

Summary Budget Booklet

2015-16, 2016-17 and 2017-18



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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 3 years, and deploys them to support the achievement of the Council's vision, our shared priorities, service needs and legislative obligations; in particular informed by emerging budget proposals for a New Council over the 2015-18 MTFP.

Revenue Budget 2015-16 & Indicative Plans for the following 2 years

National government's approach to shrinking the national debt burden over the lifetime of the current Parliament 2010-15 has included significant public expenditure reductions. There have been overall reductions in national government funding allocations to Councils in excess of 40% over this period. Successive Council budget rounds over the last three years have acknowledged the overall scale of national funding reductions, with further funding reductions anticipated over the next 3 years and beyond.

Successive Council budget rounds indicate an overall planned saving requirement for Kirklees of £152m over the 2011-18 period. The Council has planned for and will have achieved savings of £83m between 2011-15 period, and further assumes a continuation of national funding reductions into the next Parliament, with a forecast £69m further planned revenue saving requirement over the next three years to 2018.

In view of the scale of this challenge, the Council's MTFP has been informed in particular by the outcome of the Council's comprehensive review of everything that the Council spends, with the aim of reshaping the Council, guided by the Council's two strategies; the 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 reflects a focus on developing options to deliver a New Council which includes specific priorities on Early Intervention and Prevention, and Economic Resilience. Action is being co-ordinated by a New Council Programme Board chaired by the Director of Economy, Environment and Skills.

The above is also underpinned by Social Action; helping people to help other people, and improving the health and wellbeing of the people of Kirklees.

To meet the overall funding available, Directorates (including cross-Directorate activity) have set out year one detailed plans which include £13m net revenue savings in 2015-16, with £12.3m of available Council balances being used to meet the remaining funding gap and achieve a balanced budget.

Years 2 and 3 of the MTFP reflect a broader range of proposals as the shape of the Council moves towards a New Council. These are acknowledged to be indicative at this stage, and that service re-design and implementation plans will be firmed up through 2015-16, working towards a New Council. It is anticipated that current budget profiles for years 2 and 3, and organisational structures, will continue to be further re-freshed.

The budget allocations set out in the MTFP reflect continuing financial constraints on the Council over the next 3 years, noting that early year plans mark an essential start towards a new Council. Longer term, there is a remaining budget gap of £15.3m from 2016-17 onwards, after the proposed use of available balances, that will need to be addressed through future budget rounds.

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 an increase in risk taken, and this approach will be kept under review alongside the Council's policy on reserves and balances.

Costs of Provision

The MTFP allows for an amount of inflation for pay, price, and income increases each year. Furthermore, provision has been made specifically through reserves for the anticipated one off costs arising from voluntary severance in 2015-16. Existing earmarked reserves totalling £3m have also been re-directed for one-off developments to support the delivery of a New Council over the MTFP.

Inflation provision is reflected within Central Budgets, and will be allocated to services at the start of the financial year.

Resources

Formula funding, dedicated schools grant and other central government grant allocations make up the majority of the funding for the Council in 2015-16 (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.

The revenue budget reflects an increase in council tax bills to Kirklees residents in 2015-16 of 1.96%.

Some of the Council's balances are set aside to cover specific risks (earmarked reserves). Remaining balances are planned to be used in a phased way beyond 2015-16 to support future year MTFP updates.

Funding Capital Investment

The Capital Investment Plan makes provision for new investment of £77.9m (excluding PFI Partners Capital Expenditure) in 2015/16, increasing to £89.7m by 2017/18. 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 £7m in 2015/16, increasing to £27.8m by 2017/18, to fund investment in the District'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 sufficient provision, either in earmarked reserves or by retaining minimum levels of general balances, to cover these risks. This includes earmarked reserves set aside acknowledging that a number of budget allocations represent an increase in risk taken. The specific allocation of earmarked reserves to meet the short term severance costs arising from savings programmes remains a key part of the strategy.

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 as part of this budget round. Draft MTFP budget proposals were included as part of a wider, 2 phase public consultation exercise from September through to December 2014. Feedback from this and other correspondence received on specific budget proposals was reported to full Council on 14 January 2015 and considered by members, and final decisions made on the budget proposals at full Council on 18 February 2015.

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 works alongside the corporate plan, which sets out a structure that links the Council's Vision (including the Joint Health and Wellbeing Strategy and Kirklees Economic Strategy) to the Council's activities and performance management framework. The plan this time is focused on the approach that will be taken to develop a New 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.



Adrian Lythgo
Chief Executive

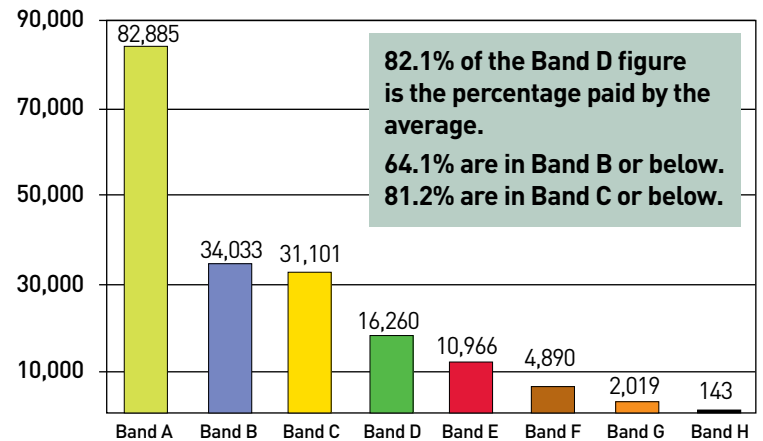


David Smith
Director of Resources

Calculation of council tax for 2015-16

	Expenditure 2015-16 £k	Council Tax at Band D 2015-16 £
Kirklees gross expenditure	854,663	7,682
Funded by:-		
Dedicated Schools Grant & Other Schools Grants	268,863	2,417
Other Government Grants	169,810	1,526
External income	101,888	916
	314,102	2,823
Government Funding Allocation	85,808	771
Local Share of Business Rates	51,441	462
Unringfenced Grants	23,249	209
General Fund balances	16,629	150
Collection Fund balances	-4,000	-36
Kirklees Demand on Collection Fund	140,975	1,267
WY Fire Authority	6,513	59
WY Police Authority	15,681	141
Amount to be raised from		
Council Tax payers	163,169	1,467
Parish precepts	488	4
Total amount to be raised	163,657	1,471
Taxbase		111,253.37
KMC Council tax increase on previous year		1.97%
Council tax for each band (before parish precepts)	2 adults £	1 adult £
Band A	978	734
Band B	1,141	856
Band C	1,304	978
Band D	1,467	1,100
Band E	1,793	1,345
Band F	2,119	1,589
Band G	2,444	1,833
Band H	2,933	2,200

Number of properties in each council tax band



Projected 2015 population 433,800

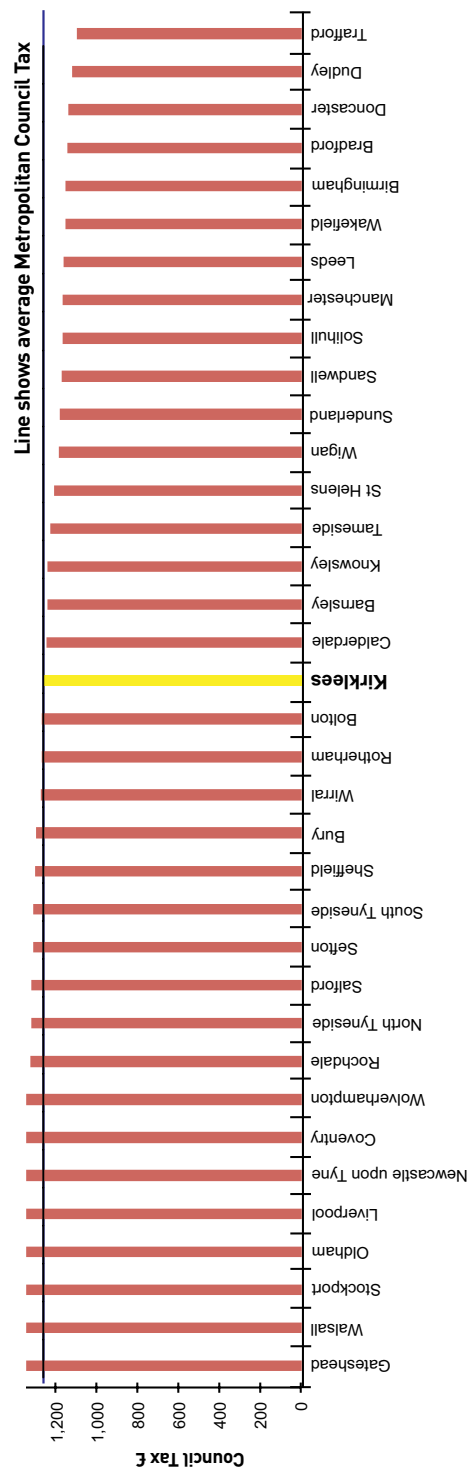
Source - Office of National Statistics

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 2014-2015 £	Total 2015-2016 £	Increase %	Precept Band D 2015-2016 £
Denby Dale Parish Council	140,768	171,560	21.9%	31.55
Holme Valley Parish Council	110,990	113,198	2.0%	12.00
Kirkburton Parish Council	106,620	109,620	2.8%	12.89
Meltham Parish Council	40,890	49,500	21.1%	19.04
Mirfield Parish Council	44,391	44,391	0.0%	7.05
	443,659	488,269	10.1%	

2015-16 Band D Council Tax for 2 adults, Met Councils (excluding Police, Fire & Parish precepts)



Overall summary

	Net budget 2015-16 £k	Gross adjusted budget* 2015-16 £k
Children & Young People - Schools	94	247,089
Children & Young People - Other	72,060	106,038
Adults, Commissioning & Public Health	86,874	158,443
Place	37,809	81,542
Resources	35,366	168,517
Communities, Transformation & Change	14,002	15,435
Cross Directorate Activity	936	936
Treasury Management, Contingency & other items	45,735	55,437
WY Integrated Transport Authority	19,100	19,100
Other West Yorkshire Joint Services	2,126	2,126
Total Expenditure	314,102	854,663
General Fund balances	-12,263	
	301,839	

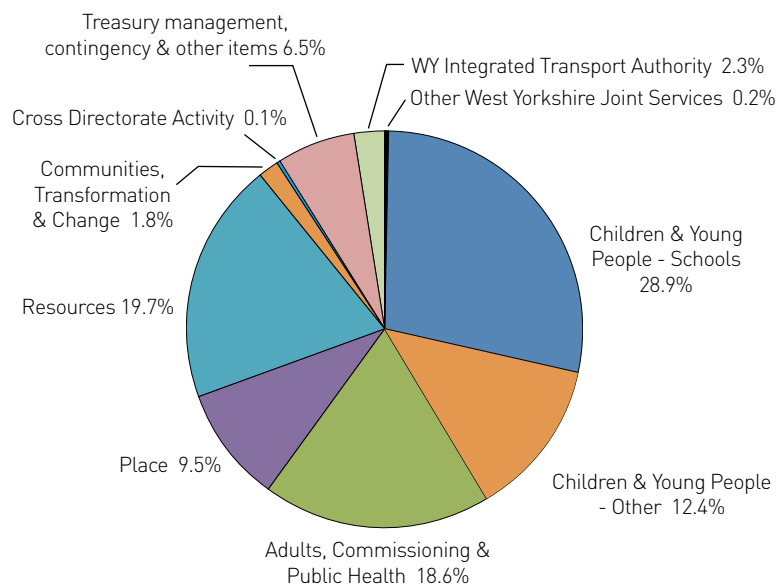
*The second column represents gross service budgets adjusted for internal income.

The budget figures are controllable budgets:

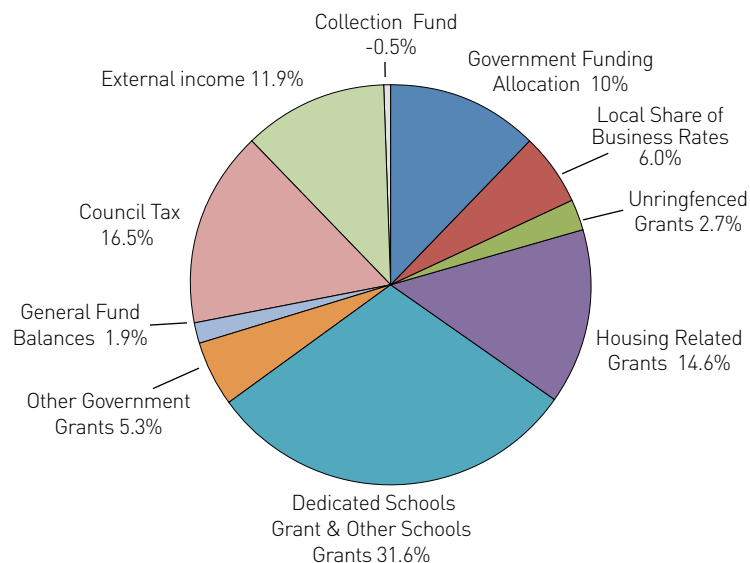
Controllable budgets: Budgets that the budget holder can directly influence. Controllable expenditure includes direct operational costs including departmental specific management overheads (e.g. staff, premises, supplies & services, payments to contractors). Controllable income includes schools income,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

Service/Activity Budgets

Where is the money spent 2015-16?



Where does the money come from 2015-16?



	Revenue Budget 2015-16 £k	Revenue Budget 2016-17 £k	Revenue Budget 2017-18 £k
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CHILDREN & YOUNG PEOPLE

Learning & Skills

Strategic Leadership of the Education System	1,735	1,439	1,439
Schools Organisation, Planning and Admissions	489	489	489
Vulnerable Children Services incl Special Educational Needs	2,999	2,899	2,247
Early Learning & Post 16 Services	1,166	1,066	930
Post 16 Services	725	666	666
Learning Services Trading	0	0	0
Management & Regulatory Functions	564	564	564
Total Learning & Skills	7,678	7,123	6,335

Safeguarding & Family Support

Youth Offending Team	866	806	746
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Early Intervention & Prevention

Young People's Service	4,333	4,333	0
Early Intervention and Targetted Support	8,999	8,999	0
	<u>13,332</u>	<u>13,332</u>	<u>0</u>

Assessment & Care Management	6,673	6,573	6,449
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Children's Demand Led Activity

Children with Disability	3,603	3,603	3,019
Family Placement Unit (including Help Desk)	948	948	948
Fostering Service (including recruitment)	1,739	1,739	1,739
Adoption Service	1,031	1,031	1,031
Looked after Children Team/Leaving Care Team	2,585	2,585	2,585
Contact Team	1,139	1,139	1,139
Internal Residential Placements	4,466	4,466	4,466
External Residential Placements	5,143	5,167	5,167
Internal Foster Placements	5,087	5,075	5,075
External Foster Placements	4,320	4,437	4,437
Leaving Care Supported Accommodation /Supported Lodgings	1,350	1,400	1,400
Guardianship & Residency Orders	2,253	2,591	2,591
Adoption Allowances	998	1,082	1,082
Persons from Abroad	68	68	68
Overall Demand Led Activity - savings to be identified	(530)	(1,710)	(3,890)
	<u>34,200</u>	<u>33,621</u>	<u>30,857</u>

Service/Activity Budgets

	Revenue Budget 2015-16 £k	Revenue Budget 2016-17 £k	Revenue Budget 2017-18 £k
Management & Regulatory Functions	4,540	4,530	4,520
Total Safeguarding & Family Support	59,611	58,862	42,572
Commissioning & Health Partnerships			
Stronger Families - income	(1,799)	(1,799)	(1,799)
Stronger Families - expenditure	1,799	1,799	1,799
Connexions Service	2,003	1,720	1,720
Other	1,811	1,767	1,767
Management & Regulatory Functions	427	427	427
Total Commissioning & Health Partnerships	4,241	3,914	3,914
Schools Budgets			
Delegated School Budgets	240,695	240,695	240,695
Dedicated Schools Grant	-240,695	-240,695	-240,695
SEN Support inc Further Education; Post 16	0	0	0
Centrally Managed School Budgets	82	82	82
Total Schools Budgets	82	82	82
Inflation Allocation to ChYPS Directorate	535	0	0
TOTAL CHILDREN'S ADJUSTED FOR INFLATION	72,147	69,981	52,903
ADULTS			
Assessment and Care Management (including financial assessment)	8,577	8,477	8,301
Access and Information	1,291	1,291	1,119
Demand Led Client Service Provision			
Self Directed Support	17,967	17,367	16,767
Independent Sector Residential and Nursing Placements			
Older People	16,041	16,041	16,041
Physical Disabilities	3,059	3,059	3,059
Learning Disabilities	12,114	12,114	12,114
Mental Health	1,967	1,967	1,967
	33,181	33,181	33,181

In-house Residential Services

	Revenue Budget 2015-16 £k	Revenue Budget 2016-17 £k	Revenue Budget 2017-18 £k
Older People	1,127	1,127	1,127
Learning Disabilities	2,201	2,201	2,101
	3,328	3,328	3,228

Day Care and Contracted Services

	Revenue Budget 2015-16 £k	Revenue Budget 2016-17 £k	Revenue Budget 2017-18 £k
In House Day Care	3,080	3,080	3,080
Contracted Services	6,160	6,160	6,160
	9,240	9,240	9,240

Other Demand-Led Services

	Revenue Budget 2015-16 £k	Revenue Budget 2016-17 £k	Revenue Budget 2017-18 £k
Re-ablement	1,839	1,539	1,239
Excellent Homes for Life (supported living)	919	919	919
Provision of Community Equipment	678	678	678
Learning Disability Shared Lives	998	998	998
Other Demand-Led Services	668	668	668
Overall Demand Led Activity - savings to be identified	0	(1,550)	(3,800)
	5,102	3,252	702

Total Demand Led Client Service Provision

	Revenue Budget 2015-16 £k	Revenue Budget 2016-17 £k	Revenue Budget 2017-18 £k
	68,818	66,368	63,118

Early intervention & Prevention

	Revenue Budget 2015-16 £k	Revenue Budget 2016-17 £k	Revenue Budget 2017-18 £k
Supporting People	5,552	3,552	2,552
Community Liason (including grants)	1,581	1,581	0
Other	1,153	1,153	1,153

	Revenue Budget 2015-16 £k	Revenue Budget 2016-17 £k	Revenue Budget 2017-18 £k
	8,286	6,286	3,705

Commissioning (Adults)

	Revenue Budget 2015-16 £k	Revenue Budget 2016-17 £k	Revenue Budget 2017-18 £k
	1,985	1,785	1,635

Other Services

	Revenue Budget 2015-16 £k	Revenue Budget 2016-17 £k	Revenue Budget 2017-18 £k
Domestic Violence & Sex Worker Empowerment, Education & Training (SWEET)	120	120	120
Other	136	136	136
Best Partnering	(197)	(943)	(1,040)
	59	(687)	(784)

Service/Activity Budgets

	Revenue Budget 2015-16 £k	Revenue Budget 2016-17 £k	Revenue Budget 2017-18 £k
Management & Regulatory Functions	3,479	3,348	3,348
Funding Transfer from NHS England to Adult Social Care	(6,403)	(6,423)	(6,472)
Inflation allocation to Adults Directorate	788	0	0
TOTAL ADULTS ADJUSTED FOR INFLATION	86,880	80,445	73,970
Public Health			
Health Protection Services			
Sexual Health	4,097	4,097	4,097
Health Checks	447	447	447
Health Protection	463	463	414
Child Measurement	22	22	22
	5,029	5,029	4,980
Substance Misuse	5,536	5,536	5,536
Obesity	52	52	52
Physical Activity	443	443	443
Smoking & Tobacco	1,390	1,390	1,390
5-19 Public Health	1,654	1,654	1,654
Miscellaneous	4,621	7,608	7,608
Employee Healthcare	37	12	(13)
Corporate Health & Safety	116	116	116
Emergency Planning Team	146	146	117
Funding Available for recommissioning Activity	6,403	6,423	6,472
Management & Regulatory Functions	1,190	1,190	1,190
Public Health Grant	26,617	29,599	29,545
Inflation allocation to Public Health Directorate	(26,618)	(29,625)	(29,625)
Public Health Directorate	(7)	0	0
TOTAL PUBLIC HEALTH BUDGETS	(8)	(26)	(80)
Place			
Streetscene & Housing			
Streetscene Environmental	1,725	352	352
Streetscene Highways	9,054	8,368	8,268
West Yorkshire Driver Training	(563)	(563)	(563)
Highways Construction	(1,474)	(1,474)	(1,474)
Seasonal Weather	1,772	1,772	1,772
Waste Services	17,700	17,100	17,100
Transport Services	(4,089)	(4,089)	(4,089)

	Revenue Budget 2015-16 £k	Revenue Budget 2016-17 £k	Revenue Budget 2017-18 £k
Security Transport	(13)	(13)	(13)
Bereavement Services	(1,338)	(1,338)	(1,338)
Parks & Open Spaces	3,641	2,939	2,939
Housing General Fund	1,944	1,944	1,944
	28,359	24,998	24,898
Investment & Regeneration			
Transportation Strategy	1,182	1,086	984
Parking	(3,006)	(3,006)	(3,006)
Energy & Water	0	0	0
Markets	(542)	(542)	(542)
Strategic Regeneration	1,855	924	0
Business & Enterprise Centres	(485)	(485)	(485)
Regulation Services			
Building Control	(333)	(333)	(333)
Licensing	(557)	(557)	(557)
Local Land Charges	(71)	(71)	(71)
Environmental Health	1,253	1,132	1,011
Planning	675	675	675
	(29)	(1,177)	(2,324)
Physical Resources & Procurement			
Building Services	(4,776)	(4,776)	(4,776)
School Facilities Management - School Transport	3,003	3,003	3,003
School Facilities Management - Catering/Assets	(1,421)	(1,510)	(1,443)
School Facilities Management - Cleaning	(869)	(560)	(560)
Corporate Landlord	10,421	10,421	10,421
Capital Delivery & Development	(659)	(659)	(659)
Procurement	158	0	0
Physical Resources & Procurement - Overheads	(164)	(164)	(164)
Commercial Portfolio	(1,142)	(1,142)	(1,142)
	4,551	4,613	4,680
Policy Strategy, Commissioning	0	750	1,500
Management & Regulatory Functions	4,325	4,325	4,325
Inflation allocation to Place Directorate	603	0	0
TOTAL PLACE ADJUSTED FOR INFLATION	37,809	33,509	33,079

Service/Activity Budgets

	Revenue Budget 2015-16 £k	Revenue Budget 2016-17 £k	Revenue Budget 2017-18 £k	Revenue Budget 2015-16 £k	Revenue Budget 2016-17 £k	Revenue Budget 2017-18 £k
Resources						
Legal Services	(1,181)	(1,181)	(1,521)			
Elections, Electoral Registration	808	774	598			
Support for Council as						
Democratic Organisation	2,809	2,809	2,509			
Finance, Risk & Performance	3,398	3,186	2,994			
Information Technology (IT)	9,294	9,294	9,294			
Welfare & Exchequer						
Income Collection	2,081	1,781	1,781			
Welfare & Complimentary Benefits	4,278	4,078	4,078			
Corporate Customer Standards	134	134	134			
Payment of Benefits						
- Social Fund/Local Welfare Provision	1,050	1,050	1,050			
Kirklees Advice Service	724	724	724			
Kirklees Benefits Advice	598	598	598			
Benefit Payments - income	(119,117)	(119,117)	(119,117)			
Benefit Payments - expenditure	119,111	119,111	119,111			
Library & Information Centres	5,776	5,276	3,922			
	<u>14,635</u>	<u>13,635</u>	<u>12,281</u>			
Town Halls & Public Halls	73	68	68			
Registrars	33	33	33			
Kirklees Direct Contact Centre and Customer Service Centre	886	773	773			
HD One - Financial & HR Transactional Services	1,572	889	889			
Corporate & Democratic Core	1,092	1,092	1,092			
Management & Regulatory Functions	1,595	1,558	1,448			
Inflation allocation to Resources Directorate	352	0	0			
TOTAL RESOURCES ADJUSTED FOR INFLATION	<u>35,366</u>	<u>32,930</u>	<u>30,458</u>			
COMMUNITIES TRANSFORMATION & CHANGE						
Communities & Leisure						
Community Safety & Anti Social Behaviour	325	136	136			
Engagement & Cohesion	820	820	238			
Creative Economy & Voluntary Community Sector Support	1,224	941	379			
Museums & Galleries	1,022	1,022	491			
District Committees	1,538	1,698	1,698			
Sport & Physical Activity - grant to KAL	2,250	2,050	1,300			
Sport & Physical Activity - other	598	469	340			
Professional Services						
Policy Unit	671	409	409			
Organisational Change	984	873	873			
Human Resources Professional Service	2,047	1,793	1,488			
Communications & Marketing	1,677	1,367	957			
Community Languages	(78)	(78)	(78)			
Management & Regulatory Functions	783	605	505			
Inflation allocation to Resources Directorate	137	0	0			
TOTAL COMMUNITIES TRANSFORMATION & CHANGE ADJUSTED FOR INFLATION	<u>13,998</u>	<u>12,105</u>	<u>8,736</u>			

Service/Activity Budgets

	Revenue Budget 2015-16 £k	Revenue Budget 2016-17 £k	Revenue Budget 2017-18 £k
CENTRAL BUDGETS			
Treasury Management	34,298	35,240	36,225
General Contingencies	5,499	9,406	10,593
Inflation	1,335	10,826	15,939
Central Pension and Related Costs	4,822	4,822	4,822
West Yorkshire Joint Services	21,020	21,293	21,684
TOTAL CENTRAL BUDGETS ADJUSTED FOR INFLATION	66,974	81,587	89,263
CROSS-DIRECTORATE ACTIVITY			
Economic Resilience Theme	441	4,087	4,687
Early Intervention, Prevention & Social Productivity Theme	495	3,000	10,000
Council-Wide Senior Management Review	0	(122)	(489)
TOTAL CROSS-DIRECTORATE ACTIVITY	936	6,965	14,198
TOTAL BUDGETS	314,102	317,496	302,527
Use of Balances	(12,263)	(11,785)	(3,252)
TOTAL NET BUDGET	301,839	305,711	299,275

Summary Subjective Analysis

	2015-16 £k	2016-17 £k	2017-18 £k
Expenditure			
Single status	266,756	259,059	241,487
Other paygroups	117,177	117,177	117,177
Other	13,333	13,435	13,281
Sub-total employees	397,266	389,671	371,945
Premises	55,547	55,536	55,497
Transport	20,350	19,825	19,562
Supplies & services	124,390	134,921	144,538
Third party payments	190,713	186,754	178,839
Transfer payments	137,370	137,220	137,070
Support costs	20,985	20,951	20,939
Capital charges	34,298	35,382	36,406
Gross expenditure	980,919	980,260	964,796
Less : Internal recharges	126,255	119,576	119,334
	854,664	860,684	845,462
Income			
Govt grants	(438,674)	(440,793)	(440,586)
Other grants	(25,790)	(26,283)	(26,656)
External income	(76,078)	(76,092)	(75,673)
Interest	(20)	(20)	(20)
Sub(total income)	(540,562)	(543,188)	(542,935)
Total Budget	314,102	317,496	302,527

Number of Employees - Revenue Budget Proposals 2015-18

	2014-15 Controllable FTEs	2015-16 MTFP FTEs	2016-17 MTFP* FTEs	2017-18 MTFP* FTEs
DIRECTORATE				
Children & Young People	6,376.9	6,376.9		
adjust for delegated schools budgets	(5,030.7)	(5,030.7)		
	1,346.2	1,346.2		
Service Changes		(11.1)		
Economic Resilience				
Early Intervention, Prevention & Social Action				
	1,346.2	1,335.1		
Adults, Commissioning & Public Health	1,241.9	1,241.9		
Service Changes		(67.1)		
Economic Resilience		0.0		
Early Intervention, Prevention & Social Action		0.0		
	1,241.9	1,174.8		
Place	2,955.7	2,955.7		
Service Changes		(78.6)		
Economic Resilience				
Early Intervention, Prevention & Social Action				
	2,955.7	2,877.1		
Resources	1,146.3	1,146.3		
Service Changes		(23.6)		
Economic Resilience		(0.6)		
Early Intervention, Prevention & Social Action				
	1,146.3	1,122.1		
Communities Transformation & Change	305.2	305.2		
Service Changes		(23.0)		
Economic Resilience		(3.9)		
Early Intervention, Prevention & Social Action		(3.1)		
	305.2	275.2		

	2014-15 Controllable FTEs	2015-16 MTFP FTEs	2016-17 MTFP* FTEs	2017-18 MTFP* FTEs
Council Wide Senior Management Review				
Total FTEs excluding Delegated Schools Budgets	6,995.3	6,784.3	6,494.8	6,111.7
Summary excluding Delegated Schools Budgets				
Service Changes		(203.4)	(275.6)	(117.2)
Economic Resilience **		(4.5)	(14.6)	(31.8)
Early Intervention, Prevention & Social Action **		(3.1)	0.7	(234.1)
Total FTEs excluding Delegated Schools Budgets	6,995.3	6,784.3	6,494.8	6,111.7

* Year 2 and 3 FTE totals are shown as a Council overall total at this stage, as a number of planned MTFP changes reflect Cross-Directorate service re-design, the outcome of which is anticipated to change the way the Council structures its Directorates, over the 3 years of the MTFP, compared to current.

** 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

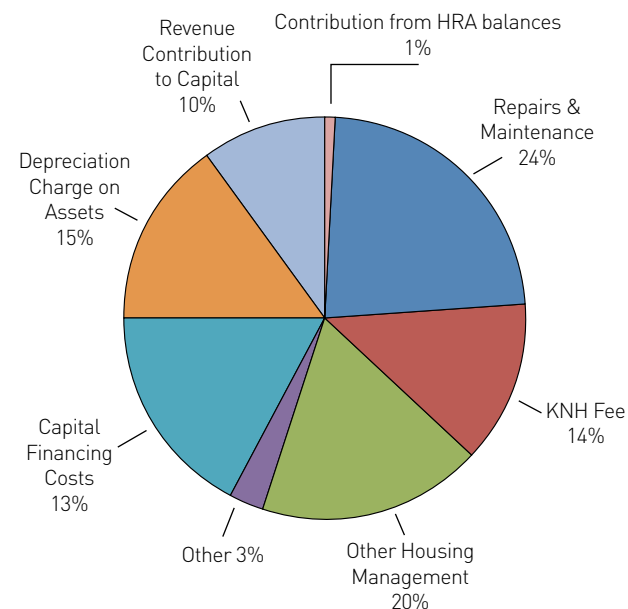
	2015-16 £k	2016-17 £k	2017-18 £k	2015-16 £k	2016-17 £k	2017-18 £k
GOVERNMENT GRANTS IN SERVICES				POOLED (UNRINGFENCED) GRANTS		
Children & Young People				New Homes Bonus		
DSG & other school grants	268,863	268,863	268,863	7,660	9,260	9,260
School Sixth Form	1,777	1,777	1,777	New Homes Bonus Returned Funding	240	240
Stronger Families	1,798	1,798	1,798	Lead Local Flooding	67	67
Private Finance Initiative (PFI)	8,128	8,128	8,128	Local Reform & Community Voices	250	250
Youth Justice Board (inc Remand Funding)	721	721	721	Extended Rights to free Travel	93	93
Social Work Improvement Fund	532	0	0	2% Business Rates increase 'cap', Empty Property & Relief	1,090	1,111
Adoption Reform Grant	366	368	260	Small Business Rates Relief	3,049	3,110
Higher Education Funding Council	420	420	420	Housing Benefit Subsidy Admin Grant	2,530	2,530
Transformation Challenge	400	0	0	Council Tax Support New Burdens Funding	100	100
National College for Teaching & Leadership (NCTL)	151	151	151	Education Services Grant	5,300	5,300
Asylum Seekers Grant	149	149	149	New Burdens Funding (Social Care Act)	1,970	1,970
Skills Funding Agency	79	79	79	Special Educational Needs Reform Grant	265	0
Big Lottery Fund	45	45	45	Empty Property & Relief Grant	635	648
DWP Access to Work	20	20	0			661
	283,449	282,519	282,391	TOTAL POOLED GRANTS SUPPORTING THE BUDGET AS A WHOLE	23,249	24,679
						24,777
Adults				TOTAL GOVERNMENT GRANTS	461,922	465,471
Social Care Reform Grant	59	59	59			465,362
DWP Access to Work	12	12	12			
	71	71	71			
Place						
PFI Grant - Waste Disposal	3,231	3,231	3,231			
Milk Subsidy Grant	240	240	240			
	3,471	3,471	3,471			
Resources						
DWP Welfare Reforms	285	285	285			
Rent allowances & non HRA rebates	69,519	69,561	69,482			
Non HRA rebates - homeless	137	137	137			
HRA Rent Rebates	55,196	55,196	55,196			
	125,137	125,179	125,100			
Communities, Transformation & Change						
DWP Access to Work Grant	11	11	11			
	11	11	11			
Public Health Funding	26,534	29,541	29,541			
TOTAL GOVERNMENT GRANTS IN SERVICES	438,673	440,792	440,585			

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 3 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.

	2015-16 Budget £k	2016-17 Budget £k	2017-18 Budget £k
Expenditure			
Repairs & Maintenance	24,041	24,735	25,448
KNH Management Fee	13,687	13,585	13,721
Other Housing Management	19,552	19,700	20,307
Other Expenditure	2,926	3,000	2,918
	<u>60,206</u>	<u>61,020</u>	<u>62,394</u>
Income			
Dwellings rent income	(83,913)	(85,425)	(87,058)
Non-dwellings rent income	(670)	(684)	(698)
Charges for services & facilities	(2,544)	(2,603)	(2,665)
PFI Grant	(7,912)	(7,912)	(7,912)
Contribution from general fund	(44)	(45)	(45)
Contribution to rechargeable repairs	(502)	(502)	(502)
	<u>(95,585)</u>	<u>(97,171)</u>	<u>(98,880)</u>
Net Cost of Services	<u>(35,379)</u>	<u>(36,151)</u>	<u>(36,486)</u>
Depreciation charge on assets	15,600	15,912	16,230
Interest on capital debt	9,416	8,932	8,653
Investment Income	(150)	(153)	(156)
	<u>(10,513)</u>	<u>(11,460)</u>	<u>(11,759)</u>
Net Operating Expenditure	<u>(10,513)</u>	<u>(11,460)</u>	<u>(11,759)</u>
Contribution from major repairs reserves	(4,173)	(6,259)	(6,259)
Capital debt repayment	4,173	6,259	6,259
Revenue contribution to capital expenditure	9,740	6,853	2,433
Contribution to/from HRA balances	773	4,607	9,326
	<u>0</u>	<u>0</u>	<u>0</u>
Net Deficit/Surplus	<u>0</u>	<u>0</u>	<u>0</u>

Where is the money spent 2015-16?

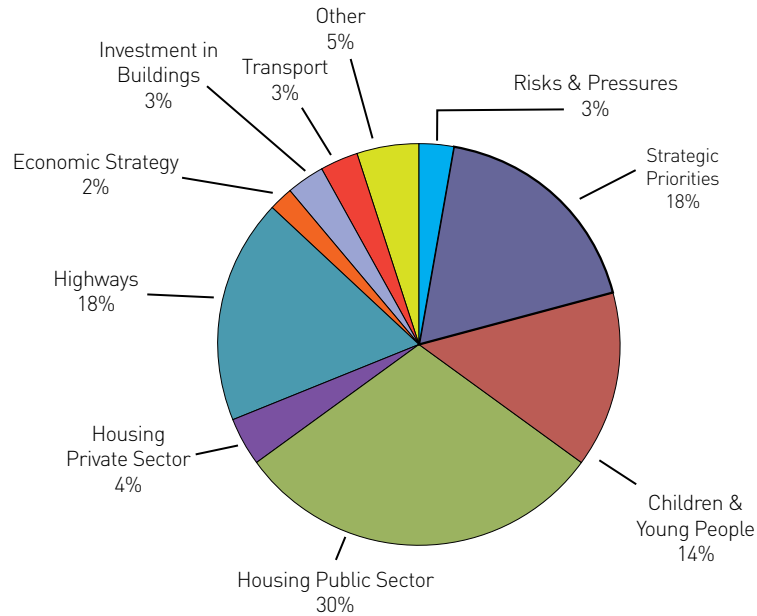


	2015/16	Stock of Council Houses as at 1 April 2015
Average rent per week (£)	71.32	
Percentage Increase (%)	2.20	
Average 1 Bedroom Rent	62.62	9,816
Average 2 Bedroom Rent	74.05	8,140
Average 3 Bedroom Rent	83.35	4,757
Average 4 and Over Bedroom Rent	88.02	<u>342</u>
		<u>23,055</u>

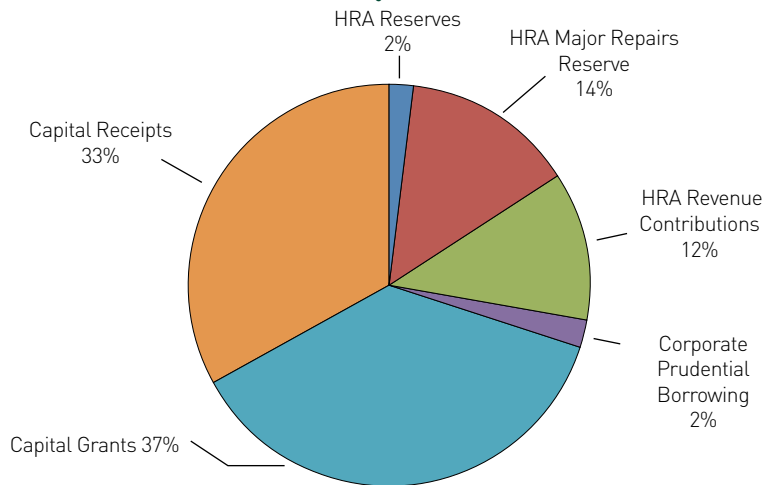
Capital Investment Plans 2015-16 to 2017-18

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.

2015/16 Capital Investment Plan



Where does the money come from 2015-16?



	2015-16 £k	2016-17 £k	2017-18 £k
Strategic Priorities	14,128	30,355	31,282
Baseline			
Children & Young People	11,338	7,050	6,890
Housing Private Sector	2,950	2,950	2,950
Highways	14,009	12,362	11,674
Economic Strategy	1,800	1,800	1,800
Parks & Open Spaces	150	150	150
Bereavement	175	175	175
Investment in Buildings	2,000	2,000	2,000
Strategic Asset Utilisation/ Rationalisation	1,000	1,220	810
Environmental & Strategic Waste	100	100	100
Transport	2,577	2,577	2,577
School Catering	200	200	200
Kirklees Active Leisure	1,017	1,017	1,017
Information Technology	900	900	900
	38,216	32,501	31,243
Housing Public Sector	23,042	19,590	22,669
One-off Projects	53	0	0
Risks & Pressures	2,500	2,500	2,500
TOTAL	77,939	84,946	87,694

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