

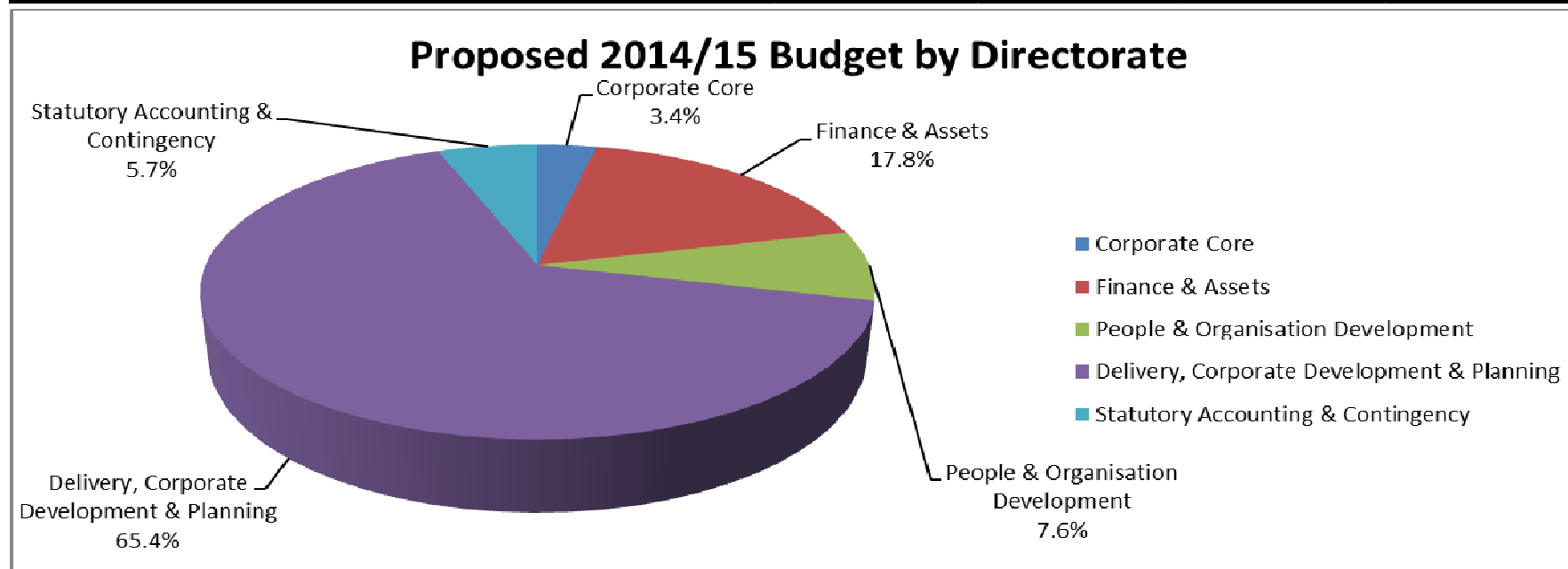
Appendix A(i)

**Budget Model 1: Funding and Savings requirements (Council Tax freeze with estimated 0.75% growth in council tax base from 2015/16)**

	2013/14 £000	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000
Base Budget	28,463	28,988	28,882	28,302	28,861
Pay Adjustment	160	225	211	522	214
Inflation Adjustment		86	100	101	97
Savings	-1,584	-613	-238	-10	-12
Previous year saving adjustments	-173	-666	-55	-45	0
Precept growth and collection fund surplus	411	353			
Growth	238	420	-194	-77	-12
Previous year growth adjustments		-35	34	68	0
Revenue Contribution to Capital	1,035	124	-438		
<b>Net Operating Budget</b>	<b>28,550</b>	<b>28,882</b>	<b>28,302</b>	<b>28,861</b>	<b>29,148</b>
Specific Projects	1,181	970			
Contribution to/(from) Reserves - Capital	438				
Contribution to/(from) Reserves - Asset Management	-115				
Contribution to/(from) Reserves - Vehicle Replacement	18				
Contribution to/(from) Reserves - New Burdens	-84				
Contribution to/(from) Reserves - Control Room	-1,000	-970			
<b>Net Budget Requirement</b>	<b>28,988</b>	<b>28,882</b>	<b>28,302</b>	<b>28,861</b>	<b>29,148</b>
Govt Funding	-6,934	-6,013	-5,018	-4,030	-3,416
Business Rates	-4,495	-4,583	-4,709	-4,874	-5,044
Council Tax Receipts Surplus/Deficit	-188	-298			
Council Tax Freeze Grant 14/15		-178	-178		
Specific Grants (S.31)	-1,166	-1,178	-1,178	-1,178	-1,178
Council Tax Receipts	-16,205	-16,632	-16,757	-16,882	-17,009
<b>Total Funding Available</b>	<b>-28,988</b>	<b>-28,882</b>	<b>-27,840</b>	<b>-26,964</b>	<b>-26,647</b>
Shortfall for year	0	0	462	1,897	2,501
Cumulative savings requirement	0	0	462	2,359	4,860

## Model 1 Base Budget by Directorate

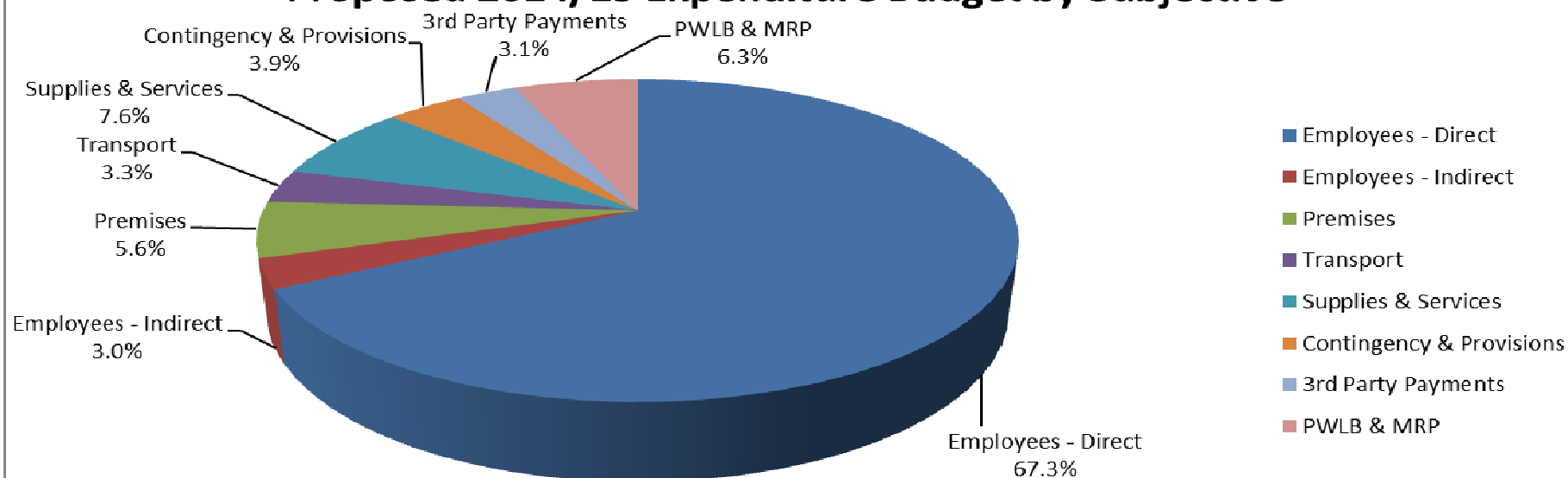
Directorate	Current Budget 2013/14 £	Proposed Base Budget 2014/15 £	Indicative Base Budget 2015/16 £	Indicative Base Budget 2016/17 £	Indicative Base Budget 2017/18 £
Corporate Core	1,041,723	971,855	977,056	989,264	993,887
Finance & Assets	5,105,998	5,147,284	4,820,431	4,917,221	4,981,240
People & Organisation Development	2,222,641	2,208,564	2,192,769	2,202,590	2,218,895
Delivery, Corporate Development & Planning	19,407,864	18,896,681	19,103,015	19,555,151	19,768,980
Statutory Accounting & Contingency	1,209,424	1,658,010	1,208,319	1,196,651	1,184,651
<b>Grand Total</b>	<b>28,987,650</b>	<b>28,882,394</b>	<b>28,301,590</b>	<b>28,860,878</b>	<b>29,147,654</b>



## Model 1 Base Budget by Subjective Analysis

Subjective	Current Budget 2013/14 £	Proposed Base Budget 2014/15 £	Indicative Base Budget 2015/16 £	Indicative Base Budget 2016/17 £	Indicative Base Budget 2017/18 £
Employees - Direct	22,175,076	21,040,168	20,377,393	20,826,570	21,040,437
Employees - Indirect	906,247	930,849	688,690	702,464	700,995
Premises	1,667,932	1,748,798	1,668,623	1,631,536	1,672,372
Transport	1,094,984	1,042,592	1,053,157	1,069,133	1,085,067
Supplies & Services	2,147,999	2,362,142	1,715,375	1,746,623	1,772,583
Contingency & Provisions	968,918	1,216,201	1,216,201	1,216,201	1,216,201
3rd Party Payments	315,533	955,259	996,228	1,016,153	1,036,476
PWLB & MRP	1,755,000	1,956,000	1,944,000	1,932,000	1,920,000
Income, Fees & Charges	-1,974,039	-2,299,616	-1,288,078	-1,209,801	-1,226,478
Interest Received	-70,000	-70,000	-70,000	-70,000	-70,000
<b>Grand Total</b>	<b>28,987,650</b>	<b>28,882,394</b>	<b>28,301,590</b>	<b>28,860,878</b>	<b>29,147,654</b>

### Proposed 2014/15 Expenditure Budget by Subjective\*



\*The percentages in the chart above exclude budgets for Income, Fees & Charges and Interest Received

Appendix A(ii)

**Budget Model 2: Funding and Savings requirements (1.99% Council Tax increase with estimated 0.75% growth in council tax base from 2015/16)**

	<b>2013/14 £000</b>	<b>2014/15 £000</b>	<b>2015/16 £000</b>	<b>2016/17 £000</b>	<b>2017/18 £000</b>
Base Budget	28,463	28,988	28,882	28,302	28,861
Pay Adjustment	160	225	211	522	214
Inflation Adjustment		86	100	101	97
Savings	-1,584	-613	-238	-10	-12
Previous year saving adjustments	-173	-666	-55	-45	0
Precept growth and collection fund surplus	411	353			
Growth	238	420	-194	-77	-12
Previous year growth adjustments		-35	34	68	0
Revenue Contribution to Capital	1,035	124	-438		
<b>Net Operating Budget</b>	<b>28,550</b>	<b>28,882</b>	<b>28,302</b>	<b>28,861</b>	<b>29,148</b>
Specific Projects	1,181	970			
Contribution to/(from) Reserves - Capital	438	153	37		
Contribution to/(from) Reserves - Asset Management	-115				
Contribution to/(from) Reserves - Vehicle Replacement	18				
Contribution to/(from) Reserves - New Burdens	-84				
Contribution to/(from) Reserves - Control Room	-1,000	-970			
<b>Net Budget Requirement</b>	<b>28,988</b>	<b>29,035</b>	<b>28,339</b>	<b>28,861</b>	<b>29,148</b>
Govt Funding	-6,934	-6,013	-5,018	-4,030	-3,416
Business Rates	-4,495	-4,583	-4,709	-4,874	-5,044
Council Tax Receipts Surplus/Deficit	-188	-298	0	0	0
Specific Grants (S.31)	-1,166	-1,178	-1,178	-1,178	-1,178
Council Tax Receipts	-16,205	-16,963	-17,430	-17,910	-18,404
<b>Total Funding Available</b>	<b>-28,988</b>	<b>-29,035</b>	<b>-28,335</b>	<b>-27,992</b>	<b>-28,042</b>
Shortfall for year	0	0	0	869	1,106
Cumulative savings requirement	0	0	0	869	1,975

## Appendix B(i)

Capital Programme	Approved Budget 2013/14	Provisional Outturn 2013/14	Slippage 2013/14	New Budget Requests 2014/15	Total Budget Requirement 2014/15
			A	B	A+B
	£000	£000	£000	£000	£000
Property Portfolio	1,353	407	940	550	1,490
Fire Appliances & Equipment	1,094	145	947	419	1,366
Community Safety	83	69	14	0	14
Support	412	309	100	313	413
Control Room Project	800	0	800	0	800
<b>TOTAL ANTICIPATED SPEND</b>	<b>3,742</b>	<b>930</b>	<b>2,801</b>	<b>1,282</b>	<b>4,083</b>
<b>Funding Brought Forward</b>					
<i>Capital Grants</i>		-75			-405
<i>Revenue Contribution to Capital</i>		-1,936			-3,357
<i>Capital Receipts</i>		-46			-46
<i>Other Capital Reserves</i>		-69			
<i>Control Room Grant</i>		-800			-800
<b>Total Funding Brought Forward</b>		<b>-2,926</b>			<b>-4,608</b>
<b>In Year Funding</b>					
<i>Capital Grants</i>		-1,190			-1,190
<i>Revenue Contribution to Capital</i>		-1,422			-1,704
<b>Total In Year Funding</b>		<b>-2,612</b>			<b>-2,894</b>
<b>TOTAL ANTICIPATED FUNDING</b>	<b>0</b>	<b>-5,538</b>	<b>0</b>	<b>0</b>	<b>-7,502</b>
<b>FUNDING (SURPLUS)/DEFICIT</b>		<b>-4,608</b>			<b>-3,419</b>
<b>BORROWING REQUIRED</b>		0			0
<b>TOTAL USABLE CAPITAL RESERVES</b>	<b>0</b>	<b>-4,608</b>	<b>0</b>	<b>0</b>	<b>-3,419</b>

## Appendix B(ii)

<b>4 Year Capital Programme</b>	<b>Total Budget Requirement 2014/15</b>	<b>Indicative budget 2015/16</b>	<b>Indicative budget 2016/17</b>	<b>Indicative budget 2017/18</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
Property Portfolio	1,490	600	600	600
Fire Appliances & Equipment	1,366	779	657	657
Community Safety	14	0	0	0
Support	413	100	100	100
Control Room Project	800	0	0	0
<b>TOTAL ANTICIPATED SPEND</b>	<b>4,083</b>	<b>1,479</b>	<b>1,357</b>	<b>1,357</b>
<b>Funding Brought Forward</b>				
<i>Capital Grants</i>	-405			
<i>Revenue Contribution to Capital</i>	-3,357	-3,419	-3,206	-3,115
<i>Capital Receipts</i>	-46			
<i>Other Capital Reserves</i>				
<i>Control Room Grant</i>	-800			
<b>Total Funding Brought Forward</b>	<b>-4,608</b>	<b>-3,419</b>	<b>-3,206</b>	<b>-3,115</b>
<b>In Year Funding</b>				
<i>Capital Grants</i>	-1,190			
<i>Revenue Contribution to Capital</i>	-1,704	-1,266	-1,266	-1,266
<b>Total In Year Funding</b>	<b>-2,894</b>	<b>-1,266</b>	<b>-1,266</b>	<b>-1,266</b>
<b>TOTAL ANTICIPATED FUNDING</b>	<b>-7,502</b>	<b>-4,685</b>	<b>-4,472</b>	<b>-4,381</b>
<b>FUNDING (SURPLUS)/DEFICIT</b>	<b>-3,419</b>	<b>-3,206</b>	<b>-3,115</b>	<b>-3,024</b>
<b>BORROWING REQUIRED</b>	0	0	0	0
<b>TOTAL USABLE CAPITAL RESERVES</b>	<b>-3,419</b>	<b>-3,206</b>	<b>-3,115</b>	<b>-3,024</b>

Appendix C

Reserve	Balance at 1 April 2013 £000	Estimated Transfers In 2013/14 £000	Estimated Transfers Out 2013/14 £000	Estimated Balance at 31 March 2014 £000	Estimated Transfers In 2014/15 £000	Estimated Transfers Out 2014/15 £000	Estimated Balance at 31 March 2015 £000
General Fund	-3,700	0	0	-3,700	0	0	-3,700
Fire Control Reserve	-150	0	0	-150	0	150	0
Invest to Save Reserve	-500	0	0	-500	0	0	-500
Moving Forward Agenda Reserve	-617	0	617	0	0	0	0
S.31 Grant - New Dimensions (USAR) Reserve	-1,000	0	0	-1,000	0	0	-1,000
Asset Management Reserve	-124	0	124	0	0	0	0
Redundancy & Early Retirement Reserve	-180	-140	0	-320	0	0	-320
Vehicle Replacement Reserve	-51	-18	0	-69	-22	15	-76
Funding Pressures Reserve	-2,000	0	1,283	-717	0	0	-717
Control Room Reserve	-684	-900	233	-1,351	0	1,351	0
RDS Contribution Reserve	-650	0	0	-650	0	650	0
Continuing Projects Reserve	-300	0	0	-300	0	70	-230
<b>Total Revenue Reserves</b>	<b>-9,956</b>	<b>-1,058</b>	<b>2,257</b>	<b>-8,757</b>	<b>-22</b>	<b>2,236</b>	<b>-6,543</b>
Usable Capital Receipts Reserve	-40	-6	0	-46	0	46	0
Control Room Capital Grant Unapplied	-800	0	0	-800	0	800	0
Other Capital Grants Unapplied	-51	-380	51	-380	0	380	0
Revenue Contribution to Capital	-1,936	-1,421	0	-3,357	-1,704	1,642	-3,419
<b>Total Capital Reserves</b>	<b>-2,827</b>	<b>-1,807</b>	<b>51</b>	<b>-4,583</b>	<b>-1,704</b>	<b>2,868</b>	<b>-3,419</b>
<b>Total Usable Reserves</b>	<b>-12,783</b>	<b>-2,865</b>	<b>2,308</b>	<b>-13,340</b>	<b>-1,726</b>	<b>5,104</b>	<b>-9,962</b>