

Summary Budget Booklet

2017-18, 2018-19, 2019-20 and 2020-21



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Medium Term Financial Plan (MTFP)

This summary revenue budget, supported by the Capital Investment Plan, forms the Council's Medium Term Financial Plan (MTFP). The MTFP forecasts the resources available to the Council over the next 4 years, and deploys them to support the achievement of the Council's vision, our shared priorities and outcomes, service needs and legislative obligations.

Revenue Budget 2017-18 & indicative plans for the following 3 years

GENERAL FUND

National Government, over successive parliaments, has committed to reducing the national debt burden. As part of this approach, there have been significant funding reductions across a number of public services, including Local Government. The impact of this locally has been a reduction in national funding to the Council over the 2010-16 period of 40%, and a further 34% planned over the remainder of the current Parliament, to 2020. At the same time as Government funding is reducing, the Council is facing a range of increasing cost pressures; in particular with regard to demand pressures in adults and children services.

By 2020, it is envisaged that Councils will be relatively self-sufficient financially, in that funding to support our general fund budget plans will be largely through a combination of council tax and 100% business rates retained locally.

Over successive budget rounds between 2011-17, the Council identified an overall shortfall in resource requirement of £129m over the period, largely met from planned savings, and some use of reserves. The 2017-21 MTFP has identified a further planned saving requirement of £104m over the period, to deliver a balanced budget.

The Council's MTFP is guided in particular by its Economic Strategy and Joint Health & Wellbeing Strategy, to achieve the following:

- The Council will use available resources to best effect/support the Council's priorities
- The Council can live within its means for the foreseeable future

The MTFP continues to reflect a focus on developing options to deliver a New Council which includes specific priorities on Early Intervention and Prevention, and Economic Resilience.

To meet the overall funding available, Directorates (including cross-Directorate activity) have set out budget plans for 2017-18 that include planned (net) savings totalling £54m, and the use of £11.2m available Council reserves to achieve a balanced budget. The MTFP also sets out indicative planned savings requirement totalling £50m over the following 3 years.

Demands on Services

Where combinations of legislative obligations and local policies define a level of service for particular sets of clients (e.g. children in schools, social care clients etc.), the MTFP is based on projected needs, using trend analysis and known information about those clients. It is also acknowledged that a number of budget allocations represent a significant increase in baseline resource allocations over the next 4 years, in particular in Adults and Children's activity.

Costs of Provision

The MTFP allows for an amount of inflation for pay, utilities, provider costs (Adults and Childrens) and income increases each year. Furthermore, provision has been made specifically through reserves for the anticipated one off costs arising from voluntary severance in 2017-18. Earmarked reserves totalling £4m have also been set aside for one-off developments to support the delivery of transformation over the MTFP.

Inflation provision for 2017-18 is reflected within service budgets, and for the following 3 years is held within central budgets.

Resources

Formula funding, dedicated schools grant and other central government grant allocations make up the majority of the funding for the Council in 2017-18 (approx. two-thirds in total). The balance of funding comes from a combination of locally retained business rates, externally generated income, council tax and one-off general balances.

Some of the Council's balances are set aside as 'short-term financial resilience reserves, in view of the scale of the financial challenge to deliver the planned saving requirement over the MTFP. These include risk reserves and any remaining general balances.

The revenue budget reflects an increase in council tax bills to Kirklees residents in 2017-18 of 4.99%; comprised of 1.99% for services in general and 3% in respect of an Adult Social Care Precept. The precept falls outside the referendum threshold requirement with the understanding that the income raised is directly hypothecated to Adult Social Care. The 3% Adult Social Care Precept will raise an additional £4.7m in 2017-18.

Housing Revenue Account (HRA)

This is a wholly ring-fenced and financially self-sufficient account that includes all expenditure and income relating to the provision of landlord services to about 23,000 Council housing tenants and a further 1,000 leaseholders, managed on the Council's behalf by its arms length management provider, Kirklees Neighbourhood Housing (KNH).

The MTFP continues to reflect reduced resourcing of the HRA over the next 3 years; impacted on by Government's annual 1% rent reduction for Council housing tenants, over the 2016-20 period; now enacted through the Welfare Reform and Work Act 2016. The MTFP includes a number of planned savings over the period, including proposed medium term efficiency savings following the merger of the Council's building services activity with KNH.

The Council and KNH are jointly working to ensure the continued financial viability of the HRA within available resources; in particular through the continued development of the longer term HRA business plan; the earlier years of which are reflected in the MTFP.

Funding Capital Investment

The 5 year Capital Investment Plan makes provision for £82.3m (excluding PFI Partners Capital Expenditure in 2017-18), but includes assumed slippage of £5.4m from current year, but reducing to £48.2m by 2020-21. The capital plan reflects a strategic review and prioritisation of overall capital investment needs going forward. This has also taken account of prudential borrowing costs and future revenue affordability. Funding sources include capital grants, capital receipts, and matched funding from Housing Revenue Account to support HRA investment needs. The plan makes provision for new prudential borrowing of £10.9m in 2017-18, reducing to £6.5m by 2020-21, to fund investment in the Council's infrastructure, economy and to make service delivery more effective. In making revenue provision for the repayment of this borrowing, the Council is satisfied that this level of investment is affordable and sustainable, at least for the duration of this MTFP.

Risk Assessments

The Council has updated its corporate risk assessment, which sets out the major issues which could have an impact on this budget. In accepting the detailed recommendations in the officer report, the Council has made provision, either in earmarked reserves or by retaining minimum levels of general balances, to cover these risks. This includes risk reserves set aside acknowledging the scale of planned savings over the period; and in particular in 2017-18. The Council's approach to the requirement for, and use of reserves will continued to be reviewed over the next 12 months in light of the scale of financial challenge and risk built into the MTFP over the period, and beyond.

Engagement in Budget Preparation

The issues identified as having significant implications for this plan have been presented to Council, Cabinet, and senior management meetings; underpinned by explicit reference throughout to accompanying evidence on the equalities impact on a range of budget proposals, to ensure that key decision-makers have due regard to the Council's equalities duties on key decisions taken through the budget process.

There has been ongoing engagement with residents, business, voluntary and community sectors, and tenant and resident committees, as part of this budget round.

This included an online public budget engagement consultation exercise from November through to December 2016; feedback from this made available on the Council website.

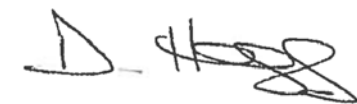
The Council will need to do things differently to meet the anticipated funding gap in future years and discussions will continue to inform the re-shaping of the Council going forwards.

Corporate Planning framework

The Council's budget informs the corporate plan, which sets out how the Council's Vision links to the Council's activities and performance management framework. The plan this time is focused on the approach that will be taken to develop the move to a commissioning Council, including the vision, goals and behaviours needed to make it successful and the key principles that will be followed. The Plan includes the agreed cross party Principles, and the approach for developing a New Council draws heavily on these.



Jacqui Gedman
Chief Executive



Debbie Hogg
Service Director & s151 officer

Calculation of council tax for 2017-18

	Expenditure 2017-18 £k	Council Tax at Band D 2017-18 £
Kirklees gross expenditure	823,078	7,134
Funded by:-		
Dedicated Schools Grant & Other Schools Grants	258,469	2,239
Other Government Grants	154,793	1,342
External income	115,129	998
	294,687	2,555
Government Funding Allocation	59,400	515
Local Share of Business Rates	47,600	413
Unringfenced Grants	16,800	146
General fund balances	11,200	97
Collection Fund balances	100	1
Kirklees Demand on Collection Fund	159,587	1,383
WY Fire Authority	7,025	61
WY Police Authority	17,415	151
Amount to be raised from		
Council Tax payers	184,027	1,595
Parish precepts	735	6
Total amount to be raised	184,762	1,601

Taxbase

KMC Council tax increase on previous year

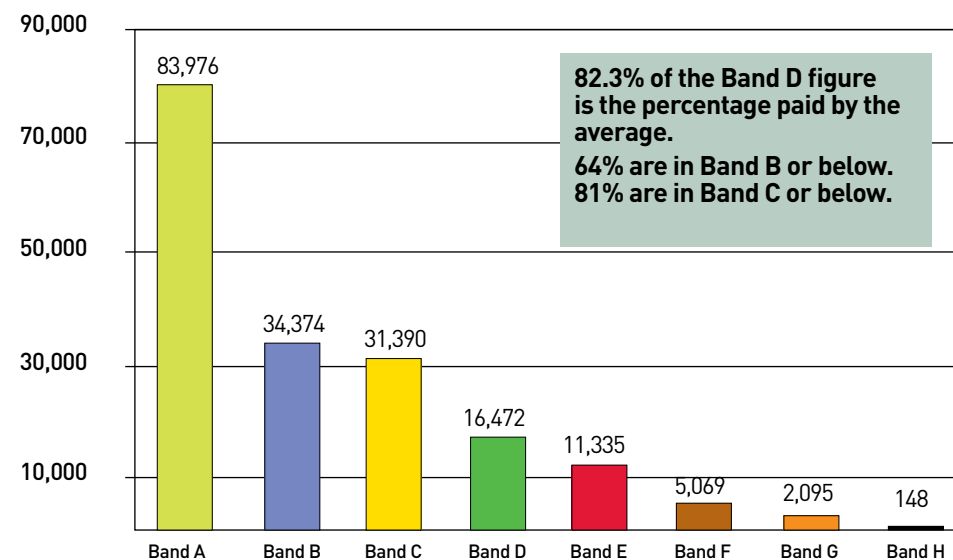
Council tax for each band (before parish precepts)

	2 adults £	1 adult £
Band A	1,063	797
Band B	1,241	931
Band C	1,418	1,064
Band D	1,595	1,196
Band E	1,949	1,462
Band F	2,304	1,728
Band G	2,658	1,994
Band H	3,190	2,393

115,371.39

4.99%

Number of properties in each council tax band



Projected 2017 population 440,000

Source - Office of National Statistics

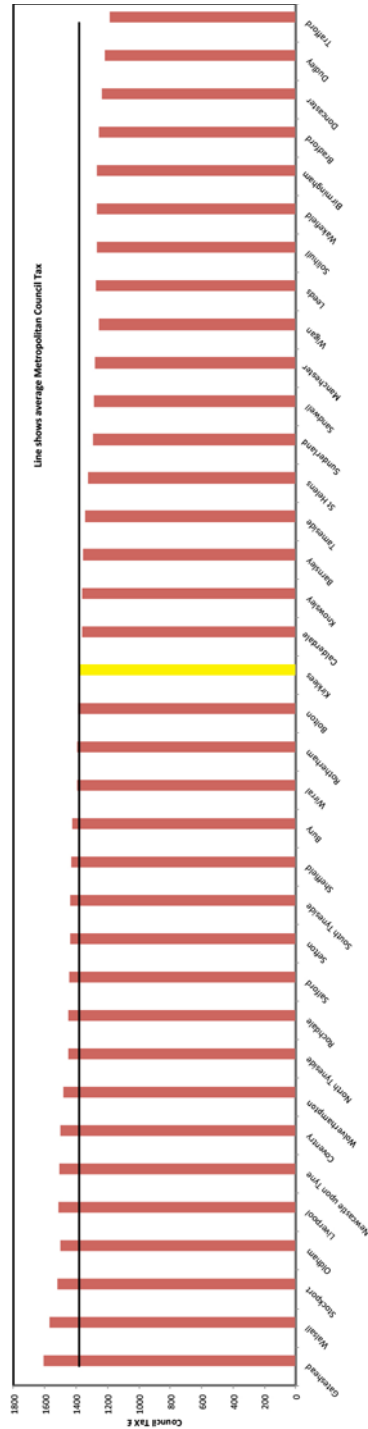
Parish precepts

There are 5 parishes within Kirklees which set precepts, as shown below. The budgets are set by the elected parish councillors and Kirklees Councillors have no part in the decisions. Only the council tax payers resident in these parish areas have to pay.

	Total 2016-17 £	Total 2017-18 £	Increase %	Precept Band D 2017-18 £
Denby Dale Parish Council	201,749	216,136	7.1%	38.39
Holme Valley Parish Council	124,518	224,132	80.0%	22.90
Kirkburton Parish Council	109,620	109,620	0.0%	12.51
Meltham Parish Council	72,500	82,047	13.2%	30.31
Mirfield Parish Council	48,873	102,991	110.7%	15.81
	557,260	734,926	31.9%	

2017-18 Band D Council Tax for 2 adults, Met Councils (excluding Police, Fire & Parish precepts)

2017-18 Band D Council Tax for 2 adults, Metropolitan Councils
(excluding Police, Fire & Parish Precepts)



Overall summary

	Net budget 2017-18 £k	Gross adjusted budget* 2017-18 £k
Children & Young People - Schools	2,094	231,271
Children & Young People - Other	65,854	99,888
Adults, Commissioning & Public Health Place	102,020	186,111
Resources	34,284	80,721
Communities, Transformation & Change	32,775	155,911
Cross Directorate Activity	4,490	5,289
Economic Resilience	(6,052)	(6,052)
Treasury management, contingency & other items	10,518	11,604
WY Integrated Transport Authority	28,304	37,935
Other West Yorkshire Joint Services	18,600	18,600
Other West Yorkshire Joint Services	1,800	1,800
Total Expenditure	294,687	823,078
General Fund balances	(3,485)	
Use of Reserves	(7,700)	
	283,502	

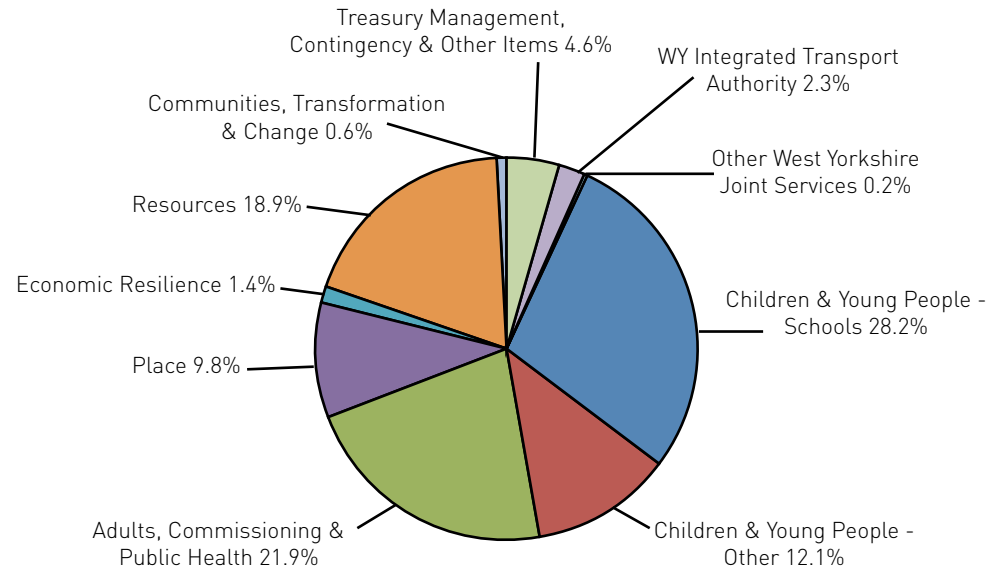
* The second column represents gross service budgets adjusted for internal income.

The budget figures are controllable budgets:

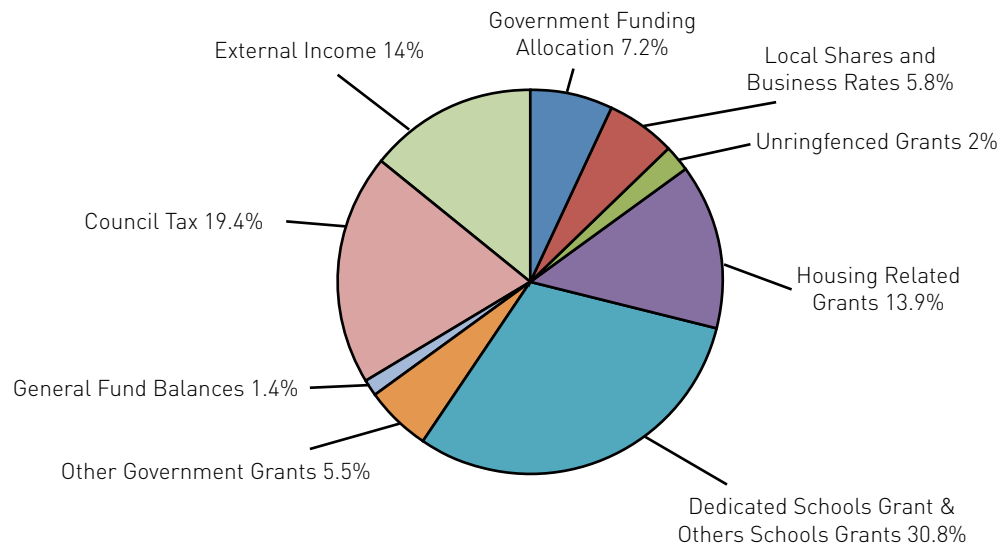
Controllable budgets: Budgets that the budget holder can directly influence. Controllable expenditure includes direct operational costs including departmental specific management overheads (e.g. staff, premises, supplies & services, payments to contractors). Controllable income includes schools income, other traded income, fees & charges, specific government grants).

Where is the money spent 2017-18?

Gross controllable expenditure, adjusted for internal income



Where does the money come from 2017-18?



Service/Activity Budgets

	Revenue Budget 2017-18 £k	Revenue Budget 2018-19 £k	Revenue Budget 2019-20 £k	Indicative Budget 2020-21 £k
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CHILDREN & YOUNG PEOPLE

Learning & Skills

Strategic Leadership	832	432	382	382
Schools Organisation, Planning and Admissions	302	0	0	0
Education for Vulnerable Children Services incl Special Educational Needs	2,075	1,991	1,991	1,991
Early Learning	524	73	(2)	(2)
Post 16 Services	356	356	356	356
Learning Services Trading	26	(124)	(374)	(374)
Management & Regulatory Functions	324	324	324	324
Total Learning & Skills	4,439	3,052	2,677	2,677

Safeguarding & Family Support

Youth Offending Team	766	766	766	766
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Early Intervention & Prevention

Young People's Service	0	0	0	0
Early Intervention and Targetted Support	0	0	0	0
EIP Activity - new allocation	5,550	5,320	5,030	5,030
	<u>5,550</u>	<u>5,320</u>	<u>5,030</u>	<u>5,030</u>

Assessment & Care Management

	6,006	5,264	4,294	4,294
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Children's Demand Led Activity

Children with Disability	3,196	3,196	3,196	3,196
Family Placement Unit (including Help Desk)	1,263	1,213	1,163	1,163
Fostering Service (including recruitment)	2,156	2,156	2,156	2,156
Adoption Service	959	959	959	959
Looked after Children Team/Leaving Care Team	2,758	2,758	2,758	2,758
Contact Team	1,094	1,044	994	994
Internal Residential Placements	4,583	4,583	4,583	4,583
External Residential Placements	4,965	3,081	1,831	791
Internal Foster Placements	5,001	5,001	5,001	5,001
External Foster Placements	4,789	4,345	3,901	3,457
Leaving Care Supported Accommodation/Supported Lodgings	1,646	1,646	1,646	1,646
Guardianship & Residency Orders	2,925	2,925	2,925	2,925
Adoption Allowances	1,383	1,383	1,383	1,383
Persons from Abroad	70	70	70	70
	<u>36,788</u>	<u>34,360</u>	<u>32,566</u>	<u>31,082</u>

Service/Activity Budgets

	Revenue Budget 2017-18 £k	Revenue Budget 2018-19 £k	Revenue Budget 2019-20 £k	Indicative Budget 2020-21 £k
Management & Regulatory Functions	3,375	3,375	3,375	3,375
Total Safeguarding & Family Support	<u>52,485</u>	<u>49,085</u>	<u>46,031</u>	<u>44,547</u>
Commissioning & Health Partnerships				
Stronger Families	0	0	0	0
Other Services	1,562	1,562	1,562	1,562
Management & Regulatory Functions	363	363	363	363
Total Commissioning & Health Partnerships	<u>1,925</u>	<u>1,925</u>	<u>1,925</u>	<u>1,925</u>
Schools Budgets				
Delegated School Budgets	2,094	2,094	2,094	2,094
SEN Support inc Further Education; Post 16	4	4	4	4
Centrally Managed School Budgets	1	1	1	1
Total schools Budgets	<u>2,099</u>	<u>2,099</u>	<u>2,099</u>	<u>2,099</u>
Further Service Pressures	7,000	7,000	7,000	7,000
TOTAL CHILDREN & YOUNG PEOPLE	<u>67,948</u>	<u>63,161</u>	<u>59,732</u>	<u>58,248</u>
ADULTS				
Assessment and Care Management	7,588	7,388	6,828	6,828
Access and Information	1,178	1,178	1,178	1,178
Demand Led Client Service Provision				
Self Directed Support	29,057	32,744	31,226	30,897
Independent Sector Residential and Nursing Placements				
Older People	12,144	12,742	13,425	14,428
Physical Disabilities	2,620	2,500	2,380	2,380
Learning Disabilities	14,815	14,547	14,124	14,124
Mental Health	2,522	2,456	2,389	2,389
	<u>32,101</u>	<u>32,245</u>	<u>32,318</u>	<u>33,321</u>

	Revenue Budget 2017-18 £k	Revenue Budget 2018-19 £k	Revenue Budget 2019-20 £k	Indicative Budget 2020-21 £k
In-House Residential Services				
Older People	2,610	1,844	1,864	1,912
Learning Disabilities	<u>2,470</u>	<u>2,470</u>	<u>2,470</u>	<u>2,470</u>
	<u>5,080</u>	<u>4,314</u>	<u>4,334</u>	<u>4,382</u>
Day Care and Contracted Services				
In House Day Care	3,089	2,889	2,889	2,889
Contracted Services	<u>5,677</u>	<u>5,311</u>	<u>4,944</u>	<u>4,944</u>
	<u>8,766</u>	<u>8,200</u>	<u>7,833</u>	<u>7,833</u>
Other Demand-Led Services				
Re-ablement	799	799	799	799
Excellent Homes for Life (supported living)	1,093	1,093	1,093	1,093
Provision of Community Equipment	994	960	927	927
Emergency Support (including Persons from Abroad)	450	450	450	450
Learning Disability Shared Lives	1,076	1,076	1,076	1,076
Care Phones and Assistive Technology	98	85	65	65
Other Demand-Led Services	(31)	(97)	(164)	(164)
Improved Funding allocation	<u>(2,670)</u>	<u>(7,100)</u>	<u>(12,800)</u>	<u>(12,800)</u>
	<u>1,809</u>	<u>(2,734)</u>	<u>(8,554)</u>	<u>(8,554)</u>
Total Demand Led Client Service Provision	<u>76,813</u>	<u>74,769</u>	<u>67,157</u>	<u>67,879</u>
Early intervention & Prevention				
Supporting Vulnerable People	4,130	4,130	4,130	4,130
Community Liason (including grants)	0	0	0	0
Support for Carers	576	576	576	576
EIP Activity	<u>2,500</u>	<u>2,500</u>	<u>2,500</u>	<u>2,500</u>
	<u>7,206</u>	<u>7,206</u>	<u>7,206</u>	<u>7,206</u>
Commissioning (Adults)	1,806	1,806	1,806	1,806
Other Services				
Domestic Abuse & Sex Worker Empowerment, Education & Training (SWEET)	124	124	124	124
Other	81	81	81	81
Best Partnering	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
	<u>205</u>	<u>205</u>	<u>205</u>	<u>205</u>
Management & Regulatory Functions	3,041	2,947	2,854	2,854

Service/Activity Budgets

	Revenue Budget 2017-18 £k	Revenue Budget 2018-19 £k	Revenue Budget 2019-20 £k	Indicative Budget 2020-21 £k
Further Service Pressures	4,000	4,000	4,000	4,000
TOTAL ADULTS	101,837	99,499	91,234	91,956
PUBLIC HEALTH				
Health Protection Services				
Sexual Health	4,027	3,954	3,431	3,431
Health Checks	408	280	280	280
Health Protection	434	434	434	434
Child Measurement	15	15	15	15
	<u>4,884</u>	<u>4,683</u>	<u>4,160</u>	<u>4,160</u>
Substance Misuse	5,469	5,469	4,969	4,969
Obesity	211	199	182	182
Physical Activity	389	377	360	360
Smoking & Tobacco	726	585	585	585
5-19 Public Health	1,498	1,498	1,498	1,498
Miscellaneous	7,069	7,047	6,978	6,978
Employee Healthcare	(17)	(17)	(17)	(17)
Corporate Health & Safety	118	118	118	118
Emergency Planning Team	121	121	121	121
Funding Available for recommissioning Activity Management & Regulatory Functions	6,052	6,052	6,052	6,052
	<u>336</u>	<u>336</u>	<u>336</u>	<u>336</u>
	<u>26,856</u>	<u>26,468</u>	<u>25,342</u>	<u>25,342</u>
Public Health Grant	(26,673)	(25,980)	(25,305)	(25,305)
TOTAL PUBLIC HEALTH BUDGETS	183	488	37	37
PLACE				
Streetscene				
Streetscene Highways	7,908	7,758	7,758	7,758
West Yorkshire Driver Training	(458)	(458)	(458)	(458)
Highways Construction	(1,546)	(1,546)	(1,546)	(1,546)
Seasonal Weather	1,213	1,213	1,213	1,213
Waste Services	18,110	17,660	17,660	17,660
Transport Services	(1,514)	(1,714)	(1,714)	(1,714)
Security Transport	(5)	(5)	(5)	(5)
Bereavement Services	(1,547)	(1,647)	(1,797)	(1,797)

	Revenue Budget 2017-18 £k	Revenue Budget 2018-19 £k	Revenue Budget 2019-20 £k	Indicative Budget 2020-21 £k
Parks & Open Spaces	1,993	1,683	1,603	1,603
Housing General Fund	1,947	1,947	1,947	1,947
	<u>26,101</u>	<u>24,891</u>	<u>24,661</u>	<u>24,661</u>
Investment & Regeneration				
Transportation Strategy	719	669	669	669
Parking	(3,186)	(3,186)	(3,186)	(3,186)
Markets	(586)	(586)	(586)	(586)
Business & Enterprise Centres	(550)	(550)	(550)	(550)
Regulation Services				
Building Control	(405)	(405)	(405)	(405)
Licensing	(593)	(593)	(593)	(593)
Local Land Charges	(55)	(55)	(55)	(55)
Environmental Health	963	938	938	938
Planning	651	651	651	651
	<u>(3,042)</u>	<u>(3,117)</u>	<u>(3,117)</u>	<u>(3,117)</u>
Physical Resources & Procurement				
Building Services	0	0	0	0
School Facilities Management - School Transport	2,751	2,466	2,466	2,466
School Facilities Management - Catering/ Assets	(2,284)	(2,344)	(2,344)	(2,344)
School Facilities Management - Cleaning	(310)	(405)	(430)	(430)
Corporate Landlord	10,345	9,695	9,395	9,395
Capital Delivery & Development	(746)	(806)	(806)	(806)
Procurement	300	300	300	300
Physical Resources & Procurement - Overheads	(41)	(41)	(41)	(41)
Commercial portfolio	(1,656)	(1,656)	(1,656)	(1,656)
	<u>8,359</u>	<u>7,209</u>	<u>6,884</u>	<u>6,884</u>
Policy Strategy, Commissioning	437	437	437	437
Management & Regulatory Functions	2,429	2,229	2,229	2,229
TOTAL PLACE	34,284	31,649	31,094	31,094

Service/Activity Budgets

	Revenue Budget 2017-18 £k	Revenue Budget 2018-19 £k	Revenue Budget 2019-20 £k	Indicative Budget 2020-21 £k
RESOURCES				
Legal Services	1,577	1,434	1,312	1,191
Elections, Electoral Registration	328	625	503	461
Support for Council as Democratic Organisation	2,453	2,212	2,212	2,212
Finance, Risk & Performance	2,675	2,339	2,138	2,138
Information Technology (IT)	10,716	9,571	8,211	8,211
Welfare & Exchequer				
Income Collection	1,789	1,789	1,789	1,789
Welfare & Complimentary Benefits	4,720	4,629	4,541	4,491
Corporate Customer Standards	92	92	92	92
Payment of Benefits - Social Fund/Local Welfare Provision	632	552	552	552
Benefit Payments	(81)	(81)	(81)	(81)
Library & Information Centres	<u>4,138</u>	<u>2,238</u>	<u>2,238</u>	<u>2,238</u>
	<u>11,290</u>	<u>9,219</u>	<u>9,131</u>	<u>9,081</u>
Town Halls & Public Halls	212	162	162	162
Registrars	31	13	13	13
Kirklees Direct Contact Centre and Customer Service Centre	1,035	935	835	735
HD One - Financial & HR Transactional Services	1,088	741	741	741
Corporate & Democratic Core	266	266	266	266
Management & Regulatory Functions	1,104	1,104	1,104	1,104
TOTAL RESOURCES	<u>32,775</u>	<u>28,621</u>	<u>26,628</u>	<u>26,315</u>

COMMUNITIES, TRANSFORMATION & CHANGE

	Revenue Budget 2017-18 £k	Revenue Budget 2018-19 £k	Revenue Budget 2019-20 £k	Indicative Budget 2020-21 £k
Engagement & Cohesion	328	296	296	296
District Committees	330	281	281	281
Sport & Physical Activity - Leisure Management	53	53	53	53
Professional Services				
Policy Unit	730	630	630	630
Organisational Change	674	529	529	529
Human Resources Professional Service	1,505	1,505	1,505	1,505
Communications & Marketing	618	538	538	538
Community Languages	<u>(97)</u>	<u>(106)</u>	<u>(106)</u>	<u>(106)</u>
	<u>3,430</u>	<u>3,096</u>	<u>3,096</u>	<u>3,096</u>
Transformation Team	34	266	266	266
Management & Regulatory Functions	315	193	193	193
TOTAL COMMUNITIES TRANSFORMATION & CHANGE	<u>4,490</u>	<u>4,185</u>	<u>4,185</u>	<u>4,185</u>

Service/Activity Budgets

	Revenue Budget 2017-18 £k	Revenue Budget 2018-19 £k	Revenue Budget 2019-20 £k	Indicative Budget 2020-21 £k
ECONOMIC RESILIENCE				
Quality of Life				
Uniformed Services	426	426	426	426
Safer Kirklees	177	177	177	177
CCTV	6	6	6	6
School Crossing Patrols	1	1	1	1
Voluntary Sector Support	8	8	8	8
Events and Concerts	0	0	0	0
Lawrence Batley Theatre	204	204	204	204
Museums & Galleries	635	635	635	635
Sport & Physical Activity	281	281	281	281
Grant to Kirklees Active Leisure	1,234	1,034	934	934
	<u>2,972</u>	<u>2,772</u>	<u>2,672</u>	<u>2,672</u>
People, Business & Skills				
Adult Learning	323	323	323	323
Connexions	1,720	1,720	1,720	1,720
Advice Kirklees	1,240	1,140	1,140	1,140
Creative Economy Support	383	383	383	383
Strategic Regeneration - Business & Skills	2,066	2,066	2,066	2,066
	<u>5,732</u>	<u>5,632</u>	<u>5,632</u>	<u>5,632</u>
Place				
Strategic Regeneration	780	780	780	780
Economic Resilience Add Back	1,034	1,034	1,034	1,034
TOTAL ECONOMIC RESILIENCE	<u>10,518</u>	<u>10,218</u>	<u>10,118</u>	<u>10,118</u>

Central Budgets

	Revenue Budget 2017-18 £k	Revenue Budget 2018-19 £k	Revenue Budget 2019-20 £k	Indicative Budget 2020-21 £k
Treasury Management	21,987	21,642	20,924	21,084
General Contingencies	720	(748)	(1,999)	(1,999)
Inflation	639	2,372	4,124	5,934
Central Pension and Related Costs	4,899	4,899	4,899	4,899
West Yorkshire Joint Services	20,408	20,035	20,035	20,218
Council-wide senior management review	51	51	51	51

Cross-Directorate Activity

Public Health Grant	(6,052)	(6,052)	(6,052)	(6,052)
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TOTAL BUDGETS

	<u>294,687</u>	<u>280,020</u>	<u>265,010</u>	<u>266,088</u>
Use of Balances	(3,485)	0	0	0
Use of Reserves	(7,700)	0	0	0

TOTAL NET BUDGET

	<u>283,502</u>	<u>280,020</u>	<u>265,010</u>	<u>266,088</u>
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Summary Subjective Analysis

	2017-18 £k	2018-19 £k	2019-20 £k
Expenditure			
Single status	222,987	208,624	198,728
Other paygroups	125,222	125,094	125,094
Other	8,688	8,197	8,023
Sub-total employees	<u>356,897</u>	<u>341,915</u>	<u>331,845</u>
Premises	48,391	48,049	47,736
Transport	13,157	12,752	12,752
Supplies & services	99,663	100,335	100,702
Third party payments	211,340	212,056	208,294
Transfer payments	132,722	132,246	131,361
Support costs	16,562	16,442	16,272
Capital charges	22,150	21,828	21,039
Transfers from Reserves	(207)	(207)	(207)
Gross expenditure	900,675	885,416	869,794
Less : Internal recharges	77,597	77,642	77,642
	<u>823,078</u>	<u>807,774</u>	<u>792,152</u>
Income			
Govt grants	(413,262)	(410,849)	(410,174)
Other grants	(33,688)	(34,454)	(34,434)
Capital related grants	0	0	0
External income	(81,438)	(82,448)	(82,531)
Interest	(3)	(3)	(3)
Sub-total income	<u>(528,391)</u>	<u>(527,754)</u>	<u>(527,142)</u>
Total Budget	<u>294,687</u>	<u>280,020</u>	<u>265,010</u>

Number of Employees - Revenue Budget Proposals 2017-21

	FTEs				
	2016-17 Controllable	2017-18 MTFP	2018-19 MTFP	2019-20 MTFP	2020-21 MTFP
DIRECTORATE					
Children & Young People adjust for delegated schools budgets	6,347.2 (5,017.0)	6,424.4 (5,111.7)	6,101.3 (5,111.7)	6,057.6 (5,111.7)	6,008.6 (5,111.7)
Service Changes Early Intervention & Prevention	1,330.2 0.7	1,312.7 (28.2)	989.6	945.9	896.9
	<u>1,312.7</u>	<u>989.6</u>	<u>945.9</u>	<u>896.9</u>	<u>896.9</u>
Adults, Commissioning & Public Health	1208.4	1,044.6	1,060.3	968.3	953.8
Service Changes Early Intervention & Prevention	(163.8)	33.0 (17.3)	(92.0)	(14.5)	
	<u>1,044.6</u>	<u>1,060.3</u>	<u>968.3</u>	<u>953.8</u>	<u>953.8</u>
Place	2,312.6	2,219.5	2,207.7	2,171.7	2,171.7
Service Changes	(93.1)	(11.8)	(36.0)		
	<u>2,219.5</u>	<u>2,207.7</u>	<u>2,171.7</u>	<u>2,171.7</u>	<u>2,171.7</u>
Resources	1,142.6	1,103.4	955.6	877.4	838.0
Service Changes Early Intervention & Prevention	(39.8)	(147.8)	(78.2)	(39.4)	(6.5)
	<u>1,103.4</u>	<u>955.6</u>	<u>877.4</u>	<u>838.0</u>	<u>831.5</u>
Communities Transformation & Change	176.5	150.3	124.5	112.6	112.6
Service Changes Early Intervention & Prevention	(25.9)	(25.8)	(11.9)		
	<u>150.3</u>	<u>124.5</u>	<u>112.6</u>	<u>112.6</u>	<u>112.6</u>
Economic Resilience	208.8	208.5	202.9	202.9	202.9
Service Changes	(0.3)	(5.6)			
	<u>208.5</u>	<u>202.9</u>	<u>202.9</u>	<u>202.9</u>	<u>202.9</u>
Council Wide Mgmt review	(1.0)				
Total FTEs excluding Delegated Schools Budgets	<u>6,038.0</u>	<u>5,540.6</u>	<u>5,278.8</u>	<u>5,175.9</u>	<u>5,169.4</u>

Overall Summary By Directorate - Revenue Budget Proposals 2017-21

	FTEs				
	2016-17 Controllable	2017-18 MTFP	2018-19 MTFP	2019-20 MTFP	2020-21 MTFP
Adjustment to reconcile 2016-17 budget doc					
Building Services to Kirklees Housing Futures	505.4				
2016-17 FTEs	6,543.4				
Summary excluding Delegated Schools Budgets	6,379.1	6,038.0	5,540.6	5,278.8	5,175.9
Service Changes (inc Council Wide mgmt review)	(342.1)	(451.9)	(261.8)	(102.9)	(6.5)
Early Intervention & Prevention*	1.0	(45.5)	0.0	0.0	0.0
Total FTEs excluding Delegated Schools Budgets	6,038.0	5,540.6	5,278.8	5,175.9	5,169.4

These headings and associated FTE reductions reflect Council wide activity in view as part of the budget proposals for Cross-Directorate service re-design. Pending completion of the service re-design work, the FTE reductions shown above are illustrative reductions proportionate to the overall budget reductions in view as part of the service re-design work across the 3 years of the MTFP.

Analysis of Government Grants

GOVERNMENT GRANTS IN SERVICES	2017-18 £k	2018-19 £k	2019-20 £k
Children & Young People			
DSG & other school grants	258,469	258,469	258,469
School Sixth Form	592	592	592
Stronger Families	1,800	1,800	1,800
Private Finance Initiative (PFI)	8,128	8,128	8,128
Youth Justice Board (inc Remand Funding)	577	577	577
Adoption Reform Grant	293	293	293
Higher Education Funding Council (HEFCE)	389	389	389
School Improvement Monitoring & Brokering	250	400	400
Asylum Seekers Grant	149	149	149
Skills Funding Agency	62	62	62
Staying Put grant	93	93	93
	270,802	270,952	270,952
Adults			
Independent Living Fund Grant	1,870	0	0
Social Care Reform Grant	68	68	68
DWP Access to Work	82	82	82
	2,020	150	150
Place			
DEFRA PFI Waste Grant	3,231	3,231	3,231
Milk Subsidy Grant	222	222	222
	3,453	3,453	3,453
Resources			
DWP Benefit Subsidy Grant	114,698	114,698	114,698
	114,698	114,698	114,698
Economic Resilience			
Quality of Life	203	203	203
	203	203	203
Public Health Funding	26,673	25,980	25,305
TOTAL GOVERNMENT GRANTS IN SERVICES*	417,849	415,436	414,761

Analysis of Government Grants

	2017-18 £k	2018-19 £k	2019-20 £k
POOLED (UNRINGFENCED) GRANTS			
Education Services Grant (ESG)	1,297	0	0
New Homes Bonus (NHB)	7,160	4,891	4,351
Housing & C T Admin Grant	2,114	2,114	2,114
Business Rates Relief Grant	4,967	4,967	4,967
Independent Living Fund	862	835	810
Other	368	370	372
TOTAL POOLED GRANTS SUPPORTING THE BUDGET AS A WHOLE	16,768	13,177	12,614
TOTAL GOVERNMENT GRANTS	434,617	428,613	427,375

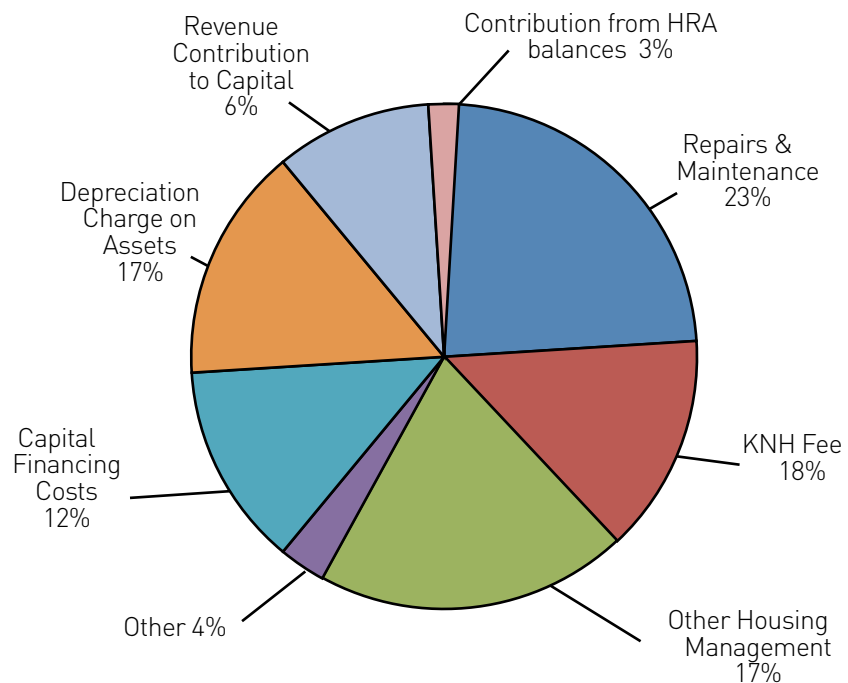
*Please note the above figures, for government grants in services, are the most up-to-date available and therefore differ slightly to those on the summary subjective analysis (page 22), which were the most up-to-date figures when the budget was approved at Council on 15 February 2017.

Housing Revenue Account (HRA)

Expenditure relating to the provision of landlord services to about 23,000 Council tenancies is held in a separate Housing Revenue Account (HRA), and is wholly self-financed, mainly from Council tenant rents. The HRA 4 year budget is informed by the longer term HRA business plan. The operational delivery of landlord services to Council tenants is undertaken on the Council's behalf by an Arms Length Management Organisation, Kirklees Neighbourhood Housing (KNH), who are funded by way of an annual management fee from the HRA.

	2017-18 Budget £k	2018-19 Budget £k	2019-20 Budget £k	2020-21 Budget £k
Expenditure				
Repairs & Maintenance	22,438	21,392	20,588	20,588
KNH Management Fee	17,174	15,608	14,739	14,739
Other Housing Management	16,146	16,011	15,871	15,731
Other Expenditure	3,854	5,726	6,703	7,688
	59,612	58,737	57,901	58,746
Income				
Dwellings rent income	(81,538)	(80,531)	(79,631)	(80,400)
Non-dwellings rent income	(623)	(688)	(688)	(688)
Charges for services & facilities	(2,764)	(2,962)	(3,367)	(3,362)
PFI Grant	(7,912)	(7,912)	(7,912)	(7,912)
Contribution to rechargeable repairs	(290)	(288)	(283)	(288)
	(93,127)	(92,381)	(91,881)	(92,650)
Net Cost of Services	(33,515)	(33,644)	(33,980)	(33,904)
Depreciation charge on assets	16,500	16,500	16,500	16,500
Interest on capital debt	8,653	8,454	8,132	7,903
Investment Income	(120)	(120)	(120)	(120)
High Cost Levy	0	0	0	11,341
Net Operating Expenditure	(8,482)	(8,810)	(9,468)	1,720
Contribution from Major Repairs Reserve	(3,338)	(3,338)	(4,583)	(5,007)
Capital Debt Repayment	3,338	3,338	4,583	5,007
Revenue contribution to capital expenditure	5,394	7,863	4,070	7,283
Contribution to/from HRA balances	3,088	947	5,398	(9,003)
Net Deficit/Surplus	0	0	0	0

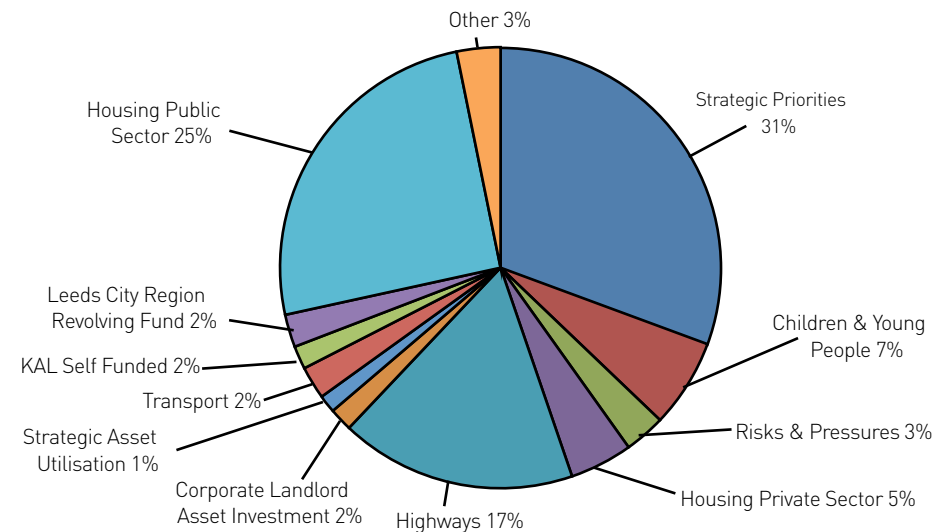
Where is the money spent 2017-18?



Capital Investment Plans 2017-18 to 2019-20

Capital budgets cover expenditure on major assets such as land, buildings, equipment and vehicles, which is funded primarily from grants, borrowing and capital receipts. Borrowing costs are met by the Revenue Budget over the life of the assets.

2017-18 Capital Investment Plan



Average rent per week (£)
 Percentage Increase (%)
 Average 1 Bedroom Rent
 Average 2 Bedroom Rent
 Average 3 Bedroom Rent
 Average 4 and Over Bedroom Rent

2017-18

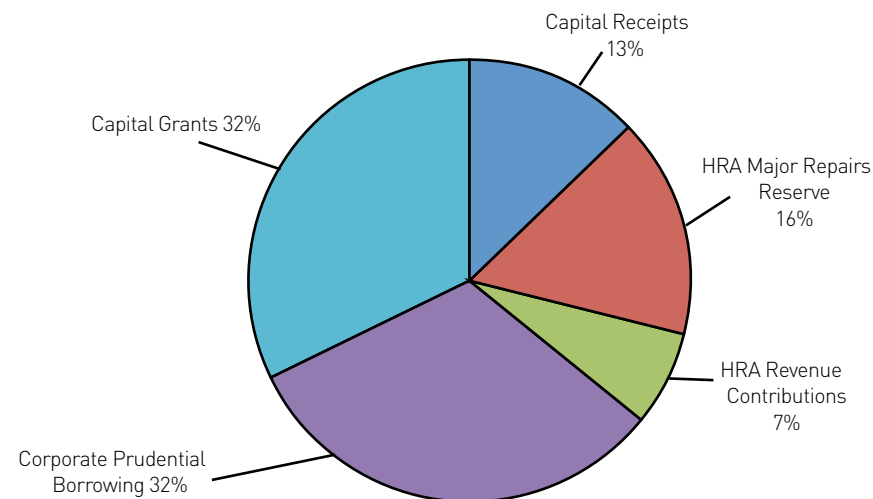
69.89
 (1.00)
 61.37
 72.58
 81.69
 86.27

Stock of Council Houses as at January 2017

9,810
 8,019
 4,637
 335

22,801

Where does the money come from 2017-18?



	2017-18 £k	2018-19 £k	2018-19 £k
Strategic Priorities	25,199	33,175	14,642
Baseline			
Children & Young People	5,365	5,050	4,800
Adults	561	0	0
Housing Private Sector	3,756	2,990	2,990
Highways	14,227	13,071	12,016
Economic Resilience	900	900	900
Corporate Landlord Asset Investment	1,400	2,000	2,000
Strategic Asset Utilisation	1,110	300	0
Environmental & Strategic Waste	100	100	100
Transport	2,000	1,500	1,250
School Catering	200	200	200
KAL Self Funded	1,367	1,059	617
Information Technology	900	900	900
Leeds City Region Revolving Fund	2,000	0	0
	<u>33,886</u>	<u>28,070</u>	<u>25,773</u>
Housing Public Sector	20,695	24,282	17,550
Risks & Pressures	2,500	2,500	2,500
TOTAL	<u>82,280</u>	<u>88,027</u>	<u>60,465</u>

NOTES

