

ITEM No ...9.....

REPORT TO: POLICY & RESOURCES COMMITTEE – 7 JANUARY 2019

REPORT ON: CAPITAL STRATEGY 2019/2020

REPORT BY: EXECUTIVE DIRECTOR OF CORPORATE SERVICES

REPORT NO: 19-2019

1 PURPOSE OF REPORT

To introduce the Council's first annual Capital Strategy.

2 RECOMMENDATION

The Committee is asked to approve the Capital Strategy shown in Appendix 1.

3 FINANCIAL IMPLICATIONS

The Capital Strategy spans a ten year period and reflects the Council's ambition over that period.

Any financial implications associated with the Capital Strategy will be reflected in the bi-annual update of the Council's five year Capital Plan.

4 INTRODUCTION

The Capital Strategy is tailored to individual circumstances of Dundee City Council, covering capital expenditure, investments, liabilities and treasury management. It sets out a framework for the self-management of capital finance and examines the following areas:

- Capital expenditure and investment plans
- Prudential Indicators
- External debt
- Treasury Management

5 BACKGROUND

The Prudential Code for Capital Finance in Local Authorities was updated by the Chartered Institute of Public Finance and Accountancy (CIPFA) in December 2017. This revised code sets out the need for Councils to have a Capital Strategy in order to demonstrate that they take capital expenditure and investment decisions in line with service objectives and properly take account of stewardship, value for money, prudence, sustainability and affordability. CIPFA have stated that they aim for Councils to report compliance during 2018/19, with full Capital Strategy implementation in 2019/20. The Capital Strategy will be presented prior to each financial year, but will be subject to revision as required.

The Capital Strategy defines and outlines the Council's approach to capital investment and is fundamental to the Council's financial planning processes. It aims to ensure that:

- Capital expenditure contributes to the achievement of the Council's strategic plan.
- An affordable and sustainable capital programme is delivered.
- Use of resources and value for money is maximised.
- A clear framework for making capital expenditure decisions is provided.
- A corporate approach to generating capital resources is established.
- Access to sufficient long term assets to provide services are acquired and retained.

- Invest to save initiatives to make efficiencies within the Council's revenue budget are encouraged.
- An appraisal and prioritisation process for new schemes is robust.

12 **POLICY IMPLICATIONS**

This report has been screened for any policy implications in respect of Sustainability, Strategic Environmental Assessment, Anti-Poverty, Equality Impact Assessment and Risk Management. There are no major issues other than the risks noted in the Council's Risk Registers.

13 **CONSULTATIONS**

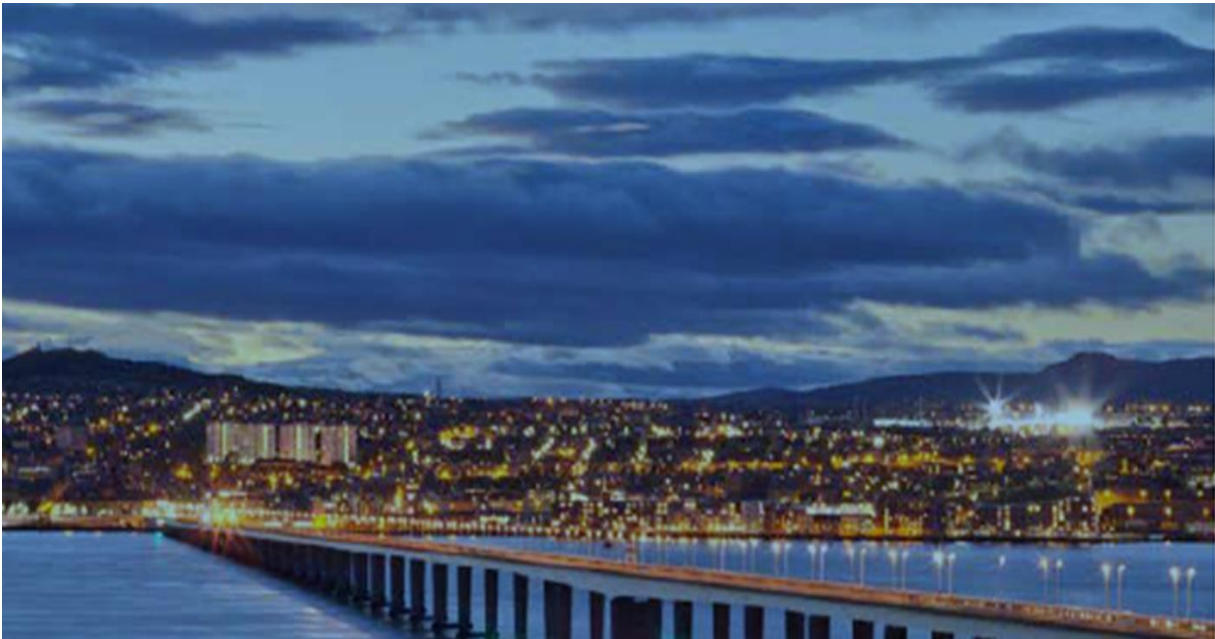
The Council Management Team have been consulted in the preparation of this report.

14 **BACKGROUND PAPERS**

None.

GREGORY COLGAN
EXECUTIVE DIRECTOR OF CORPORATE SERVICES

18 DECEMBER 2018



DUNDEE CITY COUNCIL CAPITAL STRATEGY 2019-2020

Executive Director of Corporate Services

December 2018

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1 INTRODUCTION

1.1 Background

The Prudential Code for Capital Finance in Local Authorities was updated by the Chartered Institute of Public Finance and Accountancy (CIPFA) in December 2017. The revised Prudential Code of December 2017 sets out the need for Councils to have a capital strategy in order to demonstrate that they take capital expenditure and investment decisions in line with service objectives and properly take account of stewardship, value for money, prudence, sustainability and affordability. CIPFA have stated that they aim for Councils to report compliance during 2018/19, with full Capital Strategy implementation in 2019/20.

1.2 Purpose & Aims

The framework established by the Prudential Code supports local strategic planning, local asset management planning and proper option appraisal. The objectives of the Prudential Code are to ensure that the capital expenditure plans of local authorities are affordable, prudent and sustainable and that treasury management decisions are taken in accordance with good professional practice and in full understanding of the risks involved, and will form a part of the Council's integrated revenue, capital and asset management.

The Prudential Code requires authorities to look at capital expenditure and investment plans in the light of overall organisational strategy and resources and ensure that decisions are made with sufficient regard to the long term financing implications and potential risks to the Council. The code stipulates that capital strategy should set out the long term context in which capital expenditure and investment decisions are made and gives due consideration to both risk and reward and impact on the achievement of priority outcomes.

1.3 Capital Strategy

This Capital Strategy is tailored to individual circumstances of Dundee City Council, covering capital expenditure, investments, liabilities and treasury management. It sets out a framework for the self-management of capital finance and examines the following areas:

- Capital expenditure and investment plans
- Prudential Indicators
- External debt
- Treasury Management

1.4 Context & Vision

The city's Local Outcome Improvement Plan accurately depicts the vision of what Dundee City Council and its partners wish to achieve:

Dundee:

- will have a strong and sustainable city economy that will provide jobs for the people of Dundee, retain more graduates and make the city a magnet for new talent;
- will offer real choice and opportunity in a city that has tackled the root causes of social and economic exclusion, creating a community which is healthy, safe, confident, educated and empowered;
- will be a vibrant and attractive city with an excellent quality of life where people choose to live, learn, work and visit.

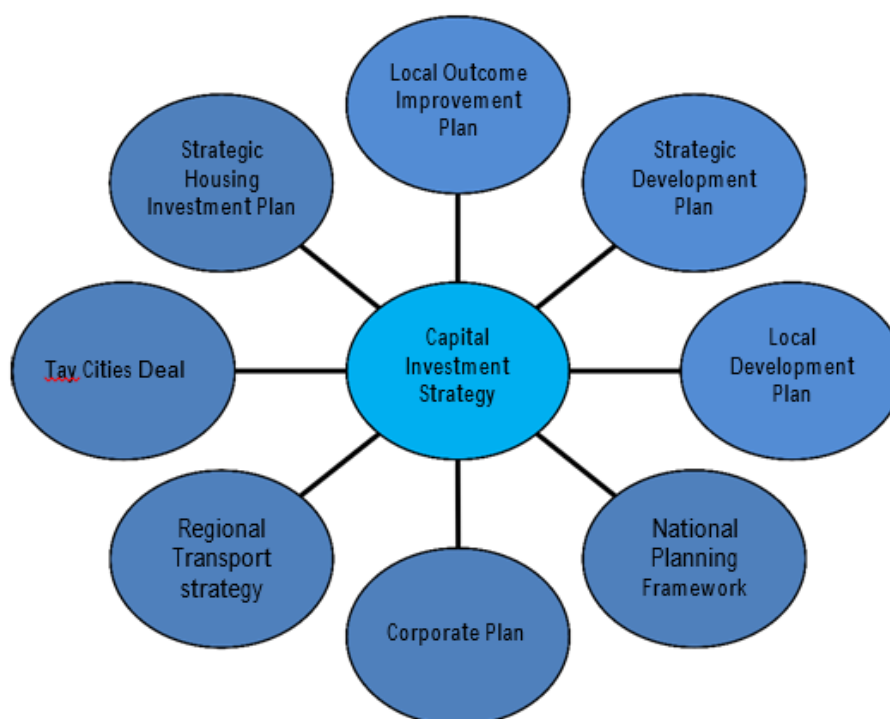
This is put into context through the Capital Investment Strategy which sits centrally within the Council's future planning activities and in doing so has to reflect the demands of each to ensure positive outcomes are achieved at the right time for the maximum benefit to the City.

Although this document spans a 10 year time period, it is the key platform for linking into the longer terms plans extending as far as 2037.

The Capital Investment Strategy identifies projects within the following themes:

- Work & Enterprise
- Children & Families
- Health Care & Wellbeing
- Community Safety & Justice
- Service Provision
- Building Strong Communities

Each theme has equal standing and the order of listing of any projects in no way infers a degree of priority, and is based upon the desired outcomes from a number of strategies and plans as shown below:



It is also important to set out the external environment in which Dundee City Council is currently operating. Some of the key factors that impact directly on the capital programme are outlined below:

- Financial stability and tackling public debt continue to be key drivers for Central Government. This is resulting in continual reductions to direct funding for local government, particularly related to revenue support. Over the medium term Dundee City Council's revenue budget is anticipated to reduce further, in addition to reductions in previous years. This has a direct impact on the Council's ability to self-fund capital investment.
- Mechanisms for distributing government funding continue to evolve. The Tay Cities Deal will fund and implement a 10-year programme which will assist the region in fulfilling its potential for people to live and work here, enabling our businesses to grow, attract inward investment, broaden and strengthen our economy, and deliver improved and measurable outputs at regional, Scottish and UK levels.

There are also a number of local influences that help shape the need for capital investment across the city as follows:

- The city's population is growing, which is a welcome change from twenty years ago when the population of Dundee was declining. It is now forecast to grow further over the next twenty years by about 6% overall and by 8.4% for the 0-17 age group, although this does not take account of any impact from the UK leaving the EU. Although life expectancy in Dundee is lower than for Scotland as a whole, the proportion of people who are aged 80 and over is higher. The need for additional care services for an older population is being met by designing new integrated health and care services in the community.
- Dundee has more students per head of population than any other Scottish city, and one of the highest in the UK (one in every five people in the city are students). Dundee can now be described as a University city with two globally successful universities and a college attracting talented people to Dundee. The Tay Cities collaboration also includes St Andrews University, making the region a globally significant knowledge economy. This is a significant strength as the city region aims to be one of the most productive knowledge-led economies in Europe. Dundee University has also seen the largest growth in admission from the 40% least well off communities. This highlights one of the main ways Dundee is becoming smarter and fairer.
- In Dundee, 28.6% (42,405) of the population live within the datazones ranked in the 15% most deprived in Scotland. This includes 35% (8,472) of children in Dundee. Poverty can be exacerbated by discrimination due to disability, race, religion, gender, LGBT or age. Evidence across a range of issues such as attainment, health, mental health and substance misuse highlights a strong correlation between poverty and poorer life outcomes.
- The gap between Dundee and Scotland in terms of employment rate is significant - 66.4% of working age people are employed in the city compared to a Scottish average of 73%. (NOMIS Jan-Dec 2016). Workers in Dundee have average wages of £419 per week compared to a Scottish average of £434, whilst average wage levels of city residents are even lower at £404. Dundee has a youth unemployment rate of 19.5% (NOMIS Jan-Dec 2016, age range 16-24), twice the Scottish rate of male youth unemployment (NOMIS Jan-Dec 2016)

1.5 Understanding & Approach

An understanding of what constitutes capital expenditure is fundamental to realising the benefits that a Council can obtain under the Prudential Framework. Unless expenditure qualifies as capital it will normally fall outside the scope of the framework and be charged to revenue in the period that the expenditure is incurred. If expenditure meets the definition of capital, there may be opportunities to finance the outlay from capital receipts or by spreading the cost over future year's revenues.

Dundee City Council's Capital Strategy defines and outlines the Council's approach to capital investment and is fundamental to the Council's financial planning processes. It aims to ensure that:

- Capital expenditure contributes to the achievement of the Council's strategic plan.
- An affordable and sustainable capital programme is delivered.
- Use of resources and value for money is maximised.
- A clear framework for making capital expenditure decisions is provided.
- A corporate approach to generating capital resources is established.
- Access to sufficient long term assets to provide services are acquired and retained.
- Invest to save initiatives to make efficiencies within the Council's revenue budget are encouraged.
- An appraisal and prioritisation process for new schemes is robust.

1.6 Governance Arrangements

Capital Programme Approvals

The Council's constitution and financial regulations govern the capital programme as set out below:

- All capital expenditure must be carried out in accordance with the financial regulations.
- The expenditure must comply with the statutory definition of capital purposes as defined within this document and wider financial standards.
- The Capital Programme approved by the Council's Policy & Resources Committee as part of the Council's annual budget report sets the capital funding availability for the Council, the prioritisation of funding and the schemes receiving entry into the Capital Programme.
- All schemes are formally approved into the capital programme by following a process as set out in the financial regulations.
- Officers are not authorised to commit expenditure without prior formal approval as set out in the financial regulations.
- Each scheme must be under the control of a responsible person/project manager.

The main internal bodies to the Council that are responsible for the governance and management of the capital programme are the Council's Policy & Resources Committee and the Capital Governance Group.

The Council's Policy & Resources Committee includes all Councillors and is responsible for the following:

- Approving the capital programme as part of the Annual Budget Report within the strategic boundaries set by the Council.
- Approving capital schemes into the approved capital programme to enable commencement of delivery and schemes to start to incur expenditure.
- Approving additional schemes into the capital programme and cost variations to existing schemes.

The Capital Governance Group is a cross-service group, consisting of senior officers within the Council. It is responsible for ensuring that the Dundee City Council has a clear and cohesive strategy for managing its physical assets and to oversee the development and delivery of the Council's capital programme in support of that strategy.

The Council's five year Capital Plan is updated on a bi-annual basis and approved by the Council's Policy and Resources Committee. The Capital Investment Strategy will be fully updated every five years, but will be reviewed and refreshed more regularly to ensure its continued alignment with the Council's priorities.

All capital works and tenders will continue to be approved by the appropriate service Committee.

1.7 Risks

Capital monitoring reports are presented to the Council's Policy and Resources Committee containing reviewed risk data and narrative which enables the Council to effectively monitor and manage the overall risks of the capital programme.

Risk registers are maintained and managed by relevant senior officers and are considered within the Council's risk management arrangements

There is also a separate Treasury Risk Register which is under continuous review, and is reported to the Council's Policy & Resources Committee on a bi-annual basis as part of Treasury Management Activity reporting.

2 Funding Strategy & Streams

The size of Dundee City Council's Capital Programme will be influenced by funding sources and financing costs. The main limiting factor on the Council's ability to undertake capital investment is whether the revenue resource is available to support in full the implications of capital expenditure, both borrowing costs and running costs, after allowing for any support provided by central government, now mainly through capital grants.

Dundee City Council's Capital Programme is funded from a mix of sources including:-

- Prudential Borrowing – The introduction of the Prudential Code in 2004 allowed the Council to undertake unsupported borrowing itself. This borrowing is subject to the requirements of the Prudential Code for Capital Expenditure for Local Authorities. The Council must ensure that unsupported borrowing is affordable, prudent and cost effective. This funding can also be used as an option to front fund development to stimulate growth. This has provided the Council with the flexibility to raise capital funding as demand and business need have dictated. This type of borrowing has revenue implications for the Council in the form of financing costs.
- External Grants – The largest form of capital funding comes through as external grant allocations from the Scottish Government.
- Section 75 and External Contributions (including Joint Ventures) – Elements of the capital programme are funded by contributions from private sector developers and partners.
- Revenue Funding – The Council can use revenue resources to fund capital projects on a direct basis and this funding avenue has been used in the past. However, the impact of the reduction on the Council's revenue budget has reduced options in this area and therefore the preference is for Spend to Save options to be adopted where feasible.
- Revenue Grants – Elements of the capital programme are funded by specific Scottish government initiatives, in particular the Growth Accelerator Model which requires certain outcomes to be achieved to secure funding.
- Capital Receipts – The Council is able to generate capital receipts through the sale of surplus assets such as land and buildings. The Council seeks to maximise the level of these resources which will be available to support the Council's plans.

The latest Capital Plan 2019-2024 details over £1billion of investment projects within the City. Much of this has been supported from the Council's revenue resources, but this will not be fully sustainable going forward.

The Tay Cities Deal will be a major component of the next decade's projects and business cases continue to be developed to maximize the benefit that can be obtained from this bid.

General and specific grants from Scottish Government will continue to underpin the Council's Capital Plan going forward.

In addition there will be an increasing emphasis on collaborative and partnership initiatives, whilst also looking at how Council contributions can unlock other funding sources to help the overall development of the City.

It is anticipated that more innovating methods of funding may be developed as the Waterfront, in particular, attracts and encourages more private sector investment in the City's infrastructure. The Council will continue to review its revenue position to provide support for capital projects and will particularly do so where there are spend-to-save or prudential borrowing opportunities. On housing provision, there will continue to be close liaison with Scottish Futures Trust on developing solutions which meet the City's requirements.

2.1 Overview of the Capital Programme

The following table provides an overview of Dundee Council's overall Capital Programme by Committee and how it is funded from 2019 to 2024:-

Capital Programme Thematic Summary - Capital Plan 2019-2024 (£000's)									
Capital Investment Theme	Overall Project Cost	Prior to 31/3/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	Later Years
Work and Enterprise	251,200	193,229	29,907	24,939	2,825	100	100	100	-
Children & Families	231,818	83,540	12,159	6,076	3,549	10,242	12,452	-	103,800
Health, Care & Wellbeing	85,735	12,314	25,028	16,761	12,323	6,020	2,546	4,693	6,050
Community Safety & Justice	137,705	70,519	14,958	19,895	12,910	7,968	6,000	5,275	180
Service Provision	167,880	81,521	22,578	16,561	12,489	10,378	11,479	12,674	200
Building Strong Communities	175,735	12,316	32,486	40,174	25,082	19,691	21,993	21,893	2,100
Total Gross Expenditure	1,050,073	453,439	137,116	124,406	69,178	54,399	54,570	44,635	112,330

Capital Resources Summary - Capital Plan 2019-2024 (£000's)						
Resource Descriptor	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Capital expenditure funded from borrowing	73,306	80,669	38,634	31,915	30,818	22,653
Capital element of General Capital Grant (net of Private Sector Housing Grant)	22,424	24,900	22,046	17,000	17,000	17,000
Capital grants & contributions - project specific	25,374	12,438	3,402	1,132	2,902	1,132
Capital Receipts - Sale of Assets	5,776	6,399	5,096	4,352	3,850	3,850
Capital financed from current revenue & programme slippage	10,236					
Total	137,116	124,406	69,178	54,399	54,570	44,635

(See appendix A for detailed plan by individual project)

2.2 Description of the Major Themes & Key Projects

- Work & Enterprise:** with an overarching objective to coordinate Dundee's contribution to delivery of the Tay Cities Regional Economic Strategy 2017-2037 and underpinning Tay Cities Deal, with the ambition for the Tay Cities economic region to have one of the most productive knowledge-led economies in Europe, ensuring that by becoming smarter, the region also becomes fairer.

Key Projects

- Central Waterfront
- V&A Dundee

- Children & Families:** whose vision is that "our children and young people have the best start in life and Dundee is the best place in Scotland to grow up". They are committed to delivering the best possible educational outcomes, and investing in the Primary and Secondary school estates. The Scottish Government's commitment to increasing nursery hours is also expected to drive an increased need for enhanced or new facilities throughout the City.

Key Projects

- Primary & Secondary School Investment
- Early Learning & Childcare Expansion

- Healthcare & Wellbeing:** Tackling Dundee's low life expectancy, targeting key areas such as obesity, substance misuse and improving mental health and wellbeing; strategies will support the delivery of priorities as part of an integrated approach to the provision of health and social care services alongside NHS Tayside and other partners in order to provide easier access to personalised, community based services such as housing with care; develop and enhance good quality and adaptable accommodation to support the most vulnerable people in our community

Key Projects

- Regional Performance Centre for Sport
- Social Care
- **Community Safety & Justice:** includes being able to feel safe at home, at work, walking down the street or in other public places. It relates to individuals quality of life and encourages individuals to seek the most favourable opportunities available to them, to enable them to live their lives safely, without fear of crime and disorder.

Key Projects

- Coastal Protection Works
- Roads Reconstruction / Recycling
- **Service Provision:** providing the physical and technological resources to support the Council's operational requirements to deliver desired outcomes.

Key Projects

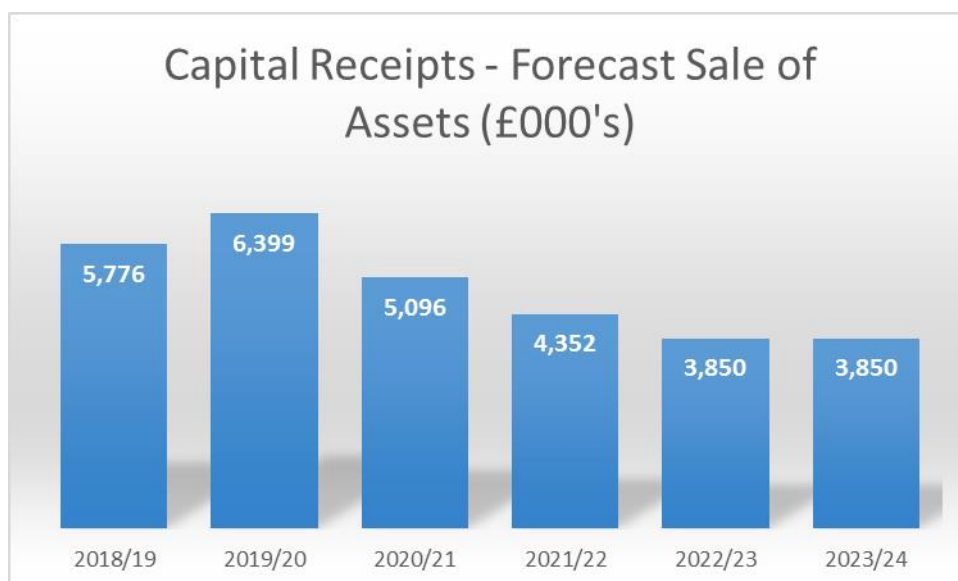
- IT – Infrastructure & Software Purchase
- Smart Cities Digital / ICT investment
- Vehicle Fleet & Infrastructure
- **Building Strong Communities:** to ensure that Dundee City Council is delivering better housing options, contributing to wider community needs such as impacting on community safety, poverty and other social issues. Building sustainable and supportive communities is key to achieving desired strategic outcomes.

Key Projects

- Menzieshill Community Provision
- Energy efficiency
- Increased supply of Council Housing

2.3 Capital Receipts / Disposals

Whilst the chart over the page shows the budgeted capital receipts for the 5 years to 2024; anticipated capital receipts are reviewed on a regular basis by the Capital Governance Group, with all forecasts being based on current estimated disposal values and furthermore prudent assumptions on slippage based on risks associated with individual properties:



3 Prudential Indicators

The Council's capital expenditure plans are the key driver of treasury management activity. The output of the capital expenditure plans is reflected in the prudential indicators, which are designed to assist Councillors' overview and confirm capital expenditure plans.

3.1 Affordability

The fundamental objective in the consideration of affordability is to ensure that capital asset investment remains within sustainable limits. In considering affordability, the Council is required to consider all resources available currently and in the future in conjunction with capital plans and expenditure forecasts in order to provide an indication of the impact of the capital investment plans on the Council's overall finances.

The costs of financing capital expenditure are:

- Interest payable to external lenders less any interest earned on investments
- Repayments of principal values borrowed (including finance lease liabilities)

3.2 Ratio of Financing Costs to Net Revenue Stream

This indicator identifies the trend in the cost of capital (borrowing and other long term obligation costs net of investment income) against the net revenue stream. The estimates of financing costs include current commitments and proposals.

Estimated Ratio of Financing Costs to Net Revenue Stream		
Year	General Services	Housing Revenue Account
2018/19	7.7%	39.3%
2019/20	7.5%	39.7%
2020/21	8.0%	37.8%
2021/22	8.0%	38.3%
2022/23	8.0%	39.2%
2023/24	8.0%	38.7%

3.3 Prudence & Sustainability

The Prudential Code requires the Council to ensure that all capital expenditure, investments and borrowing decisions are prudent and sustainable, considering debt repayments, risk and the impact of these on the Council's overall fiscal sustainability. The council is required to make reasonable estimates of the total capital expenditure that it plans to incur in the forthcoming financial year and the following 2 years at least. These, together with the sources of finance are as follows:

Estimated Funding of Capital Expenditure (£000's)						
Source of Finance	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Borrowing	73,306	80,669	38,634	31,915	30,818	22,653
Grants & Contributions	47,798	37,338	25,448	18,132	19,902	18,132
Revenues / Reserves	16,012	6,399	5,096	4,352	3,850	3,850
Total	137,116	124,406	69,178	54,399	54,570	44,635

One of the features of the Prudential Code arrangements is the need to calculate the Capital Financing Requirement (CFR). The CFR is simply the total historic outstanding capital expenditure which has not yet been paid for from either revenue or capital resources. It is essentially a measure of the Council's underlying borrowing need. Any capital expenditure above, which has not immediately been paid for, will increase the CFR.

The CFR does not increase indefinitely, as prudent annual repayments from revenue need to be made which reflect the useful life of capital assets financed by borrowing. The Council may choose whether

to use scheduled debt amortisation, (loans pool charges), or another suitable method of calculation in order to repay borrowing.

The CFR includes any other long term liabilities (e.g. PFI schemes, finance leases). Whilst these increase the CFR, and therefore the Council's borrowing requirement, these types of scheme include a borrowing facility and so the Council is not required to separately borrow for these schemes. The CFR estimated projections are as follows:

Capital Financing Requirement (£000's)			
Year	Non-HRA	HRA	Total
2018/19	428,000	180,000	608,000
2019/20	475,000	192,000	667,000
2020/21	487,000	199,000	686,000
2021/22	494,000	202,000	696,000
2022/23	498,000	206,000	704,000
2023/24	493,000	211,000	704,000

4 External Debt

The Local Government in Scotland Act 2003 requires the Council to set 2 borrowing limits for the forthcoming year and following 2 years with respect to external borrowing:

- 4.1 **Operational Boundary:** This is the tool for monitoring the council's prudent borrowing requirement as it encompasses all borrowing and long term liabilities. This is the limit beyond which external debt is not normally expected to exceed. In most cases, this would be a similar figure to the CFR, but may be lower or higher depending on the levels of actual debt. See over for estimated projections:

Operational Boundary (£000's)			
Year	Borrowing	Other	Total
2018/19	591,000	96,000	687,000
2019/20	651,000	93,000	744,000
2020/21	670,000	90,000	760,000
2021/22	680,000	87,000	767,000
2022/23	688,000	84,000	772,000
2023/24	688,000	81,000	769,000

- 4.2 **Authorised Limit:** is a further key prudential indicator represents a control on the maximum level of borrowing. This represents a limit beyond which external debt is prohibited, and this limit needs to be set or revised by the full Council. It reflects the level of external debt which, while not desired, could be afforded in the short term, but is not sustainable in the longer term. See below for estimated projections:

Authorised Limit (£000's)			
Year	Borrowing	Other	Total
2018/19	621,000	96,000	717,000
2019/20	681,000	93,000	774,000
2020/21	700,000	90,000	790,000
2021/22	710,000	87,000	797,000
2022/23	718,000	84,000	802,000
2023/24	718,000	81,000	799,000

5 Value for Money

The Council's Capital Programme is driven by the desire to provide best value public service at the highest quality, and the Capital Governance Group provide continuous monitoring and oversight to ensure focus. Business cases for capital schemes are reviewed by this group against the agreed prioritisation criteria of the City Plan. The results of these exercises are presented to the Council's Policy & Resources Committee.

6 Stewardship of Assets

The Council has robust and effective asset management arrangements in place across the relevant areas which assist in demonstrating efficient use of property, maximising the value obtained from the Council's resources.

7 Service Objectives

- **Option appraisal:** of proposed capital schemes evaluated by the Capital Governance Group considers the following:
 - How the proposal will assist in achieving the objectives and priorities set out in the City Plan.
 - How the proposal will assist in achieving the objectives and priorities set out in the Council Plan (in relation to service objectives).
 - What service improvements and benefits would be expected?

- **Monitoring & Forecasting:** is carried out within Corporate Finance, who provide key updates to the Capital Governance Group. Scheme slippages are identified and reported as part of this, and forecasts updated and reported to the Council's Policy & Resources Committee.

DUNDEE CITY COUNCIL CAPITAL PLAN 2019 - 2024 (SUMMARY)									
Project/Nature of Expenditure	Overall Project	Prior to 31/3/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	Later Years
Theme - Work and Enterprise	(Costs £'000)								
Gross Expenditure	251,200	193,229	29,907	24,939	2,825	100	100	100	
External Funding / Netted receipts	-125,241	-117,679	-6,913	-649					
Net Expenditure	125,959	75,550	22,994	24,290	2,825	100	100	100	
Children & Families	(Costs £'000)								
Gross Expenditure	231,818	83,540	12,159	6,076	3,549	10,242	12,452	0	103,800
External Funding / Netted receipts	-20,868	-20,868							
Net Expenditure	210,950	62,672	12,159	6,076	3,549	10,242	12,452	0	103,800
Health, Care & Wellbeing	(Costs £'000)								
Gross Expenditure	85,735	12,314	25,028	16,761	12,323	6,020	2,546	4,693	6,050
External Funding / Netted receipts	-9,980	-493	-6,087	-2,900	-500	0	0	0	0
Net Expenditure	75,755	11,821	18,941	13,861	11,823	6,020	2,546	4,693	6,050
Community Safety & Justice	(Costs £'000)								
Gross Expenditure	137,705	70,519	17,458	21,055	9,250	7,968	6,000	5,275	180
External Funding / Netted receipts	-5,537	-3,759	-1,778	0					
Net Expenditure	132,168	66,760	15,680	21,055	9,250	7,968	6,000	0	180
Service Provision	(Costs £'000)								
Gross Expenditure	167,880	81,521	22,578	16,561	12,489	10,378	11,479	12,674	200
External Funding / Netted receipts	-6,862	-3,103	-2,653	-1,106	0	0	0	0	
Net Expenditure	162,170	78,418	19,925	15,455	12,489	10,378	11,479	12,674	200
Building Strong Communities	(Costs £'000)								
HOUSING HRA ELEMENT									
Gross Expenditure	175,735	12,316	32,486	40,174	25,082	19,691	21,993	21,893	2,100
External Funding / Netted receipts	-27,667	-3,873	-7,943	-7,783	-2,902	-1,132	-2,902	-1,132	
Net Expenditure	148,068	8,443	24,543	32,391	22,180	18,559	19,091	20,761	2,100
Overall Gross Expenditure	1,050,073	453,439	139,616	125,566	65,518	54,399	54,570	44,635	112,330
Overall External Funding / Netted receipts	-196,155	-149,775	-25,374	-12,438	-3,402	-1,132	-2,902	-1,132	0
Overall Net Expenditure	855,070	303,664	114,242	113,128	62,116	53,267	51,668	38,228	112,330