



FINAL
2021/22 Budget
&
Medium Term Financial
Strategy
2022/23
To
2025/26

Contents

| | Page Number |
|---|-------------|
| 1.0 Strategic Budget Summary | 3 |
| • Savings, Income Generation, Growth & Revenue Implications of Capital | 3 |
| • Corporate and Government Funding | 5 |
| • Summary Budget | 7 |
| • Revenue Reserves | 9 |
| 2.0 Revenue Operational Budgets and Medium Term Financial Strategy | 10 |
| • Subjective Analysis of Spend and income | 10 |
| • Service Budgets by Head of Service | |
| ○ Chief Operating Officer | 12 |
| ○ Assistant Director Transformation | 13 |
| ○ Assistance Director of Corporate Resources | 14 |
| ○ Leisure & Health | 15 |
| ○ Operations | 16 |
| ○ ICT | 17 |
| ○ Corporate Leadership Team | 18 |
| ○ Programmes Delivery Manager | 19 |
| ○ Housing Manager | 20 |
| ○ Planning Manger | 21 |
| 3.0 Capital | 22 |
| 4.0 Treasury Management | 24 |
| 5.0 Capital Financing Requirement | 25 |
| 6.0 Formal 2020/21 Council Tax Resolution | 27 |
| • Huntingdonshire District Council Formal Resolution | 27 |
| • Tax Base 2021/22 | 29 |
| • 2021/22 Council Tax by Property Band for each Precepting Authority and the Billing Authority | 30 |
| • Total 2021/22 Council Tax Property Band for each Precepting Authority and the Billing Authority | 30 |
| 7.0 Fees and Charges | 32 |
| 8.0 Robustness of the 2021/22 Budget & Medium Term Financial Strategy | 32 |
| • Robustness and Budget Setting | 32 |
| • Challenges facing the Council | 32 |
| • Governance | 34 |
| • Risks | 35 |
| • Revenue Reserves | 41 |
| • Conclusion | 44 |
| Annex A – Fees and Charges | |

1.0 STRATEGIC BUDGET SUMMARY

1.1 Savings, Income Generation, Growth and Revenue Implications of Capital

1.1.1 Over the Autumn of 2020, Portfolio holders were challenged to review their budgets with respective senior officers in understanding the impact of the Covid 19 Pandemic on the forthcoming financial year (2021/22) and the MTFS period (2022/23 to 2025/26) and how any impact could be mitigated by any potential savings or efficiencies in delivery of services.

1.1.2 The Council generates a considerable proportion of its own funding from the various services it provides. These range from income from One Leisure and Car Parking through to charging for Licensing and Planning Services. Service specific income is shown later in this report within the service budget pages.

1.1.3 In addition the Council also generates income from corporate activity; this mainly focuses on:

- Treasury Management; which has been considerably less than in recent years because of the current extremely low interest rate environment.
- Commercial Estates; whereby the Council is proactively developing its commercial estate activity to develop for the Council a medium to long term revenue stream.

1.1.4 However, the challenge for this budget was to understand the continued, unavoidable pressures that the Council will continue to face, as we emerge from the social and economic fallout the pandemic has caused. Therefore, previous assumptions have been reviewed and challenged considering the uncertainty around the Local Government Financial settlement beyond 21/22.

1.1.5 Growth has appeared within the budget for one of four reasons:

- Inflation on employee costs and business rate changes
- Employees increment related growth
- Non-employee budgets non-controllable growth (unavoidable)
- Controllable growth

1.1.6 All of the savings, income generation and growth are summarised in the service budget pages later in this report. The total Service Proposals for 2021/22 are £2.86m and **Table 1** below shows how this is allocated by service.

| Table 1 | Service Savings and Growth Proposals | | |
|--|--------------------------------------|---------------|--------------|
| | Budget Savings | Budget Growth | Total |
| | £000 | £000 | £000 |
| Chief Operating Officer | (80) | 87 | 8 |
| Assistant Director Transformation | 0 | 30 | 30 |
| Assistant Director Corporate Resources | (151) | 868 | 717 |
| Head of Leisure & Health | (569) | 1,476 | 907 |
| Head of Operations | (96) | 1,189 | 1,093 |
| Head of 3C's ICT Shared Service | 0 | 104 | 104 |
| Planning Manager | (1) | 2 | 1 |
| Total | (897) | 3,757 | 2,860 |

- Commercial Investment Strategy**

1.1.7 A key part of the Council's previous Budget strategy has been the Commercial Investment Strategy (CIS), as approved by the Council in 2015. Although the Commercial Investments still contributes a significant proportion of income to our budgets, the property market remains challenging, never more so in the current climate. A change in investment emphasis over the next year in that acquisitions/investments are more likely to be focused on the redevelopment of Market Towns and housing related propositions. Due to the impact on the property market of Covid 19, retail and office space, it is difficult to predict how the market will emerge from this pandemic. The current profile of CIS related income is around the £4.5m and £4.9m per annum and is shown in **Table A** below.

| CIS Investment Type | Gross Income: Commercial Investment Strategy | | | | | | | | | | | |
|--|--|----------------|----------------|----------------|----------------|----------------|----------------|--------------------------------|----------------|----------------|----------------|--|
| | 2015/16 | 2016/17 | 2017/18 | 2018/19 | 2019/20 | 2020/21 | Budget | Medium Term Financial Strategy | | | | |
| | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 | |
| Pre CIS Commercial Property Investments | (1,930) | (1,922) | (2,022) | (2,297) | (2,326) | (2,308) | (2,098) | (2,102) | (2,092) | (1,977) | (1,973) | |
| New CIS Commercial Property Investments | (31) | (509) | (785) | (1,242) | (2,460) | (2,163) | (2,492) | (2,432) | (2,468) | (2,817) | (2,821) | |
| "To be acquired" CIS Commercial Property Investments | 0 | 10 | (2,232) | (1,775) | | | | | | | | |
| Total Commercial Property Investments | (1,961) | (2,421) | (5,039) | (5,314) | (4,786) | (4,471) | (4,590) | (4,534) | (4,560) | (4,794) | (4,794) | |
| Property Fund | (20) | (111) | (162) | (162) | (169) | (169) | (162) | (162) | (162) | (162) | (162) | |
| Total CIS Income | (1,981) | (2,532) | (5,201) | (5,476) | (4,955) | (4,640) | (4,752) | (4,696) | (4,722) | (4,956) | (4,956) | |

- Capital – Revenue Implications**

1.1.8 The revenue budget contains any implications from the proposed capital programme for 2021/22 and the MTFs, whether that will be savings because of investment, additional running costs or the cost of borrowing (Minimum Revenue Provision).

- Summary Impact of all budget changes – comparing Final Budget 2020/21 to Final Budget 2021/22**

1.1.9 Overall, the revenue changes to the budget in respect of Savings & Additional Income, Service Growth and Capital have resulted in a net increase in the Council's budget of £2.998m (14%) when compared to the 2020/21 Original Budget and an increase of £2.199m (11%) when compared to the December 2020/21 Forecast Outturn. A service by service summary is shown in **Table 2** below.

| Service | Summary of Total Budget Movements (Original Budget for 2020/21 to Base Budget 2021/22) | | | | | | | | | | | |
|--|--|-----------------|---------------------------------|--------------|--------------|------------------|-------------------|------------|-------------------------------|-----------------|---------------------|-------------------|
| | 2020/21 | | Previously Approved Adjustments | 2021/22 | | | | Inflation | Other Operational Adjustments | Proposed Budget | Variance | |
| | Forecast Outturn | Original Budget | | Growth | Savings | Increased Income | Linked to Capital | | | | To 2020/21 Forecast | To 2020/21 Budget |
| | £000 | £000 | £000 | £000 | £000 | £000 | £000 | £000 | £000 | % | % | |
| Chief Operating Officer | 4,330 | 4,425 | 85 | 87 | (64) | (16) | 0 | 135 | (218) | 4,435 | 2% | 0% |
| Assistant Director Transformation | 303 | 401 | (117) | 30 | 0 | 0 | 0 | 86 | (18) | 383 | 26% | (5%) |
| Assistant Director Corporate Resources | 5,390 | 5,899 | 444 | 868 | (107) | (44) | 0 | 113 | (149) | 7,025 | 30% | 19% |
| Head of Leisure & Health | 579 | (215) | (259) | 1,476 | (569) | 0 | 0 | 123 | (34) | 522 | (10%) | (343%) |
| Head of Operations | 4,037 | 3,347 | (77) | 1,189 | (96) | 0 | 0 | 39 | 6 | 4,408 | 9% | 32% |
| Head of 3C's ICT Shared Service | 2,128 | 2,139 | (57) | 31 | 0 | 0 | 73 | 18 | 49 | 2,253 | 6% | 5% |
| Corporate Leadership Team | 731 | 603 | 0 | 0 | 0 | 0 | 0 | 16 | 0 | 619 | (15%) | 3% |
| Programmes Delivery Manager | 36 | 70 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 71 | 98% | 2% |
| Housing Manager | 208 | 177 | 0 | 0 | 0 | 0 | 0 | 2 | 0 | 180 | (14%) | 2% |
| Planning Manager | 745 | 842 | (0) | 2 | (1) | 0 | 0 | 14 | (66) | 791 | 6% | (6%) |
| Net Expenditure | 18,487 | 17,688 | 18 | 3,684 | (837) | (60) | 73 | 548 | (428) | 20,686 | | |
| Forecast Outturn | 18,487 | | | | | | | | | | | |
| Budget | | 17,688 | | | | | | | | | | |

1.2 Corporate and Government Funding

- **Government Grant**

1.2.1 The government provides a fair proportion of the core funding of the Council. Some of this funding is in relation to specific services e.g. Housing Benefit, but some of the funding is in support of general activity; with regard to:

- New Homes Bonus (NHB), on the 18th December the Government provisionally made an announcement in respect of New Homes Bonus and that the 2021/22 settlement is expected be £2.12m, this is £1.1m more than expected in the 20/21 MTFS. The Government's intention is to phase out the grant gradually being reduced to zero by 2023/24.
- On the 18th December, the Government provisionally confirmed that the Revenue Support Grant (RSG) 2021/22 would be zero, this was in line with what was expected. In the 2020/21 MTFS it was expected that the council would be in a negative RSG position from 2020/21 onwards. However, it is now largely expected that the Government would not enforce this position but would consider the grant to remain at zero. As the final decision is likely to be a part of the Fair Funding Review, the 2021/22 MTFS still provides for negative payments of RSG/Fair Funding Review of £82k for 2021/22 up to £408k by 2025/22 as a prudent measure.

Council Tax and Business Rates

1.2.2 There is an assumption within the 2021/22 Budget that there will be a Council Tax freeze and from 22/23 over the remaining term of the MTFS Council Tax will be increased by 2.6% per annum. Therefore, the Council Tax for 2021/22 will be £145.86 per Band D equivalent property. Members should note that when the Local Government Financial Settlement was announced, this confirmed the Council Tax threshold (also known as the Referendum Limit) as "the higher of 2% or £5" for a Band D property.

1.2.3 A Council Tax freeze is in line with what current local indicators show in respect of wage decrease (-0.3% Cambridgeshire April 19 to April 20)* and pensions increases (estimated 2.5% 2021/22)*.

* Source: UK government data

1.2.4 The Council receives 40% of the Business rates collected and, after allowing for the tariff payment, it estimates this to be £6.01m in 2021/22, this is a decrease of 10.7% from the previous year. The reduction assumes no growth within 2021/22 due to the uncertainty of businesses ability to survive once provision of furlough has been withdrawn. From 22/23, 2.5% has been allowed year on year over the MTFS period to reflect the annual inflation increases to the business rates multiplier.

Collection Fund (Surplus)/Deficit

1.2.5 The Collection Fund is the statutory account for the Council Tax and Business Rates income and the payments to preceptors of their respective shares. Any surplus or deficit on the Collection Fund at year end is distributed to the preceptors, as per legislation. The Council is

required to make an estimate of the projected surplus or deficit of each component of the Collection Fund at year end in order for the preceptors to bring their share of the surplus or deficit into the budget setting process.

- 1.2.6 For the purposes of budget setting the Council Tax element of the estimated year end position of the Collection Fund is shown in **Table 3** below along with the share that is apportioned to the Council.

| Table 3 | Collection Fund Estimated Surplus 2020/21 | |
|----------------|--|---------------------------|
| | (Surplus)/Deficit £000 | HDC Share £000 |
| Council Tax | (2,183) | (296) |
| Total | (2,183) | (296) |

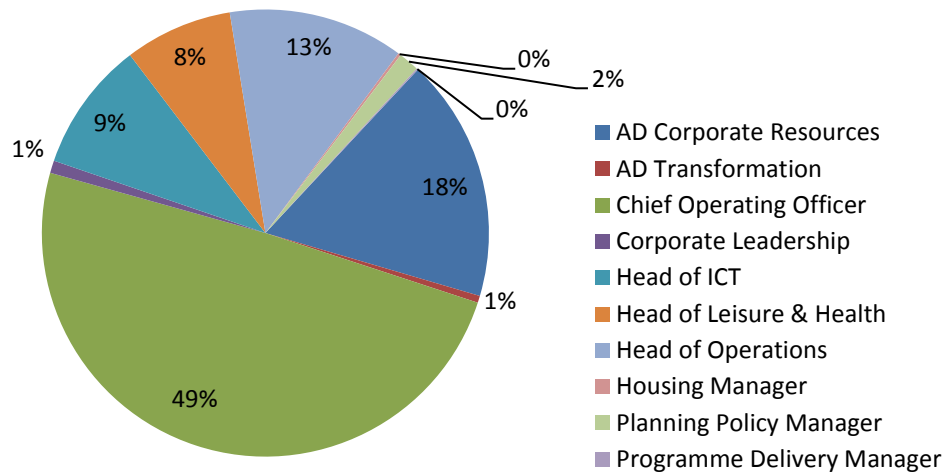
1.3 Summary Budget

1.3.1 Considering the 0% increase in Council Tax for 2021/22 and over the MTFS period, this results in the funding statement shown in **Table 4** and **Table 5** below.

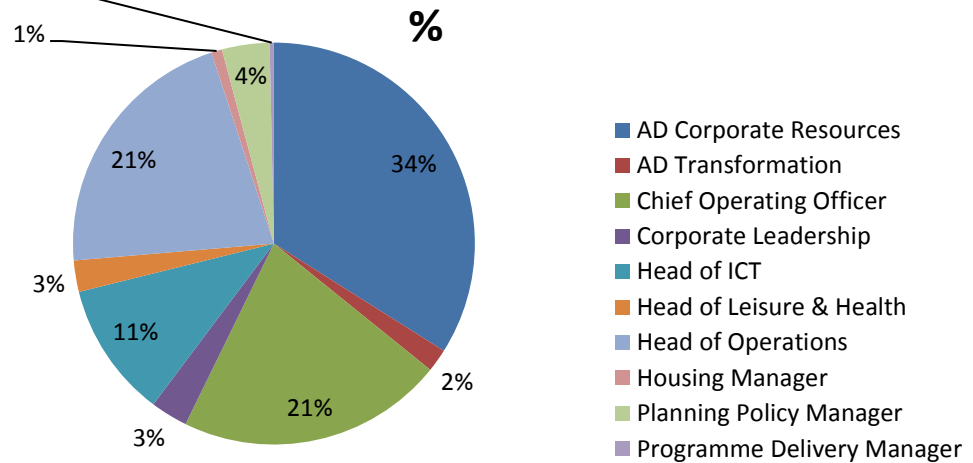
| Table 4 | Council Services Net Expenditure Budget (2020/21) and MTFS | | | | | | |
|--|--|---------------------|---------------|--------------------------------|---------------|---------------|---------------|
| | 2020/21 | | 2021/22 | Medium Term Financial Strategy | | | |
| | Budget | Forecast (December) | Budget | 2022/23 | 2023/24 | 2024/25 | 2025/26 |
| | £000 | £000 | £000 | £000 | £000 | £000 | £000 |
| Chief Operating Officer | 4,425 | 4,330 | 4,435 | 4,617 | 4,679 | 4,853 | 4,992 |
| Assistant Director Transformation | 401 | 303 | 383 | 243 | 458 | 440 | 450 |
| Assistant Director Corporate Resources | 5,899 | 5,390 | 7,025 | 7,123 | 6,884 | 6,851 | 6,786 |
| Head of Leisure & Health | (215) | 579 | 522 | (30) | (108) | (221) | (114) |
| Head of Operations | 3,347 | 4,037 | 4,407 | 3,747 | 3,484 | 3,640 | 3,749 |
| Head of 3C's ICT Shared Service | 2,139 | 2,128 | 2,253 | 2,286 | 2,351 | 2,418 | 2,486 |
| Corporate Leadership Team | 603 | 731 | 619 | 631 | 643 | 656 | 668 |
| Programmes Delivery Manager | 70 | 36 | 71 | 72 | 74 | 75 | 77 |
| Housing Manager | 177 | 208 | 180 | 183 | 186 | 189 | 192 |
| Planning Manager | 842 | 745 | 791 | 708 | 727 | 777 | 796 |
| Net Expenditure | 17,688 | 18,487 | 20,686 | 19,580 | 19,378 | 19,678 | 20,082 |

| Table 5 | Council Funding Statement Budget (2020/21) and MTFS | | | | | | |
|--|---|---------------------|---------------|--------------------------------|---------------|---------------|---------------|
| | 2020/21 | | 2021/22 | Medium Term Financial Strategy | | | |
| | Budget | Forecast (December) | Budget | 2022/23 | 2023/24 | 2024/25 | 2025/26 |
| | £000 | £000 | £000 | £000 | £000 | £000 | £000 |
| Net Expenditure | 17,688 | 18,487 | 20,686 | 19,580 | 19,378 | 19,678 | 20,082 |
| Contribution to/(from) Earmarked Reserves: | 0 | | | | | | |
| - Commercial Investment Strategy | 2,212 | 2,212 | | | | 0 | 0 |
| General Reserves | (1,256) | (1,149) | 776 | (883) | (621) | (338) | (177) |
| Budget Requirement | 18,644 | 19,550 | 21,462 | 18,697 | 18,757 | 19,340 | 19,905 |
| Non-Domestic Rates | (6,674) | (6,674) | (6,080) | (6,644) | (6,829) | (7,096) | (7,370) |
| Non-Domestic Rates (Growth Pilot) | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| S31 Grant | (1,579) | (2,403) | (2,176) | (2,213) | (2,250) | (2,287) | (2,287) |
| Revenue Support Grant (RSG) | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fair Funding Review Adjustment | 82 | 0 | 82 | 163 | 245 | 326 | 408 |
| New Homes Bonus | (2,212) | (2,212) | (2,014) | (427) | 0 | 0 | 0 |
| Collection Fund (Surplus) / Deficit | 907 | 907 | (296) | 0 | 0 | 0 | 0 |
| Council Tax Support Funding | | | (189) | | | | |
| Income Compensation Scheme (Q1) | | | (595) | | | | |
| Covid 19 Funding (tranche 5) | | | (758) | | | | |
| Local Tier Service Grant | | | (195) | | | | |
| Council Tax Requirement | 9,168 | 9,168 | 9,241 | 9,576 | 9,923 | 10,283 | 10,656 |
| - Base (*) | 62,854 | 62,854 | 63,355 | 63,989 | 64,628 | 65,275 | 65,927 |
| - Per Band D | 145.86 | 145.86 | 145.86 | 149.65 | 153.54 | 157.54 | 161.63 |
| - Increase £ | | | £ - | £ 3.79 | £ 3.89 | £ 3.99 | £ 4.10 |
| - Increase % | | | 0.00% | 2.60% | 2.60% | 2.60% | 2.60% |

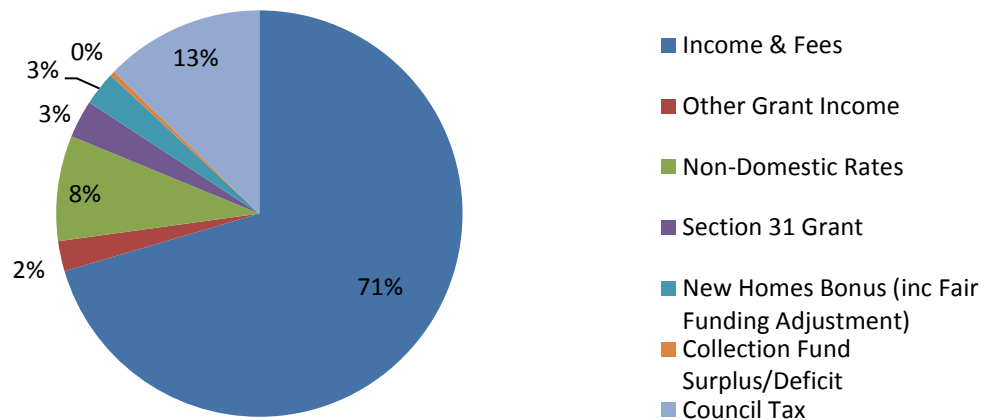
Gross Expenditure by Service 2021/22



Net Expenditure by Service 2021/22



How Services are Paid for in 2021/22



1.4 Revenue Reserves

1.4.1 The impact on the General Fund Reserve of the grant settlement from Government, the Council's policy to increase Council Tax and the savings, income and growth built into the budget 2021/22 and MTFS is shown in **Table 6** below.

| Table 6 | Reserves and MTFS | | | | | | |
|---|-------------------|------------------|---------------------------|--------------------------------|-----------------|-----------------|-----------------|
| | 2020/21 | | 2021/22 Budget £000 | Medium Term Financial Strategy | | | |
| | Budget £000 | Forecast £000 | | 2022/23 £000 | 2023/24 £000 | 2024/25 £000 | 2025/26 £000 |
| GENERAL FUND (Unallocated) RESERVE | | | | | | | |
| b/f | 2,525 | 2,534 | 2,175 | 2,175 | 2,175 | 2,175 | 2,175 |
| <i>Contribution to Reserve</i> | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| <i>Contribution from Reserve</i> | (1,256) | (1,149) | 776 | (883) | (621) | (338) | (177) |
| Contribution from(to) Budget Surplus | 1,384 | 790 | (776) | 883 | 621 | 338 | 177 |
| c/f | 2,653 | 2,175 | 2,175 | 2,175 | 2,175 | 2,175 | 2,175 |
| Net Expenditure | 17,688 | 18,487 | 20,686 | 19,580 | 19,378 | 19,678 | 20,082 |
| Minimum Level of Reserves | 2,592 | 2,175 | 2,175 | 2,175 | 2,175 | 2,175 | 2,175 |
| BUDGET SURPLUS RESERVE | | | | | | | |
| b/f | 3,031 | 4,774 | 3,984 | 4,760 | 3,877 | 3,256 | 2,918 |
| <i>Contribution to Reserve</i> | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| <i>Contribution from Reserve</i> | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Contribution from (to) General Fund | (1,384) | (790) | 776 | (883) | (621) | (338) | (177) |
| Contribution from (to) CIS Reserve | | | 0 | 0 | 0 | 0 | |
| Contribution from (to) Earmarked Reserves | (58) | | | | | | |
| c/f | 1,589 | 3,984 | 4,760 | 3,877 | 3,256 | 2,918 | 2,741 |
| COMMERCIAL INVESTMENT RESERVE | | | | | | | |
| b/f | 3,536 | 3,382 | 3,186 | 3,186 | 3,186 | 3,186 | 3,186 |
| <i>Contribution to Reserve (former NHB)</i> | | 0 | 0 | 0 | 0 | 0 | 0 |
| <i>Contribution from Reserve</i> | (38) | (196) | 0 | 0 | 0 | 0 | 0 |
| Contribution from (to) General Fund | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Contribution from (to) Budget Surplus Reserve | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| c/f | 3,498 | 3,186 | 3,186 | 3,186 | 3,186 | 3,186 | 3,186 |

2.0 REVENUE OPERATIONAL BUDGETS AND MEDIUM TERM FINANCIAL STRATEGY

Table 7

2.1 Subjective Analysis of Spend and Income

| Actuals 2019/20 | Subjective Analysis : Controllable Only | | 2020/21 Budget | 2021/22 Budget | 2022/23 Budget | 2023/24 Budget | 2024/25 Budget | 2025/26 Budget |
|---|--|----------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| £ | | | £ | £ | £ | £ | £ | £ |
| 0 | Income & Fees | Commuted sums | (151) | (151) | (151) | (151) | (151) | (151) |
| (20,338) | | Fees & charges | (17,678) | (14,796) | (15,698) | (16,352) | (16,579) | (16,607) |
| (30,373) | | Government grants | (26,119) | (27,018) | (15,677) | (15,676) | (15,676) | (15,676) |
| (531) | | Interest Income | (533) | (533) | (533) | (533) | (533) | (533) |
| (3,178) | | Other grants and contributions | (3,247) | (3,211) | (3,258) | (3,260) | (3,262) | (3,268) |
| (4,938) | | Rent | (6,047) | (4,803) | (4,760) | (4,847) | (5,036) | (5,036) |
| (1,159) | | Sales | (1,007) | (725) | (1,003) | (1,013) | (1,013) | (1,013) |
| (60,517) | Income & Fees Total | | (54,782) | (51,236) | (41,080) | (41,832) | (42,250) | (42,284) |
| 198 | Employees | Employee Insurance | 216 | 335 | 335 | 335 | 335 | 335 |
| 1,670 | | Hired Staff | 358 | 326 | 301 | 301 | 301 | 301 |
| 1,533 | | National Insurance | 1,658 | 1,682 | 1,730 | 1,780 | 1,837 | 1,890 |
| 274 | | Other staff costs | 1,696 | 1,698 | 1,696 | 1,694 | 1,692 | 1,692 |
| 4,297 | | Pension | 3,067 | 3,114 | 3,178 | 3,235 | 3,308 | 3,374 |
| 73 | | Recruitment | 92 | 117 | 115 | 118 | 118 | 118 |
| 17,830 | | Salary | 19,162 | 18,760 | 19,378 | 19,624 | 20,043 | 20,451 |
| 32 | | Services | 36 | 36 | 36 | 36 | 36 | 36 |
| 398 | | Severance payments | 169 | 171 | 152 | 152 | 152 | 152 |
| 181 | | Training | 131 | 130 | 130 | 130 | 130 | 130 |
| 56 | | Uniform & laundry | 45 | 38 | 44 | 45 | 45 | 45 |
| 26,545 | Employees Total | | 26,630 | 26,407 | 27,095 | 27,449 | 27,996 | 28,524 |
| 790 | Buildings | Energy Costs | 897 | 816 | 850 | 850 | 848 | 848 |
| 27 | | Ground Maintenance Costs | 14 | 14 | 15 | 14 | 14 | 14 |
| 207 | | Premises Cleaning | 226 | 231 | 177 | 163 | 163 | 163 |
| 97 | | Premises Insurance | 104 | 122 | 123 | 124 | 124 | 125 |
| 11 | | Rates | 7 | 7 | 7 | 7 | 7 | 7 |
| 7 | | Rents | 13 | 13 | 13 | 13 | 13 | 13 |
| 1,377 | | Rents Payable | 1,349 | 1,478 | 1,682 | 1,589 | 1,589 | 1,629 |
| 606 | | Repairs & Maintenance | 704 | 709 | 746 | 781 | 758 | 762 |
| 172 | | Water Services | 155 | 174 | 155 | 155 | 155 | 155 |
| 3,294 | Buildings Total | | 3,469 | 3,564 | 3,769 | 3,697 | 3,672 | 3,718 |
| 20 | Supplies & Services | Catering | 22 | 22 | 22 | 22 | 22 | 22 |
| 1,225 | | Communication and computing | 1,115 | 1,111 | 1,179 | 1,177 | 1,178 | 1,178 |
| 5,752 | | Equipment, furniture & materials | 3,858 | 2,745 | 2,479 | 2,448 | 2,404 | 2,404 |
| 0 | | Expenses | 0 | 0 | 0 | 0 | 0 | 0 |
| 101 | | Insurance - service related | 79 | 88 | 89 | 91 | 92 | 92 |
| 361 | | Members Allowances | 402 | 417 | 417 | 417 | 417 | 417 |
| 496 | | Office expenses | 408 | 449 | 475 | 475 | 475 | 475 |
| 1 | | Other staff costs | 0 | 0 | 0 | 0 | 0 | 0 |
| 6 | | Premises Cleaning | 0 | 0 | 0 | 0 | 0 | 0 |
| 5 | | Repairs & Maintenance | 0 | 0 | 0 | 0 | 0 | 0 |
| 6,490 | | Services | 6,488 | 6,284 | 5,665 | 5,972 | 6,199 | 6,065 |
| 14,456 | Supplies & Services Total | | 12,373 | 11,116 | 10,326 | 10,602 | 10,787 | 10,654 |
| 9 | Transport | Contract Hire & operating leases | 19 | 19 | 19 | 19 | 19 | 19 |
| 47 | | Mileage Allowance | 62 | 61 | 61 | 61 | 61 | 61 |
| 912 | | Operating Costs | 917 | 922 | 922 | 922 | 922 | 922 |
| (0) | | Pool Car | 31 | 34 | 34 | 34 | 34 | 34 |
| 25 | | Public Transport | 25 | 25 | 25 | 25 | 25 | 25 |
| 175 | | Vehicle Insurance | 173 | 204 | 204 | 204 | 204 | 204 |
| 5 | | Other Transport Costs | 0 | 0 | 0 | 0 | 0 | 0 |
| 1,174 | Transport Total | | 1,227 | 1,264 | 1,264 | 1,264 | 1,264 | 1,264 |
| 29,716 | Benefit & Transfer Payments | Benefits | 26,102 | 26,875 | 15,521 | 15,521 | 15,521 | 15,521 |
| 1,213 | | Contributions paid | 1,061 | 1,061 | 1,061 | 1,061 | 1,061 | 1,061 |
| 0 | | Discretionary Relief | 39 | 0 | 0 | 0 | 0 | 0 |
| 936 | | Grants | 829 | 836 | 826 | 826 | 836 | 836 |
| 0 | | Irrecoverable V A T | 106 | 106 | 106 | 106 | 106 | 106 |
| 425 | | Levies | 408 | 408 | 408 | 408 | 408 | 408 |
| 91 | | Other Misc Payments | 7 | 7 | 7 | 7 | 7 | 7 |
| 32,381 | Benefit & Transfer Payments Total | | 28,550 | 29,292 | 17,928 | 17,928 | 17,938 | 17,938 |
| 0 | Renewals Fund Contribution | Renewals Fund Contribution | 58 | 58 | 58 | 58 | 58 | 58 |
| 0 | Renewals Fund Contribution Total | | 58 | 58 | 58 | 58 | 58 | 58 |
| (146) | Reserve-Revenue Transfers | Bad Debts Provision | 167 | 187 | 187 | 177 | 177 | 177 |
| 0 | | Reserve-Revenue Transfers | (4) | 34 | 34 | 34 | 34 | 34 |
| (146) | Reserve-Revenue Transfers Total | | 163 | 221 | 221 | 211 | 211 | 211 |
| 17,187 | Net Expenditure | | 17,688 | 20,686 | 19,582 | 19,377 | 19,677 | 20,082 |
| 77,704 | Gross Service Expenditure | | 72,470 | 71,922 | 60,661 | 61,209 | 61,927 | 62,366 |
| (60,517) | Gross Service Income | | (54,782) | (51,236) | (41,080) | (41,832) | (42,250) | (42,284) |
| 17,187 | Net Service Expenditure | | 17,688 | 20,686 | 19,582 | 19,377 | 19,677 | 20,082 |
| Budget Totals by Responsible Officer | | | | | | | | |
| 3,696 | Chief Operating Officer | | 4,425 | 4,435 | 4,617 | 4,679 | 4,853 | 4,992 |
| 380 | Assistant Director Transformation | | 401 | 383 | 243 | 458 | 440 | 450 |
| 5,430 | Assistant Director Corporate Services | | 5,899 | 7,025 | 7,123 | 6,884 | 6,851 | 6,786 |
| 267 | Head of Leisure & Health | | (215) | 522 | (30) | (108) | (221) | (114) |
| 3,419 | Head of Operations | | 3,347 | 4,407 | 3,747 | 3,484 | 3,640 | 3,749 |
| 2,206 | Head of 3C's ICT Shared Service | | 2,139 | 2,253 | 2,286 | 2,351 | 2,418 | 2,486 |
| 808 | Corporate Leadership Team | | 603 | 619 | 631 | 643 | 656 | 668 |
| 19 | Programmes Delivery Manager | | 70 | 71 | 72 | 74 | 75 | 77 |
| 139 | Housing Manager | | 177 | 180 | 183 | 186 | 189 | 192 |
| 822 | Planning Manager | | 842 | 791 | 708 | 727 | 777 | 796 |
| 17,187 | Net Service Expenditure Total | | 17,688 | 20,686 | 19,582 | 19,377 | 19,677 | 20,082 |

2.2 Service Budgets by Head of Service

Table 8

| Actuals 2019/20 | Head of Service | Chief Operating Officer | 2020/21 Budget | 2021/22 Budget | 2022/23 Budget | 2023/24 Budget | 2024/25 Budget | 2025/26 Budget |
|--------------------|--|----------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| £ 000 | | | £ 000 | £ 000 | £ 000 | £ 000 | £ 000 | £ 000 |
| (4,375) | Income & Fees | Fees & charges | (4,072) | (3,925) | (3,763) | (3,785) | (3,776) | (3,776) |
| (29,830) | | Government grants | (26,066) | (26,965) | (15,624) | (15,623) | (15,623) | (15,623) |
| (1) | | Interest Income | 0 | 0 | 0 | 0 | 0 | 0 |
| (19) | | Other grants and contributions | (3) | (3) | (3) | (3) | (3) | (3) |
| (126) | | Rent | (110) | (110) | (110) | (110) | (110) | (110) |
| (15) | | Sales | (7) | (7) | (7) | (7) | (7) | (7) |
| (34,365) | Income & Fees Total | | (30,259) | (31,011) | (19,508) | (19,529) | (19,520) | (19,520) |
| 181 | Employees | Hired Staff | 0 | 0 | 0 | 0 | 0 | 0 |
| 428 | | National Insurance | 469 | 475 | 489 | 500 | 517 | 531 |
| 22 | | Other staff costs | 23 | 23 | 23 | 23 | 23 | 23 |
| 745 | | Pension | 815 | 824 | 838 | 852 | 871 | 888 |
| 22 | | Recruitment | 0 | 0 | 0 | 0 | 0 | 0 |
| 4,548 | | Salary | 4,989 | 5,028 | 5,101 | 5,170 | 5,298 | 5,405 |
| 2 | | Services | 3 | 3 | 3 | 3 | 3 | 3 |
| 56 | | Severance payments | 0 | 10 | 0 | 0 | 0 | 0 |
| 6 | | Training | 5 | 6 | 6 | 6 | 6 | 6 |
| 3 | | Uniform & laundry | 1 | (1) | 1 | 1 | 1 | 1 |
| 6,012 | Employees Total | | 6,305 | 6,368 | 6,461 | 6,554 | 6,718 | 6,857 |
| 22 | Buildings | Energy Costs | 28 | 28 | 28 | 28 | 28 | 28 |
| 0 | | Ground Maintenance Costs | 0 | 0 | 0 | 0 | 0 | 0 |
| 0 | | Premises Cleaning | 0 | 0 | 0 | 0 | 0 | 0 |
| 0 | | Premises Insurance | 0 | 0 | 0 | 0 | 0 | 0 |
| (1) | | Rents Payable | 2 | 2 | 2 | 2 | 2 | 2 |
| 9 | | Repairs & Maintenance | 18 | 18 | 18 | 18 | 18 | 18 |
| 42 | | Water Services | 28 | 28 | 28 | 28 | 28 | 28 |
| 73 | Buildings Total | | 76 | 76 | 76 | 76 | 76 | 76 |
| 2 | Supplies & Services | Catering | 1 | 1 | 1 | 1 | 1 | 1 |
| 113 | | Communication and computing | 114 | 114 | 114 | 114 | 114 | 114 |
| 158 | | Equipment, furniture & materials | 158 | 75 | 74 | 74 | 74 | 74 |
| 0 | | Expenses | 0 | 0 | 0 | 0 | 0 | 0 |
| 0 | | Insurance - service related | 0 | 0 | 0 | 0 | 0 | 0 |
| 52 | | Office expenses | 13 | 75 | 75 | 75 | 75 | 75 |
| 1 | | Other staff costs | 0 | 0 | 0 | 0 | 0 | 0 |
| 3 | | Repairs & Maintenance | 0 | 0 | 0 | 0 | 0 | 0 |
| 483 | | Services | 464 | 390 | 332 | 332 | 332 | 332 |
| 0 | | Uniform & laundry | 0 | 0 | 0 | 0 | 0 | 0 |
| 812 | Supplies & Services Total | | 750 | 656 | 597 | 597 | 597 | 597 |
| 0 | Transport | Contract Hire & operating leases | 0 | 0 | 0 | 0 | 0 | 0 |
| 14 | | Mileage Allowance | 24 | 24 | 24 | 24 | 24 | 24 |
| 2 | | Operating Costs | 10 | 7 | 7 | 7 | 7 | 7 |
| 33 | | Pool Car | 21 | 24 | 24 | 24 | 24 | 24 |
| 5 | | Public Transport | 9 | 9 | 9 | 9 | 9 | 9 |
| 5 | | Other Transport Costs | 0 | 0 | 0 | 0 | 0 | 0 |
| 58 | Transport Total | | 63 | 63 | 63 | 63 | 63 | 63 |
| 29,716 | Benefit & Transfer Payments | Benefits | 26,102 | 26,875 | 15,521 | 15,521 | 15,521 | 15,521 |
| 1,120 | | Contributions paid | 984 | 984 | 984 | 984 | 984 | 984 |
| 302 | | Grants | 253 | 253 | 253 | 253 | 253 | 253 |
| 0 | | Irrecoverable V A T | 6 | 6 | 6 | 6 | 6 | 6 |
| 84 | | Other Misc Payments | 0 | 0 | 0 | 0 | 0 | 0 |
| 31,222 | Benefit & Transfer Payments Total | | 27,344 | 28,117 | 16,763 | 16,763 | 16,763 | 16,763 |
| 0 | Renewals Fund Contribution | Renewals Fund Contribution | 8 | 8 | 8 | 8 | 8 | 8 |
| 0 | Renewals Fund Contribution Total | | 8 | 8 | 8 | 8 | 8 | 8 |
| (116) | Reserve-Revenue Transfers | Bad Debts Provision | 137 | 157 | 157 | 147 | 147 | 147 |
| (116) | Reserve-Revenue Transfers Total | | 137 | 157 | 157 | 147 | 147 | 147 |
| 3,696 | Net Expenditure | | 4,425 | 4,435 | 4,617 | 4,679 | 4,853 | 4,992 |
| 38,062 | Gross Service Expenditure | | 34,684 | 35,446 | 24,125 | 24,209 | 24,373 | 24,512 |
| (34,365) | Gross Service Income | | (30,259) | (31,011) | (19,508) | (19,529) | (19,520) | (19,520) |
| 3,696 | Net Service Expenditure | | 4,425 | 4,435 | 4,617 | 4,679 | 4,853 | 4,992 |
| 89 | Building Control | | 153 | 153 | 153 | 153 | 153 | 153 |
| 287 | Business Team | | 278 | 274 | 289 | 285 | 291 | 297 |
| 52 | Chief Operating Officer | | 103 | 128 | 130 | 133 | 135 | 138 |
| 1 | Closed Churchyards | | (13) | (13) | (13) | (13) | (13) | (13) |
| 538 | Community Team | | 541 | 581 | 588 | 595 | 612 | 620 |
| 55 | Corporate Health & Safety | | 65 | 84 | 86 | 87 | 89 | 90 |
| (135) | Council Tax Support | | (122) | (116) | (115) | (114) | (114) | (114) |
| 785 | Customer Services | | 888 | 900 | 890 | 910 | 929 | 949 |
| (429) | Development Management | | (426) | (594) | (450) | (424) | (397) | (370) |
| 247 | Document Centre | | 176 | 192 | 185 | 188 | 192 | 196 |
| 20 | Emergency Planning | | 12 | 12 | 12 | 12 | 12 | 12 |
| 99 | Environmental Health Admin | | 144 | 132 | 129 | 131 | 134 | 137 |
| 327 | Environmental Protection Team | | 375 | 384 | 393 | 401 | 409 | 417 |
| 79 | Head of Community | | 0 | 0 | 0 | 0 | 0 | 0 |
| 0 | Head of Customer Services | | 0 | 0 | 0 | 0 | 0 | 0 |
| 80 | Head of Development | | 0 | 0 | 0 | 0 | 0 | 0 |
| 984 | Housing Benefits | | 1,371 | 1,430 | 1,431 | 1,465 | 1,499 | 1,535 |
| 3 | Housing Miscellaneous | | 26 | 27 | 28 | 30 | 31 | 33 |
| 952 | Housing Needs | | 1,146 | 1,142 | 1,155 | 1,110 | 1,153 | 1,169 |
| (128) | Licencing | | (63) | (53) | (47) | (41) | (34) | (28) |
| (211) | Local Tax Collection | | (228) | (228) | (228) | (228) | (228) | (228) |
| 3,696 | Net Service Expenditure | | 4,425 | 4,435 | 4,617 | 4,679 | 4,853 | 4,992 |

Table 9

| Actuals 2019/20 | Head of Service | AD Transformation | 2020/21 Budget | 2021/22 Budget | 2022/23 Budget | 2023/24 Budget | 2024/25 Budget | 2025/26 Budget |
|--------------------|--|----------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| £ 000 | | | £ 000 | £ 000 | £ 000 | £ 000 | £ 000 | £ 000 |
| 0 | Income & Fees | Fees & charges | 0 | 0 | 0 | 0 | 0 | 0 |
| (12) | | Government grants | 0 | 0 | 0 | 0 | 0 | 0 |
| 0 | | Other grants and contributions | 0 | 0 | 0 | 0 | 0 | 0 |
| (12) | Income & Fees Total | | 0 | 0 | 0 | 0 | 0 | 0 |
| 4 | Employees | Hired Staff | 0 | 0 | 0 | 0 | 0 | 0 |
| 24 | | National Insurance | 32 | 39 | 40 | 41 | 42 | 43 |
| 0 | | Other staff costs | 0 | 0 | 0 | 0 | 0 | 0 |
| 37 | | Pension | 47 | 61 | 62 | 63 | 65 | 66 |
| 0 | | Recruitment | 5 | 5 | 5 | 5 | 5 | 5 |
| 209 | | Salary | 377 | 366 | 264 | 266 | 237 | 244 |
| 0 | | Services | 0 | 0 | 0 | 0 | 0 | 0 |
| 0 | | Training | 10 | 8 | 8 | 8 | 8 | 8 |
| 0 | | Uniform & laundry | 0 | 0 | 0 | 0 | 0 | 0 |
| 275 | Employees Total | | 470 | 479 | 379 | 384 | 356 | 366 |
| 1 | Buildings | Rents Payable | 0 | 0 | 0 | 0 | 0 | 0 |
| 1 | | Repairs & Maintenance | 0 | 0 | 0 | 0 | 0 | 0 |
| 1 | Buildings Total | | 0 | 0 | 0 | 0 | 0 | 0 |
| 0 | Supplies & Services | Catering | 0 | 0 | 0 | 0 | 0 | 0 |
| 1 | | Communication and computing | 0 | 0 | 0 | 0 | 0 | 0 |
| 86 | | Equipment, furniture & materials | 45 | 102 | 102 | 102 | 102 | 102 |
| 1 | | Office expenses | 1 | 1 | 1 | 1 | 1 | 1 |
| 28 | | Services | (116) | (199) | (229) | (19) | (19) | (19) |
| 115 | Supplies & Services Total | | (70) | (97) | (126) | 84 | 84 | 84 |
| 0 | Transport | Mileage Allowance | 0 | 0 | 0 | 0 | 0 | 0 |
| 0 | | Pool Car | 0 | 0 | 0 | 0 | 0 | 0 |
| 0 | | Public Transport | 1 | 1 | 1 | 1 | 1 | 1 |
| 1 | Transport Total | | 1 | 1 | 1 | 1 | 1 | 1 |
| 0 | Benefit & Transfer Payments | Grants | 0 | 0 | (10) | (10) | 0 | 0 |
| 0 | Benefit & Transfer Payments Total | | 0 | 0 | (10) | (10) | 0 | 0 |
| 380 | Net Expenditure | | 401 | 383 | 243 | 458 | 440 | 450 |

| | | | | | | | |
|------------|--------------------------------|------------|------------|------------|------------|------------|------------|
| 392 | Gross Service Expenditure | 401 | 383 | 243 | 458 | 440 | 450 |
| (12) | Gross Service Income | 0 | 0 | 0 | 0 | 0 | 0 |
| 380 | Net Service Expenditure | 401 | 383 | 243 | 458 | 440 | 450 |

Table 10

| Actuals 2019/20 | Head of Service | AD Corporate Resources | 2020/21 Budget | 2021/22 Budget | 2022/23 Budget | 2023/24 Budget | 2024/25 Budget | 2025/26 Budget |
|--------------------|--|----------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| £ 000 | | | £ 000 | £ 000 | £ 000 | £ 000 | £ 000 | £ 000 |
| (956) | Income & Fees | Fees & charges | (582) | (418) | (405) | (407) | (421) | (422) |
| (417) | | Government grants | (17) | (17) | (17) | (17) | (17) | (17) |
| (530) | | Interest Income | (533) | (533) | (533) | (533) | (533) | (533) |
| 0 | | Other grants and contributions | (5) | (5) | (5) | (5) | (5) | (5) |
| (4,751) | | Rent | (5,900) | (4,656) | (4,613) | (4,700) | (4,889) | (4,889) |
| (3) | | Sales | 0 | 0 | 0 | 0 | 0 | 0 |
| (6,657) | Income & Fees Total | | (7,037) | (5,629) | (5,573) | (5,662) | (5,866) | (5,866) |
| 198 | Employees | Employee Insurance | 216 | 334 | 334 | 334 | 334 | 334 |
| 548 | | Hired Staff | 74 | 47 | 22 | 22 | 22 | 22 |
| 157 | | National Insurance | 197 | 185 | 190 | 196 | 202 | 207 |
| 18 | | Other staff costs | 1,592 | 1,590 | 1,590 | 1,590 | 1,590 | 1,590 |
| 1,858 | | Pension | 347 | 343 | 350 | 357 | 364 | 372 |
| 13 | | Recruitment | 0 | 23 | 21 | 21 | 21 | 21 |
| 1,832 | | Salary | 1,996 | 1,820 | 2,054 | 1,965 | 2,007 | 2,048 |
| 30 | | Services | 33 | 33 | 33 | 33 | 33 | 33 |
| 298 | | Severance payments | 169 | 160 | 152 | 152 | 152 | 152 |
| 87 | | Training | 62 | 62 | 62 | 62 | 62 | 62 |
| 2 | | Uniform & laundry | 0 | 0 | 0 | 0 | 0 | 0 |
| 5,040 | Employees Total | | 4,687 | 4,599 | 4,810 | 4,733 | 4,788 | 4,843 |
| 200 | Buildings | Energy Costs | 195 | 189 | 189 | 189 | 187 | 187 |
| 0 | | Ground Maintenance Costs | 0 | 0 | 0 | 0 | 0 | 0 |
| 93 | | Premises Cleaning | 97 | 98 | 49 | 35 | 35 | 35 |
| 97 | | Premises Insurance | 103 | 122 | 123 | 124 | 124 | 125 |
| 7 | | Rates | 7 | 7 | 7 | 7 | 7 | 7 |
| 577 | | Rents Payable | 549 | 653 | 833 | 715 | 689 | 703 |
| 175 | | Repairs & Maintenance | 235 | 284 | 280 | 260 | 255 | 255 |
| 12 | | Water Services | 11 | 12 | 12 | 12 | 12 | 12 |
| 1,161 | Buildings Total | | 1,198 | 1,364 | 1,492 | 1,341 | 1,309 | 1,323 |
| 4 | Supplies & Services | Catering | 3 | 3 | 3 | 3 | 3 | 3 |
| 149 | | Communication and computing | 201 | 109 | 152 | 152 | 152 | 152 |
| 0 | | Election Costs | 0 | 0 | 0 | 0 | 0 | 0 |
| 120 | | Equipment, furniture & materials | 89 | 94 | 95 | 95 | 95 | 95 |
| 91 | | Insurance - service related | 75 | 84 | 85 | 87 | 88 | 88 |
| 361 | | Members Allowances | 402 | 417 | 417 | 417 | 417 | 417 |
| 256 | | Office expenses | 140 | 150 | 176 | 176 | 176 | 176 |
| 0 | | Other staff costs | 0 | 0 | 0 | 0 | 0 | 0 |
| 0 | | Penalties & Fines | 0 | 0 | 0 | 0 | 0 | 0 |
| 0 | | Premises Cleaning | 0 | 0 | 0 | 0 | 0 | 0 |
| 0 | | Repairs & Maintenance | 0 | 0 | 0 | 0 | 0 | 0 |
| 4,186 | | Services | 5,338 | 4,994 | 4,627 | 4,702 | 4,849 | 4,715 |
| 5,166 | Supplies & Services Total | | 6,249 | 5,851 | 5,554 | 5,631 | 5,779 | 5,646 |
| 1 | Transport | Contract Hire & operating leases | 0 | 0 | 0 | 0 | 0 | 0 |
| 8 | | Mileage Allowance | 11 | 11 | 11 | 11 | 11 | 11 |
| 0 | | Operating Costs | 0 | 0 | 0 | 0 | 0 | 0 |
| 5 | | Pool Car | 3 | 3 | 3 | 3 | 3 | 3 |
| 3 | | Public Transport | 3 | 3 | 3 | 3 | 3 | 3 |
| 165 | | Vehicle Insurance | 171 | 202 | 202 | 202 | 202 | 202 |
| 182 | Transport Total | | 188 | 219 | 219 | 219 | 219 | 219 |
| 93 | Benefit & Transfer Payments | Contributions paid | 77 | 77 | 77 | 77 | 77 | 77 |
| 0 | | Discretionary Relief | 39 | 0 | 0 | 0 | 0 | 0 |
| 45 | | Grants | 33 | 40 | 40 | 40 | 40 | 40 |
| 0 | | Irrecoverable V A T | 26 | 26 | 26 | 26 | 26 | 26 |
| 425 | | Levies | 408 | 408 | 408 | 408 | 408 | 408 |
| 6 | | Other Misc Payments | 6 | 6 | 6 | 6 | 6 | 6 |
| 569 | Benefit & Transfer Payments Total | | 588 | 556 | 556 | 556 | 556 | 556 |
| (31) | Reserve-Revenue Transfers | Bad Debts Provision | 30 | 30 | 30 | 30 | 30 | 30 |
| 0 | | Reserve-Revenue Transfers | (4) | 34 | 34 | 34 | 34 | 34 |
| (31) | Reserve-Revenue Transfers Total | | 26 | 64 | 64 | 64 | 64 | 64 |
| 5,430 | Net Expenditure | | 5,899 | 7,025 | 7,123 | 6,884 | 6,851 | 6,786 |
| 12,087 | Gross Service Expenditure | | 12,936 | 12,654 | 12,696 | 12,545 | 12,716 | 12,652 |
| (6,657) | Gross Service Income | | (7,037) | (5,629) | (5,573) | (5,662) | (5,866) | (5,866) |
| 5,430 | Net Service Expenditure | | 5,899 | 7,025 | 7,123 | 6,884 | 6,851 | 6,786 |
| (3,471) | Commercial Estates | | (3,587) | (2,729) | (2,580) | (2,760) | (2,995) | (3,020) |
| 4,905 | Corporate Finance | | 5,136 | 5,333 | 5,266 | 5,347 | 5,459 | 5,360 |
| 705 | Democratic & Elections | | 831 | 866 | 860 | 733 | 741 | 750 |
| 305 | Environmental & Energy Mgt | | 219 | 204 | 273 | 279 | 285 | 290 |
| 618 | Facilities Management | | 865 | 862 | 831 | 786 | 835 | 854 |
| 950 | Finance | | 795 | 783 | 798 | 811 | 825 | 839 |
| 82 | Head of Resources | | 106 | 108 | 110 | 112 | 114 | 117 |
| 414 | Human Resources | | 589 | 507 | 487 | 494 | 500 | 507 |
| 207 | Legal | | 224 | 224 | 224 | 224 | 224 | 224 |
| 59 | Procurement | | 62 | 48 | 35 | 36 | 37 | 39 |
| 23 | Public Conveniences | | 6 | 6 | 6 | 6 | 6 | 6 |
| 633 | Risk Management | | 653 | 811 | 813 | 816 | 818 | 820 |
| 5,430 | Net Service Expenditure | | 5,899 | 7,025 | 7,123 | 6,884 | 6,851 | 6,786 |

Table 11

| Actuals 2019/20 | Head of Service | Head of Leisure & Health | 2020/21 Budget | 2021/22 Budget | 2022/23 Budget | 2023/24 Budget | 2024/25 Budget | 2025/26 Budget |
|--------------------|--|----------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| £ 000 | | | £ 000 | £ 000 | £ 000 | £ 000 | £ 000 | £ 000 |
| (5,892) | Income & Fees | Fees & charges | (6,405) | (4,474) | (4,905) | (5,073) | (5,253) | (5,255) |
| 0 | | Government grants | 0 | 0 | 0 | 0 | 0 | 0 |
| (74) | | Other grants and contributions | (49) | (55) | (54) | (55) | (56) | (61) |
| (5) | | Rent | (5) | (5) | (5) | (5) | (5) | (5) |
| (716) | | Sales | (785) | (533) | (790) | (800) | (800) | (800) |
| (6,687) | Income & Fees Total | | (7,244) | (5,067) | (5,755) | (5,933) | (6,115) | (6,122) |
| 10 | Employees | Hired Staff | 0 | 0 | 0 | 0 | 0 | 0 |
| 205 | | National Insurance | 209 | 212 | 219 | 226 | 234 | 242 |
| 17 | | Other staff costs | (99) | (101) | (103) | (105) | (107) | (107) |
| 407 | | Pension | 463 | 473 | 483 | 493 | 503 | 513 |
| 3 | | Recruitment | 77 | 79 | 79 | 82 | 82 | 82 |
| 3,737 | | Salary | 3,770 | 3,450 | 3,727 | 3,807 | 3,888 | 3,970 |
| 0 | | Services | 0 | 0 | 0 | 0 | 0 | 0 |
| 22 | | Training | 0 | 0 | 0 | 0 | 0 | 0 |
| 5 | | Uniform & laundry | 11 | 7 | 11 | 11 | 11 | 11 |
| 4,407 | Employees Total | | 4,430 | 4,120 | 4,415 | 4,514 | 4,611 | 4,710 |
| 519 | Buildings | Energy Costs | 629 | 556 | 590 | 590 | 590 | 590 |
| 27 | | Ground Maintenance Costs | 14 | 14 | 15 | 14 | 14 | 14 |
| 109 | | Premises Cleaning | 117 | 122 | 117 | 117 | 117 | 117 |
| 481 | | Rents Payable | 468 | 484 | 498 | 512 | 527 | 543 |
| 238 | | Repairs & Maintenance | 190 | 149 | 190 | 190 | 190 | 190 |
| 91 | | Water Services | 83 | 101 | 83 | 83 | 83 | 83 |
| 1,464 | Buildings Total | | 1,500 | 1,426 | 1,492 | 1,505 | 1,520 | 1,536 |
| 12 | Supplies & Services | Catering | 17 | 17 | 17 | 17 | 17 | 17 |
| 83 | | Communication and computing | 78 | 58 | 82 | 80 | 80 | 80 |
| 526 | | Equipment, furniture & materials | 514 | (511) | (785) | (816) | (860) | (860) |
| 141 | | Office expenses | 142 | 111 | 112 | 112 | 112 | 112 |
| 0 | | Premises Cleaning | 0 | 0 | 0 | 0 | 0 | 0 |
| 296 | | Services | 210 | 231 | 254 | 275 | 275 | 275 |
| 1,058 | Supplies & Services Total | | 960 | (94) | (321) | (332) | (376) | (377) |
| 0 | Transport | Contract Hire & operating leases | 0 | 0 | 0 | 0 | 0 | 0 |
| 8 | | Mileage Allowance | 10 | 9 | 9 | 9 | 9 | 9 |
| 14 | | Operating Costs | 9 | 8 | 9 | 9 | 9 | 9 |
| 2 | | Public Transport | 0 | 0 | 0 | 0 | 0 | 0 |
| 24 | Transport Total | | 19 | 18 | 18 | 18 | 18 | 18 |
| 0 | Benefit & Transfer Payments | Contributions paid | 0 | 0 | 0 | 0 | 0 | 0 |
| 0 | | Irrecoverable V A T | 70 | 70 | 70 | 70 | 70 | 70 |
| 0 | Benefit & Transfer Payments Total | | 70 | 70 | 70 | 70 | 70 | 70 |
| 0 | Renewals Fund Contribution | Renewals Fund Contribution | 50 | 50 | 50 | 50 | 50 | 50 |
| 0 | Renewals Fund Contribution Total | | 50 | 50 | 50 | 50 | 50 | 50 |
| 267 | Net Expenditure | | (215) | 522 | (30) | (108) | (221) | (114) |
| 6,954 | Gross Service Expenditure | | 7,029 | 5,589 | 5,725 | 5,825 | 5,893 | 6,008 |
| (6,687) | Gross Service Income | | (7,244) | (5,067) | (5,755) | (5,933) | (6,115) | (6,122) |
| 267 | Net Service Expenditure | | (215) | 522 | (30) | (108) | (221) | (114) |
| 83 | Head of Leisure & Health | | 85 | 87 | 89 | 90 | 92 | 94 |
| 187 | One Leisure Active Lifestyles | | 156 | 187 | 154 | 148 | 145 | 146 |
| (3) | Leisure Centres Corporate | | (456) | 249 | (272) | (346) | (459) | (354) |
| 267 | Grand Total | | (215) | 522 | (30) | (108) | (221) | (114) |

Table 12

| Actuals 2019/20 | Head of Service | Head of Operations | 2020/21 Budget | 2021/22 Budget | 2022/23 Budget | 2023/24 Budget | 2024/25 Budget | 2025/26 Budget |
|--------------------|--|----------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| £ 000 | | | £ 000 | £ 000 | £ 000 | £ 000 | £ 000 | £ 000 |
| 0 | Income & Fees | Commuted sums | (151) | (151) | (151) | (151) | (151) | (151) |
| (4,815) | | Fees & charges | (4,828) | (4,282) | (4,913) | (5,425) | (5,465) | (5,490) |
| (29) | | Government grants | (16) | (16) | (16) | (16) | (16) | (16) |
| (85) | | Other grants and contributions | (133) | (95) | (118) | (119) | (120) | (121) |
| (56) | | Rent | (32) | (32) | (32) | (32) | (32) | (32) |
| (188) | | Sales | (209) | (180) | (200) | (200) | (200) | (200) |
| (5,174) | Income & Fees Total | | (5,368) | (4,755) | (5,429) | (5,942) | (5,983) | (6,009) |
| 0 | Employees | Employee Insurance | 0 | 0 | 0 | 0 | 0 | 0 |
| 555 | | Hired Staff | 209 | 204 | 204 | 204 | 204 | 204 |
| 340 | | National Insurance | 363 | 371 | 382 | 395 | 411 | 423 |
| 165 | | Other staff costs | 143 | 148 | 148 | 148 | 148 | 148 |
| 621 | | Pension | 740 | 748 | 767 | 778 | 799 | 815 |
| 6 | | Recruitment | 0 | 0 | 0 | 0 | 0 | 0 |
| 3,804 | | Salary | 4,286 | 4,320 | 4,380 | 4,489 | 4,607 | 4,698 |
| 0 | | Services | 0 | 0 | 0 | 0 | 0 | 0 |
| 16 | | Severance payments | 0 | 0 | 0 | 0 | 0 | 0 |
| 6 | | Training | 1 | 1 | 1 | 1 | 1 | 1 |
| 47 | | Uniform & laundry | 32 | 32 | 32 | 32 | 32 | 32 |
| 5,561 | Employees Total | | 5,773 | 5,824 | 5,913 | 6,047 | 6,202 | 6,322 |
| 49 | Buildings | Energy Costs | 45 | 43 | 43 | 43 | 43 | 43 |
| 0 | | Ground Maintenance Costs | 1 | 1 | 1 | 1 | 1 | 1 |
| 5 | | Premises Cleaning | 11 | 11 | 11 | 11 | 11 | 11 |
| 0 | | Premises Insurance | 0 | 0 | 0 | 0 | 0 | 0 |
| 4 | | Rates | 0 | 0 | 0 | 0 | 0 | 0 |
| 7 | | Rents | 13 | 13 | 13 | 13 | 13 | 13 |
| 316 | | Rents Payable | 327 | 337 | 347 | 357 | 368 | 379 |
| 171 | | Repairs & Maintenance | 256 | 252 | 253 | 307 | 289 | 294 |
| 26 | | Water Services | 33 | 33 | 33 | 33 | 33 | 33 |
| 579 | Buildings Total | | 686 | 690 | 701 | 765 | 758 | 774 |
| 1 | Supplies & Services | Catering | 0 | 0 | 0 | 0 | 0 | 0 |
| 125 | | Communication and computing | 32 | 32 | 32 | 32 | 32 | 32 |
| 416 | | Equipment, furniture & materials | 476 | 441 | 441 | 441 | 441 | 441 |
| 10 | | Insurance - service related | 4 | 4 | 4 | 4 | 4 | 4 |
| 44 | | Office expenses | 66 | 66 | 66 | 66 | 66 | 66 |
| 6 | | Premises Cleaning | 0 | 0 | 0 | 0 | 0 | 0 |
| 1 | | Repairs & Maintenance | 0 | 0 | 0 | 0 | 0 | 0 |
| 549 | | Services | 278 | 698 | 613 | 663 | 713 | 713 |
| 1,152 | Supplies & Services Total | | 857 | 1,241 | 1,156 | 1,206 | 1,256 | 1,256 |
| 8 | Transport | Contract Hire & operating leases | 18 | 18 | 18 | 18 | 18 | 18 |
| 1 | | Mileage Allowance | 4 | 4 | 4 | 4 | 4 | 4 |
| 896 | | Operating Costs | 898 | 906 | 906 | 906 | 906 | 906 |
| (42) | | Pool Car | 3 | 3 | 3 | 3 | 3 | 3 |
| 3 | | Public Transport | 1 | 1 | 1 | 1 | 1 | 1 |
| 9 | | Vehicle Insurance | 1 | 1 | 1 | 1 | 1 | 1 |
| 0 | | Other Transport Costs | 0 | 0 | 0 | 0 | 0 | 0 |
| 874 | Transport Total | | 924 | 932 | 932 | 932 | 932 | 932 |
| 0 | Benefit & Transfer Payments | Contributions paid | 0 | 0 | 0 | 0 | 0 | 0 |
| 427 | | Grants | 471 | 471 | 471 | 471 | 471 | 471 |
| 0 | | Irrecoverable V A T | 4 | 4 | 4 | 4 | 4 | 4 |
| 427 | Benefit & Transfer Payments Total | | 475 | 475 | 475 | 475 | 475 | 475 |
| 3,419 | Net Expenditure | | 3,347 | 4,407 | 3,747 | 3,484 | 3,640 | 3,749 |
| 8,593 | Gross Service Expenditure | | 8,715 | 9,162 | 9,177 | 9,426 | 9,623 | 9,759 |
| (5,174) | Gross Service Income | | (5,368) | (4,755) | (5,429) | (5,942) | (5,983) | (6,009) |
| 3,419 | Net Service Expenditure | | 3,347 | 4,407 | 3,747 | 3,484 | 3,640 | 3,749 |
| (31) | Car Park - On Street | | (132) | (132) | (132) | (132) | (132) | (132) |
| (1,441) | Car Parks - Off Street | | (1,445) | (547) | (1,071) | (1,487) | (1,494) | (1,473) |
| (64) | CCTV | | (89) | (91) | (114) | (115) | (116) | (117) |
| 315 | CCTV Shared Service | | 233 | 219 | 228 | 236 | 245 | 254 |
| 281 | Countryside | | 255 | 317 | 168 | 154 | 127 | 111 |
| 253 | Fleet Management | | 300 | 311 | 315 | 320 | 325 | 330 |
| 614 | Green Spaces | | 499 | 479 | 533 | 548 | 562 | 577 |
| 87 | Head of Operations | | 83 | 88 | 60 | 29 | 63 | 65 |
| (15) | Markets | | (35) | (43) | (41) | (39) | (37) | (35) |
| 272 | Parks and Open Spaces | | 354 | 330 | 335 | 340 | 345 | 350 |
| 791 | Street Cleansing | | 804 | 740 | 775 | 795 | 816 | 832 |
| 2,357 | Waste Management | | 2,518 | 2,736 | 2,692 | 2,835 | 2,936 | 2,988 |
| 3,419 | Net Service Expenditure | | 3,347 | 4,407 | 3,747 | 3,484 | 3,640 | 3,749 |

Table 13

| Actuals 2019/20 | Head of Service | Head of ICT | 2020/21 Budget | 2021/22 Budget | 2022/23 Budget | 2023/24 Budget | 2024/25 Budget | 2025/26 Budget |
|--------------------|--|----------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| £ 000 | | | £ 000 | £ 000 | £ 000 | £ 000 | £ 000 | £ 000 |
| (3,817) | Income & Fees | Fees & charges | (1,427) | (1,427) | (1,440) | (1,440) | (1,440) | (1,440) |
| 0 | | Government grants | 0 | 0 | 0 | 0 | 0 | 0 |
| (2,999) | | Other grants and contributions | (3,057) | (3,052) | (3,078) | (3,078) | (3,078) | (3,078) |
| (236) | | Sales | (5) | (5) | (5) | (5) | (5) | (5) |
| (7,052) | Income & Fees Total | | (4,489) | (4,484) | (4,523) | (4,523) | (4,523) | (4,523) |
| 0 | Employees | Employee Insurance | 0 | 0 | 0 | 0 | 0 | 0 |
| 367 | | Hired Staff | 74 | 74 | 74 | 74 | 74 | 74 |
| 253 | | National Insurance | 250 | 256 | 263 | 270 | 278 | 285 |
| 53 | | Other staff costs | 37 | 37 | 37 | 37 | 37 | 37 |
| 419 | | Pension | 431 | 436 | 444 | 453 | 462 | 471 |
| 19 | | Recruitment | 10 | 10 | 10 | 10 | 10 | 10 |
| 2,481 | | Salary | 2,442 | 2,449 | 2,497 | 2,547 | 2,597 | 2,649 |
| 0 | | Services | 0 | 0 | 0 | 0 | 0 | 0 |
| 8 | | Severance payments | 0 | 0 | 0 | 0 | 0 | 0 |
| 56 | | Training | 44 | 44 | 44 | 44 | 44 | 44 |
| 0 | | Uniform & laundry | 1 | 1 | 1 | 1 | 1 | 1 |
| 3,656 | Employees Total | | 3,290 | 3,371 | 3,371 | 3,437 | 3,503 | 3,571 |
| 1 | Buildings | Rents Payable | 0 | 0 | 0 | 0 | 0 | 0 |
| 12 | | Repairs & Maintenance | 6 | 6 | 6 | 6 | 6 | 6 |
| 13 | Buildings Total | | 7 | 7 | 7 | 7 | 7 | 7 |
| 1 | Supplies & Services | Catering | 1 | 1 | 1 | 1 | 1 | 1 |
| 745 | | Communication and computing | 683 | 782 | 782 | 782 | 782 | 782 |
| 4,438 | | Equipment, furniture & materials | 2,571 | 2,540 | 2,548 | 2,548 | 2,548 | 2,548 |
| 0 | | Expenses | 0 | 0 | 0 | 0 | 0 | 0 |
| 0 | | Insurance - service related | 0 | 0 | 0 | 0 | 0 | 0 |
| (30) | | Office expenses | 12 | 12 | 12 | 12 | 12 | 12 |
| 410 | | Services | 42 | 65 | 65 | 65 | 65 | 65 |
| 0 | | Telecommunications | 0 | 0 | 0 | 0 | 0 | 0 |
| 5,563 | Supplies & Services Total | | 3,309 | 3,400 | 3,408 | 3,408 | 3,408 | 3,408 |
| 0 | Transport | Contract Hire & operating leases | 1 | 1 | 1 | 1 | 1 | 1 |
| 14 | | Mileage Allowance | 10 | 10 | 10 | 10 | 10 | 10 |
| 0 | | Operating Costs | 0 | 0 | 0 | 0 | 0 | 0 |
| 3 | | Pool Car | 4 | 4 | 4 | 4 | 4 | 4 |
| 8 | | Public Transport | 8 | 8 | 8 | 8 | 8 | 8 |
| 1 | | Vehicle Insurance | 0 | 0 | 0 | 0 | 0 | 0 |
| 27 | Transport Total | | 23 | 23 | 23 | 23 | 23 | 23 |
| 0 | Benefit & Transfer Payments | Contributions paid | 0 | 0 | 0 | 0 | 0 | 0 |
| 0 | | Other Misc Payments | 0 | 0 | 0 | 0 | 0 | 0 |
| 0 | Benefit & Transfer Payments Total | | 0 | 0 | 0 | 0 | 0 | 0 |
| 2,206 | Net Expenditure | | 2,139 | 2,253 | 2,286 | 2,351 | 2,418 | 2,486 |
| 9,258 | Gross Service Expenditure | | 6,628 | 6,737 | 6,809 | 6,874 | 6,941 | 7,009 |
| (7,052) | Gross Service Income | | (4,489) | (4,484) | (4,523) | (4,523) | (4,523) | (4,523) |
| 2,206 | Net Service Expenditure | | 2,139 | 2,253 | 2,286 | 2,351 | 2,418 | 2,486 |

Table 14

| Actuals 2019/20 | Head of Service | Corporate Leadership | 2020/21 Budget | 2021/22 Budget | 2022/23 Budget | 2023/24 Budget | 2024/25 Budget | 2025/26 Budget |
|--------------------|--|----------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| £ 000 | | | £ 000 | £ 000 | £ 000 | £ 000 | £ 000 | £ 000 |
| 0 | ≡ Employees | Hired Staff | 0 | 0 | 0 | 0 | 0 | 0 |
| 65 | | National Insurance | 51 | 53 | 54 | 55 | 56 | 58 |
| 0 | | Other staff costs | 0 | 0 | 0 | 0 | 0 | 0 |
| 100 | | Pension | 76 | 78 | 80 | 81 | 83 | 84 |
| 0 | | Recruitment | 0 | 0 | 0 | 0 | 0 | 0 |
| 579 | | Salary | 439 | 451 | 460 | 469 | 479 | 488 |
| 0 | | Services | 0 | 0 | 0 | 0 | 0 | 0 |
| 20 | | Severance payments | 0 | 0 | 0 | 0 | 0 | 0 |
| 4 | | Training | 9 | 9 | 9 | 9 | 9 | 9 |
| 769 | Employees Total | | 574 | 591 | 603 | 614 | 627 | 639 |
| 1 | ≡ Buildings | Rents Payable | 0 | 0 | 0 | 0 | 0 | 0 |
| 1 | Buildings Total | | 0 | 0 | 0 | 0 | 0 | 0 |
| 1 | ≡ Supplies & Services | Catering | 1 | 1 | 1 | 1 | 1 | 1 |
| 3 | | Communication and computing | 1 | 1 | 1 | 1 | 1 | 1 |
| 0 | | Election Costs | 0 | 0 | 0 | 0 | 0 | 0 |
| 3 | | Equipment, furniture & materials | 0 | 0 | 0 | 0 | 0 | 0 |
| 20 | | Office expenses | 18 | 18 | 18 | 18 | 18 | 18 |
| 0 | | Other staff costs | 0 | 0 | 0 | 0 | 0 | 0 |
| 7 | | Services | 5 | 5 | 5 | 5 | 5 | 5 |
| 33 | Supplies & Services Total | | 24 | 24 | 24 | 24 | 24 | 24 |
| 0 | ≡ Transport | Contract Hire & operating leases | 0 | 0 | 0 | 0 | 0 | 0 |
| 2 | | Mileage Allowance | 2 | 2 | 2 | 2 | 2 | 2 |
| 0 | | Operating Costs | 0 | 0 | 0 | 0 | 0 | 0 |
| 0 | | Pool Car | 0 | 0 | 0 | 0 | 0 | 0 |
| 3 | | Public Transport | 1 | 1 | 1 | 1 | 1 | 1 |
| 5 | Transport Total | | 4 | 4 | 4 | 4 | 4 | 4 |
| 0 | ≡ Benefit & Transfer Payments | Grants | 0 | 0 | 0 | 0 | 0 | 0 |
| 1 | | Other Misc Payments | 1 | 1 | 1 | 1 | 1 | 1 |
| 1 | Benefit & Transfer Payments Total | | 1 | 1 | 1 | 1 | 1 | 1 |
| 808 | Net Expenditure | | 603 | 619 | 631 | 643 | 656 | 668 |
| 808 | Gross Service Expenditure | | 603 | 619 | 631 | 643 | 656 | 668 |
| 0 | Gross Service Income | | 0 | 0 | 0 | 0 | 0 | 0 |
| 808 | Net Service Expenditure | | 603 | 619 | 631 | 643 | 656 | 668 |

Table 15

| Actuals 2019/20 | Head of Service | Programme Delivery Manager | 2020/21 Budget | 2021/22 Budget | 2022/23 Budget | 2023/24 Budget | 2024/25 Budget | 2025/26 Budget |
|--------------------|--------------------------------------|----------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| £ 000 | | | £ 000 | £ 000 | £ 000 | £ 000 | £ 000 | £ 000 |
| 0 | Employees | National Insurance | 6 | 6 | 6 | 7 | 7 | 7 |
| 0 | | Pension | 9 | 9 | 10 | 10 | 10 | 10 |
| 0 | | Recruitment | 0 | 0 | 0 | 0 | 0 | 0 |
| 0 | | Salary | 54 | 55 | 56 | 57 | 58 | 59 |
| 0 | Employees Total | | 69 | 70 | 72 | 73 | 75 | 76 |
| 0 | Supplies & Services | Office expenses | 0 | 0 | 0 | 0 | 0 | 0 |
| 19 | | Services | 0 | 0 | 0 | 0 | 0 | 0 |
| 19 | Supplies & Services Total | | 0 | 0 | 0 | 0 | 0 | 0 |
| 0 | Transport Total | | 1 | 1 | 1 | 1 | 1 | 1 |
| | 19 Net Expenditure | | 70 | 71 | 72 | 74 | 75 | 77 |

Table 16

| Actuals 2019/20 | Head of Service | Housing Manager | 2020/21 Budget | 2021/22 Budget | 2022/23 Budget | 2023/24 Budget | 2024/25 Budget | 2025/26 Budget |
|--------------------|--|-----------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| £ 000 | | | £ 000 | £ 000 | £ 000 | £ 000 | £ 000 | £ 000 |
| 6 | ≡ Employees | Hired Staff | 0 | 0 | 0 | 0 | 0 | 0 |
| 6 | | National Insurance | 11 | 13 | 13 | 13 | 14 | 14 |
| 11 | | Pension | 20 | 20 | 21 | 21 | 22 | 22 |
| 63 | | Salary | 116 | 117 | 120 | 122 | 125 | 127 |
| 0 | | Services | 0 | 0 | 0 | 0 | 0 | 0 |
| 86 | Employees Total | | 148 | 150 | 153 | 156 | 160 | 163 |
| 0 | ≡ Supplies & Services | Catering | 0 | 0 | 0 | 0 | 0 | 0 |
| 1 | | Communication and computing | 0 | 1 | 1 | 1 | 1 | 1 |
| 0 | | Office expenses | 0 | 1 | 1 | 1 | 1 | 1 |
| 27 | | Services | 0 | 0 | 0 | 0 | 0 | 0 |
| 28 | Supplies & Services Total | | 1 | 1 | 1 | 1 | 1 | 1 |
| 0 | ≡ Transport | Mileage Allowance | 1 | 0 | 0 | 0 | 0 | 0 |
| 0 | | Pool Car | 0 | 0 | 0 | 0 | 0 | 0 |
| 0 | | Public Transport | 0 | 0 | 0 | 0 | 0 | 0 |
| 0 | Transport Total | | 1 | 0 | 0 | 0 | 0 | 0 |
| 24 | ≡ Benefit & Transfer Payments | Grants | 28 | 28 | 28 | 28 | 28 | 28 |
| 24 | Benefit & Transfer Payments Total | | 28 | 28 | 28 | 28 | 28 | 28 |
| 139 | Net Expenditure | | 177 | 180 | 183 | 186 | 189 | 192 |

Table 17

| Actuals 2019/20 | Head of Service | Planning Policy Manager | 2020/21 Budget | 2021/22 Budget | 2022/23 Budget | 2023/24 Budget | 2024/25 Budget | 2025/26 Budget |
|--------------------|--|----------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| £ 000 | | | £ 000 | £ 000 | £ 000 | £ 000 | £ 000 | £ 000 |
| (483) | Income & Fees | Fees & charges | (364) | (270) | (271) | (222) | (223) | (224) |
| (86) | | Government grants | (20) | (20) | (20) | (20) | (20) | (20) |
| 0 | | Rent | 0 | 0 | 0 | 0 | 0 | 0 |
| (0) | | Sales | (1) | (0) | (0) | (0) | (0) | (0) |
| (569) | Income & Fees Total | | (384) | (291) | (292) | (243) | (244) | (245) |
| 0 | Employees | Hired Staff | 0 | 0 | 0 | 0 | 0 | 0 |
| 55 | | National Insurance | 69 | 72 | 74 | 76 | 78 | 80 |
| 0 | | Other staff costs | 0 | 1 | 1 | 1 | 1 | 1 |
| 99 | | Pension | 120 | 122 | 124 | 127 | 129 | 132 |
| 10 | | Recruitment | 0 | 0 | 0 | 0 | 0 | 0 |
| 576 | | Salary | 693 | 704 | 718 | 733 | 748 | 763 |
| 0 | | Services | 0 | 0 | 0 | 0 | 0 | 0 |
| 0 | | Training | 0 | 0 | 0 | 0 | 0 | 0 |
| (0) | | Uniform & laundry | 0 | 0 | 0 | 0 | 0 | 0 |
| 740 | Employees Total | | 883 | 899 | 918 | 937 | 956 | 976 |
| 1 | Buildings | Rents Payable | 2 | 2 | 2 | 2 | 2 | 2 |
| 0 | | Repairs & Maintenance | 0 | 0 | 0 | 0 | 0 | 0 |
| 1 | Buildings Total | | 2 | 2 | 2 | 2 | 2 | 2 |
| 0 | Supplies & Services | Catering | 0 | 0 | 0 | 0 | 0 | 0 |
| 6 | | Communication and computing | 6 | 14 | 15 | 15 | 16 | 16 |
| 0 | | Election Costs | 0 | 0 | 0 | 0 | 0 | 0 |
| 6 | | Equipment, furniture & materials | 4 | 5 | 5 | 5 | 5 | 5 |
| 0 | | Expenses | 0 | 0 | 0 | 0 | 0 | 0 |
| 12 | | Office expenses | 16 | 15 | 15 | 15 | 15 | 15 |
| 485 | | Services | 266 | 99 | (3) | (53) | (22) | (22) |
| 510 | Supplies & Services Total | | 293 | 133 | 32 | (18) | 14 | 14 |
| 1 | Transport | Mileage Allowance | 1 | 1 | 1 | 1 | 1 | 1 |
| 1 | | Pool Car | 1 | 1 | 1 | 1 | 1 | 1 |
| 2 | | Public Transport | 2 | 2 | 2 | 2 | 2 | 2 |
| 3 | Transport Total | | 4 | 4 | 4 | 4 | 4 | 4 |
| 0 | Benefit & Transfer Payments | Contributions paid | 0 | 0 | 0 | 0 | 0 | 0 |
| 138 | | Grants | 45 | 45 | 45 | 45 | 45 | 45 |
| 138 | Benefit & Transfer Payments Total | | 45 | 45 | 45 | 45 | 45 | 45 |
| 822 | Net Expenditure | | 842 | 791 | 708 | 727 | 777 | 796 |

3.0 CAPITAL

3.1 The detailed Draft Capital Programme for the period 2021/22 to 2025/26 is shown in **Table 18** below, along with the sources of finance. The revenue implications of the individual capital proposals are built into the individual revenue budgets and the impact of the proposed programme on the 2021/22 Minimum Revenue Position (MRP) is £2.76m. Over the remainder of the MTF5 the MRP is cost neutral, based on changing the funding assumptions for the capital programme and seeking external contributions or grant funding. The ongoing burden in the revenue account for MRP is unsustainable.

Table 18

| Capital Programme | Budget | Medium Term Financial Strategy | | | | |
|--|------------------|--------------------------------|------------------|------------------|------------------|------------------|
| | 2020/21 £000s | 2021/22 £000s | 2022/23 £000s | 2023/24 £000s | 2024/25 £000s | 2025/26 £000s |
| Gross Expenditure | | | | | | |
| Chief Operating Officer | | | | | | |
| Disabled Facilities Grants | 2,250 | 1,850 | 1,800 | 1,650 | 1,600 | 1,600 |
| Conservation Area Appraisal Programme | | 47 | 47 | 47 | 47 | 47 |
| Corporate Resources | | | | | | |
| A14 Upgrade | 200 | 200 | 200 | 200 | 200 | 200 |
| Huntingdon Redevelopment (rephased) | 8,500 | 0 | 7,595 | | | |
| St Ives Redevelopment | | | | 6,800 | 8,500 | 1,700 |
| Leisure and Health | | | | | | |
| One Leisure Improvements | 306 | 296 | 285 | 300 | 0 | 0 |
| Replacement Corporate Scanners | | 110 | | | | |
| Assistance Director of Resources | | | | | | |
| Alms Close Development | 665 | | | | | |
| Oak Tree Remedial Works | 1,000 | | | | | |
| Energy Efficiency Works at Commercial Properties | 25 | 10 | 10 | 0 | | |
| VAT Partial Exemption | 59 | 24 | 21 | 21 | 18 | 18 |
| Replacement Building Management System (BMS) - PFH | | 115 | | | | |
| Capita Upgrade and 3D Secure2 SCA and payment portal Upgrade | | 15 | | | | |
| Commercial estates capital for works, enhancements and re-lettings | | 565 | 250 | | | |
| 3C ICT | | | | | | |
| Hardware Replacement | | | 130 | 130 | | |
| Generator - 3ICT Backup | 27 | | | | | |
| Data Centre Storage | 23 | | | | | |
| Wi-Fi access points | 12 | | | | | |
| Mobile Phones Replacement | | 65 | | | | |
| Telephony Replacement | | 200 | 8 | 8 | 8 | 8 |
| Extend compute capacity in shared data centre | | 39 | | | | |
| Information@Work Consolidation | | 20 | | | | |
| GIS Test Environment | | 16 | | | | |
| Operations | | | | | | |
| Civil Parking Enforcement | 217 | | | | | |
| Fencing | 12 | 13 | 13 | 13 | 13 | |
| Lighting - Loves Farm Footpath | 16 | | | | | |
| Wheeled Bins | 238 | 254 | 254 | 254 | 254 | 254 |
| Vehicle Fleet Replacement | 1,199 | 1,396 | 1,085 | 1,457 | 741 | |
| Play Equipment | 53 | 30 | 30 | 30 | 30 | |
| Secure cycle storage | 58 | 88 | | | | |
| Parking Strategy | 37 | 80 | | | | |
| District wide signage | 70 | | | | | |
| Replacement Corporate Scanners | | 25 | | | | |
| Additional EV Charging Points | | 30 | | | | |
| Play Area Fencing | | | | | | |
| Hinchingbrook Country Park | 1,550 | | | | | |
| Transformation | | | | | | |
| AV Equipment | 30 | 15 | 15 | | | |
| Customer Portal and Call Centre Software | 30 | | | | | |
| Voice Bots | 34 | | | | | |
| Customer Relationship Management | | 16 | | | | |
| Economic Development | | | | | | |
| Future High Streets - St Neots | | 12,300 | | | | |
| Market Towns Programme | | 350 | 675 | 550 | 150 | 50 |
| Total Gross Expenditure | 16,611 | 18,169 | 12,418 | 11,460 | 11,561 | 3,877 |

| Capital Programme | Budget | Medium Term Financial Strategy | | | | |
|---|------------------|--------------------------------|------------------|------------------|------------------|------------------|
| | 2020/21 £000s | 2021/22 £000s | 2022/23 £000s | 2023/24 £000s | 2024/25 £000s | 2025/26 £000s |
| Financing | | | | | | |
| Grants and Contributions | | | | | | |
| DFGs | (1,300) | (1,350) | (1,350) | (1,300) | (1,300) | (1,300) |
| Pathfinder House Reception | | | | | | |
| Wheeled bins | (93) | (101) | (101) | (101) | (101) | (101) |
| Combined Authority/MHCLG/CIL Grant Funding | | (12,650) | (675) | (550) | (150) | (50) |
| Huntingdon Decvelopment | | | (7,595) | | | |
| One Leisure Huntingdon Changing Rooms | | | | | | |
| Synthetic Pitch | | | | | | |
| One Leisure 3G Ramsey | | | | | | |
| Back Office Reserve | | | | | | |
| Total Grants and Contributions | (1,393) | (14,101) | (9,721) | (1,951) | (1,551) | (1,451) |
| Capital Receipts | | | | | | |
| Sst Ives Redevelopment | | | 0 | (6,800) | (8,500) | (1,700) |
| Housing Clawback Receipts | (500) | (500) | (450) | (350) | (300) | (300) |
| CIS | | (565) | (250) | | | |
| Total Capital Receipts | (500) | (1,065) | (700) | (7,150) | (8,800) | (2,000) |
| Net to be funded by borrowing (Internal) | 15,218 | 3,003 | 1,997 | 2,359 | 1,210 | 426 |

Internal Borrowing – this is from internal cash resources (working capital) from within the balance sheet (cash, debtors and creditor).

4.0 TREASURY MANAGEMENT

4.1 The following gives a high level commentary on the Treasury Management activity that the Council is expecting to undertake during 2021/22.

- **Short Term Borrowing**

During any year the Council will undertake short term borrowing and lending to maintain effective daily cash flow balances. For the forthcoming year, it is estimated that the net cost of short-term borrowing will be £1,300; this is based on an estimated daily cash flow balance of £13.0m and a cost of borrowing based on an estimated interest rate of 0.10%.

- **Long Term Borrowing**

The Treasury Management Strategy permits the Council to borrow for the long-term to maintain effective working capital balances and to support back-to-back lending to external organisations. At the end of 2021/22, it is forecast that the total balances in respect of long-term borrowing will be £39.6m. The estimated cost of long term borrowing in 2021/22 is £1.265m.

4.2 During 2021/22 no long-term borrowing has been anticipated for any Commercial Investment/Development Strategy, due to the uncertainty around any future acquisition for yield, together with Government prohibiting any borrowing from PWLB for commercial gain. Any redevelopment within the capital programme has been assumed that alternative sources of funding will be explored to enable delivery of the future capital programme.

5.0 Capital Financing Requirement (CFR)

5.1 **Table 20** gives a summary of how, over the period of the MTFs, the Council's capital commitments and plans impact on its underlying need to borrow. **Tables 19** and **20** provide a more detailed breakdown of the CFR between the Council's mainstream Capital programme and the Capital Investment Strategy (CIS) respectively.

Table 19

| Capital Financing Requirement - Total | Estimate | Medium Term Financial Strategy | | | | |
|--|------------------|--------------------------------|------------------|------------------|------------------|------------------|
| | 2020/21 £000s | 2021/22 £000s | 2022/23 £000s | 2023/24 £000s | 2024/25 £000s | 2024/25 £000s |
| Opening Capital Financing Requirement | 71,824 | 83,717 | 83,958 | 83,253 | 82,829 | 81,143 |
| Closing Capital Financing Requirement | 83,717 | 83,958 | 83,253 | 82,829 | 81,143 | 78,774 |
| Increase/(Decrease) in Underlying Need to Borrow | 11,892 | 241 | (705) | (424) | (1,685) | (2,370) |

Table 20

| Capital Financing Requirement - General Capital Programme | Estimate | Medium Term Financial Strategy | | | | |
|---|------------------|--------------------------------|------------------|------------------|------------------|----------------|
| | 2020/21 £000s | 2021/22 £000s | 2022/23 £000s | 2023/24 £000s | 2024/25 £000s | 2025/24 |
| Opening Capital Financing Requirement | 44,443 | 56,336 | 56,577 | 55,872 | 55,448 | 53,762 |
| Capital Investment | | | | | | |
| Property, Plant and Equipment | 12,215 | 2,873 | 9,493 | 9,060 | 9,611 | 2,027 |
| Investment Properties | 1,665 | 565 | 250 | 0 | 0 | 0 |
| Intangible Assets | 281 | 31 | 0 | 0 | 0 | 0 |
| Revenue Expenditure Funded From Capital Under Statute | 2,450 | 14,700 | 2,675 | 2,400 | 1,950 | 1,850 |
| Repayable Advances | 0 | 0 | 0 | 0 | 0 | 0 |
| Additional Requirement | 16,611 | 18,169 | 12,418 | 11,460 | 11,561 | 3,877 |
| Sources of Finance | | | | | | |
| Capital Receipts | (820) | (1,065) | (700) | (7,150) | (8,800) | (2,000) |
| Capital Grants and Contributions | (1,393) | (14,101) | (9,721) | (1,951) | (1,551) | (1,451) |
| Use of Capital Grants Unapplied | 0 | | | | | |
| Direct Revenue Financing | 0 | | | | | |
| Minimum Revenue Provision | (2,506) | (2,761) | (2,702) | (2,783) | (2,895) | (2,796) |
| | (4,719) | (17,927) | (13,123) | (11,884) | (13,246) | (6,247) |
| Closing Capital Financing Requirement | 56,336 | 56,577 | 55,872 | 55,448 | 53,762 | 51,392 |
| Increase/(Decrease) in Underlying Need to Borrow | 11,892 | 241 | (705) | (424) | (1,685) | (2,370) |

Table 20

| Capital Financing Requirement - Commercial Investment Strategy | Estimate | Medium Term Financial Strategy | | | | |
|---|--------------------------|---------------------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| | 2020/21 £000s | 2021/22 £000s | 2022/23 £000s | 2023/24 £000s | 2024/25 £000s | 2025/26 £000s |
| Opening Capital Financing Requirement Capital Investment | 27,381 | 27,381 | 27,381 | 27,381 | 27,381 | 27,381 |
| Additional Requirement | 0 | 0 | 0 | 0 | 0 | 0 |
| Sources of Finance | | | | | | |
| | 0 | 0 | 0 | 0 | 0 | 0 |
| Closing Capital Financing Requirement | 27,381 | 27,381 | 27,381 | 27,381 | 27,381 | 27,381 |
| Increase/(Decrease) in Underlying Need to Borrow | 0 | 0 | 0 | 0 | 0 | 0 |

6.0 Formal 2021/22 Council Tax Resolutions

6.1 The formal 2021/22 Council Tax resolutions to be agreed by Council are shown below.

- a) That the Council note the Council Tax Base for the whole Council area and individual Towns and Parishes (para 6.2) as approved by Cabinet on the 8 December 2020 (and subsequent publication as a key decision).

The tax base (T) which is the amount anticipated from a District Council Tax of £1 is £63,355

- b) That the following amounts calculated by the Council for 2021/22 in accordance with the requirements of the Local Government Finance Act 1992 as amended by the Localism Act 2011 (the Act), the Local Government Finance Act 2012 and associated regulations :-

- | | | |
|-------|---|---------------------|
| (i) | the aggregate of the amounts which the Council estimates for the items set out in Section 31A(2) (a) to (f) of the Act Gross revenue expenditure including benefits, Town/Parish Precepts | £79,175,112 |
| (ii) | the aggregate of the amounts which the Council estimates for the items set out in Section 31A (3) (a) to (d) of the Act Revenue income including reimbursement of benefits, specific and general grants, use of reserves and any transfers from the collection fund. | £62,682,424 |
| (iii) | the amount by which the aggregate at (i) above exceeds the aggregate at (ii) above in accordance with Section 31A (4) of the Act This is the "Council Tax Requirement" including Parish/Town Precepts (item i minus item ii). It is the cash sum to be funded from District, Town and Parish Council Taxes. | £ 16,493,424 |
| (iv) | the Council Tax requirement for 2021/22 divided by the tax base (T) in accordance with Section 31B (1) of the Act District plus average Town/Parish Council Tax (item iii divided by District taxbase) | £260.34 |
| (v) | the aggregate of all "Special Items" referred to in Section 34(1) of the Act. The total value of Parish/Town precepts included in i and iii above. | £7,252,766 |
| (vi) | the Basic Amount of Council Tax for 2021/22 being item iv less item v divided by the tax base (T) in accordance with Section 34 (2) of the Act. The District Council's Band D Tax for 2021/22 | £145.86 |

- (vii) the basic amounts of Council Tax for 2021/22 for those parts of the District to which one or more special items (Parish/Town precepts) relate in accordance with Section 34 (3) of the Act are shown by adding the Huntingdonshire District Council amount to the appropriate Parish Council amount in column "band D" set out in Table 1 attached.
 - (viii) the amounts to be taken into account for 2021/22 in respect of categories of dwellings listed in particular valuation bands in accordance with Section 36 (1) of the Act are shown by adding the Huntingdonshire District Council amount to the appropriate Parish Council amount for each of the valuation bands in the columns "bands A to H" set out in Table 1 attached.
- (c) That the amounts of precept issued to the Council by Cambridgeshire County Council, Cambridgeshire Police Authority, Cambridgeshire & Peterborough Fire Authority and for each Parish Council for each of the categories of dwellings listed in different valuation bands in accordance with Section 40 of the Act shown in para 6.3 attached be noted.
- (d) That, having regard to the calculations above, the Council, in accordance with Section 30 (2) of the Act, hereby sets the figures shown in para 6.4 as the amounts of Council Tax for 2021/22 for each of the categories of dwelling shown. ***This is the total Council Tax to be collected, incorporating the requirements of all of the relevant bodies, for each town or parish area.***
- (e) The Council notes that, in accordance with Section 52ZB of the Local Government Finance Act 1992, the basic amount of its Council Tax for 2021/22 is not excessive. ***The basic amount at b(vi) above is not excessive as defined by the Government.***

6.2 Tax Base 2021/22

Based on the information contained within this report, it is recommended that pursuant to the Revenues and Benefits Manager's report and in accordance with the Local Authorities (Calculation of Council Tax Base) Regulations 2012, the amounts calculated by the Huntingdonshire District Council as their (net) tax base for the whole District for the year 2021/22 be 63,355 and shall be as listed below for each Town or Parish of the District:

| | |
|-------------------------|------|
| Abbots Ripton | 132 |
| Abbotsley | 264 |
| Alconbury | 578 |
| Alconbury Weston | 297 |
| Alwalton | 122 |
| Barham & Woolley | 30 |
| Bluntisham | 753 |
| Brampton | 2356 |
| Brington & Molesworth | 179 |
| Broughton | 95 |
| Buckden | 1219 |
| Buckworth | 53 |
| Bury | 648 |
| Bythorn & Keyston | 153 |
| Catworth | 163 |
| Chesterton | 67 |
| Colne | 379 |
| Conington | 76 |
| Covington | 46 |
| Denton & Caldecote | 30 |
| Earith | 605 |
| Easton | 77 |
| Ellington | 237 |
| Elton | 288 |
| Farcet | 534 |
| Fenstanton | 1313 |
| Folksworth & Washingley | 348 |
| Glatton | 134 |
| Godmanchester | 2820 |
| Grafham | 239 |
| Great & Little Gidding | 123 |
| Great Gransden | 473 |
| Great Paxton | 366 |
| Great Staughton | 330 |
| Haddon | 21 |
| Hail Weston | 249 |

| | |
|---------------------------|---------------|
| Hamerton & Steeple | |
| Gidding | 51 |
| Hemingford Abbots | 327 |
| Hemingford Grey | 1282 |
| Hilton | 450 |
| Holme | 250 |
| Holywell-cum-Needingworth | 996 |
| Houghton & Wyton | 784 |
| Huntingdon | 7625 |
| Kimbolton | 593 |
| Kings Ripton | 84 |
| Leighton Bromswold | 78 |
| Little Paxton | 1538 |
| Morborne | 12 |
| Offord Cluny & Offord | |
| D'Arcy | 542 |
| Old Weston | 105 |
| Oldhurst | 100 |
| Perry | 267 |
| Pidley-cum-Fenton | 183 |
| Ramsey | 2972 |
| Sawtry | 1939 |
| Sibson-cum-Stibbington | 230 |
| Somersham | 1403 |
| Southoe & Midloe | 159 |
| Spaldwick | 249 |
| St.Ives | 6007 |
| St.Neots | 11084 |
| Stilton | 768 |
| Stow Longa | 74 |
| The Stukeleys | 900 |
| Tilbrook | 126 |
| Toseland | 39 |
| Upton and Coppingford | 90 |
| Upwood and the Raveleys | 441 |
| Warboys | 1575 |
| Waresley-cum-Tetworth | 142 |
| Water Newton | 38 |
| Winwick | 50 |
| Wistow | 231 |
| Woodhurst | 152 |
| Woodwalton | 84 |
| Wyton-on-the-Hill | 437 |
| Yaxley | 2949 |
| Yelling | 152 |
| Total | 63,355 |

6.3 2021/22 Council Tax by Property Band for each Precepting Authority and the Billing Authority

This table will be completed after the Council's Full Council meeting scheduled for the 24 February when the Council receives the precepts from Cambridgeshire County Council, Fire and Police Authorities.

6.4 Total 2021/22 Council Tax by Property Band for each Precepting Authority and the Billing Authority

This table will be completed after the Council's Full Council meeting scheduled for the 24 February when the Council receives the precepts from Cambridgeshire County Council, Fire and Police Authorities.

7. Fees and Charges

- 7.1 The Fees and Charges that will be applicable from April 2021 to March 2022 have been included in **Annex A**. These fees and charges are correct at the time of reporting but there may be changes throughout the year that will be agreed by the Executive Councillor and the S151 Officer.

8.0 Robustness of the 2021/22 Budget and Medium Term Financial Strategy

- 8.1 The Section 25 of Local Government Act 2003 requires me, as the Council's Responsible Financial Officer, to report on the robustness of the 2021/22 budget and the adequacy of reserves to assist you in making your decisions on the Budget and the level of Council Tax. Further, this is an opportunity for me to provide some commentary in respect of the period covered by the Medium Term Financial Strategy (MTFS).

8.2 Robustness and Budget Setting

- 8.2.1 At the time of writing, the 2020/21 Quarter 3 Finance Performance Report is reporting a forecasted overspend of £799k in respect of service expenditure. This is due to the impact of the Covid 19 pandemic on the Council's finances. The council has received significant financial support from Government so far in 2020/21, receiving £2.2m in emergency response funding; £2.6m in Income Compensation for the closures in the retail, leisure and hospitality sectors, together with approx. £500k in reduction in salary costs from furloughing staff relating to those areas, where redeployment was not possible.

- 8.2.2 As in previous years, the Council has reviewed its service expenditure, together in consultation with the Executive Councillors. In liaison with the Senior Management Team, savings and growth proposals (£0.9m and £3.7m respectively) have been developed by officers and Executive Councillors have reviewed and individually agreed each proposal. As ever, the Finance Team has provided the central support to services and the whole process has been overseen by the Chief Finance Officer (S151 officer).

- 8.2.3 In addition to the Executive Councillor review, the Council:

- Will continue to review services and developed funding proposals that help to mitigate the current uncertainty relating to impact of the Covid 19 pandemic to the economy and only a one year focus on the spending review from Government, and
- the Executive has chosen to not increase Council Tax for 2021/22 in light of the financial uncertainty not only within Local Government, but also in the wider community.

8.3 Challenges Facing the Council

- 8.3.1 The challenges that the Council faces are similar to those being faced by many councils across the local government community. The principal challenges that the Council is tackling are illustrated below:

Public Sector post Covid Funding

8.3.2 Not only has the public sector had to endure numerous years of reduced funding, with continued uncertainty around the Fair Funding and Business Rates Review. The Public Sector, has in the last 10 months, diverted resources to support its community in its time of need, during an unprecedented turn of events, due to the Covid 19 pandemic. In the short-term, one-off funding from Government has provided a much-needed financial stop gap, but the on-going financial impact in to 2021/22 and beyond is unknown. More now than ever the Council has to take proactive action to effectively manage the financial consequences of the pandemic; exposure to the growth and decline of the economy as a major source of funding (Council Tax and Business Rates), puts all local authorities at risk and financial vulnerable.

8.3.3 Following the 2021/22 provisional settlement announced in December 2020, **Table 21** clearly shows that the grant funding streams for the Councils MTFS for 2021/22 and for the period up to 2025/26 has moved when compared to the preceding year. For:

- **2021/22** the total grant included in last year's MTFS was £9.1m; following the provisional settlement this has now increased to £10.2m; a increase of £1.1m (24.6%). This is mainly due to a one-off increase in NHB of £1.13m; change in assumptions for NDR reduction of £134k; Fair funding delayed by one year increase of £81k .
- **2022/23** the total grant in last year's MTFS was £8.7m, this has now increased to £9.1m; this reflects an increase of £0.4m. Which mainly due to changing assumptions for Fair Funding Review and NDR retention.
- **2023/24 onwards** the Councils net grants position continues to decline until 2023/24 but starts to recover in 2024/25, mainly due to assuming a net benefit to NDR retention.

Between 2021/22 and 2025/26, the net reduction in grant is £0.94m (9.2%).

| Table 21 | Comparison of Grant Assumptions: 2020/21 Budget & 2021/22 Budget and MTFS (2022/23 to 2024/25) | | | | | |
|---|--|-----------------|-----------------|-----------------|-----------------|-----------------|
| | 2020/21 £000 | 2021/22 £000 | 2022/23 £000 | 2023/24 £000 | 2024/25 £000 | 2025/26 £000 |
| 2020/21 Budget & MTFS | | | | | | |
| NDR | 6,674 | 6,811 | 6,949 | 7,090 | 7,106 | |
| S31 | 1,579 | 1,579 | 1,579 | 1,579 | 1,579 | |
| RSG | 0 | 0 | 0 | 0 | 0 | |
| FFR Adjust | (83) | (163) | (245) | (326) | (408) | |
| NHB | 2,212 | 881 | 427 | 0 | 0 | |
| Total | 10,382 | 9,108 | 8,710 | 8,343 | 8,277 | |
| 2021/22 Budget & MTFS | | | | | | |
| NDR+S31 | | 6,080 | 6,644 | 6,829 | 7,096 | 7,370 |
| S31 | | 2,176 | 2,213 | 2,250 | 2,287 | 2,287 |
| RSG | | 0 | 0 | 0 | 0 | 0 |
| FFR Adjust | | (82) | (163) | (245) | (326) | (408) |
| NHB | | 2,014 | 427 | 0 | 0 | 0 |
| Total | | 10,188 | 9,121 | 8,834 | 9,057 | 9,249 |
| Variance between Grant Assumptions | | | | | | |
| NDR | 0 | (731) | (305) | (261) | (10) | |
| S31 | (824) | 597 | 634 | 671 | 708 | |
| RSG | 0 | 0 | 0 | 0 | 0 | |
| FFR Adjust | (83) | 81 | 82 | 81 | 82 | |
| NHB | 0 | 1,133 | 0 | 0 | 0 | |
| Total | (907) | 1,080 | 411 | 491 | 780 | |
| | % | % | % | % | % | |
| NDR | 0.0 | -10.7 | -4.4 | -3.7 | -0.1 | |
| S31 | -52.2 | 37.8 | 40.2 | 42.5 | 44.8 | |
| RSG | 0.0 | 0.0 | -100.0 | -100.0 | -100.0 | |
| FFR Adjust | 0.0 | 0.0 | -100.0 | -100.0 | -100.0 | |
| NHB | 0.0 | 128.6 | 0.0 | #DIV/0! | 0.0 | |
| Total | -8.7 | 11.9 | 4.7 | 5.9 | 9.4 | |

Programme of Service Review

- 8.3.4 It is probably fair to say that all councils are undertaking some form of service review and seeking to ensure that services are provided with affordability and value for money at their core. As mentioned earlier, the Executive have reviewed their budgets, with significant emphasis on areas with continued unavoidable pressures into 21/22; Leisure, Parking and Commercial Rental Income.

8.4 Governance

- 8.4.1 Noted within the 2019/20 Annual Governance Statement (AGS) both the Executive Leader and the Managing Director consider not only internal controls, but also external factors:

The six themes that were included in the Annual Governance Statement are:

| | | |
|---|---|---|
| 1 | Housing Affordability | <i>Leading to homelessness and constraining growth.</i> |
| 2 | Morbidity/Growing number of years of ill health | <i>Impacting on people's ability to be self-reliant and generating additional cost through support needs.</i> |
| 3 | Wider economic environment | <i>Impact of Commercial Investment Strategy/Business rates receipts and level of need from residents.</i> |
| 4 | Skills level and educational attainment | <i>As a means by which residents are able to attract profitable work and in attracting employers to the area.</i> |
| 5 | Partner agency operational pressures | <i>Financial challenges of partners impacting on demand for our services or reducing existing support.</i> |
| 6 | Environment | <i>Challenges to the long-term sustainability and attraction to our area.</i> |

- 8.4.2 In July 2019, the Council's Acting Internal Audit Manager reported to the Corporate Governance Committee that the assurance given for the year to 31 March 2020 was:

".....that there was an **adequate** governance framework from which those charged with governance could gain reasonable assurance".

8.5 Risks

- 8.5.1 Because of the nature of the macro and micro environment that the wider local government family and the Council operates within, there are a whole host of risks that the Council faces on a day-to-day basis. In such an environment, budget setting is not a science but more a guide on how financial resources will be allocated to services over the forthcoming year and to give an indication into the medium term. There will always be items that emerge after the budget has been approved and these can range from a programme under or over achieving or an unexpected event occurring.

Mitigation of Unforeseen Events

- 8.5.2 The Council has always taken a very prudent position in ensuring that it maintains its General Fund (Unallocated) Reserve at percentage of Net Expenditure. In December 2015, the minimum threshold for the General Fund (Unallocated) Reserve was 15%.

During the budget setting for 21/22, due to the unavoidable growth impacting the net expenditure, it was felt that the 15% threshold was not appropriate in the medium term, therefore a fixed General Fund Reserve has been proposed of £2.175m. This was based on the most immediate financial risks and the level of outcome, high, medium or low, shown in **table 22** below.

Table 22

| Outline of Risk | Financial Impact | Likely hood | Reserves provision required | |
|---|------------------|-------------|-----------------------------|--------------------|
| | | | high | 100% |
| | | | medium | 50% |
| | | | low | 25% |
| Business Rates Reset | 750,000 | medium | | 375,000.0 |
| Fair funding Impact | 400,000 | high | | 400,000.0 |
| Council Tax Impact | 650,000 | high | | 650,000.0 |
| Stock condition survey for Estates - compliance/repairs & maintenance | 1,000,000 | low | | 250,000.0 |
| CIS - non rental of premises retail | 1,000,000 | medium | | 500,000.0 |
| Reserves required | | | | 2,175,000.0 |

However, to help mitigate a situation whereby an event could occur that would potentially have a negative financial impact on the Council, the Council has for a long time had a clear process in place. Where a situation has occurred that is 'service' specific, the

- first call for funding will be from compensating savings from elsewhere within the service, and if none are possible then savings from the wider Councils budget (service first, wider Council thereafter),
- second call for funding will be general service reductions. Such an approach will inevitably have an impact on service delivery,
- and finally, the use of General Fund reserves would be considered.

Where a situation arises that is 'corporate' in nature, then consideration will be given to the aforementioned first and second calls, but there is likely to be earlier considerations of using General Fund reserves.

- 8.5.3 During 2016/17 the Council introduced the Budget Surplus Earmarked Reserve; the aim of this reserve is to "mop-up" service underspends that would cause the General Fund to be higher than the minimum threshold. This has been developed further to provide a means by which

surpluses could be distinguished between those due to unspent NHB or in-services savings. With regard to:

- Unspent NHB, such underspends are passported through to the Commercial Investment Earmarked Reserve. Therefore enabling the Council to ring-fence funds that are available for Commercial Investment and/or service development.
- In-service savings, such underspends can be ring-fenced to provide a 'smoothing' fund to meet future years estimated deficits.

8.5.4 The technical definition of General Fund Reserves includes the General Fund (Unallocated) Reserve as well as all 'revenue' Earmarked Reserves. In the context of making General Fund Reserve balances available to meet unforeseen events, the Council has self-limited this to the General Fund (Unallocated) Reserve itself as well as the Budget Surplus Earmarked Reserve. The Commercial Investment Reserve is not included in the following risk modelling assessment as this is the means by which the Council is able to invest to provide medium term financial sustainability – to include the Commercial Investment Reserve could give an overly 'optimistic' view of financial resilience. Consequently, to mitigate such events and secure the delivery (and security) of day-to-day business, the schedule of call-off would be:

- General Fund (Unallocated) Reserve, and then the
- Budget Surplus Earmarked Reserve.

As an absolute last resort, only then would the Commercial Investment Earmarked Reserve be applied.

Risk Modelling

8.5.5 It is essential that relevant risks are identified and appropriate sensitivity analysis applied to determine the impact of such risks on the Councils financial standing – and consequently the delivery of the Councils day-to-day business. The most significant potential risks to the budget are:

- Under achievement of savings.
- higher inflation.
- further reductions in income (mainly from fees and charges).
- non-achievement of savings; including Shared Services.
- failure of a borrower.
- an emergency.
- estate property enhancement/development.
- increased demand on services (e.g. benefits and homelessness).
- level of retained business rates.

8.5.6 Taking each of the above in turn:

- **Underachievement of Savings & Additional Income**

The savings included within the budget total £0.9m. These savings cover a broad range of services; however as ever with savings they are dependent on market, management and political conditions prevailing at the time. It is therefore prudent to assume that some of these savings may not be achieved; a fair assumption is a 30% underachievement which equates to £270k.

- **Inflation**

With regard to:

- **Pay**
The budget for 2021/22 includes an “across the board” pay increase of 2%. Taking into account employer on costs (national insurance and pension), this equates to a total cost of £23.5m; a further 1% for sensitivity equates to £235k.
- **On-Boarding of Variable Hours Staff**
A risk remains whereby variable hours Council staff should be fully contracted staff. Some staff may elect to remain on zero-hours contracts whereas others may wish to be formally contracted. This risk is not built into the budget as the amount to be included is not known; however, for sensitivity purposes the total estimated cost of all staff reverting to a contracted hour’s contract is modelled, this would be £300k.
- **Business Rates (those payable by HDC)**
The budget for 2021/22 includes a Business Rates budget of £1.32m. Considering the changing occupancy of the Council’s property due to external partners leasing its premises, there is the possibility that there could be rating implications for different parts of the Councils buildings. However, a marginal 5% change has been anticipated which has a sensitivity impact of £66k.
- **General Inflation**
No general inflation has been included in the 2021/22 budget except where there are contractual price increases; although for the Council this is minimal as most services are “contracted in”.
- **Borrowing**
The budget for 2021/22 assuming minimal borrowing cost for temporary borrowing (for non-CIS borrowing)

- **Reduced income: Fees and Charges**

Total fees and charges are £14.8m, therefore, for sensitivity analysis a 2% loss of income from fees and charges would amount to £296k. The largest income streams that are susceptible to variation include:

- Car Parks, £2.0m (Off-Street).
- Leisure Centres, £5m
- Commercial Estate, £4.8m
- Planning Fees, £1.89m

- **Reduced income: Commercial Investment Income (CIS)**

Total forecast CIS income is £4.8m; for sensitivity analysis purposes if there was a 5% loss of income from rental income due to reduction in occupancy this would equate to £0.240m.

- **Reduced income: New Homes Bonus**

For 2021/22 the Council's NHB is £2.1m; it is expected that in due course the government will announce some significant changes to the scheme. The Council has modelled that by 2024/25 the Council will no longer receive such funding. However, for sensitivity purposes the Council is including a 5% reduction in NHB, reflecting £105k.

- **Government Grant: Non Domestic Rates**

Since the localisation of Non Domestic Rates in April 2013 it has become increasingly clear that the levels that the authority will be able to retain are more and more difficult to forecast. Whilst there are some opportunities for estimating i.e. the development of new buildings, it is very difficult to judge when development will commence on allocated land even if planning permission has been granted.

Prior to 2017/18, it had been established that the government's assessment of growth for the District was somewhat optimistic when compared to actual growth. Similar to last year, for 2021/22 the Council has taken a more prudent line by formulating its own assessment for NDR receipts (£5.1m excluding any Enterprise Zone growth) and only increased thereafter by 2.5% per annum. Directly linked to NDR are S.31 grants, this is government grant that compensates local government for it being required to exceed the minimum statutory regulations for certain thresholds as a consequence of government priorities (i.e. increasing the 'small business relief' limit above that required by law). The assessed S.31 receipts for 2021/22 are £2.1m.

Although it is fair to say that any NDR reduction would be limited by the existence of the safety net (i.e. it provides a statutory limitation to losses), it is fair to apply sensitivity to the gap between the safety net and the estimated NDR receipt. Losses can be accrued in a number of ways; reduce NDR as a consequence of business failure, demolition or catastrophic event, but are more usually impacted due to rating appeals (some of which can take many years to conclude). In respect of:

- NDR, the gap between the estimated income (£5.1m) and the safety net (£4.2m) is £0.9m; 5% sensitivity reduction will be applied giving £45k.
- S.31, a 5% sensitivity reduction will be applied giving £105k.

The above is a more granular approach to sensitivity than in previous years; this is considered prudent as the Council moves closer to a position of full financial sustainability.

- **Failure of a Borrower**

The current counterparty limit is lending of £5.0m to a single institution.

The main "borrowing" risk rests whether the lending is either on a short or long term basis. The £5.0m limit is restricted to bodies with a credit rating of F1+ or Building Societies with more than £2 billion in assets. The impact of a "failure of borrower" will be the loss of revenue cash flow and the potential costs involved of "making good" the lost investment. There are however, good governance arrangements around the Council's Treasury

activity and therefore the likelihood of loss is minimal. However, with the current financial impacts still being relatively unknown, it would be prudent to include some sensitivity in respect of cash flow. Therefore, the average amount lent to an institution at any given time is around £4.0m; if this amount was lost and the Council had to borrow from the PWLB, at current rates this would amount to a cost of £40k. This block amount is included in the sensitivity analysis.

- **Emergency**

As is normal for a business, different types of risk are mitigated in many different ways. Some risks are insured against, so losses are limited to the excesses payable and also, the Government's Bellwin Scheme meets a large proportion, over a threshold, of the costs of any significant peacetime emergencies (e.g. pandemics, severe flooding). Further, the Council does maintain its General Fund Reserves at a fair 'minimum' level and their use in respect of Mitigation of Unforeseen Events is discussed in detail at paragraphs 8.5.2 and 8.5.3.

With specific regard to flooding, the Council does reside within a flood risk area and there have been occasions where the Council has been required to meet the cost of local flooding incidents; however, such costs have been met from within current resources. With the reduction in budgets it is anticipated that such ad-hoc spend will not be able to be as easily accommodated so it would be prudent to include an element within any sensitivity to meet this cost. The Code of Financial Management permits the Managing Director or the Responsible Financial Officer to incur "emergency spend" of up to £500k, with retrospective reporting to Cabinet. A 50% allocation (£250k) of the £500k is included within the sensitivity analysis.

- **Estate property enhancement/development**

With the Council increasing its CIS Estate and the 'aging' of its current Operational Estate, it is fair to include a risk in respect of future property enhancement. For sensitivity modelling purposes, the currently estimated cost of enhancement is £182k for sensitivity purposes if 80% of this was required this would give a cost of £146k.

- **Increased demands on services**

Many of the services provided by the Council are susceptible to an increase in demand. However, over the past few years the most susceptible that have had a significant revenue impact is homelessness.

With regard to homelessness, the budget for 2021/22 is £1.142m; if there was a 10% increase in demand for each this would require an additional £114.2k. In addition, ICT has a budget totalling £2.2m, if there was say 7% increase in demand for this service this would amount to £154k of additional costs.

- **Council Tax**

The Council has chosen to not increase Council Tax this year; however an increase of 2.6% represents around £240k, as this is a marginal increase no further sensitivity has been undertaken. It should be noted that the Council could have chosen to have increased by the higher of either 2% or £5.

Sensitivity for 2021/22 Budget

8.5.7 Considering the risks noted above and the stated budget assumptions, the accumulated total cash risk is £2.497m. However, it is highly unlikely that all these risks will occur at the same time, so it is fair to apply “sensitivity” to each risk and then model the likelihood of occurrence. **Table 23** shows this detailed analysis and in summary the additional pressure within 2021/22, based on the likelihood of occurrence, is as follows:

- Pessimistic view, additional pressure of: £1.2m
- Middle-View, additional pressure of: £0.8m
- Optimistic View, additional pressure of: £0.5m

| Table 23 | | Sensitivity of Risks to 2021/22 Budget & Funding Options | | | | | | | | | |
|---|---|---|--------------------|--------------|--------------------------|--------------|-------------------|------------|-------------------|------------|--|
| Risk | | Costs Included in 2021/22 budget £000 | Sensitivity Impact | | Likelihood of Occurrence | | | | | | |
| | | | +/- | Cost £000 | Pessimistic Factor | £000 | Middle-Way Factor | £000 | Optimistic Factor | £000 | |
| Underachievement of Savings & Additional Income | | 897 Savings not achieved | 25% | 224 | 0.7 | 157 | 0.2 | 45 | 0.1 | 22 | |
| Inflation | Pay | 23,557 Pay increase from 1% to 2% | 1% | 236 | 0.6 | 142 | 0.3 | 71 | 0.1 | 24 | |
| | On-Boarding of Variable Staff | 300 Estimated cost of zero-hours staff moving to contracted hours | 100% | 300 | 0.6 | 180 | 0.2 | 60 | 0.2 | 60 | |
| | Business rates (HDC payable) | 1,316 Business Rates vary due to change in liability etc | 5% | 66 | 0.2 | 13 | 0.3 | 20 | 0.5 | 33 | |
| | Investment/Borrowing Costs | 3 Difference between Borrowing at 3.0% to 3.25% | 75% | 2 | 0.2 | 0 | 0.5 | 1 | 0.3 | 1 | |
| Reduced Income | Fees & Charges | (14,796) Reduction in income. | 2% | 296 | 0.3 | 89 | 0.4 | 118 | 0.3 | 89 | |
| | CIS Income | (4,803) Reduction in income. | 5% | 240 | 0.3 | 72 | 0.4 | 96 | 0.3 | 72 | |
| | | Reduction in income. | 25% | 0 | 0.3 | 0 | 0.4 | 0 | 0.3 | 0 | |
| | New Homes Bonus | (2,014) Reduction in NHB following change to "needs" system and consequential redistribution. | 5% | 101 | 0.3 | 30 | 0.4 | 40 | 0.3 | 30 | |
| Government Grant | NDR - Difference between Safety Net and Budgeted Receipts | (912) Reduced NDR receipts. | 10% | 91 | 0.6 | 55 | 0.3 | 27 | 0.1 | 9 | |
| | S.31 Grant | (2,176) Not all grant received. | 5% | 109 | 0.6 | 65 | 0.3 | 33 | 0.1 | 11 | |
| | Collection Fund Surplus | (296) Collection Fund Deficit not as significant as forecast. | 15% | 44 | 0.6 | 26 | 0.3 | 13 | 0.1 | 4 | |
| Failure of Borrower | | 120 Cost of borrowing from PWLB if Council lost £4m (average amount lent to a borrower) | 100% | 120 | 0.2 | 24 | 0.5 | 60 | 0.3 | 36 | |
| Emergency | | 500 Immediate use of funds in the event of a local emergency | 50% | 250 | 0.2 | 50 | 0.5 | 125 | 0.3 | 75 | |
| Maintenance | Property Maintenance and Enhancement | 182 Estate property enhancement/development | 80% | 146 | 0.8 | 117 | 0.1 | 15 | 0.1 | 15 | |
| Increased Demand of Services | Homelessness | 1,142 Increase in demand | 10% | 114 | 0.4 | 46 | 0.5 | 57 | 0.1 | 11 | |
| | ICT | 2,253 Additional service requirement | 7% | 158 | 0.8 | 126 | 0.1 | 16 | 0.1 | 16 | |
| Total Sensitivity | | | | 2,497 | | 1,192 | | 797 | | 508 | |
| OVERALL TEST FOR BUDGETARY RISK | | | | | | | | | | | |
| Estimated General Fund (Unallocated) Reserve at 31 March 2021 | | 2,175 | | | | | | | | | |
| Budget Surplus Reserve at 31 March 2021 | | 4,760 | | | | | | | | | |
| Total Estimated Reserves at 31 March 2021 (*) | | 6,935 | | | | | | | | | |
| Conclusion of Sensitivity i.e. Estimated Reserves less Sensitivity | | | | | | | | | | | |
| - Upon comparing 'Total Sensitivity' to Total Estimated Reserves, do Reserves remain positive? (*) | | Yes | | | | | | | | | |
| - Upon comparing 'Total Sensitivity' to the Minimum Level of General Fund (Unallocated) Reserves (15% of Net Expenditure), does Reserve Remain Positive | | Yes | | | | | | | | | |
| - If 'Total Sensitivity' Risk occurred, what would be the reduction in General Fund (Unallocated) Reserves | | 54.8% | | | | | | | | | |
| | | 36.6% | | | | | | | | | |
| | | 23.4% | | | | | | | | | |
| * Note: HDC has set a minimum level of General Fund (unallocated) Reserves of £2.175. However, in a 'crisis' situation the Council has immediately available, as well as the General Fund, the Budget Surplus Reserve. Therefore, for this 'Sensitivity Exercise' both Reserves will be considered. | | | | | | | | | | | |

8.5.8 This analysis shows that if the most ‘pessimistic’ position occurred, the Councils General Fund (Unallocated) Reserves alone would be insufficient to meet this additional cost. However, if it also included the Budget Surplus Reserve it would have sufficient resources to meet this cost.

8.6 Revenue Reserves

Reserves for 2021/22 and the MTF5 Period (2022/23 to 2025/26)

- 8.6.1 There is no statutory minimum level of reserves; however, as noted at 8.5.2 Cabinet has approved a new minimum threshold for its General Fund (Unallocated) Reserves of £2.175m. The primary aim of the General Fund is to provide a safety net for unforeseen expenditure.
- 8.6.2 In addition to the General Fund, and as shown in 8.5.2 to 8.5.3 the Council operates a number of reserves; including the Budget Surplus Reserve, the Commercial Investment Reserve and a number of specific Earmarked Reserves. The purpose of the latter is to meet known potential liabilities arising from Statutory Commitments, Know Risks, Future or Political Commitments and costs associated with Transformation and Commercialisation.
- 8.6.3 However, to ensure the adequacy of the Councils Reserves (i.e. their robustness) it is essential to determine if the Councils revenue reserves are sufficient to meet the assessed risks (8.5.7). To determine this, a two stage comparison will be undertaken in that the “likelihood of occurrence” of a risk will be compared to two sets of reserves. The detailed analysis is shown in **Table 24** and relevant commentary is shown below.

Stage 1 – The Primary Test of Financial Resilience

The “likelihood of occurrence” of the assessed risks will be compared against the General Fund (Unallocated) Reserve and the Budget Surplus Reserve – in this way the CIS Reserve can be used over the life of the MTF5 to invest in commercial property that will generate a long term revenue stream.

As shown in **Table 24**, both reserves can meet the assessed risks until 2021/22; thereafter the minimum level of reserves threshold is breached.

Stage 2 – The Secondary Test of Financial Resilience

The Stage 2 assessment is a ‘complete’ test, in that it also brings into the assessment the Commercial Investment Reserve. This clearly shows that the Council would have sufficient resources to meet the modelled risks, but this does mean that the Council may not be able to invest all the Commercial Investment Reserve as planned. However, as the planned Commercial Investments Strategy is expected to be completed in 2020/21, this reserve can be repurposed in the future to negate any future Revenue pressures, although it is likely to be utilised in any future redevelopment projects.

Table 24

| Table 24 | | | | | | | | | | | | | | | | |
|--|------------------|------------|------------|------------------|------------|------------|------------------|------------|------------|------------------|------------|------------|------------------|------------|------------|--|
| Impact of 2021/22 Sensitivity of Risks on the MTFs General Fund Reserves Profile | | | | | | | | | | | | | | | | |
| General Fund Reserve and Budget Surplus Reserve | 2021/22 £000 | | | 2022/23 £000 | | | 2023/24 £000 | | | 2024/25 £000 | | | 2025/26 £000 | | | |
| General Fund Reserve c/f | 2,175 | | | 2,175 | | | 2,175 | | | 2,175 | | | 2,175 | | | |
| Budget Surplus Reserve c/f | 4,760 | | | 3,877 | | | 3,256 | | | 2,918 | | | 2,741 | | | |
| Minimum Level of Reserves (*) | 6,935 | | | 6,052 | | | 5,431 | | | 5,093 | | | 4,916 | | | |
| | 2,175 | | | 2,175 | | | 2,175 | | | 2,175 | | | 2,175 | | | |
| | Pessimistic | Middle-Way | Optimistic | Pessimistic | Middle-Way | Optimistic | Pessimistic | Middle-Way | Optimistic | Pessimistic | Middle-Way | Optimistic | Pessimistic | Middle-Way | Optimistic | |
| Reduction in Reserves (in year) | 1,192 | 797 | 508 | 1,192 | 797 | 508 | 1,192 | 797 | 508 | 1,192 | 797 | 508 | 1,192 | 797 | 508 | |
| Estimated Reserves c/f | 5,743 | 6,138 | 6,427 | 4,860 | 5,255 | 5,544 | 4,239 | 4,634 | 4,923 | 3,901 | 4,296 | 4,585 | 3,724 | 4,119 | 4,408 | |
| - Do Reserves remain above Minimum Level of Reserves | Yes | Yes | Yes | Yes | Yes | Yes | Yes | Yes | Yes | Yes | Yes | Yes | Yes | Yes | Yes | |
| General Fund Reserve, Budget Surplus Reserve and Commercial Investment Reserve | 2021/22 £'000 | | | 2022/23 £'000 | | | 2023/24 £'000 | | | 2024/25 £'000 | | | 2025/26 £'000 | | | |
| General Fund Reserve c/f | 2,175 | | | 2,175 | | | 2,175 | | | 2,175 | | | 2,175 | | | |
| Budget Surplus Reserve c/f | 4,760 | | | 3,877 | | | 3,256 | | | 2,918 | | | 2,741 | | | |
| Commercial Investment Reserve c/f | 3,186 | | | 3,186 | | | 3,186 | | | 3,186 | | | 3,186 | | | |
| Minimum Level of Reserves (*) | 10,121 | | | 9,238 | | | 8,617 | | | 8,279 | | | 8,102 | | | |
| | 2,175 | | | 2,175 | | | 2,175 | | | 2,175 | | | 2,175 | | | |
| | Pessimistic | Middle-Way | Optimistic | Pessimistic | Middle-Way | Optimistic | Pessimistic | Middle-Way | Optimistic | Pessimistic | Middle-Way | Optimistic | Pessimistic | Middle-Way | Optimistic | |
| Reduction in Reserves (in year) | 1,192 | 797 | 508 | 1,192 | 797 | 508 | 1,192 | 797 | 508 | 1,192 | 797 | 508 | 1,192 | 797 | 508 | |
| Estimated Reserves c/f | 8,929 | 9,324 | 9,613 | 8,046 | 8,441 | 8,730 | 7,425 | 7,820 | 8,109 | 7,087 | 7,482 | 7,771 | 6,910 | 7,305 | 7,594 | |
| - Do Reserves remain above Minimum Level of Reserves | Yes | Yes | Yes | Yes | Yes | Yes | Yes | Yes | Yes | Yes | Yes | Yes | Yes | Yes | Yes | |

* = The minimum level of reserves is 15% of Net "budgeted" Expenditure

8.6.4 Consequently, it is fair to say that:

- i. if the situation arose, with the use of the General Fund (Unallocated) Reserve, the Budget Surplus and Commercial Investment reserves the Council should be able to absorb considerable additional financial risk. As we have seen during 2020/21, the majority of the risks hit at the same time, even though the chances of this happening were and still are considered, unprecedented.
- ii. the Council is self-sufficient over the medium-term. The Council has actual surplus budget for 2018/19 and 2019/20 and is making the prudent decision to “bank” early year budget surpluses into the Budget Surplus Reserve to enable it to meet subsequent year funding gaps; whilst being able to maintain its general reserve of £2.175m over the MTFS period.

8.6.5 However, to remove reliance on the use of reserves the Council will be required to find further savings or generate additional income equivalent to 6% of its net expenditure – as summarised in **Table 25** below and shown on the “Plan on a Page” at **Appendix 2**.

Table 25

| Table 25 | 2022/23 £000 | 2023/24 £000 | 2024/25 £000 | 2025/26 £000 |
|---|-----------------|-----------------|-----------------|-----------------|
| Plan on a Page - Approved MTFS 2021/22 - 2024/25 | | | | |
| Approved MTFS Net Expenditure | 19,580 | 19,378 | 19,678 | 20,082 |
| Plan on a Page - new savings required from MTFS | (883) | (621) | (338) | (177) |
| Plan on a Page - % savings required from MTFS | -5% | -3% | -2% | -1% |
| Budget Requirement (adjusted for savings required) | 18,697 | 18,757 | 19,340 | 19,905 |

8.7 Conclusion

- **2021/22 Budget**

Considering all the factors noted within the “Robustness” statement in respect of 2021/22, I consider that the combination of the:

- Councils commitment to continue to find service efficiencies,
- the direction of travel in relation to governance,
- it’s clear intention to invest in services, and
- it’s prudent position relating to income recognition,

the budget proposed for 2021/22 should not give Members any significant concerns over the Council’s financial position.

- **Medium Term Financial Strategy (2022/23 to 2025/26)**

With regard to the period covered by the MTFS; the Council does face some future funding risk with the:

- expected reduction in NHB,

- the implications of Fair Funding and
- the ongoing issues pertaining to the localisation of Business Rates.

However, over the past few years the Council has taken proactive action to address its budgetary concerns and with the planned continuation find efficiencies the Council has a sound financial base upon which it can further develop its aim of financial self-sufficiency.

Claire Edwards FCCA

Responsible Financial Officer (Section 151)