



Building a successful future on 2,000 years of history

**DRAFT BUDGET BOOK
2017/18**

**WORCESTER CITY COUNCIL
BUDGET 2017/18**

GENERAL FUND SUMMARY	Annual Budget 2015/16	Actuals 2015/16	Base Budget 2016/17	Base Budget 2017/18	Transformation & Efficiency Plan 2017/18	Council Draft Budget 2017/18
Employees	9,783,830	9,814,160	9,166,800	9,747,060	(122,370)	9,624,690
Premises	1,930,430	1,848,996	2,213,820	2,686,840	7,580	2,694,420
Transport	593,760	646,123	603,120	609,490	(54,530)	554,960
Supplies and Services	2,250,110	2,254,386	1,909,330	1,962,860	17,390	1,980,250
Third Party Payments	7,239,670	7,650,863	5,752,400	5,839,910	(69,070)	5,770,840
Total Expenditure	21,797,800	22,214,527	19,645,470	20,846,160	(221,000)	20,625,160
Grants and Contributions	(2,524,320)	(2,969,085)	(2,005,600)	(1,982,240)	0	(1,982,240)
Fees and Charges	(7,803,210)	(8,250,170)	(7,376,060)	(7,417,060)	(295,000)	(7,712,060)
Other Income	(1,162,820)	(983,961)	(1,236,760)	(1,240,810)	(72,000)	(1,312,810)
Total Income	(11,490,350)	(12,203,216)	(10,618,420)	(10,640,110)	(367,000)	(11,007,110)
Revs and Bens Subsidy	(132,000)	(258,443)	(132,000)	(132,000)	0	(132,000)
NET COST OF SERVICES	10,175,450	9,752,868	8,895,050	10,074,050	(588,000)	9,486,050
Net Capital Charges	870,380	808,306	880,890	963,890	0	963,890
To Earmarked Reserves	2,141,970	2,141,529	54,350	54,350	0	54,350
From Earmarked Reserves	(2,685,210)	(2,684,755)	(45,000)	0	0	0
Net Operating Costs	327,140	265,081	890,240	1,018,240	0	1,018,240
NET BUDGET REQUIREMENT	10,502,590	10,017,949	9,785,290	11,092,290	(588,000)	10,504,290
Council Tax	(4,994,460)	(4,994,457)	(5,279,000)	(5,556,000)	0	(5,556,000)
Business Rates	(1,038,970)	(1,038,968)	(1,253,000)	(3,183,000)	0	(3,183,000)
Revenue Support Grant	(1,856,000)	(1,856,238)	(1,226,000)	(666,000)	0	(666,000)
To Earmarked Reserves	0	437,056	1,296,000	0	0	0
From Earmarked Reserves	0	0	(1,000,000)	0	0	0
New Homes Bonus	(1,774,020)	(1,774,017)	(2,377,000)	(997,000)	0	(997,000)
Other S31 Grants (Business Rates)	(791,330)	(791,324)	0	0	0	0
SOURCES OF FINANCE	(10,454,780)	(10,017,949)	(9,839,000)	(10,402,000)	0	(10,402,000)
TRANSFERS FROM / (TO) GENERAL FUND	47,810	0	(53,710)	690,290	(588,000)	102,290

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HOUSING BENEFIT SUBSIDY	Annual Budget 2015/16	Actuals 2015/16	Base Budget 2016/17	Base Budget 2017/18	Transformation & Efficiency Plan 2017/18	Council Draft Budget 2017/18
Supplies and Services Total	0	44,000	0	0	0	0
Expenditure Total	0	44,000	0	0	0	0
Grants and Contributions Total	(148,990)	(138,520)	(167,740)	(167,740)	0	(167,740)
Income Total	(148,990)	(138,520)	(167,740)	(167,740)	0	(167,740)
Housing Benefit Payments	31,708,990	32,569,077	33,227,740	31,227,740	0	31,227,740
Housing Benefit Overpayments	935,000	1,575,641	935,000	935,000	0	935,000
HB Overpayments Recovered	(1,347,000)	(2,233,484)	(1,347,000)	(1,347,000)	0	(1,347,000)
Housing Benefit Certificated	(31,280,000)	(32,075,158)	(32,780,000)	(30,780,000)	0	(30,780,000)
Revs and Bens Subsidy Total	16,990	(163,924)	35,740	35,740	0	35,740
Grand Total	(132,000)	(258,443)	(132,000)	(132,000)	0	(132,000)

Service Area: Finance Services
Cabinet Responsibility: Performance and Resources

Summary by sub-service:

HOUSING BENEFIT SUBSIDY	Annual Budget 2015/16	Actuals 2015/16	Base Budget 2016/17	Base Budget 2017/18	Transformation & Efficiency Plan 2017/18	Council Draft Budget 2017/18
Housing Benefit Subsidy Expenditure	32,643,990	34,188,718	34,162,740	32,162,740	0	32,162,740
Housing Benefit Subsidy Income	(32,775,990)	(34,447,161)	(34,294,740)	(32,294,740)	0	(32,294,740)
Housing Benefit Subsidy Total	(132,000)	(258,443)	(132,000)	(132,000)	0	(132,000)
Grand Total	(132,000)	(258,443)	(132,000)	(132,000)	0	(132,000)

WORCESTER CITY COUNCIL
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PEOPLE SERVICES	Annual Budget 2015/16	Actuals 2015/16	Base Budget 2016/17	Base Budget 2017/18	Transformation & Efficiency Plan 2017/18	Council Draft Budget 2017/18
Employees Total	329,720	324,783	321,120	341,800	0	341,800
Transport Total	650	539	650	650	(180)	470
Supplies and Services Total	7,120	17,459	7,120	7,120	(1,100)	6,020
Third Party Payments Total	53,990	57,942	500	500	0	500
Expenditure Total	391,480	400,723	329,390	350,070	(1,280)	348,790
Other Income Total	0	(5)	0	0	0	0
Income Total	0	(5)	0	0	0	0
Grand Total	391,480	400,718	329,390	350,070	(1,280)	348,790

Service Area:

People Services

Cabinet Responsibility:

Performance and Resources

WORCESTER CITY COUNCIL
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INTERNAL AUDIT SHARED SERVICE	Annual Budget 2015/16	Actuals 2015/16	Base Budget 2016/17	Base Budget 2017/18	Transformation & Efficiency Plan 2017/18	Council Draft Budget 2017/18
Employees Total	333,940	285,830	346,380	355,310	0	355,310
Transport Total	6,060	5,282	6,120	6,120	0	6,120
Supplies and Services Total	3,070	0	30	30	0	30
Expenditure Total	343,070	291,112	352,530	361,460	0	361,460
Internal Recharges Total	5,000	5,000	6,000	6,000	0	6,000
Grants and Contributions Total	(305,080)	(260,123)	(311,350)	(318,990)	0	(318,990)
Income Total	(300,080)	(255,123)	(305,350)	(312,990)	0	(312,990)
Grand Total	42,990	35,989	47,180	48,470	0	48,470

Service Area:

WIASS

Cabinet Responsibility:

Performance and Resources

**WORCESTER CITY COUNCIL
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FINANCE SERVICES (including Corporate and Revs & Bens Shared Service)	Annual Budget 2015/16	Actuals 2015/16	Base Budget 2016/17	Base Budget 2017/18	Transformation & Efficiency Plan 2017/18	Council Draft Budget 2017/18
Employees Total	1,676,920	1,857,931	1,441,400	1,845,760	(6,000)	1,839,760
Premises Total	128,950	104,661	146,780	602,070	0	602,070
Transport Total	82,290	91,280	82,290	82,290	0	82,290
Supplies and Services Total	341,110	368,724	348,980	366,880	(880)	366,000
Third Party Payments Total	1,718,140	1,711,677	1,761,080	1,759,810	(55,000)	1,704,810
Expenditure Total	3,947,410	4,134,273	3,780,530	4,656,810	(61,880)	4,594,930
Internal Recharges Total	(69,220)	(69,216)	(70,220)	(70,220)	0	(70,220)
Grants and Contributions Total	(700,890)	(711,968)	(496,070)	(465,070)	0	(465,070)
Fees and Charges Total	(175,000)	(288,907)	3,000	(24,000)	0	(24,000)
Other Income Total	(164,000)	(196,433)	(164,000)	(164,000)	0	(164,000)
Income Total	(1,109,110)	(1,266,524)	(727,290)	(723,290)	0	(723,290)
Grand Total	2,838,300	2,867,749	3,053,240	3,933,520	(61,880)	3,871,640

Service Area: Finance Services
Cabinet Responsibility: Performance and Resources

Summary by sub-service:

FINANCE SERVICES (including Corporate and Revs & Bens Shared Service)	Annual Budget 2015/16	Actuals 2015/16	Base Budget 2016/17	Base Budget 2017/18	Transformation & Efficiency Plan 2017/18	Council Draft Budget 2017/18
Finance & Corporate Expenditure	2,655,470	2,801,970	2,378,030	3,322,310	(61,880)	3,260,430
Finance & Corporate Income	(232,630)	(289,573)	116,190	116,190	0	116,190
Finance & Corporate Total	2,422,840	2,512,396	2,494,220	3,438,500	(61,880)	3,376,620
Revs and Bens Shared Service Expenditure	1,291,940	1,332,303	1,402,500	1,334,500	0	1,334,500
Revs and Bens Shared Service Income	(876,480)	(976,950)	(843,480)	(839,480)	0	(839,480)
Revs and Bens Shared Service Total	415,460	355,353	559,020	495,020	0	495,020
Grand Total	2,838,300	2,867,749	3,053,240	3,933,520	(61,880)	3,871,640

**WORCESTER CITY COUNCIL
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PROPERTY AND ASSETS	Annual Budget 2015/16	Actuals 2015/16	Base Budget 2016/17	Base Budget 2017/18	Transformation & Efficiency Plan 2017/18	Council Draft Budget 2017/18
Employees Total	44,900	44,844	131,790	133,270	(60)	133,210
Premises Total	455,960	466,491	805,850	1,060,740	10,000	1,070,740
Transport Total	50	43	50	50	(20,050)	(20,000)
Supplies and Services Total	99,260	104,134	92,730	94,600	(6,460)	88,140
Third Party Payments Total	636,210	794,454	316,000	322,320	0	322,320
Expenditure Total	1,236,380	1,409,965	1,346,420	1,610,980	(16,570)	1,594,410
Internal Recharges Total	5,620	5,616	5,620	5,620	0	5,620
Grants and Contributions Total	0	(51,311)	(11,370)	(11,370)	0	(11,370)
Other Income Total	(294,750)	(305,092)	(343,750)	(343,750)	(72,000)	(415,750)
Income Total	(289,130)	(350,787)	(349,500)	(349,500)	(72,000)	(421,500)
Grand Total	947,250	1,059,179	996,920	1,261,480	(88,570)	1,172,910

Service Area:

Property and Assets

Cabinet Responsibility:

Performance and Resources

Summary by sub-service:

PROPERTY AND ASSETS	Annual Budget 2015/16	Actuals 2015/16	Base Budget 2016/17	Base Budget 2017/18	Transformation & Efficiency Plan 2017/18	Council Draft Budget 2017/18
Corporate Buildings & Facilities Expenditure	192,310	193,849	196,330	163,960	(6,060)	157,900
Corporate Buildings & Facilities Total	192,310	193,849	196,330	163,960	(6,060)	157,900
Property Investment Assets Expenditure	5,000	3,625	2,130	0	0	0
Property Investment Assets Income	(294,750)	(305,092)	(343,750)	(343,750)	(72,000)	(415,750)
Property Investment Assets Total	(289,750)	(301,467)	(341,620)	(343,750)	(72,000)	(415,750)
Property Shared Service Expenditure	999,210	1,172,675	1,119,790	1,417,550	(10,000)	1,407,550
Property Shared Service Income	0	(50,756)	(11,370)	(11,370)	0	(11,370)
Property Shared Service Total	999,210	1,121,919	1,108,420	1,406,180	(10,000)	1,396,180
Corporate Health & Safety Expenditure	45,480	44,878	33,790	35,090	(510)	34,580
Corporate Health & Safety Total	45,480	44,878	33,790	35,090	(510)	34,580
Grand Total	947,250	1,059,179	996,920	1,261,480	(88,570)	1,172,910

WORCESTER CITY COUNCIL
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DEMOCRATIC AND ELECTORAL SERVICES	Annual Budget 2015/16	Actuals 2015/16	Base Budget 2016/17	Base Budget 2017/18	Transformation & Efficiency Plan 2017/18	Council Draft Budget 2017/18
Employees Total	523,260	540,393	383,280	384,060	(4,500)	379,560
Premises Total	173,920	144,230	134,520	83,890	(2,000)	81,890
Transport Total	9,970	5,908	9,890	9,900	(500)	9,400
Supplies and Services Total	374,900	400,748	312,870	326,670	(2,000)	324,670
Third Party Payments Total	1,000	927	1,000	1,000	0	1,000
Expenditure Total	1,083,050	1,092,205	841,560	805,520	(9,000)	796,520
Internal Recharges Total	4,220	4,222	4,220	4,220	0	4,220
Grants and Contributions Total	(181,470)	(213,083)	(1,000)	(1,000)	0	(1,000)
Fees and Charges Total	(57,970)	(50,001)	(63,970)	(63,970)	(15,000)	(78,970)
Other Income Total	(410)	(2,798)	(410)	(410)	0	(410)
Income Total	(235,630)	(261,660)	(61,160)	(61,160)	(15,000)	(76,160)
Grand Total	847,420	830,546	780,400	744,360	(24,000)	720,360

Service Area: Democratic Services
Cabinet Responsibility: Performance and Resources

Summary by sub-service:

DEMOCRATIC AND ELECTORAL SERVICES	Annual Budget 2015/16	Actuals 2015/16	Base Budget 2016/17	Base Budget 2017/18	Transformation & Efficiency Plan 2017/18	Council Draft Budget 2017/18
Electoral Services Expenditure	364,120	413,352	168,250	172,010	(4,000)	168,010
Electoral Services Income	(180,880)	(215,412)	(410)	(410)	0	(410)
Electoral Services Total	183,240	197,941	167,840	171,600	(4,000)	167,600
Democratic Support Expenditure	399,530	378,510	404,400	413,210	(5,000)	408,210
Democratic Support Income	(1,000)	(1,000)	(1,000)	(1,000)	0	(1,000)
Democratic Support Total	398,530	377,510	403,400	412,210	(5,000)	407,210
The Guildhall Expenditure	319,400	300,343	268,910	220,300	0	220,300
The Guildhall Income	(53,750)	(45,248)	(59,750)	(59,750)	(15,000)	(74,750)
The Guildhall Total	265,650	255,095	209,160	160,550	(15,000)	145,550
Grand Total	847,420	830,546	780,400	744,360	(24,000)	720,360

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LEGAL SERVICES	Annual Budget 2015/16	Actuals 2015/16	Base Budget 2016/17	Base Budget 2017/18	Transformation & Efficiency Plan 2017/18	Council Draft Budget 2017/18
Employees Total	122,330	121,264	141,150	147,960	(500)	147,460
Transport Total	550	346	550	550	(200)	350
Supplies and Services Total	82,260	75,803	15,500	15,500	0	15,500
Third Party Payments Total	15,420	17,931	15,420	15,420	0	15,420
Expenditure Total	220,560	215,344	172,620	179,430	(700)	178,730
Grants and Contributions Total	(65,070)	(65,072)	(1,600)	(1,600)	0	(1,600)
Fees and Charges Total	0	(81)	0	0	0	0
Other Income Total	(16,310)	(29,224)	(16,310)	(16,310)	0	(16,310)
Income Total	(81,380)	(94,377)	(17,910)	(17,910)	0	(17,910)
Grand Total	139,180	120,966	154,710	161,520	(700)	160,820

Service Area:

Legal Services

Cabinet Responsibility:

Performance and Resources

**WORCESTER CITY COUNCIL
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CLEANER AND GREENER CITY	Annual Budget 2015/16	Actuals 2015/16	Base Budget 2016/17	Base Budget 2017/18	Transformation & Efficiency Plan 2017/18	Council Draft Budget 2017/18
Employees Total	3,751,740	3,702,349	3,786,000	3,832,070	(111,270)	3,720,800
Premises Total	653,150	608,481	711,780	568,130	(370)	567,760
Transport Total	476,950	528,424	487,620	493,980	(30,340)	463,640
Supplies and Services Total	806,730	851,556	786,550	788,380	46,100	834,480
Third Party Payments Total	1,120,930	1,304,583	962,950	970,250	(12,920)	957,330
Expenditure Total	6,809,500	6,995,393	6,734,900	6,652,810	(108,800)	6,544,010
Internal Recharges Total	(3,620)	(3,607)	34,210	34,210	0	34,210
Grants and Contributions Total	(375,700)	(355,574)	(301,380)	(301,380)	0	(301,380)
Fees and Charges Total	(6,309,150)	(6,628,821)	(6,447,460)	(6,491,460)	(280,000)	(6,771,460)
Other Income Total	(220,720)	(438,919)	(330,720)	(218,040)	0	(218,040)
Income Total	(6,909,190)	(7,426,920)	(7,045,350)	(6,976,670)	(280,000)	(7,256,670)
Grand Total	(99,690)	(431,527)	(310,450)	(323,860)	(388,800)	(712,660)

Service Area: Cleaner and Greener
Cabinet Responsibility: Various

Summary by sub-service:

CLEANER AND GREENER CITY	Annual Budget 2015/16	Actuals 2015/16	Base Budget 2016/17	Base Budget 2017/18	Transformation & Efficiency Plan 2017/18	Council Draft Budget 2017/18
C & G Management Expenditure	345,400	386,811	260,700	273,540	(140)	273,400
C & G Management Income	(18,560)	(18,560)	0	0	0	0
C & G Management Total	326,840	368,251	260,700	273,540	(140)	273,400
Regulatory Shared Service Expenditure	602,170	620,579	549,320	549,320	0	549,320
Regulatory Shared Service Income	(326,700)	(316,471)	(280,300)	(280,300)	0	(280,300)
Regulatory Shared Service Total	275,470	304,108	269,020	269,020	0	269,020
Performance & Comm Eng Expenditure	438,740	443,324	440,040	459,410	(1,470)	457,940
Performance & Comm Eng Income	(85,720)	(96,911)	(77,700)	(77,700)	0	(77,700)
Performance & Comm Eng Total	353,020	346,413	362,340	381,710	(1,470)	380,240
Parking & Enforcement Expenditure	1,012,540	1,019,104	962,150	945,830	(13,770)	932,060
Parking & Enforcement Income	(3,328,990)	(3,683,935)	(3,482,700)	(3,482,700)	(95,000)	(3,577,700)
Parking & Enforcement Total	(2,316,450)	(2,664,831)	(2,520,550)	(2,536,870)	(108,770)	(2,645,640)
Fleet & Depot Expenditure	792,290	946,978	811,850	827,100	(30,000)	797,100
Fleet & Depot Income	(3,330)	(4,261)	(3,330)	(3,330)	0	(3,330)
Fleet & Depot Total	788,960	942,718	808,520	823,770	(30,000)	793,770
Domestic Refuse Expenditure	800,510	784,188	817,810	812,280	(50,500)	761,780
Domestic Refuse Income	(51,640)	(68,131)	(51,640)	(51,640)	0	(51,640)
Domestic Refuse Total	748,870	716,057	766,170	760,640	(50,500)	710,140
Neighbourhood Team Expenditure	1,073,560	1,080,556	1,075,370	1,098,030	(65,600)	1,032,430
Neighbourhood Team Income	(314,370)	(508,052)	(397,570)	(397,570)	0	(397,570)
Neighbourhood Team Total	759,190	572,505	677,800	700,460	(65,600)	634,860
Bereavement Expenditure	459,960	464,076	467,110	392,850	(1,130)	391,720
Bereavement Income	(1,762,290)	(1,642,171)	(1,737,270)	(1,761,270)	0	(1,761,270)
Bereavement Total	(1,302,330)	(1,178,095)	(1,270,160)	(1,368,420)	(1,130)	(1,369,550)
Green Space Expenditure	723,530	685,135	799,360	747,930	(31,070)	716,860
Green Space Income	(169,130)	(154,098)	(163,130)	(50,450)	0	(50,450)
Green Space Total	554,400	531,037	636,230	697,480	(31,070)	666,410
Trade & Garden Waste Expenditure	377,860	423,395	381,100	387,270	84,880	472,150
Trade & Garden Waste Income	(791,010)	(886,240)	(806,010)	(826,010)	(185,000)	(1,011,010)
Trade & Garden Waste Total	(413,150)	(462,846)	(424,910)	(438,740)	(100,120)	(538,860)
Community Safety Partnership Expenditure	163,500	125,312	152,050	141,210	0	141,210
Community Safety Partnership Income	(57,450)	(48,090)	(45,700)	(45,700)	0	(45,700)
Community Safety Partnership Total	106,050	77,222	106,350	95,510	0	95,510
Emergency Planning Expenditure	19,440	15,935	18,040	18,040	0	18,040
Emergency Planning Total	19,440	15,935	18,040	18,040	0	18,040
Grand Total	(99,690)	(431,527)	(310,450)	(323,860)	(388,800)	(712,660)

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CLEANER AND GREENER MANAGEMENT	Annual Budget 2015/16	Actuals 2015/16	Base Budget 2016/17	Base Budget 2017/18	Transformation & Efficiency Plan 2017/18	Council Draft Budget 2017/18
Employees Total	310,030	346,007	244,000	256,840	0	256,840
Transport Total	530	119	530	530	(140)	390
Supplies and Services Total	4,700	10,542	170	170	0	170
Third Party Payments Total	30,140	30,143	16,000	16,000	0	16,000
Expenditure Total	345,400	386,811	260,700	273,540	(140)	273,400
Grants and Contributions Total	(18,560)	(18,560)	0	0	0	0
Income Total	(18,560)	(18,560)	0	0	0	0
Grand Total	326,840	368,251	260,700	273,540	(140)	273,400

Service Area:

Cleaner and Greener

Cabinet Responsibility:

Clean, Green & Leisure Services

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REGULATORY SERVICES	Annual Budget 2015/16	Actuals 2015/16	Base Budget 2016/17	Base Budget 2017/18	Transformation & Efficiency Plan 2017/18	Council Draft Budget 2017/18
Third Party Payments Total	602,170	620,579	549,320	549,320	0	549,320
Expenditure Total	602,170	620,579	549,320	549,320	0	549,320
Grants and Contributions Total	(40,000)	(18,950)	0	0	0	0
Fees and Charges Total	(286,700)	(296,227)	(280,300)	(280,300)	0	(280,300)
Other Income Total	0	(1,294)	0	0	0	0
Income Total	(326,700)	(316,471)	(280,300)	(280,300)	0	(280,300)
Grand Total	275,470	304,108	269,020	269,020	0	269,020

Service Area:

Cleaner and Greener
Sustainable Communities

Cabinet Responsibility:

WORCESTER CITY COUNCIL
BUDGET 2017/18

PERFORMANCE AND COMMUNITY ENGAGEMENT	Annual Budget 2015/16	Actuals 2015/16	Base Budget 2016/17	Base Budget 2017/18	Transformation & Efficiency Plan 2017/18	Council Draft Budget 2017/18
Employees Total	357,780	355,178	369,880	389,250	(100)	389,150
Premises Total	13,640	14,245	2,840	2,840	0	2,840
Transport Total	750	792	750	750	(50)	700
Supplies and Services Total	66,570	73,110	66,570	66,570	(1,320)	65,250
Expenditure Total	438,740	443,324	440,040	459,410	(1,470)	457,940
Internal Recharges Total	5,270	5,270	5,270	5,270	0	5,270
Grants and Contributions Total	(37,490)	(47,938)	(29,470)	(29,470)	0	(29,470)
Fees and Charges Total	(33,000)	(30,581)	(33,000)	(33,000)	0	(33,000)
Other Income Total	(20,500)	(23,663)	(20,500)	(20,500)	0	(20,500)
Income Total	(85,720)	(96,911)	(77,700)	(77,700)	0	(77,700)
Grand Total	353,020	346,413	362,340	381,710	(1,470)	380,240

Service Area:

Cleaner and Greener
Sustainable Communities

Cabinet Responsibility:

WORCESTER CITY COUNCIL
BUDGET 2017/18

TRADE AND GARDEN WASTE	Annual Budget 2015/16	Actuals 2015/16	Base Budget 2016/17	Base Budget 2017/18	Transformation & Efficiency Plan 2017/18	Council Draft Budget 2017/18
Employees Total	144,920	176,065	148,440	154,610	35,000	189,610
Transport Total	600	76	320	320	(120)	200
Supplies and Services Total	232,340	247,254	232,340	232,340	50,000	282,340
Expenditure Total	377,860	423,395	381,100	387,270	84,880	472,150
Internal Recharges Total	(31,800)	(31,805)	(31,800)	(31,800)	0	(31,800)
Fees and Charges Total	(759,210)	(854,436)	(774,210)	(794,210)	(185,000)	(979,210)
Income Total	(791,010)	(886,240)	(806,010)	(826,010)	(185,000)	(1,011,010)
Grand Total	(413,150)	(462,846)	(424,910)	(438,740)	(100,120)	(538,860)

Service Area:

Cleaner and Greener

Cabinet Responsibility:

Clean, Green & Leisure Services

WORCESTER CITY COUNCIL
BUDGET 2017/18

PARKING AND ENFORCEMENT	Annual Budget 2015/16	Actuals 2015/16	Base Budget 2016/17	Base Budget 2017/18	Transformation & Efficiency Plan 2017/18	Council Draft Budget 2017/18
Employees Total	470,910	413,561	486,380	502,670	(500)	502,170
Premises Total	316,770	303,600	335,430	301,100	0	301,100
Transport Total	620	1,286	620	620	0	620
Supplies and Services Total	97,640	104,007	99,300	101,020	(350)	100,670
Third Party Payments Total	126,600	196,650	40,420	40,420	(12,920)	27,500
Expenditure Total	1,012,540	1,019,104	962,150	945,830	(13,770)	932,060
Internal Recharges Total	69,330	69,329	69,330	69,330	0	69,330
Grants and Contributions Total	(6,000)	(5,734)	(6,000)	(6,000)	0	(6,000)
Fees and Charges Total	(3,392,320)	(3,735,843)	(3,546,030)	(3,546,030)	(95,000)	(3,641,030)
Other Income Total	0	(11,687)	0	0	0	0
Income Total	(3,328,990)	(3,683,935)	(3,482,700)	(3,482,700)	(95,000)	(3,577,700)
Grand Total	(2,316,450)	(2,664,831)	(2,520,550)	(2,536,870)	(108,770)	(2,645,640)

Service Area:
Cabinet Responsibility:

Cleaner and Greener
Clean, Green & Leisure Services

WORCESTER CITY COUNCIL
BUDGET 2017/18

FLEET AND DEPOT FACILITIES	Annual Budget 2015/16	Actuals 2015/16	Base Budget 2016/17	Base Budget 2017/18	Transformation & Efficiency Plan 2017/18	Council Draft Budget 2017/18
Premises Total	67,800	59,546	69,320	70,910	0	70,910
Transport Total	472,790	517,789	483,740	490,100	(30,000)	460,100
Supplies and Services Total	15,500	12,393	15,500	15,500	0	15,500
Third Party Payments Total	236,200	357,250	243,290	250,590	0	250,590
Expenditure Total	792,290	946,978	811,850	827,100	(30,000)	797,100
Other Income Total	(3,330)	(4,261)	(3,330)	(3,330)	0	(3,330)
Income Total	(3,330)	(4,261)	(3,330)	(3,330)	0	(3,330)
Grand Total	788,960	942,718	808,520	823,770	(30,000)	793,770

Service Area:

Cleaner and Greener

Cabinet Responsibility:

Clean, Green & Leisure Services

WORCESTER CITY COUNCIL
BUDGET 2017/18

DOMESTIC REFUSE COLLECTION	Annual Budget 2015/16	Actuals 2015/16	Base Budget 2016/17	Base Budget 2017/18	Transformation & Efficiency Plan 2017/18	Council Draft Budget 2017/18
Employees Total	780,590	765,672	797,890	792,360	(50,000)	742,360
Transport Total	660	639	660	660	0	660
Supplies and Services Total	19,260	17,877	19,260	19,260	(500)	18,760
Expenditure Total	800,510	784,188	817,810	812,280	(50,500)	761,780
Grants and Contributions Total	(36,040)	(48,314)	(36,040)	(36,040)	0	(36,040)
Fees and Charges Total	(15,600)	(19,816)	(15,600)	(15,600)	0	(15,600)
Income Total	(51,640)	(68,131)	(51,640)	(51,640)	0	(51,640)
Grand Total	748,870	716,057	766,170	760,640	(50,500)	710,140

Service Area:

Cleaner and Greener

Cabinet Responsibility:

Clean, Green & Leisure Services

WORCESTER CITY COUNCIL
BUDGET 2017/18

NEIGHBOURHOOD TEAM AND BUILDING CLEANSING	Annual Budget 2015/16	Actuals 2015/16	Base Budget 2016/17	Base Budget 2017/18	Transformation & Efficiency Plan 2017/18	Council Draft Budget 2017/18
Employees Total	942,840	954,106	967,810	997,250	(65,200)	932,050
Premises Total	26,860	20,469	19,440	12,630	(300)	12,330
Transport Total	0	1,221	0	0	0	0
Supplies and Services Total	103,860	104,760	88,120	88,150	(100)	88,050
Expenditure Total	1,073,560	1,080,556	1,075,370	1,098,030	(65,600)	1,032,430
Internal Recharges Total	(27,060)	(27,060)	(23,260)	(23,260)	0	(23,260)
Grants and Contributions Total	(173,670)	(187,110)	(180,670)	(180,670)	0	(180,670)
Fees and Charges Total	(20,000)	(10,244)	(20,000)	(20,000)	0	(20,000)
Other Income Total	(93,640)	(283,638)	(173,640)	(173,640)	0	(173,640)
Income Total	(314,370)	(508,052)	(397,570)	(397,570)	0	(397,570)
Grand Total	759,190	572,505	677,800	700,460	(65,600)	634,860

Service Area:

Cleaner and Greener

Cabinet Responsibility:

Clean, Green & Leisure Services

WORCESTER CITY COUNCIL
BUDGET 2017/18

BEREAVEMENT	Annual Budget 2015/16	Actuals 2015/16	Base Budget 2016/17	Base Budget 2017/18	Transformation & Efficiency Plan 2017/18	Council Draft Budget 2017/18
Employees Total	167,590	175,872	174,760	181,180	0	181,180
Premises Total	135,890	140,622	135,870	55,110	0	55,110
Transport Total	20	0	20	20	0	20
Supplies and Services Total	79,610	86,452	79,610	79,690	(1,130)	78,560
Third Party Payments Total	76,850	61,130	76,850	76,850	0	76,850
Expenditure Total	459,960	464,076	467,110	392,850	(1,130)	391,720
Internal Recharges Total	14,270	14,269	14,290	14,290	0	14,290
Fees and Charges Total	(1,776,560)	(1,656,440)	(1,751,560)	(1,775,560)	0	(1,775,560)
Income Total	(1,762,290)	(1,642,171)	(1,737,270)	(1,761,270)	0	(1,761,270)
Grand Total	(1,302,330)	(1,178,095)	(1,270,160)	(1,368,420)	(1,130)	(1,369,550)

Service Area:

Cleaner and Greener

Cabinet Responsibility:

Clean, Green & Leisure Services

WORCESTER CITY COUNCIL
BUDGET 2017/18

GREEN SPACE	Annual Budget 2015/16	Actuals 2015/16	Base Budget 2016/17	Base Budget 2017/18	Transformation & Efficiency Plan 2017/18	Council Draft Budget 2017/18
Employees Total	539,480	479,248	559,540	523,260	(30,470)	492,790
Premises Total	84,200	67,413	140,690	125,540	(70)	125,470
Transport Total	570	6,012	570	570	(30)	540
Supplies and Services Total	95,060	122,450	94,490	94,490	(500)	93,990
Third Party Payments Total	4,220	10,012	4,070	4,070	0	4,070
Expenditure Total	723,530	685,135	799,360	747,930	(31,070)	716,860
Internal Recharges Total	(29,620)	(29,615)	380	380	0	380
Grants and Contributions Total	(26,500)	(7,000)	(19,500)	(19,500)	0	(19,500)
Fees and Charges Total	(25,760)	(25,233)	(26,760)	(26,760)	0	(26,760)
Other Income Total	(87,250)	(92,249)	(117,250)	(4,570)	0	(4,570)
Income Total	(169,130)	(154,098)	(163,130)	(50,450)	0	(50,450)
Grand Total	554,400	531,037	636,230	697,480	(31,070)	666,410

Service Area:

Cleaner and Greener

Cabinet Responsibility:

Clean, Green & Leisure Services

WORCESTER CITY COUNCIL
BUDGET 2017/18

COMMUNITY SAFETY PARTNERSHIP	Annual Budget 2015/16	Actuals 2015/16	Base Budget 2016/17	Base Budget 2017/18	Transformation & Efficiency Plan 2017/18	Council Draft Budget 2017/18
Employees Total	36,200	36,640	37,300	34,650	0	34,650
Premises Total	7,990	2,586	8,190	0	0	0
Transport Total	410	491	410	410	0	410
Supplies and Services Total	89,150	71,776	88,150	88,150	0	88,150
Third Party Payments Total	29,750	13,819	18,000	18,000	0	18,000
Expenditure Total	163,500	125,312	152,050	141,210	0	141,210
Internal Recharges Total	(4,010)	(3,995)	0	0	0	0
Grants and Contributions Total	(37,440)	(21,968)	(29,700)	(29,700)	0	(29,700)
Other Income Total	(16,000)	(22,127)	(16,000)	(16,000)	0	(16,000)
Income Total	(57,450)	(48,090)	(45,700)	(45,700)	0	(45,700)
Grand Total	106,050	77,222	106,350	95,510	0	95,510

Service Area:
Cabinet Responsibility:

Cleaner and Greener
Sustainable Communities

WORCESTER CITY COUNCIL
BUDGET 2017/18

EMERGENCY PLANNING	Annual Budget 2015/16	Actuals 2015/16	Base Budget 2016/17	Base Budget 2017/18	Transformation & Efficiency Plan 2017/18	Council Draft Budget 2017/18
Employees Total	1,400	0	0	0	0	0
Supplies and Services Total	3,040	935	3,040	3,040	0	3,040
Third Party Payments Total	15,000	15,000	15,000	15,000	0	15,000
Expenditure Total	19,440	15,935	18,040	18,040	0	18,040
Grand Total	19,440	15,935	18,040	18,040	0	18,040

Service Area:

Cleaner and Greener

Cabinet Responsibility:

Clean, Green & Leisure Services

**WORCESTER CITY COUNCIL
BUDGET 2017/18**

CONTRACTS AND PERFORMANCE	Annual Budget 2015/16	Actuals 2015/16	Base Budget 2016/17	Base Budget 2017/18	Transformation & Efficiency Plan 2017/18	Council Draft Budget 2017/18
Employees Total	796,410	787,978	349,470	346,280	0	346,280
Premises Total	151,340	138,394	0	0	0	0
Transport Total	4,070	2,164	3,460	3,460	(1,720)	1,740
Supplies and Services Total	250,190	162,638	112,660	114,830	(2,940)	111,890
Third Party Payments Total	1,507,140	1,487,911	1,058,360	1,106,380	(1,000)	1,105,380
Expenditure Total	2,709,150	2,579,085	1,523,950	1,570,950	(5,660)	1,565,290
Internal Recharges Total	41,830	41,813	0	0	0	0
Grants and Contributions Total	(163,610)	(573,000)	0	0	0	0
Fees and Charges Total	(484,260)	(440,463)	0	0	0	0
Other Income Total	(52,040)	397,284	(274,280)	(458,800)	0	(458,800)
Income Total	(658,080)	(574,366)	(274,280)	(458,800)	0	(458,800)
Grand Total	2,051,070	2,004,719	1,249,670	1,112,150	(5,660)	1,106,490

Service Area:

Contracts and Performance

Cabinet Responsibility:

Various

Summary by sub-service:

CONTRACTS AND PERFORMANCE	Annual Budget 2015/16	Actuals 2015/16	Base Budget 2016/17	Base Budget 2017/18	Transformation & Efficiency Plan 2017/18	Council Draft Budget 2017/18
Performance Improvement Expenditure	406,730	358,141	272,200	274,240	(2,130)	272,110
Performance Improvement Total	406,730	358,141	272,200	274,240	(2,130)	272,110
ICT Services Expenditure	620,380	612,324	678,330	730,040	(980)	729,060
ICT Services Total	620,380	612,324	678,330	730,040	(980)	729,060
HUB Shared Service Expenditure	434,120	460,570	442,850	441,330	(1,500)	439,830
HUB Shared Service Income	0	(1,520)	0	0	0	0
HUB Shared Service Total	434,120	459,050	442,850	441,330	(1,500)	439,830
Contracts & Client Management Expenditure	161,980	137,029	130,570	125,340	(1,050)	124,290
Contracts & Client Management Income	(30,000)	(15,780)	(30,000)	(30,000)	0	(30,000)
Contracts & Client Management Total	131,980	121,249	100,570	95,340	(1,050)	94,290
Leisure and Sports Provision Expenditure	989,970	909,700	0	0	0	0
Leisure and Sports Provision Income	(628,080)	(550,634)	(244,280)	(428,800)	0	(428,800)
Leisure and Sports Provision Total	361,890	359,066	(244,280)	(428,800)	0	(428,800)
Leisure Procurement Expenditure	95,970	94,888	0	0	0	0
Leisure Procurement Total	95,970	94,888	0	0	0	0
Grand Total	2,051,070	2,004,719	1,249,670	1,112,150	(5,660)	1,106,490

**WORCESTER CITY COUNCIL
BUDGET 2017/18**

STRATEGIC HOUSING	Annual Budget 2015/16	Actuals 2015/16	Base Budget 2016/17	Base Budget 2017/18	Transformation & Efficiency Plan 2017/18	Council Draft Budget 2017/18
Employees Total	680,350	699,823	686,690	738,170	0	738,170
Premises Total	286,490	272,194	324,650	307,780	0	307,780
Transport Total	3,870	4,791	3,190	3,190	(300)	2,890
Supplies and Services Total	80,660	79,000	77,490	73,450	(780)	72,670
Third Party Payments Total	804,230	806,339	580,410	629,810	0	629,810
Expenditure Total	1,855,600	1,862,147	1,672,430	1,752,400	(1,080)	1,751,320
Grants and Contributions Total	(646,210)	(647,150)	(844,330)	(844,330)	0	(844,330)
Fees and Charges Total	(63,030)	(66,225)	(146,070)	(116,070)	0	(116,070)
Other Income Total	(378,150)	(342,529)	(107,290)	(39,500)	0	(39,500)
Income Total	(1,087,390)	(1,055,904)	(1,097,690)	(999,900)	0	(999,900)
Grand Total	768,210	806,244	574,740	752,500	(1,080)	751,420

Service Area: Strategic Housing
Cabinet Responsibility: Housing and Heritage

Summary by sub-service:

STRATEGIC HOUSING	Annual Budget 2015/16	Actuals 2015/16	Base Budget 2016/17	Base Budget 2017/18	Transformation & Efficiency Plan 2017/18	Council Draft Budget 2017/18
Homelessness Expenditure	928,830	903,026	665,230	677,760	(550)	677,210
Homelessness Income	(683,500)	(685,274)	(326,670)	(326,670)	0	(326,670)
Homelessness Total	245,330	217,752	338,560	351,090	(550)	350,540
Welfare Assistance Scheme Expenditure	388,320	388,319	510,190	594,800	0	594,800
Welfare Assistance Scheme Income	(211,970)	(211,970)	(510,190)	(510,190)	0	(510,190)
Welfare Assistance Scheme Total	176,350	176,349	0	84,610	0	84,610
Private Sector Housing Expenditure	173,460	196,945	143,440	180,280	(230)	180,050
Private Sector Housing Income	(56,050)	(53,466)	(118,000)	(88,000)	0	(88,000)
Private Sector Housing Total	117,410	143,480	25,440	92,280	(230)	92,050
Strategic Housing Expenditure	234,310	256,651	260,620	231,260	(300)	230,960
Strategic Housing Income	(68,080)	(74,503)	(75,040)	(75,040)	0	(75,040)
Strategic Housing Total	166,230	182,147	185,580	156,220	(300)	155,920
AOHN & Park Street Hostel Expenditure	130,680	117,207	92,950	68,300	0	68,300
AOHN & Park Street Hostel Income	(67,790)	(30,691)	(67,790)	0	0	0
AOHN & Park Street Hostel Total	62,890	86,516	25,160	68,300	0	68,300
Grand Total	768,210	806,244	574,740	752,500	(1,080)	751,420

WORCESTER CITY COUNCIL
BUDGET 2017/18

COMMUNITY ACTIVITIES	Annual Budget 2015/16	Actuals 2015/16	Base Budget 2016/17	Base Budget 2017/18	Transformation & Efficiency Plan 2017/18	Council Draft Budget 2017/18
Employees Total	55,200	57,660	57,020	59,410	0	59,410
Premises Total	4,770	5,996	4,770	4,770	0	4,770
Transport Total	940	577	940	940	(290)	650
Supplies and Services Total	2,830	1,224	2,830	2,830	(2,430)	400
Third Party Payments Total	354,310	344,077	293,760	272,970	0	272,970
Expenditure Total	418,050	409,534	359,320	340,920	(2,720)	338,200
Internal Recharges Total	(4,000)	(4,000)	0	0	0	0
Grants and Contributions Total	(39,710)	(39,100)	(38,500)	(38,500)	0	(38,500)
Other Income Total	0	(13,188)	0	0	0	0
Income Total	(43,710)	(56,288)	(38,500)	(38,500)	0	(38,500)
Grand Total	374,340	353,246	320,820	302,420	(2,720)	299,700

Service Area:

Strategic Housing

Cabinet Responsibility:

Sustainable Communities

WORCESTER CITY COUNCIL
BUDGET 2017/18

JOINT MUSEUMS SERVICE	Annual Budget 2015/16	Actuals 2015/16	Base Budget 2016/17	Base Budget 2017/18	Transformation & Efficiency Plan 2017/18	Council Draft Budget 2017/18
Premises Total	75,700	100,479	85,320	59,310	0	59,310
Third Party Payments Total	458,080	489,340	488,340	503,610	0	503,610
Expenditure Total	533,780	589,819	573,660	562,920	0	562,920
Internal Recharges Total	1,950	1,955	1,950	1,950	0	1,950
Income Total	1,950	1,955	1,950	1,950	0	1,950
Grand Total	535,730	591,774	575,610	564,870	0	564,870

Service Area:

Joint Museums Service

Cabinet Responsibility:

Housing and Heritage

WORCESTER CITY COUNCIL
BUDGET 2017/18

DEVELOPMENT MANAGEMENT	Annual Budget 2015/16	Actuals 2015/16	Base Budget 2016/17	Base Budget 2017/18	Transformation & Efficiency Plan 2017/18	Council Draft Budget 2017/18
Employees Total	376,660	366,098	349,670	317,360	0	317,360
Premises Total	150	4,025	150	150	(50)	100
Transport Total	2,550	3,120	2,550	2,550	0	2,550
Supplies and Services Total	96,960	90,389	96,960	96,960	(5,600)	91,360
Third Party Payments Total	138,200	180,868	108,900	112,160	0	112,160
Expenditure Total	614,520	644,499	558,230	529,180	(5,650)	523,530
Internal Recharges Total	18,220	18,216	18,220	18,220	0	18,220
Fees and Charges Total	(697,700)	(764,446)	(705,460)	(705,460)	0	(705,460)
Other Income Total	0	(14,455)	0	0	0	0
Income Total	(679,480)	(760,684)	(687,240)	(687,240)	0	(687,240)
Grand Total	(64,960)	(116,185)	(129,010)	(158,060)	(5,650)	(163,710)

Service Area: Econ Development and Planning
Cabinet Responsibility: Economic Prosperity and Growth

Summary by sub-service:

DEVELOPMENT MANAGEMENT	Annual Budget 2015/16	Actuals 2015/16	Base Budget 2016/17	Base Budget 2017/18	Transformation & Efficiency Plan 2017/18	Council Draft Budget 2017/18
Dev Control & Enforcement Expenditure	403,560	432,764	364,980	325,240	(5,650)	319,590
Dev Control & Enforcement Income	(399,400)	(499,506)	(402,400)	(402,400)	0	(402,400)
Dev Control & Enforcement Total	4,160	(66,742)	(37,420)	(77,160)	(5,650)	(82,810)
Land Charges Expenditure	108,360	109,132	109,950	117,380	0	117,380
Land Charges Income	(146,740)	(147,515)	(174,490)	(174,490)	0	(174,490)
Land Charges Total	(38,380)	(38,382)	(64,540)	(57,110)	0	(57,110)
Building Control Expenditure	102,600	102,603	83,300	86,560	0	86,560
Building Control Income	(133,340)	(113,664)	(110,350)	(110,350)	0	(110,350)
Building Control Total	(30,740)	(11,061)	(27,050)	(23,790)	0	(23,790)
Grand Total	(64,960)	(116,185)	(129,010)	(158,060)	(5,650)	(163,710)

WORCESTER CITY COUNCIL
BUDGET 2017/18

ECONOMIC DEVELOPMENT AND PLANNING POLICY SERVICE	Annual Budget 2015/16	Actuals 2015/16	Base Budget 2016/17	Base Budget 2017/18	Transformation & Efficiency Plan 2017/18	Council Draft Budget 2017/18
Employees Total	530,300	481,017	548,070	554,550	(40)	554,510
Premises Total	0	4,046	0	0	0	0
Transport Total	3,360	2,356	3,360	3,360	(800)	2,560
Supplies and Services Total	82,870	92,209	35,460	55,460	(2,570)	52,890
Third Party Payments Total	431,870	454,814	165,530	145,530	0	145,530
Expenditure Total	1,048,400	1,034,442	752,420	758,900	(3,410)	755,490
Grants and Contributions Total	(46,580)	(52,706)	0	0	0	0
Fees and Charges Total	(16,100)	(11,227)	(16,100)	(16,100)	0	(16,100)
Other Income Total	(36,440)	(36,602)	0	0	0	0
Income Total	(99,120)	(100,535)	(16,100)	(16,100)	0	(16,100)
Grand Total	949,280	933,907	736,320	742,800	(3,410)	739,390

Service Area: Econ Development and Planning
Cabinet Responsibility: Economic Prosperity and Growth

Summary by sub-service:

ECONOMIC DEVELOPMENT AND PLANNING POLICY SERVICE	Annual Budget 2015/16	Actuals 2015/16	Base Budget 2016/17	Base Budget 2017/18	Transformation & Efficiency Plan 2017/18	Council Draft Budget 2017/18
Economic Dev & Regen Team Expenditure	238,550	240,813	259,920	249,420	(290)	249,130
Economic Dev & Regen Team Income	(26,580)	(26,501)	0	0	0	0
Economic Dev & Regen Team Total	211,970	214,312	259,920	249,420	(290)	249,130
RBE Initiatives & Projects Expenditure	150,310	150,743	67,170	47,170	0	47,170
RBE Initiatives & Projects Income	(36,440)	(36,439)	0	0	0	0
RBE Initiatives & Projects Total	113,870	114,304	67,170	47,170	0	47,170
Planning Policy Team Expenditure	293,860	279,352	174,810	181,080	(560)	180,520
Planning Policy Team Eng Total	293,860	279,352	174,810	181,080	(560)	180,520
City Centre & Tourism Expenditure	279,120	289,045	91,700	111,700	0	111,700
City Centre & Tourism Total	279,120	289,045	91,700	111,700	0	111,700
Heritage & Design Expenditure	151,560	137,829	158,820	169,530	(2,560)	166,970
Heritage & Design Income	(36,100)	(37,594)	(16,100)	(16,100)	0	(16,100)
Heritage & Design Total	115,460	100,234	142,720	153,430	(2,560)	150,870
Grand Total	1,014,280	997,247	736,320	742,800	(3,410)	739,390

WORCESTER CITY COUNCIL
BUDGET 2017/18

CLT AND CORPORATE SERVICES	Annual Budget 2015/16	Actuals 2015/16	Base Budget 2016/17	Base Budget 2017/18	Transformation & Efficiency Plan 2017/18	Council Draft Budget 2017/18
Employees Total	562,100	544,191	624,760	691,060	0	691,060
Transport Total	2,450	1,293	2,450	2,450	(150)	2,300
Supplies and Services Total	22,150	10,501	20,150	20,150	(3,950)	16,200
Third Party Payments Total	150	0	150	150	(150)	0
Expenditure Total	586,850	555,986	647,510	713,810	(4,250)	709,560
Other Income Total	0	(2,000)	0	0	0	0
Income Total	0	(2,000)	0	0	0	0
Grand Total	586,850	553,986	647,510	713,810	(4,250)	709,560

Service Area: CLT
 Cabinet Responsibility: Leader

Summary by sub-service:

CLT AND CORPORATE SERVICES	Annual Budget 2015/16	Actuals 2015/16	Base Budget 2016/17	Base Budget 2017/18	Transformation & Efficiency Plan 2017/18	Council Draft Budget 2017/18
CLT & Corporate Services Expenditure	428,600	408,521	490,600	551,660	(700)	550,960
CLT & Corporate Services Total	428,600	408,521	490,600	551,660	(700)	550,960
Communications Expenditure	158,250	147,465	156,910	162,150	(3,550)	158,600
Communications Income	0	(2,000)	0	0	0	0
Communications Total	158,250	145,465	156,910	162,150	(3,550)	158,600
Grand Total	586,850	553,986	647,510	713,810	(4,250)	709,560