15,400
Tree Work	0	20,000	20,000	0	20,000
Cremated Remains Garden - Phase 8	0	15,000	15,000	0	15,000
Crematorium - Monthly Gardens	0	5,000	5,000	0	5,000
Street Furniture Replacement	0	10,000	10,000	0	10,000
Community Green Space Projects - Match Funding	0	25,000	25,000	0	25,000
Ski Slope - Car park & path replacements	0	15,000	15,000	0	15,000
Birchenwood Sports Complex - pavilion - shower replacement and tiling	19,000	10,000	29,000	0	29,000
Roe Lane Pavilion - shower replacement	14,000	0	14,000	0	14,000
Wolstanton Marsh Pavilion	0	7,000	7,000	0	7,000
Jubilee 2 - part redecoration	0	20,000	20,000	0	20,000
Wolstanton Marsh Improvements	3,000	0	3,000	0	3,000
Silverdale Community Facilities	7,500	0	7,500	0	7,500
Clayton Sports Centre Works	217,000	0	217,000	217,000	0
Pooldam Marshes Nature Reserve	0	47,000	47,000	47,000	0
S106 Works Lowlands Road	162,600	15,000	177,600	177,600	0
INVESTING IN COMMUNITY FACILITIES SUB TOTAL	520,300	697,000	1,217,300	524,600	692,700

PROJECTS WITHIN CAPITAL PROGRAMME THEMES	2015/16 Est Exp	2016/17 Est Exp	Total Exp	External Contribn	Council Financing
	£	£	£	£	£
COMMUNITY CENTRES					
Clayton CC - Stock Condition Work	15,000	0	15,000	0	15,000
Knutton CC - Roof and Windows	0	60,950	60,950	0	60,950
Knutton CC - Stock Condition Work	0	30,000	30,000	0	30,000
Red Street CC - Stock Condition Work	0	5,000	5,000	0	5,000
Silverdale CC	0	20,000	20,000	0	20,000
COMMUNITY CENTRES SUB TOTAL	15,000	115,950	130,950	0	130,950
SAFEGUARDING THE BOROUGH'S HERITAGE					
Museum - Boiler replacement, electrical refurb & window replacements	45,000	0	45,000	0	45,000
Newcastle Cemetery - Path & Ground Works	0	15,000	15,000	0	15,000
Public Railings - painting	10,000	90,000	100,000	0	100,000
SAFEGUARDING THE BOROUGH'S HERITAGE SUB TOTAL	55,000	105,000	160,000	0	160,000
INVESTING FOR THE FUTURE					
Newcastle Town Centre Public Works	5,500	0	5,500	0	5,500
Strategic Investment Framework	2,800	10,000	12,800	0	12,800
Ryecroft Development	50,000	40,000	90,000	0	90,000
Subway Improvement Programme	91,000	0	91,000	91,000	0
Civic Offices/Public Buildings Stock Condition Works	104,700	0	104,700	0	104,700
Merial Street/ St. Georges Chambers	0	40,000	40,000		40,000
King St. Car park - Newcastle	50,000	0	50,000	0	50,000
Surface Car Parks Audley	0	30,000	30,000	0	30,000
Other car parks	20,000	80,000	100,000	0	100,000
Midway Car Park Safety Works	60,000	0	60,000	45,000	15,000
Water courses - Kidsgrove	0	25,000	25,000	0	25,000
Water courses - Others	0	60,000	60,000	0	60,000
Knutton Depot - garage repairs/resurfacing of yard	0	70,000	70,000	0	70,000
Commercial Portfolio Stock Condition Works	66,000	113,150	179,150	0	179,150
Engineering Structures - Provisional Sum	80,000	120,000	200,000	0	200,000
Carbon Management Plan	0	30,000	30,000	15,000	15,000
Knutton Recreation Centre – demolition costs and provision of temporary changing facilities	0	40,000	40,000	0	40,000
Site Disposal Tranche 2 Fees	200,000	242,800	442,800	200,000	242,800
New Waste Service Fleet	0	1,540,000	1,540,000	0	1,540,000
New Waste Service Sorting Equipment	275,000	0	275,000	0	275,000

PROJECTS WITHIN CAPITAL INVESTMENT PROGRAMME THEMES	2015/16 Est Exp	2016/17 Est Exp	Total Exp	External Contribn	Council Financing
New Waste Service - Recycling Boxes	0	495,000	495,000	0	495,000
New Waste Service Weighbridge and Bulking Shed Works	185,000	0	185,000	0	185,000
New Waste Service - acoustic works	0	100,000	100,000	0	100,000
ICT Projects	144,600	230,000	374,600	0	374,600
PC Replacements	7,100	5,000	12,100	0	12,100
Customer Relationship Management	21,500	15,000	36,500	0	36,500
Civic Hub	0	6,100,000	6,100,000	0	6,100,000
INVESTING FOR THE FUTURE SUB TOTAL	1,363,200	9,385,950	10,749,150	351,000	10,398,150
VEHICLES AND PLANT					
Vehicles	800,000	2,386,000	3,186,000	285,000	2,901,000
Waste Bins	100,000	100,000	200,000	0	200,000
VEHICLES AND PLANT SUB TOTAL	900,000	2,486,000	3,386,000	285,000	3,101,000
GRAND TOTAL	3,730,600	14,248,900	17,979,500	2,888,600	15,090,900

Sources of Funding	2015/15 Est Exp	2016/17 Est Exp	Total Exp
	£	£	£
Other Revenue Funds	173,200	250,000	423,200
Capital Receipts (Civic Hub)	0	5,400,000	5,400,000
Right to Buy Receipts (Civic Hub)	0	700,000	700,000
Capital Receipts (remainder of projects)	1,842,800	6,724,900	8,567,700
External Grants/Contributions	1,714,600	1,174,000	2,888,600
Capital Programme	3,730,600	14,248,900	17,979,500