

To: All Members of the Overview & Scrutiny Committee - Value for Money & Customer Service (Other Members for Information) Waverley Borough Council Council Offices, The Burys, Godalming, Surrey GU7 1HR www.waverley.gov.uk

When calling please ask for: Amy McNulty, Democratic Services Officer **Policy and Governance** E-mail: amy.mcnulty@waverley.gov.uk Direct line: 01483 523492 Date: 11 November 2019

Dear Councillors

OVERVIEW & SCRUTINY COMMITTEE - VALUE FOR MONEY & CUSTOMER SERVICE - 18 NOVEMBER 2019

I refer to the agenda for the Overview & Scrutiny Committee - Value for Money & Customer Service, on Monday, 18 November 2019 and now enclose the following item which was marked To Follow in your agenda papers:

#### 7. <u>BUDGET STRATEGY WORKING GROUP INTERIM REPORT</u> (Pages 3 - 38)

This report summarises the findings of the Budget Strategy Working Group (BSWG) after completing work-streams 1 and 3 set out the in review's scoping document (March 2018 VFM CS O&S agenda). The report relates to Waverley Borough Council's (WBC) General Fund and does not apply to the Housing Revenue Account (HRA).

The purpose of the report is to share the BSWG's observations on the Medium Term Financial Plan (MTFP), informed by the BSWG's work with Heads of Service and finance officers. The MTFP covers the years 2020/21 to 2022/23. The BSWG has developed a spreadsheet model of the MTFP to show the effect of projected cost and income factors and their timings on the state of WBC's General Fund revenue account from the current year to 2023/24 (one year beyond the end of the MTFP) before and after transfer of reserves. The current version of the model does not include a detailed analysis of the impact of transformation costs or costs associated with any climate change initiatives being worked up.

#### Recommendation

It is recommended that the Value for Money and Customer Service O&S Committee endorses the following recommendations to the Executive:

1. Providing the SCC application to the Secretary of State in relation to the expansion of Godalming Leisure Centre car park is not, on enquiry, expected to encounter difficulties in securing approval, that the design work preparatory to a planning application should be commissioned without delay, subject to Leisure Programme Board approval.





- 2. The MTFP is modelled in at least the level of detail contained in the BSWG spreadsheet with updated estimates for new cost and income items accompanied by prudent timing estimates.
- 3. Transformation costs should be carefully estimated with regard to both quantum and timing and included in the MTFP model.
- 4. The MTFP should be extended to 2023/24 to reflect the fact that it is the first year in which retained Business Rates are forecast to make no contribution.

Yours sincerely

Amy McNulty Democratic Services Officer

# Agenda Item 7.

#### WAVERLEY BOROUGH COUNCIL

#### VALUE FOR MONEY AND CUSTOMER SERVICE O&S

#### 18 NOVEMBER 2019

#### <u>Title:</u>

#### **BUDGET STRATEGY WORKING GROUP INTERIM REPORT**

#### Summary and purpose:

This report summarises the findings of the Budget Strategy Working Group (BSWG) after completing work-streams 1 and 3 set out the in review's scoping document (March 2018 VFM CS O&S agenda). The report relates to Waverley Borough Council's (WBC) General Fund and does not apply to the Housing Revenue Account (HRA).

The purpose of the report is to share the BSWG's observations on the Medium Term Financial Plan (MTFP), informed by the BSWG's work with Heads of Service and finance officers. The MTFP covers the years 2020/21 to 2022/23. The BSWG has developed a spreadsheet model of the MTFP to show the effect of projected cost and income factors and their timings on the state of WBC's General Fund revenue account from the current year to 2023/24 (one year beyond the end of the MTFP) before and after transfer of reserves. The current version of the model does not include a detailed analysis of the impact of transformation costs or costs associated with any climate change initiatives being worked up.

#### How this report relates to the Council's Corporate Priorities:

This report relates to the Council's priorities as a balanced budget and Medium Term Financial Plan ensures Waverley is financially sound.

#### Equality and Diversity Implications:

There are no direct equality and diversity implications in this report. As the work of the Group is taken forward, equality impact assessments will be carried out, as appropriate, to meet the requirements of the Public Sector Equality Duty under the Equality Act 2010.

#### **Financial Implications:**

The financial implications are contained within the report.

#### Legal Implications:

There are no direct legal implications associated with this report.

#### 1. Background

1.1 WBC is expecting the loss of £2m of retained business rates over the next four years and the further loss of most of its recycling credits income from Surrey County Council (SCC) (these were £1m in 2016/17 and will fall to £350k in 2020/21 (assuming tonnages are as expected)).

- 1.2 WBC's ability to raise Council Tax without holding a referendum is currently capped at 2.99% which equates to £300k p.a. Inflationary pressures affecting mainly staff pay and long-term contracted expenditure is forecast to be £550k p.a., thereby creating an ongoing or structural deficit of £250k p.a. However, the government has recently indicated that the ability to raise Council Tax will be reduced to 2% p.a. from 2020/21 which will increase the structural deficit to £350k p.a.
- 1.3 In the absence of corrective action and assuming the maintenance of current levels of transfers to reserves (approximately £1.7m), the MTFP projects General Fund revenue account deficits of £1.36m in 2020/21, £2.63m in 2021/22, £3.9m in 2022/23 and £4.9m in 2023/24. In other words, the situation is expected to worsen by about £1.3m each year for the three Plan years and then by a further £1m in 2023/24.
- 1.4 If it were possible and lawful to fund these deficits from reserves, which it is not, the reserves would be reduced by £12.8m by the end of 2023/24.
- 1.5 The MTFP also sets out high-level proposals, consisting of both cost reductions and income generation, to offset the adverse factors listed above. Comment on the viability and timing of these proposals is set out below.

#### 2. Structure of the report

- 2.1 The report follows the structure of the ledger which divides WBC's expenditure into four types (staff salaries, non-salary staff costs, long-term contracted expenditure and other expenditure) and its income into two types (fees & charges and other income).
- 2.2 The report should be read with reference to the attached spreadsheet (appendix 1) to get the clearest picture. The underlying purpose of the spreadsheet is to convert the MTFP from a high-level document into a much more detailed model. There are four tabs or "views" View 1, View 2, View 3 and Evo. Evo shows how the ledger structure has been evolved into the structure used in the View tabs. Each View shows the progress of the GF revenue budget from 2019/20 to 2023/24 based on different assumptions about costs and income. Each view assumes that the current year 2019/20 will have an outturn of zero after transfers to reserves.
- 2.3 Paragraphs 4 to 9 comment in turn on the items in the four cost types and two income types which appear in the MTFP and highlights those items which the BSWG believe will merit further scrutiny as the budget setting process proceeds.
- 2.4 Paragraph 10 refers to the role of transfers to reserves in WBC's GF revenue model.
- 2.5 Paragraph 11 contains an important qualification about the information set out in View 3 at this early stage of the budget-setting process.

#### 3. The spreadsheet

3.1 The spreadsheet (appendix 1) is derived from the WBC ledger and seeks to present the same information in a way that is easier to understand for those not deeply familiar with local government accounting.

- 3.2 View 1 represents the "worst case" of the downside items only as set out on slide 3 of the latest MTFP presentation (appendix 2). It shows deficits of £1.36m in 2020/21, £2.63m in 2021/22, £3.91m in 2022/23 and, in addition, £4.89m in 2023/24.
- 3.3 View 2 adopts the View 1 data with the addition of the six cost or income proposals set out on slide 7 of the MTFP presentation. The MTFP proposals are expressed generally and do not specify the service areas which would be affected. View 2 therefore allocates the effect of the proposals by arbitrarily allocating one-third of each proposal in each year from 2020/21 to 20 22/23 to five of the service areas as placeholders and the Council Tax increase to the Council Tax line. This is simply to provide clarity to the reader. Each proposed change is enclosed in a box. Brief commentary on these proposals is set out below Table 2.1.2.
- 3.4 View 3 is an amended version of View 2 which contains the BSWG's amendments of the data in View 2 and a possible way in which the MTFP proposals might be implemented in practice. Brief commentary on these proposals is set out below each of the tables representing 2020/21 onwards. View 3 should be seen as an early stage of a project that will evolve as the budget-setting procedure advances.

#### 4. General Fund salary costs (2019/20 budget = £13m)

- 4.1 Inflation-linked increases mainly affecting salary costs and contracted expenditure are modelled in the MTFP by increasing them in total by £550k in each of the three Plan years.
- 4.2 WBC has tended to generate an "establishment vacancy factor" by underspending modestly on its salaries budget due to the combination of three factors. First, there is significant turnover (over 20% p.a.) in the more junior roles and this "churn" is associated with delays of up to two months in filling vacancies. A crude estimate of the savings for all staff is 400 FTE x 20% x £25k x 2/12 = £333k. Second, some posts are kept vacant for longer as part of a discipline to avoid losing control of salary costs. These generate additional savings. However, third, WBC often has to use agency staff when vital professional posts prove hard to fill (typically in Planning, Housing and sometimes in Building Control and Environmental Monitoring). Such staff are typically 25% more expensive than directly-employed staff. In 2017/18 and 2018/19, WBC spent £600k and £900k respectively on agency staff. The net effect of all three factors is that the salaries budget showed positive (underspend) variance of about £150k in 2017/18 and 2018/19. The 2019/20 salaries budget assumes full establishment but includes a £280k General Fund establishment vacancy factor provision to reflect this underspend tendency.
- 4.3 From the MTFP modelling perspective, the position is complicated by the fact that two elements of the MTFP proposals, namely the Cost Review and the Business Transformation programme, inevitably overlap with the establishment vacancy factor and with each other. Double-counting of savings is very probable but the extent is currently hard to estimate. However, it is expected that the Head of Finance will ensure that any double counting is eliminated in the budgets for all Plan years.
- 4.4 The Cost Review proposal seeks to save £500k p.a., reached within the Plan years. Heads of Service have already been requested to seek savings equal to 5% of their "controllable costs" and to report their proposals to the SMT by 31 October 2019.

They are restricted to savings in salary costs, non-salary staff-costs and noncontractual expenditure. Long-term contractual expenditure and any form of income is outside the scope. This exercise should in theory generate about £850k (5% of £17m) but the realistic SMT ambition is to achieve £500k once double counting has been eliminated. View 3 assumes that this will be achieved as to £250k in 2020/21 and a further £250k in 2021/22. As referred to in 4.3, there is a significant risk of double-counting and View 3 reflects this by reducing the establishment vacancy factor in 2020/21 to £150k and assuming that it does not occur at all in later Plan years.

- 4.5 The Business Transformation programme is intended to save almost £1m in annual costs. It consists of ten projects of which the Customer Services Project is the largest. This involves the implementation of two new pieces of software, a Master Data Manager (MDM) and a Customer Relationship Management (CRM) system. The MDM has been purchased and the CRM will be purchased in early 2020. The officers involved expect that they will know by April 2020 whether the implementation of the CRM is going smoothly. At this stage, a combination of prudence and the awareness of how often major software-based projects are subject to delays and cost overruns in both the public and private sectors, suggests that no net savings are likely to be realised in 2020/21. In addition, the BSWG has been informed that the implementation staff costs are to be funded by early savings rather than from reserves. View 3 currently reflects these considerations by reducing the total savings to be achieved to £750k, with £400k achieved in 2021/22 and £350k achieved in 2022/23.
- 4.6 Staff cost modelling in View 3 is relatively simplistic. Cost levels for each service area in each Plan year are evolved solely from the 2019/20 budget numbers, do not include any annual increases (to avoid any inappropriate implications for the next staff pay round being made in a public document) and, most significantly, do not reflect headcount changes in service areas. These shortcomings will need to be addressed in future model versions which will be published on an exempt basis.

# 5. <u>Non-salary staff costs (2019/20 budget = £0.5m (excluding pension back funding item)</u>)

Staff car allowance payments (£144k), mileage payments (£115k) and training (£126k) are the main components. Staff travel payments are the subject of one of the Business Transformation projects. An officer group is looking at alternative models for travel arrangements which will cover the Council's own fleet and include consideration of electric vehicles.

#### 6. Non-(long-term) contractual expenditure (2019/20 budget = £2.8m)

Advance rent payments by the Homelessness Prevention service have risen sharply in 2017/18 (budget £182k, actual £387k) and 2018/19 (budget £202k, actual £605k) mainly because private sector landlords now require six months' advance rent instead of one or two months as was the case until 2016/17. Experience shows that over 70% of such payments are repaid by the tenants (who have the incentive of needing to clear all debts to WBC before they can be added to the WBC social housing list). However, the prospect of writing off losses of 25-30% of a growing advance rent total should not be ignored and will be modelled by the Head of Finance and Head of Housing Delivery and Communities.

#### 7. (Long term) contractual expenditure (2019/20 budget = £15m including £1m utilities)

- 7.1 This head of expenditure is generally only relevant to budget strategy in the context of obtaining procurement savings when a contract ends and retendering occurs. This was achieved in relation to the retendering of the waste collection and street cleaning contract and is expected to deliver savings in connection with other long-term contracts (such as the printer equipment repair contract).
- 7.2 Whilst the recent waste collection contract with Biffa is anticipated to save about £100k p.a., additional net short term costs are now expected to arise due to recent changes in the location to which recycling materials will be delivered. In the last five months of 2019/20, the saving of £43k (£100k x 5/12) is now expected to be offset by a cost of £100k and hence be converted into an additional cost of £57k. Extra costs of £100k p.a. are expected to be incurred in 2020/21 and in the first quarter of 2021/22.

#### 8. Fees and charges (2019/20 budget = £15m excluding Council Tax receipts)

- 8.1 Eight sources represent 90% of the budget for total fees and charges income, namely parking (£4.95m), Waverley Training Services (£3.75m), planning fees (£1.7m), garden waste fees (£0.9m), leisure centre management fees (£0.7m), building control income (£0.6m), Careline (£0.47m) and land charges (£0.4m). WTS income is a government grant and would arguably be better located in the other income column.
- 8.2 Following discussions with the relevant Heads of Service, the BSWG believes that car parking income is the only source of fees and charges than can make a significant contribution. A 10% increase following the car parking review would raise about £500k from 2020/21 and could be followed by a 5% increase raising a further £250k in 2022/23. There is merit in adopting a consistent policy of reviewing parking charges every two years.
- 8.3 A planned investment of £3.5m in the Farnham and Godalming leisure centres has been delayed. This was expected to deliver increased management fee and profit share income of £200k p.a. under the current contract with Places Leisure, WBC's leisure centre operator, rising to £350k p.a. once a new leisure centre management contract applies from July 2023. It now seems doubtful that any increased income will be received until 2022/23.
- 8.4 The Godalming project requires the expansion of the car park by taking over a section of a redundant playing field. This requires the consent of the Secretary of State which in turn needs the sponsorship of SCC as the county education authority and the support of Broadwater School. SCC have now submitted the consent application with the support of the school and WBC officers. Officers have made enquiries with the relevant government department and have been informed that the application will take 6-12 months to determine. Officers cannot predict the prospects of success of the application. The BSWG therefore recommends that if during the life of the application officers consider that the application is likely to be granted the design work preparatory to a planning application should be commissioned without delay so that these two steps occur in parallel (as far as possible). Without that, it is difficult to see work beginning before the end of 2020/21. The build time is expected to be 12 months (i.e. the whole of 2021/22) so the extra income will not be seen before 2022/23.

- 8.5 The Farnham project is intended to feature a new extension with modern adventure play and climbing as its chief attraction. However, the original proposal for a climbing installation is now not an option for this project, due to being subsequently installed in other leisure centres in the surrounding area. Places Leisure, WBC's leisure centre manager, has been asked to find an alternative option to deliver increased income earlier than the Godalming project. Places Leisure has replied positively but prudence requires that the extra income is modelled to occur in 2022/23.
- 8.6 An aspect of the proposals that needs investigation is whether the work will be accompanied by a temporary reduction in the available facilities during building and hence to a reduction in footfall and income. If so, the impact on WBC's management fee and profit share should be estimated and incorporated in the model.

# 9. Other income (2019/20 budget = £5.3m excluding recharges and retained business rates)

- 9.1 The main components are property rents (£2.8m), grants (£1.5m) and interest (£0.8m).
- 9.2 Further investment in commercial property is a significant element of the MTFP proposals, assuming investments of £15m in each of the three Plan intended to generate a net margin of 2% p.a., namely an additional £300k in each of 2020/21, 2021/22 and 2022/23. As Wey Court East shows, such investments are not without risk. View 3 takes a more conservative view in the early years and includes such extra investment in 2021/22 and 2022/23 only. However, the strains on the budget in 2023/24 increase significantly and the View 3 "example solution" is to assume additional investment of £30m generating an additional £600k in 2023/24. Whether this is realistic is a completely separate issue.
- 9.3 The largest single component of grant income has been SCC recycling credits, budgeted at £700k for 2019/20. The MTFP recognises a reduction by £290k to £410k in 2020/21 and then assumes that this will be maintained for the next two Plan years. The Head of Service has advised that a reduction of £350k is more likely in 2020/21 and could be followed by a further reduction by £200k to a base level of £150k in 2021/22 which is expected to continue. Such a reduction would be contested by WBC but prudence suggest that it should be assumed given SCC's own financial pressures. These lower expectations are reflected in View 3.

#### 10. Transfer to reserves (2019/20 budget = £1.7m)

- 10.1 WBC bases its budget on generating a sufficient operating surplus (although that term is not used) to be able to provide about £1m for essential maintenance and relatively small-scale capital projects in the following year (usually referred to as the "revenue contribution to the capital program") and, in addition, to transfer a generally smaller amount to various earmarked and non-earmarked reserves. This analysis does not include the New Homes Bonus which has appeared in the GF revenues ledger as a revenue item matched by a transfer of the same amount to a specified reserve. For this reason, it does not appear in Views 1, 2 and 3.
- 10.2 Some small capital projects can be deemed to be of lower priority and a reduction of the revenue contribution to the capital programme is included in View 3 for all

Plan years. However, this contribution is not reduced to below £500k p.a. in recognition of the importance of essential maintenance.

#### 11. Interim conclusion

View 3 represents one example of how the budget could be balanced in the Plan years. It is not intended as a concrete suggestion of how balance should be achieved because it involves some critical revenue-raising decisions and some important data is either not yet available or is subject to a high level of uncertainty with regard to quantum and timing. It also assumes a much reduced revenue contribution to the capital programme.

#### 12. Next steps

- 12.1 The purpose of work-stream 2 is to understand residents' priorities for services, in order to do this a participatory budgeting exercise has been commissioned. The results of this exercise are due at the end of November and will be used to inform the work of the BSWG.
- 12.2 The BSWG intends to produce further reports as more information becomes available, including one in time for the January 2020 round of committees, with recommendations designed to inform the budget and MTFP.

#### **Recommendation**

It is recommended that the Value for Money and Customer Service O&S Committee endorses the following recommendations to the Executive:

- Providing the SCC application to the Secretary of State in relation to the expansion of Godalming Leisure Centre car park is not, on enquiry, expected to encounter difficulties in securing approval, that the design work preparatory to a planning application should be commissioned without delay, subject to Leisure Programme Board approval.
- The MTFP is modelled in at least the level of detail contained in the BSWG spreadsheet with updated estimates for new cost and income items accompanied by prudent timing estimates.
- 3) Transformation costs should be carefully estimated with regard to both quantum and timing and included in the MTFP model.
- 4) The MTFP should be extended to 2023/24 to reflect the fact that it is the first year in which retained Business Rates are forecast to make no contribution.

#### Background Papers

There are no background papers (as defined by Section 100D(5) of the Local Government Act 1972) relating to this report.

#### CONTACT OFFICER:

Name: Yasmine Makin	Telephone: 01483 523078 E-mail: <u>yasmine.makin@waverley.gov.uk</u>
Name: Cllr Stephen Mulliner	Chair of Budget Strategy Working Group

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### ANNEXE 1

#### WBC BUDGET EVOLUTION - VIEW 1 (MTFP adverse factors only)

Table 1.0.1 - 2019/20 BUDGET	Г											
Original (revised format)	Salary	Non-sal	Non-c	Cont	Total	Fees &	Income	Total	Net	Annual	Cumul	
	costs	costs	spend	spend	spend	charges		receipts	spend	change	deficit	
Community	2,248	94	788	5 <i>,</i> 840	8,971	-5,981	-796	-6,778	2,193			
Customer Services & IT	1,702	19	611	877	3,209	-144	-214	-358	2,851			
Environmental Services	1,490	51	157	5,806	7,505	-6,251	-924	-7,174	330			
Finance and property	1,759	13	225	937	2,934	-245	-3,017	-3,262	-328			
General Fund Housing	745	8	426	0	1,179	-24	-275	-299	880			
Planning	2,602	87	287	0	2,977	-1,784	-31	-1,815	1,162			
Policy and Governance	1,814	269	331	606	3,020	-701	-28	-729	2,291			
Senior Management Team	1,207	12	1		1,220				1,220			
Vacancy factor and agency cos	sts -280		0		-280				-280			
Pension backfunding		1,023			1,023				1,023			
Recharges (mainly from HRA)							-2,109	-2,109	-2,109			
Utilities				1,180	1,180				1,180			
Council Tax						-10,113		-10,113	-10,113			
Business Rates retained							-2,000	-2,000	-2,000			
Operating (surplus)/deficit	13,287	1,577	2,828	15,246	32,937	-25,243	-9,393	-34,636	-1,699			
Revenue transfer to capital pro	ogram		1,117		1,117			0	1,117			
Revenue transfer to reserves			362	220	582			0	582			
Total spend	13,287	1,577	4,307	15,466	34,636	-25,243	-9,393	-34,636	0			
Table 1.0.2 - 2019/20 BUDGET	I - adjustments (actual and	expected)										
Inflationary cost estimate	Salary	Non-sal	Non-c	Cont	Total	Fees &	Income	Total	Net			
	costs	costs	spend	spend	spend	charges		receipts	spend			
Community					0			0	0			
Customer Services & IT					0			0	0			

Customer Services & IT					0			0	0
Environmental Services					0			0	0
Finance and property					0			0	0
General Fund Housing					0			0	0
Planning					0			0	0
Policy and Governance					0			0	0
Senior Management Team					0			0	0
Vacancy factor and agency costs					0			0	0
Pension backfunding					0			0	0
Recharges (mainly from HRA)					0			0	0
Utilities					0			0	0
Council Tax 0%								0	0
Business Rates retained								0	0
Operating (surplus)/deficit	0	0	0	0	0	0	0	0	0
Revenue transfer to capital program					0			0	0
Revenue transfer to reserves					0			0	0
Total spend	0	0	0	0	0	0	0	0	0

#### Table 1.0.3 - 2019/20 FORECAST OUTTURN

	Salary	Non-sal	Non-c	Cont	Total	Fees &	Income	Total	Net	Annual	Cumul
	costs	costs	spend	spend	spend	charges		receipts	spend	change	deficit
Community	2,248	94	788	5,840	8,971	-5,981	-796	-6,778	2,193		
Customer Services & IT	1,702	19	611	877	3,209	-144	-214	-358	2,851		
Environmental Services	1,490	51	157	5,806	7,505	-6,251	-924	-7,174	330		
Finance and property	1,759	13	225	937	2,934	-245	-3,017	-3,262	-328		
General Fund Housing	745	8	426	0	1,179	-24	-275	-299	880		
Planning	2,602	87	287	0	2,977	-1,784	-31	-1,815	1,162		
Policy and Governance	1,814	269	331	606	3,020	-701	-28	-729	2,291		
Senior Management Team	1,207	12	1		1,220				1,220		
Vacancy factor and agency costs	-280		0		-280				-280		
Pension backfunding		1,023			1,023				1,023		
Recharges (mainly from HRA)							-2,109	-2,109	-2,109		
Utilities				1,180	1,180				1,180		
Council Tax						-10,113		-10,113	-10,113		
Business Rates retained							-2,000	-2,000	-2,000		
Operating (surplus)/deficit	13,287	1,577	2,828	15,246	32,937	-25,243	-9,393	-34,636	-1,699		
Revenue transfer to capital program			1,117		1,117			0	1,117		
Revenue transfer to reserves			362	220	582			0	582		
Total spend	13,287	1,577	4,307	15,466	34,636	-25,243	-9,393	-34,636	0	0	0

Table 1.1.1 - 2020/21 BUDGET - chan		-										
Inflationary cost estimate	550	Salary	Non-sal	Non-c	Cont	Total	Fees &	Income	Total	Net		
	_	costs	costs	spend	spend	spend	charges		receipts	spend		
		0.0%			3.6%							
Community		0	0	0	211	211			0	211		
Customer Services & IT		0	0	0	32	32			0	32		
Environmental Services		0	0	0	209	209		290	290	499		
Finance and property		0	0	0	34	34		20	20	54		
General Fund Housing		0	0	0	0	0			0	0		
Planning		0	0	0	0	0	300		300	300		
Policy and Governance		0	0	0	22	22			0	22		
Senior Management Team		0	0	0	0	0				0		
Vacancy factor and agency costs		0	0	0	0	0				0		
Pension backfunding			0			0				0		
Recharges (mainly from HRA)									0	0		
Utilities					43	43				43		
Council Tax	0%						0		0	0		
Business Rates retained								200	200	200		
Operating (surplus)/deficit	-	0	0	0	550	550	300	510	810	1,360		
Revenue transfer to capital program						0			0	0		
Revenue transfer to reserves						0			0	0		
Total spend	-	0	0	0	550	550	300	510	810	1,360		
	=											
Table 1.1.2 - 2020/21 BUDGET												
Table 1.1.2 - 2020/21 BUDGET		Salarv	Non-sal	Non-c	Cont	Total	Fees &	Income	Total	Net	Annual	Cumul
Table 1.1.2 - 2020/21 BUDGET		Salary costs	Non-sal costs	Non-c spend	Cont spend	Total spend		Income		Net spend		Cumul deficit
Table 1.1.2 - 2020/21 BUDGET		'		Non-c spend			Fees & charges	Income	Total receipts		Annual change	
		costs			spend	spend	charges	Income -796	receipts	spend		
Table 1.1.2 - 2020/21 BUDGET Community Customer Services & IT		'	costs	spend								
Community		costs 2,248	costs 94	spend 788	spend 6,050	spend 9,182	charges -5,981	-796	receipts -6,778	spend 2,404		
Community Customer Services & IT		, costs 2,248 1,702	costs 94 19	spend 788 611	spend 6,050 909	spend 9,182 3,241	charges -5,981 -144	-796 -214	receipts -6,778 -358	spend 2,404 2,883		
Community Customer Services & IT Environmental Services		costs 2,248 1,702 1,490	costs 94 19 51	spend 788 611 157	spend 6,050 909 6,016	spend 9,182 3,241 7,714	charges -5,981 -144 -6,251	-796 -214 -634	receipts -6,778 -358 -6,884	spend 2,404 2,883 830		
Community Customer Services & IT Environmental Services Finance and property		costs 2,248 1,702 1,490 1,759	costs 94 19 51 13	spend 788 611 157 225	spend 6,050 909 6,016 971	spend 9,182 3,241 7,714 2,967	charges -5,981 -144 -6,251 -245	-796 -214 -634 -2,997	receipts -6,778 -358 -6,884 -3,242	spend 2,404 2,883 830 -275		
Community Customer Services & IT Environmental Services Finance and property General Fund Housing		costs 2,248 1,702 1,490 1,759 745	costs 94 19 51 13 8	spend 788 611 157 225 426	spend 6,050 909 6,016 971 0	spend 9,182 3,241 7,714 2,967 1,179	charges -5,981 -144 -6,251 -245 -24	-796 -214 -634 -2,997 -275	receipts -6,778 -358 -6,884 -3,242 -299	spend 2,404 2,883 830 -275 880		
Community Customer Services & IT Environmental Services Finance and property General Fund Housing Planning		costs 2,248 1,702 1,490 1,759 745 2,602	costs 94 19 51 13 8 8 87	spend 788 611 157 225 426 287	spend 6,050 909 6,016 971 0 0	spend 9,182 3,241 7,714 2,967 1,179 2,977	charges -5,981 -144 -6,251 -245 -24 -1,484	-796 -214 -634 -2,997 -275 -31	receipts -6,778 -358 -6,884 -3,242 -299 -1,515	spend 2,404 2,883 830 -275 880 1,462		
Community Customer Services & IT Environmental Services Finance and property General Fund Housing Planning Policy and Governance		costs 2,248 1,702 1,490 1,759 745 2,602 1,814	costs 94 19 51 13 8 87 269	spend 788 611 157 225 426 287 331	spend 6,050 909 6,016 971 0 0	spend 9,182 3,241 7,714 2,967 1,179 2,977 3,042	charges -5,981 -144 -6,251 -245 -24 -1,484	-796 -214 -634 -2,997 -275 -31	receipts -6,778 -358 -6,884 -3,242 -299 -1,515	spend 2,404 2,883 830 -275 880 1,462 2,313		
Community Customer Services & IT Environmental Services Finance and property General Fund Housing Planning Policy and Governance Senior Management Team Vacancy factor and agency costs		2,248 1,702 1,490 1,759 745 2,602 1,814 1,207	costs 94 19 51 13 8 87 269 12	spend 788 611 157 225 426 287 331 1	spend 6,050 909 6,016 971 0 0	spend 9,182 3,241 7,714 2,967 1,179 2,977 3,042 1,220 -280	charges -5,981 -144 -6,251 -245 -24 -1,484	-796 -214 -634 -2,997 -275 -31	receipts -6,778 -358 -6,884 -3,242 -299 -1,515	spend 2,404 2,883 830 -275 880 1,462 2,313 1,220 -280		
Community Customer Services & IT Environmental Services Finance and property General Fund Housing Planning Policy and Governance Senior Management Team Vacancy factor and agency costs Pension backfunding		2,248 1,702 1,490 1,759 745 2,602 1,814 1,207	costs 94 19 51 13 8 87 269	spend 788 611 157 225 426 287 331 1	spend 6,050 909 6,016 971 0 0	spend 9,182 3,241 7,714 2,967 1,179 2,977 3,042 1,220	charges -5,981 -144 -6,251 -245 -24 -1,484	-796 -214 -634 -2,997 -275 -31	receipts -6,778 -358 -6,884 -3,242 -299 -1,515	spend 2,404 2,883 830 -275 880 1,462 2,313 1,220 -280 1,023		
Community Customer Services & IT Environmental Services Finance and property General Fund Housing Planning Policy and Governance Senior Management Team Vacancy factor and agency costs		2,248 1,702 1,490 1,759 745 2,602 1,814 1,207	costs 94 19 51 13 8 87 269 12	spend 788 611 157 225 426 287 331 1	spend 6,050 909 6,016 971 0 0	spend 9,182 3,241 7,714 2,967 1,179 2,977 3,042 1,220 -280	charges -5,981 -144 -6,251 -245 -24 -1,484	-796 -214 -634 -2,997 -275 -31 -28	receipts -6,778 -358 -6,884 -3,242 -299 -1,515 -729	spend 2,404 2,883 830 -275 880 1,462 2,313 1,220 -280		
Community Customer Services & IT Environmental Services Finance and property General Fund Housing Planning Policy and Governance Senior Management Team Vacancy factor and agency costs Pension backfunding Recharges (mainly from HRA)		2,248 1,702 1,490 1,759 745 2,602 1,814 1,207	costs 94 19 51 13 8 87 269 12	spend 788 611 157 225 426 287 331 1	spend 6,050 909 6,016 971 0 0 627	spend 9,182 3,241 7,714 2,967 1,179 2,977 3,042 1,220 -280 1,023	charges -5,981 -144 -6,251 -245 -24 -1,484	-796 -214 -634 -2,997 -275 -31 -28	receipts -6,778 -358 -6,884 -3,242 -299 -1,515 -729	spend 2,404 2,883 830 -275 880 1,462 2,313 1,220 -280 1,023 -2,109		
Community Customer Services & IT Environmental Services Finance and property General Fund Housing Planning Policy and Governance Senior Management Team Vacancy factor and agency costs Pension backfunding Recharges (mainly from HRA) Utilities		2,248 1,702 1,490 1,759 745 2,602 1,814 1,207	costs 94 19 51 13 8 87 269 12	spend 788 611 157 225 426 287 331 1	spend 6,050 909 6,016 971 0 0 627	spend 9,182 3,241 7,714 2,967 1,179 2,977 3,042 1,220 -280 1,023	charges -5,981 -144 -6,251 -245 -24 -1,484 -701	-796 -214 -634 -2,997 -275 -31 -28 -2,109	receipts -6,778 -358 -6,884 -3,242 -299 -1,515 -729 -2,109 -10,113	spend 2,404 2,883 830 -275 880 1,462 2,313 1,220 -280 1,023 -2,109 1,223 -10,113		
Community Customer Services & IT Environmental Services Finance and property General Fund Housing Planning Policy and Governance Senior Management Team Vacancy factor and agency costs Pension backfunding Recharges (mainly from HRA) Utilities Council Tax Business Rates retained	-	costs 2,248 1,702 1,490 1,759 745 2,602 1,814 1,207	costs 94 19 51 13 8 87 269 12	spend 788 611 157 225 426 287 331 1 0	spend 6,050 909 6,016 971 0 0 627	spend 9,182 3,241 7,714 2,967 1,179 2,977 3,042 1,220 -280 1,023	charges -5,981 -144 -6,251 -245 -24 -1,484 -701	-796 -214 -634 -2,997 -275 -31 -28	receipts -6,778 -358 -6,884 -3,242 -299 -1,515 -729 -2,109 -10,113 -1,800	spend 2,404 2,883 830 -275 880 1,462 2,313 1,220 -280 1,023 -2,109 1,223		
Community Customer Services & IT Environmental Services Finance and property General Fund Housing Planning Policy and Governance Senior Management Team Vacancy factor and agency costs Pension backfunding Recharges (mainly from HRA) Utilities Council Tax Business Rates retained <b>Operating (surplus)/deficit</b>	-	costs 2,248 1,702 1,490 1,759 745 2,602 1,814 1,207 -280	costs 94 19 51 13 8 87 269 12 1,023	spend 788 611 157 225 426 287 331 1 0	spend 6,050 909 6,016 971 0 0 627 1,223	spend 9,182 3,241 7,714 2,967 1,179 2,977 3,042 1,220 1,023 1,023 1,223	charges -5,981 -144 -6,251 -245 -24 -1,484 -701	-796 -214 -634 -2,997 -275 -31 -28 -2,109 -1,800	receipts -6,778 -358 -6,884 -3,242 -299 -1,515 -729 -2,109 -10,113 -1,800 -33,826	spend 2,404 2,883 830 -275 880 1,462 2,313 1,220 -280 1,023 -2,109 1,223 -10,113 -1,800 -339		
Community Customer Services & IT Environmental Services Finance and property General Fund Housing Planning Policy and Governance Senior Management Team Vacancy factor and agency costs Pension backfunding Recharges (mainly from HRA) Utilities Council Tax Business Rates retained	_	costs 2,248 1,702 1,490 1,759 745 2,602 1,814 1,207 -280	costs 94 19 51 13 8 87 269 12 1,023	spend 788 611 157 225 426 287 331 1 0 0	spend 6,050 909 6,016 971 0 0 627 1,223 1,223	spend 9,182 3,241 7,714 2,967 1,179 2,977 3,042 1,220 -280 1,023 1,223 33,487 1,117	charges -5,981 -144 -6,251 -245 -24 -1,484 -701	-796 -214 -634 -2,997 -275 -31 -28 -2,109 -1,800	receipts -6,778 -358 -6,884 -3,242 -299 -1,515 -729 -2,109 -10,113 -1,800	spend 2,404 2,883 830 -275 880 1,462 2,313 1,220 -280 1,023 -2,109 1,223 -10,113 -1,800 -339 1,117		
Community Customer Services & IT Environmental Services Finance and property General Fund Housing Planning Policy and Governance Senior Management Team Vacancy factor and agency costs Pension backfunding Recharges (mainly from HRA) Utilities Council Tax Business Rates retained <b>Operating (surplus)/deficit</b> Revenue transfer to capital program	-	costs 2,248 1,702 1,490 1,759 745 2,602 1,814 1,207 -280	costs 94 19 51 13 8 87 269 12 1,023	spend 788 611 157 225 426 287 331 1 0	spend 6,050 909 6,016 971 0 0 627 1,223	spend 9,182 3,241 7,714 2,967 1,179 2,977 3,042 1,220 1,023 1,023 1,223	charges -5,981 -144 -6,251 -245 -24 -1,484 -701	-796 -214 -634 -2,997 -275 -31 -28 -2,109 -1,800	receipts -6,778 -358 -6,884 -3,242 -299 -1,515 -729 -2,109 -10,113 -1,800 -33,826 0	spend 2,404 2,883 830 -275 880 1,462 2,313 1,220 -280 1,023 -2,109 1,223 -10,113 -1,800 -339		

Table 1.1.1 - 2020/21 BUDGET - change from previous year

Table 1.2.1 - 2021/22 BUDGET - chan	ge from pi	evious ye	ar									
Inflationary cost estimate	550	Salary	Non-sal	Non-c	Cont	Total	Fees &	Income	Total	Net		
		costs	costs	spend	spend	spend	charges		receipts	spend		
		0.0%		·	3.5%	•						
Community		0	0	0	211	211			0	211		
Customer Services & IT		0	0	0	32	32			0	32		
Environmental Services		0	0	0	209	209			0	209		
Finance and property		0	0	0	34	34		20	20	54		
General Fund Housing		0	0	0	0	0			0	0		
Planning		0	0	0	0	0			0	0		
Policy and Governance		0	0	0	22	22			0	22		
Senior Management Team		0	0	0	0	0				0		
Vacancy factor and agency costs		0	0	0	0	0				0		
Pension backfunding			0			0				0		
Recharges (mainly from HRA)			-						0	0		
Utilities					43	43			-	43		
Council Tax	0%						0		0	0		
Business Rates retained	0/0						Ū	700	700	700		
Operating (surplus)/deficit		0	0	0	550	550	0	700	700	1,270		
Revenue transfer to capital program		0	0	0	330	0	0	720	720 0	1,270		
Revenue transfer to reserves						0			0	0		
Total spend	-	0	0	0	550	550	0	720	720	1,270		
Total spend	—	0	0	0	550	550	0	720	720	1,270		
Table 1.2.2 - 2021/22 BUDGET												
Table 1.2.2 - 2021/22 BUDGET		Salary	Non-sal	Non-c	Cont	Total	Fees &	Income	Total	Net	Annual	Cumul
Table 1.2.2 - 2021/22 BUDGET		Salary costs	Non-sal costs	Non-c spend	Cont spend	Total spend	Fees & charges	Income	Total receipts	Net spend	Annual change	Cumul deficit
Table 1.2.2 - 2021/22 BUDGET Community		'						Income -796				
		costs	costs	spend	spend	spend	charges		receipts	spend		
Community		costs 2,248	costs 94	spend 788	spend 6,261	spend 9,392	charges -5,981	-796	receipts	spend 2,615		
Community Customer Services & IT		costs 2,248 1,702	costs 94 19	spend 788 611	spend 6,261 940	spend 9,392 3,272	charges -5,981 -144	-796 -214	receipts -6,778 -358	spend 2,615 2,915		
Community Customer Services & IT Environmental Services		costs 2,248 1,702 1,490	costs 94 19 51	spend 788 611 157	spend 6,261 940 6,225	spend 9,392 3,272 7,923	charges -5,981 -144 -6,251	-796 -214 -634	receipts -6,778 -358 -6,884	spend 2,615 2,915 1,039		
Community Customer Services & IT Environmental Services Finance and property		costs 2,248 1,702 1,490 1,759	costs 94 19 51 13	spend 788 611 157 225	spend 6,261 940 6,225 1,004	spend 9,392 3,272 7,923 3,001	charges -5,981 -144 -6,251 -245	-796 -214 -634 -2,977	receipts -6,778 -358 -6,884 -3,222	spend 2,615 2,915 1,039 -221		
Community Customer Services & IT Environmental Services Finance and property General Fund Housing		costs 2,248 1,702 1,490 1,759 745	costs 94 19 51 13 8	spend 788 611 157 225 426	spend 6,261 940 6,225 1,004 0	spend 9,392 3,272 7,923 3,001 1,179	charges -5,981 -144 -6,251 -245 -24	-796 -214 -634 -2,977 -275	receipts -6,778 -358 -6,884 -3,222 -299	spend 2,615 2,915 1,039 -221 880		
Community Customer Services & IT Environmental Services Finance and property General Fund Housing Planning		costs 2,248 1,702 1,490 1,759 745 2,602	costs 94 19 51 13 8 8 87	spend 788 611 157 225 426 287	spend 6,261 940 6,225 1,004 0 0	spend 9,392 3,272 7,923 3,001 1,179 2,977	charges -5,981 -144 -6,251 -245 -24 -24 -1,484	-796 -214 -634 -2,977 -275 -31	receipts -6,778 -358 -6,884 -3,222 -299 -1,515	spend 2,615 2,915 1,039 -221 880 1,462		
Community Customer Services & IT Environmental Services Finance and property General Fund Housing Planning Policy and Governance		costs 2,248 1,702 1,490 1,759 745 2,602 1,814	costs 94 19 51 13 8 87 269	spend 788 611 157 225 426 287 331	spend 6,261 940 6,225 1,004 0 0	spend 9,392 3,272 7,923 3,001 1,179 2,977 3,064	charges -5,981 -144 -6,251 -245 -24 -24 -1,484	-796 -214 -634 -2,977 -275 -31	receipts -6,778 -358 -6,884 -3,222 -299 -1,515	spend 2,615 2,915 1,039 -221 880 1,462 2,334		
Community Customer Services & IT Environmental Services Finance and property General Fund Housing Planning Policy and Governance Senior Management Team		costs 2,248 1,702 1,490 1,759 745 2,602 1,814 1,207	costs 94 19 51 13 8 87 269	spend 788 611 157 225 426 287 331 1	spend 6,261 940 6,225 1,004 0 0	spend 9,392 3,272 7,923 3,001 1,179 2,977 3,064 1,220	charges -5,981 -144 -6,251 -245 -24 -24 -1,484	-796 -214 -634 -2,977 -275 -31	receipts -6,778 -358 -6,884 -3,222 -299 -1,515	spend 2,615 2,915 1,039 -221 880 1,462 2,334 1,220		
Community Customer Services & IT Environmental Services Finance and property General Fund Housing Planning Policy and Governance Senior Management Team Vacancy factor and agency costs Pension backfunding		costs 2,248 1,702 1,490 1,759 745 2,602 1,814 1,207	costs 94 19 51 13 8 87 269 12	spend 788 611 157 225 426 287 331 1	spend 6,261 940 6,225 1,004 0 0	spend 9,392 3,272 7,923 3,001 1,179 2,977 3,064 1,220 -280	charges -5,981 -144 -6,251 -245 -24 -24 -1,484	-796 -214 -634 -2,977 -275 -31 -28	receipts -6,778 -358 -6,884 -3,222 -299 -1,515 -729	spend 2,615 2,915 1,039 -221 880 1,462 2,334 1,220 -280 1,023		
Community Customer Services & IT Environmental Services Finance and property General Fund Housing Planning Policy and Governance Senior Management Team Vacancy factor and agency costs		costs 2,248 1,702 1,490 1,759 745 2,602 1,814 1,207	costs 94 19 51 13 8 87 269 12	spend 788 611 157 225 426 287 331 1	spend 6,261 940 6,225 1,004 0 0	spend 9,392 3,272 7,923 3,001 1,179 2,977 3,064 1,220 -280	charges -5,981 -144 -6,251 -245 -24 -24 -1,484	-796 -214 -634 -2,977 -275 -31	receipts -6,778 -358 -6,884 -3,222 -299 -1,515	spend 2,615 2,915 1,039 -221 880 1,462 2,334 1,220 -280		
Community Customer Services & IT Environmental Services Finance and property General Fund Housing Planning Policy and Governance Senior Management Team Vacancy factor and agency costs Pension backfunding Recharges (mainly from HRA)		costs 2,248 1,702 1,490 1,759 745 2,602 1,814 1,207	costs 94 19 51 13 8 87 269 12	spend 788 611 157 225 426 287 331 1	spend 6,261 940 6,225 1,004 0 0 649	spend 9,392 3,272 7,923 3,001 1,179 2,977 3,064 1,220 -280 1,023	charges -5,981 -144 -6,251 -245 -24 -24 -1,484	-796 -214 -634 -2,977 -275 -31 -28	receipts -6,778 -358 -6,884 -3,222 -299 -1,515 -729	spend 2,615 2,915 1,039 -221 880 1,462 2,334 1,220 -280 1,023 -2,109		
Community Customer Services & IT Environmental Services Finance and property General Fund Housing Planning Policy and Governance Senior Management Team Vacancy factor and agency costs Pension backfunding Recharges (mainly from HRA) Utilities		costs 2,248 1,702 1,490 1,759 745 2,602 1,814 1,207	costs 94 19 51 13 8 87 269 12	spend 788 611 157 225 426 287 331 1	spend 6,261 940 6,225 1,004 0 0 649	spend 9,392 3,272 7,923 3,001 1,179 2,977 3,064 1,220 -280 1,023	charges -5,981 -144 -6,251 -245 -24 -1,484 -701	-796 -214 -634 -2,977 -275 -31 -28 -2,109	receipts -6,778 -358 -6,884 -3,222 -299 -1,515 -729 -2,109 -10,113	spend 2,615 2,915 1,039 -221 880 1,462 2,334 1,220 -280 1,023 -2,109 1,265 -10,113		
Community Customer Services & IT Environmental Services Finance and property General Fund Housing Planning Policy and Governance Senior Management Team Vacancy factor and agency costs Pension backfunding Recharges (mainly from HRA) Utilities Council Tax Business Rates retained	_	costs 2,248 1,702 1,490 1,759 745 2,602 1,814 1,207 -280	costs 94 19 51 13 8 87 269 12 1,023	spend 788 611 157 225 426 287 331 1 0	spend 6,261 940 6,225 1,004 0 0 649 1,265	spend 9,392 3,272 7,923 3,001 1,179 2,977 3,064 1,220 -280 1,023 1,265	charges -5,981 -144 -6,251 -245 -24 -1,484 -701 -10,113	-796 -214 -634 -2,977 -275 -31 -28	receipts -6,778 -358 -6,884 -3,222 -299 -1,515 -729 -2,109 -10,113 -1,100	spend 2,615 2,915 1,039 -221 880 1,462 2,334 1,220 -280 1,023 -2,109 1,265		
Community Customer Services & IT Environmental Services Finance and property General Fund Housing Planning Policy and Governance Senior Management Team Vacancy factor and agency costs Pension backfunding Recharges (mainly from HRA) Utilities Council Tax	_	costs 2,248 1,702 1,490 1,759 745 2,602 1,814 1,207	costs 94 19 51 13 8 87 269 12	spend 788 611 157 225 426 287 331 1	spend 6,261 940 6,225 1,004 0 0 649	spend 9,392 3,272 7,923 3,001 1,179 2,977 3,064 1,220 -280 1,023	charges -5,981 -144 -6,251 -245 -24 -1,484 -701	-796 -214 -634 -2,977 -275 -31 -28 -2,109 -1,100	receipts -6,778 -358 -6,884 -3,222 -299 -1,515 -729 -2,109 -10,113	spend 2,615 2,915 1,039 -221 880 1,462 2,334 1,262 -280 1,023 -2,109 1,265 -10,113 -1,100		
Community Customer Services & IT Environmental Services Finance and property General Fund Housing Planning Policy and Governance Senior Management Team Vacancy factor and agency costs Pension backfunding Recharges (mainly from HRA) Utilities Council Tax Business Rates retained <b>Operating (surplus)/deficit</b>	_	costs 2,248 1,702 1,490 1,759 745 2,602 1,814 1,207 -280	costs 94 19 51 13 8 87 269 12 1,023	spend 788 611 157 225 426 287 331 1 0	spend 6,261 940 6,225 1,004 0 0 649 1,265	spend 9,392 3,272 7,923 3,001 1,179 2,977 3,064 1,220 1,023 1,265 34,037	charges -5,981 -144 -6,251 -245 -24 -1,484 -701 -10,113	-796 -214 -634 -2,977 -275 -31 -28 -2,109 -1,100	receipts -6,778 -358 -6,884 -3,222 -299 -1,515 -729 -2,109 -10,113 -1,100 -33,106	spend 2,615 2,915 1,039 -221 880 1,462 2,334 1,262 -280 1,023 -2,109 1,265 -10,113 -1,100 931		
Community Customer Services & IT Environmental Services Finance and property General Fund Housing Planning Policy and Governance Senior Management Team Vacancy factor and agency costs Pension backfunding Recharges (mainly from HRA) Utilities Council Tax Business Rates retained <b>Operating (surplus)/deficit</b> Revenue transfer to capital program	-	costs 2,248 1,702 1,490 1,759 745 2,602 1,814 1,207 -280	costs 94 19 51 13 8 87 269 12 1,023	spend 788 611 157 225 426 287 331 1 0 0	spend 6,261 940 6,225 1,004 0 0 649 1,265 16,346	spend 9,392 3,272 7,923 3,001 1,179 2,977 3,064 1,220 -280 1,023 1,265 34,037 1,117	charges -5,981 -144 -6,251 -245 -24 -1,484 -701 -10,113	-796 -214 -634 -2,977 -275 -31 -28 -2,109 -1,100	receipts -6,778 -358 -6,884 -3,222 -299 -1,515 -729 -2,109 -10,113 -1,100 -33,106 0	spend 2,615 2,915 1,039 -221 880 1,462 2,334 1,220 -280 1,023 -2,109 1,265 -10,113 -1,100 931 1,117		

Table 1.3.1 - 2022/23 BUDGET - chan	ige from pi	revious ye	ar									
Inflationary cost estimate	550	Salary	Non-sal	Non-c	Cont	Total	Fees &	Income	Total	Net		
· · · · ·		costs	costs	spend	spend	spend	charges		receipts	spend		
		0.0%		·	3.4%	•			•			
Community		0	0	0	211	211			0	211		
Customer Services & IT		0	0	0	32	32			0	32		
Environmental Services		0	0	0	209	209			0	209		
Finance and property		0	0	0	34	34		30	30	64		
General Fund Housing		0	0	0	0	0			0	0		
Planning		0	0	0	0	0			0	0		
Policy and Governance		0	0	0	22	22			0	22		
Senior Management Team		0	0	0	0	0				0		
Vacancy factor and agency costs		0	0	0	0	0				0		
Pension backfunding			0			0				0		
Recharges (mainly from HRA)									0	0		
Utilities					43	43			-	43		
Council Tax	0%						0		0	0		
Business Rates retained	0/0						Ū	700	700	700		
Operating (surplus)/deficit	-	0	0	0	550	550	0	730	730	1,280		
Revenue transfer to capital program		0	0	0	330	0	0	750	/ 30 0	1,280		
Revenue transfer to reserves						0			0	0		
Total spend	_	0	0	0	550	550	0	730	730	1,280		
	-	0	0	0	550	550	0	730	730	1,200		
Table 1.3.2 - 2022/23 BUDGET												
·····		Salary	Non-sal	Non-c	Cont	Total	Fees &	Income	Total	Net	Annual	Cumul
		Salary costs	Non-sal costs	Non-c spend	Cont spend	Total spend	Fees & charges	Income	Total receipts	Net spend	Annual change	Cumul deficit
Community		,						Income -796				
		costs	costs	spend	spend	spend	charges		receipts	spend		
Community		, costs 2,248	costs 94	spend 788	spend 6,472	spend 9,603	charges -5,981	-796	receipts -6,778	spend 2,825		
Community Customer Services & IT		costs 2,248 1,702	costs 94 19	spend 788 611	spend 6,472 972	spend 9,603 3,304	charges -5,981 -144	-796 -214	receipts -6,778 -358	spend 2,825 2,946		
Community Customer Services & IT Environmental Services		costs 2,248 1,702 1,490	costs 94 19 51	spend 788 611 157	spend 6,472 972 6,435	spend 9,603 3,304 8,133	charges -5,981 -144 -6,251	-796 -214 -634	receipts -6,778 -358 -6,884	spend 2,825 2,946 1,249		
Community Customer Services & IT Environmental Services Finance and property		costs 2,248 1,702 1,490 1,759	costs 94 19 51 13	spend 788 611 157 225	spend 6,472 972 6,435 1,038	spend 9,603 3,304 8,133 3,035	charges -5,981 -144 -6,251 -245	-796 -214 -634 -2,947	receipts -6,778 -358 -6,884 -3,192	spend 2,825 2,946 1,249 -157		
Community Customer Services & IT Environmental Services Finance and property General Fund Housing		costs 2,248 1,702 1,490 1,759 745	costs 94 19 51 13 8	spend 788 611 157 225 426	spend 6,472 972 6,435 1,038 0	spend 9,603 3,304 8,133 3,035 1,179	charges -5,981 -144 -6,251 -245 -24	-796 -214 -634 -2,947 -275	receipts -6,778 -358 -6,884 -3,192 -299	spend 2,825 2,946 1,249 -157 880		
Community Customer Services & IT Environmental Services Finance and property General Fund Housing Planning		costs 2,248 1,702 1,490 1,759 745 2,602	costs 94 19 51 13 8 8 87	spend 788 611 157 225 426 287	spend 6,472 972 6,435 1,038 0 0	spend 9,603 3,304 8,133 3,035 1,179 2,977	charges -5,981 -144 -6,251 -245 -24 -24 -1,484	-796 -214 -634 -2,947 -275 -31	receipts -6,778 -358 -6,884 -3,192 -299 -1,515	spend 2,825 2,946 1,249 -157 880 1,462		
Community Customer Services & IT Environmental Services Finance and property General Fund Housing Planning Policy and Governance		costs 2,248 1,702 1,490 1,759 745 2,602 1,814	costs 94 19 51 13 8 87 269	spend 788 611 157 225 426 287 331	spend 6,472 972 6,435 1,038 0 0	spend 9,603 3,304 8,133 3,035 1,179 2,977 3,085	charges -5,981 -144 -6,251 -245 -24 -24 -1,484	-796 -214 -634 -2,947 -275 -31	receipts -6,778 -358 -6,884 -3,192 -299 -1,515	spend 2,825 2,946 1,249 -157 880 1,462 2,356		
Community Customer Services & IT Environmental Services Finance and property General Fund Housing Planning Policy and Governance Senior Management Team		costs 2,248 1,702 1,490 1,759 745 2,602 1,814 1,207	costs 94 19 51 13 8 87 269	spend 788 611 157 225 426 287 331 1	spend 6,472 972 6,435 1,038 0 0	spend 9,603 3,304 8,133 3,035 1,179 2,977 3,085 1,220	charges -5,981 -144 -6,251 -245 -24 -24 -1,484	-796 -214 -634 -2,947 -275 -31	receipts -6,778 -358 -6,884 -3,192 -299 -1,515	spend 2,825 2,946 1,249 -157 880 1,462 2,356 1,220		
Community Customer Services & IT Environmental Services Finance and property General Fund Housing Planning Policy and Governance Senior Management Team Vacancy factor and agency costs		costs 2,248 1,702 1,490 1,759 745 2,602 1,814 1,207	costs 94 19 51 13 8 87 269 12	spend 788 611 157 225 426 287 331 1	spend 6,472 972 6,435 1,038 0 0	spend 9,603 3,304 8,133 3,035 1,179 2,977 3,085 1,220 -280	charges -5,981 -144 -6,251 -245 -24 -24 -1,484	-796 -214 -634 -2,947 -275 -31	receipts -6,778 -358 -6,884 -3,192 -299 -1,515	spend 2,825 2,946 1,249 -157 880 1,462 2,356 1,220 -280		
Community Customer Services & IT Environmental Services Finance and property General Fund Housing Planning Policy and Governance Senior Management Team Vacancy factor and agency costs Pension backfunding		costs 2,248 1,702 1,490 1,759 745 2,602 1,814 1,207	costs 94 19 51 13 8 87 269 12	spend 788 611 157 225 426 287 331 1	spend 6,472 972 6,435 1,038 0 0	spend 9,603 3,304 8,133 3,035 1,179 2,977 3,085 1,220 -280	charges -5,981 -144 -6,251 -245 -24 -24 -1,484	-796 -214 -634 -2,947 -275 -31 -28	receipts -6,778 -358 -6,884 -3,192 -299 -1,515 -729	spend 2,825 2,946 1,249 -157 880 1,462 2,356 1,220 -280 1,023		
Community Customer Services & IT Environmental Services Finance and property General Fund Housing Planning Policy and Governance Senior Management Team Vacancy factor and agency costs Pension backfunding Recharges (mainly from HRA)		costs 2,248 1,702 1,490 1,759 745 2,602 1,814 1,207	costs 94 19 51 13 8 87 269 12	spend 788 611 157 225 426 287 331 1	spend 6,472 972 6,435 1,038 0 0 671	spend 9,603 3,304 8,133 3,035 1,179 2,977 3,085 1,220 -280 1,023	charges -5,981 -144 -6,251 -245 -24 -24 -1,484	-796 -214 -634 -2,947 -275 -31 -28	receipts -6,778 -358 -6,884 -3,192 -299 -1,515 -729	spend 2,825 2,946 1,249 -157 880 1,462 2,356 1,220 -280 1,023 -2,109		
Community Customer Services & IT Environmental Services Finance and property General Fund Housing Planning Policy and Governance Senior Management Team Vacancy factor and agency costs Pension backfunding Recharges (mainly from HRA) Utilities		costs 2,248 1,702 1,490 1,759 745 2,602 1,814 1,207	costs 94 19 51 13 8 87 269 12	spend 788 611 157 225 426 287 331 1	spend 6,472 972 6,435 1,038 0 0 671	spend 9,603 3,304 8,133 3,035 1,179 2,977 3,085 1,220 -280 1,023	charges -5,981 -144 -6,251 -245 -24 -1,484 -701	-796 -214 -634 -2,947 -275 -31 -28	receipts -6,778 -358 -6,884 -3,192 -299 -1,515 -729 -2,109	spend 2,825 2,946 1,249 -157 880 1,462 2,356 1,220 -280 1,023 -2,109 1,308		
Community Customer Services & IT Environmental Services Finance and property General Fund Housing Planning Policy and Governance Senior Management Team Vacancy factor and agency costs Pension backfunding Recharges (mainly from HRA) Utilities Council Tax	_	costs 2,248 1,702 1,490 1,759 745 2,602 1,814 1,207	costs 94 19 51 13 8 87 269 12	spend 788 611 157 225 426 287 331 1	spend 6,472 972 6,435 1,038 0 0 671	spend 9,603 3,304 8,133 3,035 1,179 2,977 3,085 1,220 -280 1,023	charges -5,981 -144 -6,251 -245 -24 -1,484 -701	-796 -214 -634 -2,947 -275 -31 -28 -2,109	receipts -6,778 -358 -6,884 -3,192 -299 -1,515 -729 -2,109 -10,113	spend 2,825 2,946 1,249 -157 880 1,462 2,356 1,220 -280 1,023 -2,109 1,308 -10,113		
Community Customer Services & IT Environmental Services Finance and property General Fund Housing Planning Policy and Governance Senior Management Team Vacancy factor and agency costs Pension backfunding Recharges (mainly from HRA) Utilities Council Tax Business Rates retained	_	costs 2,248 1,702 1,490 1,759 745 2,602 1,814 1,207 -280	costs 94 19 51 13 8 87 269 12 1,023	spend 788 611 157 225 426 287 331 1 0	spend 6,472 972 6,435 1,038 0 0 671 1,308	spend 9,603 3,304 8,133 3,035 1,179 2,977 3,085 1,220 -280 1,023 1,308	charges -5,981 -144 -6,251 -245 -24 -1,484 -701 -10,113	-796 -214 -634 -2,947 -275 -31 -28 -2,109 -400	receipts -6,778 -358 -6,884 -3,192 -299 -1,515 -729 -2,109 -10,113 -400	spend 2,825 2,946 1,249 -157 880 1,462 2,356 1,220 -280 1,023 -2,109 1,308 -10,113 -400		
Community Customer Services & IT Environmental Services Finance and property General Fund Housing Planning Policy and Governance Senior Management Team Vacancy factor and agency costs Pension backfunding Recharges (mainly from HRA) Utilities Council Tax Business Rates retained <b>Operating (surplus)/deficit</b>	_	costs 2,248 1,702 1,490 1,759 745 2,602 1,814 1,207 -280	costs 94 19 51 13 8 87 269 12 1,023	spend 788 611 157 225 426 287 331 1 0	spend 6,472 972 6,435 1,038 0 0 671 1,308	spend 9,603 3,304 8,133 3,035 1,179 2,977 3,085 1,220 -280 1,023 1,308 34,587	charges -5,981 -144 -6,251 -245 -24 -1,484 -701 -10,113	-796 -214 -634 -2,947 -275 -31 -28 -2,109 -400	receipts -6,778 -358 -6,884 -3,192 -299 -1,515 -729 -2,109 -2,109 -10,113 -400 -32,376	spend 2,825 2,946 1,249 -157 880 1,462 2,356 1,220 -280 1,023 -2,109 1,308 -10,113 -400 2,211		
Community Customer Services & IT Environmental Services Finance and property General Fund Housing Planning Policy and Governance Senior Management Team Vacancy factor and agency costs Pension backfunding Recharges (mainly from HRA) Utilities Council Tax Business Rates retained <b>Operating (surplus)/deficit</b> Revenue transfer to capital program	-	costs 2,248 1,702 1,490 1,759 745 2,602 1,814 1,207 -280	costs 94 19 51 13 8 87 269 12 1,023	spend 788 611 157 225 426 287 331 1 0 0	spend 6,472 972 6,435 1,038 0 0 671 1,308 16,896	spend 9,603 3,304 8,133 3,035 1,179 2,977 3,085 1,220 -280 1,023 1,308 34,587 1,117	charges -5,981 -144 -6,251 -245 -24 -1,484 -701 -10,113	-796 -214 -634 -2,947 -275 -31 -28 -2,109 -400	receipts -6,778 -358 -6,884 -3,192 -299 -1,515 -729 -2,109 -2,109 -10,113 -400 -32,376 0	spend 2,825 2,946 1,249 -157 880 1,462 2,356 1,220 -280 1,023 -2,109 1,308 -10,113 -400 2,211 1,117		

Table 1.4.1 - 2023/24 BUDGET - chang	e from pro	evious ye	ar									
Inflationary cost estimate	550	Salary	Non-sal	Non-c	Cont	Total	Fees &	Income	Total	Net		
· •		costs	costs	spend	spend	spend	charges		receipts	spend		
		0.0%			3.3%							
Community		0	0	0	211	211			0	211		
Customer Services & IT		0	0	0	32	32			0	32		
Environmental Services		0	0	0	209	209			0	209		
Finance and property		0	0	0	34	34		30	30	64		
General Fund Housing		0	0	0	0	0		50	0	0		
Planning		0	0	0	0	0			0	0		
Policy and Governance		0	0	0	22	22			0	22		
Senior Management Team		0	0	0	0	0			0	0		
Vacancy factor and agency costs		0	0	0	0	0				0		
Pension backfunding		0	0	0	0	0				0		
Recharges (mainly from HRA)			0			0			0	0		
Utilities					43	43			0	43		
Council Tax	09/				45	45	0		0	43 0		
	0%						0					
Business Rates retained								400	400	400		
Operating (surplus)/deficit		0	0	0	550	550	0	430	430	980		
Revenue transfer to capital program						0			0	0		
Revenue transfer to reserves			-	-		0	-		0	0		
Total spend		0	0	0	550	550	0	430	430	980		
Table 1.4.2 - 2023/24 BUDGET												
Table 1.4.2 - 2023/24 BUDGET		Salary	Non-sal	Non-c	Cont	Total	Fees &	Income	Total	Net	Annual	Cumul
Table 1.4.2 - 2023/24 BUDGET		Salary costs	Non-sal costs	Non-c spend	Cont spend	Total spend	Fees & charges	Income	Total receipts	Net spend	Annual change	Cumul deficit
Table 1.4.2 - 2023/24 BUDGET								Income				
Table 1.4.2 - 2023/24 BUDGET								Income -796				
		costs	costs	spend	spend	spend	charges		receipts	spend		
Community		costs 2,248	costs 94	spend 788	spend 6,682	spend 9,814	charges -5,981	-796	receipts -6,778	spend 3,036		
Community Customer Services & IT		costs 2,248 1,702	costs 94 19	spend 788 611	spend 6,682 1,004	spend 9,814 3,336	charges -5,981 -144	-796 -214	receipts -6,778 -358	spend 3,036 2,978		
Community Customer Services & IT Environmental Services		costs 2,248 1,702 1,490	costs 94 19 51	spend 788 611 157	spend 6,682 1,004 6,644	spend 9,814 3,336 8,342	charges -5,981 -144 -6,251	-796 -214 -634	receipts -6,778 -358 -6,884	spend 3,036 2,978 1,458		
Community Customer Services & IT Environmental Services Finance and property		costs 2,248 1,702 1,490 1,759	costs 94 19 51 13	spend 788 611 157 225	spend 6,682 1,004 6,644 1,072	spend 9,814 3,336 8,342 3,069	charges -5,981 -144 -6,251 -245	-796 -214 -634 -2,917	receipts -6,778 -358 -6,884 -3,162	spend 3,036 2,978 1,458 -93		
Community Customer Services & IT Environmental Services Finance and property General Fund Housing Planning		costs 2,248 1,702 1,490 1,759 745	costs 94 19 51 13 8	spend 788 611 157 225 426	spend 6,682 1,004 6,644 1,072 0	spend 9,814 3,336 8,342 3,069 1,179	charges -5,981 -144 -6,251 -245 -24	-796 -214 -634 -2,917 -275	receipts -6,778 -358 -6,884 -3,162 -299	spend 3,036 2,978 1,458 -93 880		
Community Customer Services & IT Environmental Services Finance and property General Fund Housing		costs 2,248 1,702 1,490 1,759 745 2,602	costs 94 19 51 13 8 8 87	spend 788 611 157 225 426 287	spend 6,682 1,004 6,644 1,072 0 0	spend 9,814 3,336 8,342 3,069 1,179 2,977	charges -5,981 -144 -6,251 -245 -24 -1,484	-796 -214 -634 -2,917 -275 -31	receipts -6,778 -358 -6,884 -3,162 -299 -1,515	spend 3,036 2,978 1,458 -93 880 1,462		
Community Customer Services & IT Environmental Services Finance and property General Fund Housing Planning Policy and Governance		costs 2,248 1,702 1,490 1,759 745 2,602 1,814	costs 94 19 51 13 8 8 7 269	spend 788 611 157 225 426 287 331	spend 6,682 1,004 6,644 1,072 0 0	spend 9,814 3,336 8,342 3,069 1,179 2,977 3,107	charges -5,981 -144 -6,251 -245 -24 -1,484	-796 -214 -634 -2,917 -275 -31	receipts -6,778 -358 -6,884 -3,162 -299 -1,515	spend 3,036 2,978 1,458 -93 880 1,462 2,378		
Community Customer Services & IT Environmental Services Finance and property General Fund Housing Planning Policy and Governance Senior Management Team Vacancy factor and agency costs		costs 2,248 1,702 1,490 1,759 745 2,602 1,814 1,207	costs 94 19 51 13 8 87 269 12	spend 788 611 157 225 426 287 331 1	spend 6,682 1,004 6,644 1,072 0 0	spend 9,814 3,336 8,342 3,069 1,179 2,977 3,107 1,220 -280	charges -5,981 -144 -6,251 -245 -24 -1,484	-796 -214 -634 -2,917 -275 -31	receipts -6,778 -358 -6,884 -3,162 -299 -1,515	spend 3,036 2,978 1,458 -93 880 1,462 2,378 1,220 -280		
Community Customer Services & IT Environmental Services Finance and property General Fund Housing Planning Policy and Governance Senior Management Team		costs 2,248 1,702 1,490 1,759 745 2,602 1,814 1,207	costs 94 19 51 13 8 8 7 269	spend 788 611 157 225 426 287 331 1	spend 6,682 1,004 6,644 1,072 0 0	spend 9,814 3,336 8,342 3,069 1,179 2,977 3,107 1,220	charges -5,981 -144 -6,251 -245 -24 -1,484	-796 -214 -634 -2,917 -275 -31	receipts -6,778 -358 -6,884 -3,162 -299 -1,515	spend 3,036 2,978 1,458 -93 880 1,462 2,378 1,220		
Community Customer Services & IT Environmental Services Finance and property General Fund Housing Planning Policy and Governance Senior Management Team Vacancy factor and agency costs Pension backfunding		costs 2,248 1,702 1,490 1,759 745 2,602 1,814 1,207	costs 94 19 51 13 8 87 269 12	spend 788 611 157 225 426 287 331 1	spend 6,682 1,004 6,644 1,072 0 0	spend 9,814 3,336 8,342 3,069 1,179 2,977 3,107 1,220 -280	charges -5,981 -144 -6,251 -245 -24 -1,484	-796 -214 -634 -2,917 -275 -31 -28	receipts -6,778 -358 -6,884 -3,162 -299 -1,515 -729	spend 3,036 2,978 1,458 -93 880 1,462 2,378 1,220 -280 1,023		
Community Customer Services & IT Environmental Services Finance and property General Fund Housing Planning Policy and Governance Senior Management Team Vacancy factor and agency costs Pension backfunding Recharges (mainly from HRA)		costs 2,248 1,702 1,490 1,759 745 2,602 1,814 1,207	costs 94 19 51 13 8 87 269 12	spend 788 611 157 225 426 287 331 1	spend 6,682 1,004 6,644 1,072 0 0 693	spend 9,814 3,336 8,342 3,069 1,179 2,977 3,107 1,220 -280 1,023	charges -5,981 -144 -6,251 -245 -24 -1,484 -701	-796 -214 -634 -2,917 -275 -31 -28	receipts -6,778 -358 -6,884 -3,162 -299 -1,515 -729 -2,109	spend 3,036 2,978 1,458 -93 880 1,462 2,378 1,220 -280 1,023 -2,109 1,350		
Community Customer Services & IT Environmental Services Finance and property General Fund Housing Planning Policy and Governance Senior Management Team Vacancy factor and agency costs Pension backfunding Recharges (mainly from HRA) Utilities		costs 2,248 1,702 1,490 1,759 745 2,602 1,814 1,207	costs 94 19 51 13 8 87 269 12	spend 788 611 157 225 426 287 331 1	spend 6,682 1,004 6,644 1,072 0 0 693	spend 9,814 3,336 8,342 3,069 1,179 2,977 3,107 1,220 -280 1,023	charges -5,981 -144 -6,251 -245 -24 -1,484	-796 -214 -634 -2,917 -275 -31 -28	receipts -6,778 -358 -6,884 -3,162 -299 -1,515 -729	spend 3,036 2,978 1,458 -93 880 1,462 2,378 1,220 -280 1,023 -2,109		
Community Customer Services & IT Environmental Services Finance and property General Fund Housing Planning Policy and Governance Senior Management Team Vacancy factor and agency costs Pension backfunding Recharges (mainly from HRA) Utilities Council Tax Business Rates retained	_	costs 2,248 1,702 1,490 1,759 745 2,602 1,814 1,207 -280	costs 94 19 51 13 8 87 269 12 1,023	spend 788 611 157 225 426 287 331 1 0	spend 6,682 1,004 6,644 1,072 0 0 693 1,350	spend 9,814 3,336 8,342 3,069 1,179 2,977 3,107 1,220 -280 1,023 1,350	charges -5,981 -144 -6,251 -245 -24 -1,484 -701	-796 -214 -634 -2,917 -275 -31 -28 -2,109	receipts -6,778 -358 -6,884 -3,162 -299 -1,515 -729 -2,109 -10,113 0	spend 3,036 2,978 1,458 -93 880 1,462 2,378 1,220 -280 1,023 -2,109 1,350 -10,113 0		
Community Customer Services & IT Environmental Services Finance and property General Fund Housing Planning Policy and Governance Senior Management Team Vacancy factor and agency costs Pension backfunding Recharges (mainly from HRA) Utilities Council Tax Business Rates retained <b>Operating (surplus)/deficit</b>	_	costs 2,248 1,702 1,490 1,759 745 2,602 1,814 1,207	costs 94 19 51 13 8 87 269 12	spend 788 611 157 225 426 287 331 1 0	spend 6,682 1,004 6,644 1,072 0 0 693	spend 9,814 3,336 8,342 3,069 1,179 2,977 3,107 1,220 1,023 1,350 35,137	charges -5,981 -144 -6,251 -245 -24 -1,484 -701	-796 -214 -634 -2,917 -275 -31 -28 -2,109	receipts -6,778 -358 -6,884 -3,162 -299 -1,515 -729 -2,109 -2,109 -10,113 0 -31,946	spend 3,036 2,978 1,458 -93 880 1,462 2,378 1,260 -280 1,023 -2,109 1,350 -10,113 0 3,191		
Community Customer Services & IT Environmental Services Finance and property General Fund Housing Planning Policy and Governance Senior Management Team Vacancy factor and agency costs Pension backfunding Recharges (mainly from HRA) Utilities Council Tax Business Rates retained <b>Operating (surplus)/deficit</b> Revenue transfer to capital program	_	costs 2,248 1,702 1,490 1,759 745 2,602 1,814 1,207 -280	costs 94 19 51 13 8 87 269 12 1,023	spend 788 611 157 225 426 287 331 1 0 0	spend 6,682 1,004 6,644 1,072 0 0 693 1,350 17,446	spend 9,814 3,336 8,342 3,069 1,179 2,977 3,107 1,220 -280 1,023 1,350 35,137 1,117	charges -5,981 -144 -6,251 -245 -24 -1,484 -701	-796 -214 -634 -2,917 -275 -31 -28 -2,109	receipts -6,778 -358 -6,884 -3,162 -299 -1,515 -729 -2,109 -10,113 0	spend 3,036 2,978 1,458 -93 880 1,462 2,378 1,220 -280 1,023 -2,109 1,350 -10,113 0 3,191 1,117		
Community Customer Services & IT Environmental Services Finance and property General Fund Housing Planning Policy and Governance Senior Management Team Vacancy factor and agency costs Pension backfunding Recharges (mainly from HRA) Utilities Council Tax Business Rates retained <b>Operating (surplus)/deficit</b>	_	costs 2,248 1,702 1,490 1,759 745 2,602 1,814 1,207 -280	costs 94 19 51 13 8 87 269 12 1,023	spend 788 611 157 225 426 287 331 1 0	spend 6,682 1,004 6,644 1,072 0 0 693 1,350	spend 9,814 3,336 8,342 3,069 1,179 2,977 3,107 1,220 1,023 1,350 35,137	charges -5,981 -144 -6,251 -245 -24 -1,484 -701	-796 -214 -634 -2,917 -275 -31 -28 -2,109	receipts -6,778 -358 -6,884 -3,162 -299 -1,515 -729 -2,109 -2,109 -10,113 0 -31,946 0	spend 3,036 2,978 1,458 -93 880 1,462 2,378 1,260 -280 1,023 -2,109 1,350 -10,113 0 3,191		

Table 2.0.1 - 2019/20 BUDGET Original (revised format)	Salary	Non-sal	Non-c	Cont	Total	Fees &	Income	Total	Net	Annual	Cum
	costs	costs	spend	spend	spend	charges		receipts	spend	change	defi
Community	2,248	94	788	5,840	8,971	-5,981	-796	-6,778	2,193		
Customer Services & IT	1,702	19	611	877	3,209	-144	-214	-358	2,851		
Environmental Services	1,490	51	157	5,806	7,505	-6,251	-924	-7,174	330		
Finance and property	1,759	13	225	937	2,934	-245	-3,017	-3,262	-328		
General Fund Housing	745	8	426	0	1,179	-24	-275	-299	880		
Planning	2,602	87	287	0	2,977	-1,784	-31	-1,815	1,162		
Policy and Governance	1,814	269	331	606	3,020	-701	-28	-729	2,291		
Senior Management Team	1,207	12	1		1,220				1,220		
Vacancy factor and agency costs	-280		0		-280				-280		
Pension backfunding		1,023			1,023				1,023		
Recharges (mainly from HRA)							-2,109	-2,109	-2,109		
Utilities				1,180	1,180				1,180		
Council Tax						-10,113		-10,113	-10,113		
Business Rates retained							-2,000	-2,000	-2,000		
Operating (surplus)/deficit	13,287	1,577	2,828	15,246	32,937	-25,243	-9,393	-34,636	-1,699		
Revenue transfer to capital program			1,117		1,117			0	1,117		
Revenue transfer to reserves			362	220	582			0	582		
Total spend	13,287	1,577	4,307	15,466	34,636	-25,243	-9,393	-34,636	0		
Table 2.0.2 - 2019/20 BUDGET - adjustmen	<u> </u>	• •									
Inflationary cost estimate	Salary	Non-sal	Non-c	Cont	Total	Fees &	Income	Total	Net		

Inflationary cost estimate		Salary	Non-sal	Non-c	Cont	Total	Fees &	Income	Total	Net
		costs	costs	spend	spend	spend	charges		receipts	spend
Community						0			0	0
Customer Services & IT						0			0	0
Environmental Services						0			0	0
Finance and property						0			0	0
General Fund Housing						0			0	0
Planning						0			0	0
Policy and Governance						0			0	0
Senior Management Team						0				0
Vacancy factor and agency costs						0				0
Pension backfunding						0				0
Recharges (mainly from HRA)						0			0	0
Utilities						0				0
Council Tax	0%								0	0
Business Rates retained									0	0
Operating (surplus)/deficit		0	0	0	0	0	0	0	0	0
Revenue transfer to capital program	ı					0			0	0
Revenue transfer to reserves						0			0	0
Total spend	-	0	0	0	0	0	0	0	0	0
	-									

#### Table 2.0.3 - 2019/20 FORECAST OUTTURN

	Salary	Non-sal	Non-c	Cont	Total	Fees &	Income	Total	Net	Annual	Cumul
	costs	costs	spend	spend	spend	charges		receipts	spend	change	deficit
	2.240		700	5 0 4 0	0.074	F 004	700	6 770	2 4 0 2		
Community	2,248	94	788	5,840	8,971	-5,981	-796	-6,778	2,193		
Customer Services & IT	1,702	19	611	877	3,209	-144	-214	-358	2,851		
Environmental Services	1,490	51	157	5,806	7,505	-6,251	-924	-7,174	330		
Finance and property	1,759	13	225	937	2,934	-245	-3,017	-3,262	-328		
General Fund Housing	745	8	426	0	1,179	-24	-275	-299	880		
Planning	2,602	87	287	0	2,977	-1,784	-31	-1,815	1,162		
Policy and Governance	1,814	269	331	606	3,020	-701	-28	-729	2,291		
Senior Management Team	1,207	12	1		1,220				1,220		
Vacancy factor and agency costs	-280		0		-280				-280		
Pension backfunding		1,023			1,023				1,023		
Recharges (mainly from HRA)							-2,109	-2,109	-2,109		
Utilities				1,180	1,180				1,180		
Council Tax						-10,113		-10,113	-10,113		
Business Rates retained							-2,000	-2,000	-2,000		
Operating (surplus)/deficit	13,287	1,577	2,828	15,246	32,937	-25,243	-9,393	-34,636	-1,699		
Revenue transfer to capital program			1,117		1,117			0	1,117		
Revenue transfer to reserves			362	220	582			0	582		
Total spend	13,287	1,577	4,307	15,466	34,636	-25,243	-9,393	-34,636	0	0	0

Table 2.1.1 - 2020/21 BUDGET - change fro	om previous yea	r									
Inflationary cost estimate	550 Salary	Non-sal	Non-c	Cont	Total	Fees &	Income	Total	Net		
	costs	costs	spend	spend	spend	charges		receipts	spend		
	0.0%			3.6%							
Community	0	0	0	211	211	Γ	-233	-233	-23		
Customer Services & IT	0	0	-67	32	-35	-		0	-35		
Environmental Services	0	0	-167	209	43		290	290	333		
Finance and property	0	0	0	34	34	Γ	-280	-280	-246		
General Fund Housing	0	0	0	0	0	L.		0	0		
Planning	0	0	0	0	0	300		300	300		
Policy and Governance	0	0	-333	22	-311			0	-311		
Senior Management Team	0	0	0	0	0				0		
Vacancy factor and agency costs	0	0	0	0	0				0		
Pension backfunding		0			0				0		
Recharges (mainly from HRA)								0	0		
Utilities				43	43				43		
	.8%				Ē	-183		-183	-183		
Business Rates retained					L		200	200	200		
Operating (surplus)/deficit	0	0	-567	550	-17	117	-23	93	77		
Revenue transfer to capital program	0	0	507	550	0	11/	25	0	0		
Revenue transfer to reserves					0			0	0		
Total spend	0	0	-567	550	-17	117	-23	93	77		
lotal spend		0	507	550	17	11,	23	55			
Table 2.1.2 - 2020/21 BUDGET											
Table 2.1.2 - 2020/21 BUDGET	Salary	Non-sal	Non-c	Cont	Total	Fees &	Income	Total	Net	Annual	Cumul
Table 2.1.2 - 2020/21 BUDGET	Salary costs	Non-sal costs	Non-c spend	Cont spend	Total spend	Fees & charges	Income	Total receipts	Net spend	Annual change	Cumul deficit
	costs	costs	spend	spend	spend	charges		receipts	spend		
Community	costs 2,248	costs 94	spend 788	spend 6,050	spend 9,182	charges -5,981	-1,030	receipts -7,011	spend 2,171		
Community Customer Services & IT	costs 2,248 1,702	costs 94 19	spend 788 544	spend 6,050 909	spend 9,182 3,174	charges -5,981 -144	-1,030 -214	receipts -7,011 -358	spend 2,171 2,816		
Community Customer Services & IT Environmental Services	costs 2,248 1,702 1,490	costs 94 19 51	spend 788 544 -9	spend 6,050 909 6,016	spend 9,182 3,174 7,547	charges -5,981 -144 -6,251	-1,030 -214 -634	receipts -7,011 -358 -6,884	spend 2,171 2,816 663		
Community Customer Services & IT Environmental Services Finance and property	costs 2,248 1,702 1,490 1,759	costs 94 19 51 13	spend 788 544 -9 225	spend 6,050 909 6,016 971	spend 9,182 3,174 7,547 2,967	charges -5,981 -144 -6,251 -245	-1,030 -214 -634 -3,297	receipts -7,011 -358 -6,884 -3,542	spend 2,171 2,816 663 -575		
Community Customer Services & IT Environmental Services Finance and property General Fund Housing	costs 2,248 1,702 1,490 1,759 745	costs 94 19 51 13 8	spend 788 544 -9 225 426	spend 6,050 909 6,016 971 0	spend 9,182 3,174 7,547 2,967 1,179	charges -5,981 -144 -6,251 -245 -24	-1,030 -214 -634 -3,297 -275	receipts -7,011 -358 -6,884 -3,542 -299	spend 2,171 2,816 663 -575 880		
Community Customer Services & IT Environmental Services Finance and property General Fund Housing Planning	costs 2,248 1,702 1,490 1,759 745 2,602	costs 94 19 51 13 8 8 87	spend 788 544 -9 225 426 287	spend 6,050 909 6,016 971 0 0	spend 9,182 3,174 7,547 2,967 1,179 2,977	charges -5,981 -144 -6,251 -245 -24 -1,484	-1,030 -214 -634 -3,297 -275 -31	receipts -7,011 -358 -6,884 -3,542 -299 -1,515	spend 2,171 2,816 663 -575 880 1,462		
Community Customer Services & IT Environmental Services Finance and property General Fund Housing Planning Policy and Governance	costs 2,248 1,702 1,490 1,759 745 2,602 1,814	costs 94 19 51 13 8 87 269	spend 788 544 -9 225 426 287 -2	spend 6,050 909 6,016 971 0	spend 9,182 3,174 7,547 2,967 1,179 2,977 2,708	charges -5,981 -144 -6,251 -245 -24	-1,030 -214 -634 -3,297 -275	receipts -7,011 -358 -6,884 -3,542 -299	spend 2,171 2,816 663 -575 880 1,462 1,979		
Community Customer Services & IT Environmental Services Finance and property General Fund Housing Planning Policy and Governance Senior Management Team	costs 2,248 1,702 1,490 1,759 745 2,602 1,814 1,207	costs 94 19 51 13 8 8 87	spend 788 544 -9 225 426 287 -2 1	spend 6,050 909 6,016 971 0 0	spend 9,182 3,174 7,547 2,967 1,179 2,977 2,708 1,220	charges -5,981 -144 -6,251 -245 -24 -1,484	-1,030 -214 -634 -3,297 -275 -31	receipts -7,011 -358 -6,884 -3,542 -299 -1,515	spend 2,171 2,816 663 -575 880 1,462 1,979 1,220		
Community Customer Services & IT Environmental Services Finance and property General Fund Housing Planning Policy and Governance Senior Management Team Vacancy factor and agency costs	costs 2,248 1,702 1,490 1,759 745 2,602 1,814	costs 94 19 51 13 8 87 269 12	spend 788 544 -9 225 426 287 -2	spend 6,050 909 6,016 971 0 0	spend 9,182 3,174 7,547 2,967 1,179 2,977 2,708 1,220 -280	charges -5,981 -144 -6,251 -245 -24 -1,484	-1,030 -214 -634 -3,297 -275 -31	receipts -7,011 -358 -6,884 -3,542 -299 -1,515	spend 2,171 2,816 663 -575 880 1,462 1,979 1,220 -280		
Community Customer Services & IT Environmental Services Finance and property General Fund Housing Planning Policy and Governance Senior Management Team Vacancy factor and agency costs Pension backfunding	costs 2,248 1,702 1,490 1,759 745 2,602 1,814 1,207	costs 94 19 51 13 8 87 269	spend 788 544 -9 225 426 287 -2 1	spend 6,050 909 6,016 971 0 0	spend 9,182 3,174 7,547 2,967 1,179 2,977 2,708 1,220	charges -5,981 -144 -6,251 -245 -24 -1,484	-1,030 -214 -634 -3,297 -275 -31 -28	receipts -7,011 -358 -6,884 -3,542 -299 -1,515 -729	spend 2,171 2,816 663 -575 880 1,462 1,979 1,220 -280 1,023		
Community Customer Services & IT Environmental Services Finance and property General Fund Housing Planning Policy and Governance Senior Management Team Vacancy factor and agency costs Pension backfunding Recharges (mainly from HRA)	costs 2,248 1,702 1,490 1,759 745 2,602 1,814 1,207	costs 94 19 51 13 8 87 269 12	spend 788 544 -9 225 426 287 -2 1	spend 6,050 909 6,016 971 0 0 0 627	spend 9,182 3,174 7,547 2,967 1,179 2,977 2,708 1,220 -280 1,023	charges -5,981 -144 -6,251 -245 -24 -1,484	-1,030 -214 -634 -3,297 -275 -31	receipts -7,011 -358 -6,884 -3,542 -299 -1,515	spend 2,171 2,816 663 -575 880 1,462 1,979 1,220 -280 1,023 -2,109		
Community Customer Services & IT Environmental Services Finance and property General Fund Housing Planning Policy and Governance Senior Management Team Vacancy factor and agency costs Pension backfunding Recharges (mainly from HRA) Utilities	costs 2,248 1,702 1,490 1,759 745 2,602 1,814 1,207	costs 94 19 51 13 8 87 269 12	spend 788 544 -9 225 426 287 -2 1	spend 6,050 909 6,016 971 0 0	spend 9,182 3,174 7,547 2,967 1,179 2,977 2,708 1,220 -280	charges -5,981 -144 -6,251 -245 -24 -1,484 -701	-1,030 -214 -634 -3,297 -275 -31 -28	receipts -7,011 -358 -6,884 -3,542 -299 -1,515 -729 -2,109	spend 2,171 2,816 663 -575 880 1,462 1,979 1,979 1,920 -280 1,023 -2,109 1,223		
Community Customer Services & IT Environmental Services Finance and property General Fund Housing Planning Policy and Governance Senior Management Team Vacancy factor and agency costs Pension backfunding Recharges (mainly from HRA) Utilities Council Tax	costs 2,248 1,702 1,490 1,759 745 2,602 1,814 1,207	costs 94 19 51 13 8 87 269 12	spend 788 544 -9 225 426 287 -2 1	spend 6,050 909 6,016 971 0 0 0 627	spend 9,182 3,174 7,547 2,967 1,179 2,977 2,708 1,220 -280 1,023	charges -5,981 -144 -6,251 -245 -24 -1,484	-1,030 -214 -634 -3,297 -275 -31 -28 -2,109	receipts -7,011 -358 -6,884 -3,542 -299 -1,515 -729 -2,109 -2,109	spend 2,171 2,816 663 -575 880 1,462 1,979 1,220 -280 1,023 -2,109 1,223 -2,109 1,223		
Community Customer Services & IT Environmental Services Finance and property General Fund Housing Planning Policy and Governance Senior Management Team Vacancy factor and agency costs Pension backfunding Recharges (mainly from HRA) Utilities Council Tax Business Rates retained	costs 2,248 1,702 1,490 1,759 745 2,602 1,814 1,207 -280	costs 94 19 51 13 8 87 269 12 1,023	spend 788 544 -9 225 426 287 -2 1 0	spend 6,050 909 6,016 971 0 0 627 1,223	spend 9,182 3,174 7,547 2,967 1,179 2,977 2,708 1,220 1,023 1,223	charges -5,981 -144 -6,251 -245 -24 -1,484 -701	-1,030 -214 -634 -3,297 -275 -31 -28 -2,109 -1,800	receipts -7,011 -358 -6,884 -3,542 -299 -1,515 -729 -2,109 -10,297 -1,800	spend 2,171 2,816 663 -575 880 1,462 1,979 1,220 -280 1,023 -2,109 1,223 -10,297 -1,800		
Community Customer Services & IT Environmental Services Finance and property General Fund Housing Planning Policy and Governance Senior Management Team Vacancy factor and agency costs Pension backfunding Recharges (mainly from HRA) Utilities Council Tax Business Rates retained <b>Operating (surplus)/deficit</b>	costs 2,248 1,702 1,490 1,759 745 2,602 1,814 1,207	costs 94 19 51 13 8 87 269 12	spend 788 544 -9 225 426 287 -2 1 0	spend 6,050 909 6,016 971 0 0 0 627	spend 9,182 3,174 7,547 2,967 1,179 2,977 2,708 1,220 1,023 1,223 32,921	charges -5,981 -144 -6,251 -245 -24 -1,484 -701	-1,030 -214 -634 -3,297 -275 -31 -28 -2,109	receipts -7,011 -358 -6,884 -3,542 -299 -1,515 -729 -2,109 -2,109 -10,297 -1,800 -34,543	spend 2,171 2,816 663 -575 880 1,462 1,979 1,220 -280 1,023 -2,109 1,223 -10,297 -1,800 -1,622		
Community Customer Services & IT Environmental Services Finance and property General Fund Housing Planning Policy and Governance Senior Management Team Vacancy factor and agency costs Pension backfunding Recharges (mainly from HRA) Utilities Council Tax Business Rates retained <b>Operating (surplus)/deficit</b> Revenue transfer to capital program	costs 2,248 1,702 1,490 1,759 745 2,602 1,814 1,207 -280	costs 94 19 51 13 8 87 269 12 1,023	spend 788 544 -9 225 426 287 -2 1 0 0 2,261 1,117	spend 6,050 909 6,016 971 0 0 627 1,223 15,796	spend 9,182 3,174 7,547 2,967 1,179 2,977 2,708 1,220 -280 1,023 1,223 32,921 1,117	charges -5,981 -144 -6,251 -245 -24 -1,484 -701	-1,030 -214 -634 -3,297 -275 -31 -28 -2,109 -1,800	receipts -7,011 -358 -6,884 -3,542 -299 -1,515 -729 -2,109 -2,109 -10,297 -1,800 -34,543 0	spend 2,171 2,816 663 -575 880 1,462 1,979 1,220 -2,80 1,023 -2,109 1,223 -10,297 -1,800 -1,622 1,117		
Community Customer Services & IT Environmental Services Finance and property General Fund Housing Planning Policy and Governance Senior Management Team Vacancy factor and agency costs Pension backfunding Recharges (mainly from HRA) Utilities Council Tax Business Rates retained <b>Operating (surplus)/deficit</b>	costs 2,248 1,702 1,490 1,759 745 2,602 1,814 1,207 -280	costs 94 19 51 13 8 87 269 12 1,023	spend 788 544 -9 225 426 287 -2 1 0	spend 6,050 909 6,016 971 0 0 627 1,223	spend 9,182 3,174 7,547 2,967 1,179 2,977 2,908 1,220 1,023 1,223 32,921	charges -5,981 -144 -6,251 -245 -24 -1,484 -701	-1,030 -214 -634 -3,297 -275 -31 -28 -2,109 -1,800	receipts -7,011 -358 -6,884 -3,542 -299 -1,515 -729 -2,109 -2,109 -10,297 -1,800 -34,543	spend 2,171 2,816 663 -575 880 1,462 1,979 1,220 -280 1,023 -2,109 1,223 -10,297 -1,800 -1,622		

Notes for Tables 2.1.1, 2.2.1, 2.3.1 - items shown in boxes

The boxed items represent the new income and cost savings referred to in the Executive slide "MFTP Target savings 2021/21 to 2022/23". There is no significance in the service area associated with each item in the table - this is simply to show the items on separate lines for clarity. The three cost savings appear under "Non-c spend" for the same reason although, in reality, they might affect one of the other three cost columns. Inflation is shown as affecting only contracted expenditure to avoid creating an indication affecting the staff pay settlement. Line

LITE	
Community	-233 Commercial Stretegy (£700k over 3 years)
Customer Services & IT	-67 Procurement savings (£200k over 3 years)
Environmental Services	-167 Cost Review savings (£500k over 3 years)
Finance and property	-280 Property income increase (extra £300k in each year less £20k reduction in H Benefit admin grant.
Policy and Governance	-333 Business Transformation (£1m over 3 years)
Council Tax	-183 1.8% increase in Council Tax (£550k over 3 years).
	-1,263

Commercial strategy: increased parking income is the only realistic source. No other sources of Fees & Charges have potential for significant growth. Procurement savings: the waste contract is the main example. It is important to avoid double-counting.

Cost review: Heads of Service have been asked to submit by 31 October 2019 proposals to achieve 5% reductions in their costs (other than contracted exp). Property income: no projects are known as at 15 October 2019.

Business Transformation: a project is underway but the quantum and timing of most components is uncertain.

Table 2.2.1 - 2021/22 BUDGET - change from	previous vea	r									
Inflationary cost estimate 550	Salary	Non-sal	Non-c	Cont	Total	Fees &	Income	Total	Net		
· · · · ·	costs	costs	spend	spend	spend	charges		receipts	spend		
	0.0%		•	3.5%	·	0		•	·		
Community	0	0	0	211	211	Γ	-233	-233	-23		
Customer Services & IT	0	0	-67	32	-35	L_		0	-35		
Environmental Services	0	0	-167	209	43			0	43		
Finance and property	0	0	0	34	34	Γ	-280	-280	-246		
General Fund Housing	0	0	0	0	0	L_		0	0		
Planning	0	0	0	0	0			0	0		
Policy and Governance	0	0	-333	22	-311			0	-311		
Senior Management Team	0	0	0	0	0				0		
Vacancy factor and agency costs	0	0	0	0	0				0		
Pension backfunding		0			0				0		
Recharges (mainly from HRA)								0	0		
Utilities				43	43				43		
Council Tax 1.8%					Γ	-187		-187	-187		
Business Rates retained	4				L		700	700	700		
Operating (surplus)/deficit	0	0	-567	550	-17	-187	187	0	-17		
Revenue transfer to capital program					0			0	0		
Revenue transfer to reserves					0			0	0		
Total spend	0	0	-567	550	-17	-187	187	0	-17		
-											
Table 2.2.2 - 2020/21 BUDGET											
Table 2.2.2 - 2020/21 BUDGET	Salary	Non-sal	Non-c	Cont	Total	Fees &	Income	Total	Net	Annual	Cumul
Table 2.2.2 - 2020/21 BUDGET	Salary costs	Non-sal costs	Non-c spend	Cont spend	Total spend	Fees & charges	Income	Total receipts	Net spend	Annual change	Cumul deficit
Table 2.2.2 - 2020/21 BUDGET							Income -1,263				
	costs	costs	spend	spend	spend	charges		receipts	spend		
Community	costs 2,248	costs 94	spend 788	spend 6,261	spend 9,392	charges -5,981	-1,263	receipts -7,244	spend 2,148		
Community Customer Services & IT	costs 2,248 1,702	costs 94 19	spend 788 478	spend 6,261 940	spend 9,392 3,139	charges -5,981 -144	-1,263 -214	receipts -7,244 -358	spend 2,148 2,781		
Community Customer Services & IT Environmental Services	costs 2,248 1,702 1,490	costs 94 19 51	spend 788 478 -176	spend 6,261 940 6,225	spend 9,392 3,139 7,590	charges -5,981 -144 -6,251	-1,263 -214 -634	receipts -7,244 -358 -6,884	spend 2,148 2,781 706		
Community Customer Services & IT Environmental Services Finance and property	costs 2,248 1,702 1,490 1,759	costs 94 19 51 13	spend 788 478 -176 225	spend 6,261 940 6,225 1,004	spend 9,392 3,139 7,590 3,001	charges -5,981 -144 -6,251 -245	-1,263 -214 -634 -3,577	receipts -7,244 -358 -6,884 -3,822	spend 2,148 2,781 706 -821		
Community Customer Services & IT Environmental Services Finance and property General Fund Housing	costs 2,248 1,702 1,490 1,759 745	costs 94 19 51 13 8	spend 788 478 -176 225 426	spend 6,261 940 6,225 1,004 0	spend 9,392 3,139 7,590 3,001 1,179	charges -5,981 -144 -6,251 -245 -24	-1,263 -214 -634 -3,577 -275	receipts -7,244 -358 -6,884 -3,822 -299	spend 2,148 2,781 706 -821 880		
Community Customer Services & IT Environmental Services Finance and property General Fund Housing Planning	costs 2,248 1,702 1,490 1,759 745 2,602	costs 94 19 51 13 8 8 87	spend 788 478 -176 225 426 287	spend 6,261 940 6,225 1,004 0 0	spend 9,392 3,139 7,590 3,001 1,179 2,977	charges -5,981 -144 -6,251 -245 -24 -1,484	-1,263 -214 -634 -3,577 -275 -31	receipts -7,244 -358 -6,884 -3,822 -299 -1,515	spend 2,148 2,781 706 -821 880 1,462		
Community Customer Services & IT Environmental Services Finance and property General Fund Housing Planning Policy and Governance	costs 2,248 1,702 1,490 1,759 745 2,602 1,814	costs 94 19 51 13 8 8 7 269	spend 788 478 -176 225 426 287 -335	spend 6,261 940 6,225 1,004 0 0	spend 9,392 3,139 7,590 3,001 1,179 2,977 2,397	charges -5,981 -144 -6,251 -245 -24 -1,484	-1,263 -214 -634 -3,577 -275 -31	receipts -7,244 -358 -6,884 -3,822 -299 -1,515	spend 2,148 2,781 706 -821 880 1,462 1,668		
Community Customer Services & IT Environmental Services Finance and property General Fund Housing Planning Policy and Governance Senior Management Team	costs 2,248 1,702 1,490 1,759 745 2,602 1,814 1,207	costs 94 19 51 13 8 8 7 269	spend 788 478 -176 225 426 287 -335 1	spend 6,261 940 6,225 1,004 0 0	spend 9,392 3,139 7,590 3,001 1,179 2,977 2,397 1,220	charges -5,981 -144 -6,251 -245 -24 -1,484	-1,263 -214 -634 -3,577 -275 -31	receipts -7,244 -358 -6,884 -3,822 -299 -1,515	spend 2,148 2,781 706 -821 880 1,462 1,668 1,220		
Community Customer Services & IT Environmental Services Finance and property General Fund Housing Planning Policy and Governance Senior Management Team Vacancy factor and agency costs	costs 2,248 1,702 1,490 1,759 745 2,602 1,814 1,207	costs 94 19 51 13 8 87 269 12	spend 788 478 -176 225 426 287 -335 1	spend 6,261 940 6,225 1,004 0 0	spend 9,392 3,139 7,590 3,001 1,179 2,977 2,397 1,220 -280	charges -5,981 -144 -6,251 -245 -24 -1,484	-1,263 -214 -634 -3,577 -275 -31	receipts -7,244 -358 -6,884 -3,822 -299 -1,515	spend 2,148 2,781 706 -821 880 1,462 1,668 1,220 -280		
Community Customer Services & IT Environmental Services Finance and property General Fund Housing Planning Policy and Governance Senior Management Team Vacancy factor and agency costs Pension backfunding	costs 2,248 1,702 1,490 1,759 745 2,602 1,814 1,207	costs 94 19 51 13 8 87 269 12	spend 788 478 -176 225 426 287 -335 1	spend 6,261 940 6,225 1,004 0 0	spend 9,392 3,139 7,590 3,001 1,179 2,977 2,397 1,220 -280	charges -5,981 -144 -6,251 -245 -24 -1,484	-1,263 -214 -634 -3,577 -275 -31 -28	receipts -7,244 -358 -6,884 -3,822 -299 -1,515 -729	spend 2,148 2,781 706 -821 880 1,462 1,668 1,220 -280 1,023		
Community Customer Services & IT Environmental Services Finance and property General Fund Housing Planning Policy and Governance Senior Management Team Vacancy factor and agency costs Pension backfunding Recharges (mainly from HRA)	costs 2,248 1,702 1,490 1,759 745 2,602 1,814 1,207	costs 94 19 51 13 8 87 269 12	spend 788 478 -176 225 426 287 -335 1	spend 6,261 940 6,225 1,004 0 0 649	spend 9,392 3,139 7,590 3,001 1,179 2,977 2,397 1,220 -280 1,023	charges -5,981 -144 -6,251 -245 -24 -1,484	-1,263 -214 -634 -3,577 -275 -31 -28	receipts -7,244 -358 -6,884 -3,822 -299 -1,515 -729	spend 2,148 2,781 706 -821 880 1,462 1,668 1,220 -280 1,023 -2,109		
Community Customer Services & IT Environmental Services Finance and property General Fund Housing Planning Policy and Governance Senior Management Team Vacancy factor and agency costs Pension backfunding Recharges (mainly from HRA) Utilities	costs 2,248 1,702 1,490 1,759 745 2,602 1,814 1,207	costs 94 19 51 13 8 87 269 12	spend 788 478 -176 225 426 287 -335 1	spend 6,261 940 6,225 1,004 0 0 649	spend 9,392 3,139 7,590 3,001 1,179 2,977 2,397 1,220 -280 1,023	charges -5,981 -144 -6,251 -245 -24 -1,484 -701	-1,263 -214 -634 -3,577 -275 -31 -28	receipts -7,244 -358 -6,884 -3,822 -299 -1,515 -729 -2,109	spend 2,148 2,781 706 -821 880 1,462 1,663 1,220 -280 1,023 -2,109 1,265		
Community Customer Services & IT Environmental Services Finance and property General Fund Housing Planning Policy and Governance Senior Management Team Vacancy factor and agency costs Pension backfunding Recharges (mainly from HRA) Utilities Council Tax	costs 2,248 1,702 1,490 1,759 745 2,602 1,814 1,207	costs 94 19 51 13 8 87 269 12	spend 788 478 -176 225 426 287 -335 1	spend 6,261 940 6,225 1,004 0 0 649	spend 9,392 3,139 7,590 3,001 1,179 2,977 2,397 1,220 -280 1,023	charges -5,981 -144 -6,251 -245 -24 -1,484 -701	-1,263 -214 -634 -3,577 -275 -31 -28 -2,109	receipts -7,244 -358 -6,884 -3,822 -299 -1,515 -729 -2,109 -2,109	spend 2,148 2,781 706 -821 880 1,462 1,663 1,220 -280 1,023 -2,109 1,265 -10,483		
Community Customer Services & IT Environmental Services Finance and property General Fund Housing Planning Policy and Governance Senior Management Team Vacancy factor and agency costs Pension backfunding Recharges (mainly from HRA) Utilities Council Tax Business Rates retained	costs 2,248 1,702 1,490 1,759 745 2,602 1,814 1,207 -280	costs 94 19 51 13 8 87 269 12 1,023	spend 788 478 -176 225 426 287 -335 1 0	spend 6,261 940 6,225 1,004 0 0 649 1,265	spend 9,392 3,139 7,590 3,001 1,179 2,977 1,220 -280 1,023 1,265	charges -5,981 -144 -6,251 -245 -24 -1,484 -701	-1,263 -214 -634 -3,577 -275 -31 -28 -2,109 -1,100	receipts -7,244 -358 -6,884 -3,822 -299 -1,515 -729 -2,109 -10,483 -1,100	spend 2,148 2,781 706 -821 880 1,462 1,668 1,220 -280 1,023 -2,109 1,265 -10,483 -1,100		
Community Customer Services & IT Environmental Services Finance and property General Fund Housing Planning Policy and Governance Senior Management Team Vacancy factor and agency costs Pension backfunding Recharges (mainly from HRA) Utilities Council Tax Business Rates retained <b>Operating (surplus)/deficit</b>	costs 2,248 1,702 1,490 1,759 745 2,602 1,814 1,207 -280	costs 94 19 51 13 8 87 269 12 1,023	spend 788 478 -176 225 426 287 -335 1 0	spend 6,261 940 6,225 1,004 0 0 649 1,265	spend 9,392 3,139 7,590 3,001 1,179 2,977 2,397 1,220 -280 1,023 1,265 32,904	charges -5,981 -144 -6,251 -245 -24 -1,484 -701	-1,263 -214 -634 -3,577 -275 -31 -28 -2,109 -1,100	receipts -7,244 -358 -6,884 -3,822 -299 -1,515 -729 -2,109 -2,109 -10,483 -1,100 -34,543	spend 2,148 2,781 706 -821 880 1,462 1,668 1,265 1,023 -2,109 1,265 -10,483 -1,100 -1,639		
Community Customer Services & IT Environmental Services Finance and property General Fund Housing Planning Policy and Governance Senior Management Team Vacancy factor and agency costs Pension backfunding Recharges (mainly from HRA) Utilities Council Tax Business Rates retained <b>Operating (surplus)/deficit</b> Revenue transfer to capital program	costs 2,248 1,702 1,490 1,759 745 2,602 1,814 1,207 -280	costs 94 19 51 13 8 87 269 12 1,023	spend 788 478 -176 225 426 287 -335 1 0 0	spend 6,261 940 6,225 1,004 0 0 649 1,265 16,346	spend 9,392 3,139 7,590 3,001 1,179 2,977 2,397 1,220 -280 1,023 1,265 32,904 1,117	charges -5,981 -144 -6,251 -245 -24 -1,484 -701	-1,263 -214 -634 -3,577 -275 -31 -28 -2,109 -1,100	receipts -7,244 -358 -6,884 -3,822 -299 -1,515 -729 -2,109 -2,109 -10,483 -1,100 -34,543 0	spend 2,148 2,781 706 -821 880 1,462 1,668 1,200 -280 1,023 -2,109 1,265 -10,483 -1,100 -1,639 1,117		

Table 2.3.1 - 2022/23 BUDGET - change from p	revious vea	r									
Inflationary cost estimate 550	Salary	Non-sal	Non-c	Cont	Total	Fees &	Income	Total	Net		
·	costs	costs	spend	spend	spend	charges		receipts	spend		
	0.0%			3.4%							
Community	0	0	0	211	211	Г	-233	-233	-23		
Customer Services & IT	0	0	-67	32	-35	-		0	-35		
Environmental Services	0	0	-167	209	43			0	43		
Finance and property	0	0	0	34	34	Γ	-270	-270	-236		
General Fund Housing	0	0	0	0	0	-		0	0		
Planning	0	0	0	0	0			0	0		
Policy and Governance	0	0	-333	22	-311			0	-311		
Senior Management Team	0	0	0	0	0				0		
Vacancy factor and agency costs	0	0	0	0	0				0		
Pension backfunding		0			0				0		
Recharges (mainly from HRA)								0	0		
Utilities				43	43				43		
Council Tax 1.8%					Г	-190		-190	-190		
Business Rates retained					L		700	700	700		
Operating (surplus)/deficit	0	0	-567	550	-17	-190	197	7	-10		
Revenue transfer to capital program	Ū	Ū	507	550	0	190	107	0	0		
Revenue transfer to reserves					0			0	0		
Total spend	0	0	-567	550	-17	-190	197	7	-10		
Table 2.3.2 - 2022/23 BUDGET											
Table 2.3.2 - 2022/23 BUDGET	Salary	Non-sal	Non-c	Cont	Total	Fees &	Income	Total	Net	Annual	Cumul
Table 2.3.2 - 2022/23 BUDGET	Salary costs	Non-sal costs	Non-c spend	Cont spend	Total spend	Fees & charges	Income	Total receipts	Net spend	Annual change	Cumul deficit
	costs	costs	spend	spend	spend	charges		receipts	spend		
Community	costs 2,248	costs 94	spend 788	spend 6,472	spend 9,603	charges -5,981	-1,496	receipts -7,478	spend 2,125		
Community Customer Services & IT	costs 2,248 1,702	costs 94 19	spend 788 411	spend 6,472 972	spend 9,603 3,104	charges -5,981 -144	-1,496 -214	receipts -7,478 -358	spend 2,125 2,746		
Community Customer Services & IT Environmental Services	costs 2,248 1,702 1,490	costs 94 19 51	spend 788 411 -343	spend 6,472 972 6,435	spend 9,603 3,104 7,633	charges -5,981 -144 -6,251	-1,496 -214 -634	receipts -7,478 -358 -6,884	spend 2,125 2,746 749		
Community Customer Services & IT Environmental Services Finance and property	costs 2,248 1,702 1,490 1,759	costs 94 19 51 13	spend 788 411 -343 225	spend 6,472 972 6,435 1,038	spend 9,603 3,104 7,633 3,035	charges -5,981 -144 -6,251 -245	-1,496 -214 -634 -3,847	receipts -7,478 -358 -6,884 -4,092	spend 2,125 2,746 749 -1,057		
Community Customer Services & IT Environmental Services Finance and property General Fund Housing	costs 2,248 1,702 1,490 1,759 745	costs 94 19 51 13 8	spend 788 411 -343 225 426	spend 6,472 972 6,435 1,038 0	spend 9,603 3,104 7,633 3,035 1,179	charges -5,981 -144 -6,251 -245 -24	-1,496 -214 -634 -3,847 -275	receipts -7,478 -358 -6,884 -4,092 -299	spend 2,125 2,746 749 -1,057 880		
Community Customer Services & IT Environmental Services Finance and property General Fund Housing Planning	costs 2,248 1,702 1,490 1,759 745 2,602	costs 94 19 51 13 8 8 87	spend 788 411 -343 225 426 287	spend 6,472 972 6,435 1,038 0 0	spend 9,603 3,104 7,633 3,035 1,179 2,977	charges -5,981 -144 -6,251 -245 -24 -1,484	-1,496 -214 -634 -3,847 -275 -31	receipts -7,478 -358 -6,884 -4,092 -299 -1,515	spend 2,125 2,746 749 -1,057 880 1,462		
Community Customer Services & IT Environmental Services Finance and property General Fund Housing Planning Policy and Governance	costs 2,248 1,702 1,490 1,759 745 2,602 1,814	costs 94 19 51 13 8 8 87 269	spend 788 411 -343 225 426 287 -669	spend 6,472 972 6,435 1,038 0	spend 9,603 3,104 7,633 3,035 1,179 2,977 2,085	charges -5,981 -144 -6,251 -245 -24	-1,496 -214 -634 -3,847 -275	receipts -7,478 -358 -6,884 -4,092 -299	spend 2,125 2,746 749 -1,057 880 1,462 1,356		
Community Customer Services & IT Environmental Services Finance and property General Fund Housing Planning Policy and Governance Senior Management Team	costs 2,248 1,702 1,490 1,759 745 2,602 1,814 1,207	costs 94 19 51 13 8 8 87	spend 788 411 -343 225 426 287 -669 1	spend 6,472 972 6,435 1,038 0 0	spend 9,603 3,104 7,633 3,035 1,179 2,977 2,085 1,220	charges -5,981 -144 -6,251 -245 -24 -1,484	-1,496 -214 -634 -3,847 -275 -31	receipts -7,478 -358 -6,884 -4,092 -299 -1,515	spend 2,125 2,746 749 -1,057 880 1,462 1,356 1,220		
Community Customer Services & IT Environmental Services Finance and property General Fund Housing Planning Policy and Governance Senior Management Team Vacancy factor and agency costs	costs 2,248 1,702 1,490 1,759 745 2,602 1,814	costs 94 19 51 13 8 87 269 12	spend 788 411 -343 225 426 287 -669	spend 6,472 972 6,435 1,038 0 0	spend 9,603 3,104 7,633 3,035 1,179 2,977 2,085 1,220 -280	charges -5,981 -144 -6,251 -245 -24 -1,484	-1,496 -214 -634 -3,847 -275 -31	receipts -7,478 -358 -6,884 -4,092 -299 -1,515	spend 2,125 2,746 749 -1,057 880 1,462 1,356 1,220 -280		
Community Customer Services & IT Environmental Services Finance and property General Fund Housing Planning Policy and Governance Senior Management Team Vacancy factor and agency costs Pension backfunding	costs 2,248 1,702 1,490 1,759 745 2,602 1,814 1,207	costs 94 19 51 13 8 8 87 269	spend 788 411 -343 225 426 287 -669 1	spend 6,472 972 6,435 1,038 0 0	spend 9,603 3,104 7,633 3,035 1,179 2,977 2,085 1,220	charges -5,981 -144 -6,251 -245 -24 -1,484	-1,496 -214 -634 -3,847 -275 -31 -28	receipts -7,478 -358 -6,884 -4,092 -299 -1,515 -729	spend 2,125 2,746 749 -1,057 880 1,462 1,356 1,220 -280 1,023		
Community Customer Services & IT Environmental Services Finance and property General Fund Housing Planning Policy and Governance Senior Management Team Vacancy factor and agency costs Pension backfunding Recharges (mainly from HRA)	costs 2,248 1,702 1,490 1,759 745 2,602 1,814 1,207	costs 94 19 51 13 8 87 269 12	spend 788 411 -343 225 426 287 -669 1	spend 6,472 972 6,435 1,038 0 0 671	spend 9,603 3,104 7,633 3,035 1,179 2,977 2,085 1,220 -280 1,023	charges -5,981 -144 -6,251 -245 -24 -1,484	-1,496 -214 -634 -3,847 -275 -31	receipts -7,478 -358 -6,884 -4,092 -299 -1,515	spend 2,125 2,746 749 -1,057 880 1,462 1,356 1,220 -280 1,023 -2,109		
Community Customer Services & IT Environmental Services Finance and property General Fund Housing Planning Policy and Governance Senior Management Team Vacancy factor and agency costs Pension backfunding Recharges (mainly from HRA) Utilities	costs 2,248 1,702 1,490 1,759 745 2,602 1,814 1,207	costs 94 19 51 13 8 87 269 12	spend 788 411 -343 225 426 287 -669 1	spend 6,472 972 6,435 1,038 0 0	spend 9,603 3,104 7,633 3,035 1,179 2,977 2,085 1,220 -280	charges -5,981 -144 -6,251 -245 -24 -1,484 -701	-1,496 -214 -634 -3,847 -275 -31 -28	receipts -7,478 -358 -6,884 -4,092 -299 -1,515 -729 -2,109	spend 2,125 2,746 749 -1,057 880 1,462 1,366 1,220 -280 1,023 -2,109 1,308		
Community Customer Services & IT Environmental Services Finance and property General Fund Housing Planning Policy and Governance Senior Management Team Vacancy factor and agency costs Pension backfunding Recharges (mainly from HRA) Utilities Council Tax	costs 2,248 1,702 1,490 1,759 745 2,602 1,814 1,207	costs 94 19 51 13 8 87 269 12	spend 788 411 -343 225 426 287 -669 1	spend 6,472 972 6,435 1,038 0 0 671	spend 9,603 3,104 7,633 3,035 1,179 2,977 2,085 1,220 -280 1,023	charges -5,981 -144 -6,251 -245 -24 -1,484	-1,496 -214 -634 -3,847 -275 -31 -28 -2,109	receipts -7,478 -358 -6,884 -4,092 -299 -1,515 -729 -2,109 -2,109 -10,673	spend 2,125 2,746 749 -1,057 880 1,462 1,366 1,220 -280 1,023 -2,109 1,308 -10,673		
Community Customer Services & IT Environmental Services Finance and property General Fund Housing Planning Policy and Governance Senior Management Team Vacancy factor and agency costs Pension backfunding Recharges (mainly from HRA) Utilities Council Tax Business Rates retained	costs 2,248 1,702 1,490 1,759 745 2,602 1,814 1,207 -280	costs 94 19 51 13 8 87 269 12 1,023	spend 788 411 -343 225 426 287 -669 1 0	spend 6,472 972 6,435 1,038 0 0 671 1,308	spend 9,603 3,104 7,633 3,035 1,179 2,977 2,985 1,220 -280 1,023 1,308	charges -5,981 -144 -6,251 -245 -24 -1,484 -701	-1,496 -214 -634 -3,847 -275 -31 -28 -2,109 -400	receipts -7,478 -358 -6,884 -4,092 -299 -1,515 -729 -2,109 -10,673 -400	spend 2,125 2,746 749 -1,057 880 1,462 1,250 1,220 -280 1,023 -2,109 1,308 -10,673 -400		
Community Customer Services & IT Environmental Services Finance and property General Fund Housing Planning Policy and Governance Senior Management Team Vacancy factor and agency costs Pension backfunding Recharges (mainly from HRA) Utilities Council Tax Business Rates retained <b>Operating (surplus)/deficit</b>	costs 2,248 1,702 1,490 1,759 745 2,602 1,814 1,207	costs 94 19 51 13 8 87 269 12	spend 788 411 -343 225 426 287 -669 1 0	spend 6,472 972 6,435 1,038 0 0 671	spend 9,603 3,104 7,633 3,035 1,179 2,977 2,985 1,220 -280 1,023 1,308 32,887	charges -5,981 -144 -6,251 -245 -24 -1,484 -701	-1,496 -214 -634 -3,847 -275 -31 -28 -2,109	receipts -7,478 -358 -6,884 -4,092 -299 -1,515 -729 -2,109 -2,109 -10,673 -400 -34,536	spend 2,125 2,746 749 -1,057 880 1,462 1,356 1,260 -280 1,023 -2,109 1,308 -10,673 -400 -1,649		
Community Customer Services & IT Environmental Services Finance and property General Fund Housing Planning Policy and Governance Senior Management Team Vacancy factor and agency costs Pension backfunding Recharges (mainly from HRA) Utilities Council Tax Business Rates retained <b>Operating (surplus)/deficit</b> Revenue transfer to capital program	costs 2,248 1,702 1,490 1,759 745 2,602 1,814 1,207 -280	costs 94 19 51 13 8 87 269 12 1,023	spend 788 411 -343 225 426 287 -669 1 0 0	spend 6,472 972 6,435 1,038 0 0 671 1,308 16,896	spend 9,603 3,104 7,633 3,035 1,179 2,977 2,085 1,220 -280 1,023 1,308 32,887 1,117	charges -5,981 -144 -6,251 -245 -24 -1,484 -701	-1,496 -214 -634 -3,847 -275 -31 -28 -2,109 -400	receipts -7,478 -358 -6,884 -4,092 -299 -1,515 -729 -2,109 -2,109 -10,673 -400 -34,536 0	spend 2,125 2,746 749 -1,057 880 1,462 1,356 1,200 -280 1,023 -2,109 1,308 -10,673 -400 -1,649 1,117		
Community Customer Services & IT Environmental Services Finance and property General Fund Housing Planning Policy and Governance Senior Management Team Vacancy factor and agency costs Pension backfunding Recharges (mainly from HRA) Utilities Council Tax Business Rates retained <b>Operating (surplus)/deficit</b>	costs 2,248 1,702 1,490 1,759 745 2,602 1,814 1,207 -280	costs 94 19 51 13 8 87 269 12 1,023	spend 788 411 -343 225 426 287 -669 1 0	spend 6,472 972 6,435 1,038 0 0 671 1,308	spend 9,603 3,104 7,633 3,035 1,179 2,977 2,985 1,220 -280 1,023 1,308 32,887	charges -5,981 -144 -6,251 -245 -24 -1,484 -701	-1,496 -214 -634 -3,847 -275 -31 -28 -2,109 -400	receipts -7,478 -358 -6,884 -4,092 -299 -1,515 -729 -2,109 -2,109 -10,673 -400 -34,536	spend 2,125 2,746 749 -1,057 880 1,462 1,356 1,260 -280 1,023 -2,109 1,308 -10,673 -400 -1,649		

Inflationary cost estimate         Solary costs         Non-sal costs         Non-sal speed         Speed speed         Fees & speed         Income speed         Total charges         Fees & receipts         Income speed         Total carges         Net receipts           Community         0         0         0         211         211         0         221           Customer Services & IT         0         0         0         223         0         323           Environmental Services         0         0         0         209         0         209           Finance and property         0         0         0         0         0         0         0         0           General Fund Housing         0         0         0         0         0         0         0         0         0           Paining         0         0         0         0         0         0         0         0         0         0         0         0         0         0         0         0         0         0         0         0         0         0         0         0         0         0         0         0         0         0         0         0         0         <
Community Customer Services & IT         0         0         0         211         211         0         211           Customer Services & IT         0         0         0         211         211         0         211           Environmental Services         0         0         0         223         32         0         220           Finance and property         0         0         0         34         34         30         30         64           General Fund Housing         0         0         0         222         0         22           Planning         0         0         0         0         0         0         0         0         0           Policy and Governance         0         0         0         0         0         0         0         22           Senior Management Team         0         0         0         0         0         0         22           Vacancy factor and agency costs         0         0         0         0         0         0         0           Council Tax         1.87         1.87         1.87         1.87         1.87         1.87           Business Rates retained
Community Customer Services & IT         0         0         0         211         211         0         211           Customer Services & IT         0         0         0         211         211         0         211           Environmental Services         0         0         0         223         32         0         220           Finance and property         0         0         0         34         34         30         30         64           General Fund Housing         0         0         0         222         0         22           Planning         0         0         0         0         0         0         0         0         0           Policy and Governance         0         0         0         0         0         0         0         22           Senior Management Team         0         0         0         0         0         0         22           Vacancy factor and agency costs         0         0         0         0         0         0         0           Council Tax         1.87         1.87         1.87         1.87         1.87         1.87           Business Rates retained
Customer Services & IT         0         0         32         32         0         32           Environmental Services         0         0         0         209         0         209           Finance and property         0         0         0         34         34         30         30         64           General Fund Housing         0         0         0         0         0         0         0         0           Planning         0         0         0         0         0         0         22         22         0         22           Senior Management Team         0         0         0         0         0         0         22         0         22         0         22           Pension backfunding         0         0         0         0         0         0         0         0         0         0         0         0         0         0         0         0         0         0         0         0         0         0         0         0         0         0         0         0         0         0         0         0         0         0         0         0         0 <t< td=""></t<>
Environmental Services       0       0       0       209       209       209       0       209         Finance and property       0       0       0       34       30       30       64         General Fund Housing       0       0       0       0       0       0       0       0         Planning       0       0       0       0       0       0       0       0         Policy and Governance       0       0       0       0       0       0       0       0         Vacancy factor and agency costs       0       0       0       0       0       0       0       0         Vacancy factor and agency costs       0       0       0       0       0       0       0       0         Recharges (mainly from HRA)       1.87
Finance and property       0       0       0       34       34       30       30       64         General Fund Housing       0       0       0       0       0       0       0       0         Planning       0       0       0       0       0       0       0       0       0         Planning       0       0       0       0       0       0       0       0       0         Policy and Governance       0       0       0       0       0       0       0       22       0       0       22         Senior Management Team       0       0       0       0       0       0       0       0       0       23       0       0         Persion backfunding       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       <
General Fund Housing       0       0       0       0       0       0       0       0         Planning       0       0       0       0       0       0       0       0       0         Policy and Governance       0       0       0       0       0       0       22       22       0       22         Senior Management Team       0       0       0       0       0       0       0         Pension backfunding       0       0       0       0       0       0       0         Recharges (mainly from HRA)       1.8%       -       -193       -193       -193         Utilities       0       0       0       0       0       0       0         Council Tax       1.8%       -       -       -193       430       237       744         Revenue transfer to capital program       -       0       0       0       0       0       0       0         Revenue transfer to reserves       -       0       0       507       507       -193       430       237       744         Total spend       0       0       0       507       507
Planning       0       0       0       0       0       0       0       0         Policy and Governance       0       0       0       0       22       22       0       22         Senior Management Team       0       0       0       0       0       0       0       0         Vacancy factor and agency costs       0       0       0       0       0       0       0         Vacancy factor and agency costs       0       0       0       0       0       0       0         Vector and agency costs       0       0       0       0       0       0       0         Vacancy factor and agency costs       0       0       0       0       0       0       0         Council Tax       1.8%            0       0       0         Operating (surplus)/deficit       0       0       0       0       507         0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0
Planning       0       0       0       0       0       0       0       0         Policy and Governance       0       0       0       0       22       22       0       22         Senior Management Team       0       0       0       0       0       0       0       0         Vacancy factor and agency costs       0       0       0       0       0       0       0         Vacancy factor and agency costs       0       0       0       0       0       0       0         Vacancy factor and agency costs       0       0       0       0       0       0       0         Vacancy factor and agency costs       0       0       0       0       0       0       0       0         Council Tax       1.8%       1.8%       0       0       0       507       -193       430       237       744         Revenue transfer to capiful program       0       0       0       507       507       -193       430       237       744         Table 2.4.2 - 2023/24 BUDGET       Spend       Spend       Spend       Spend       Spend       Spend       Spend       Cont       Cotal
Senior Management Team       0       0       0       0       0       0         Vacancy factor and agency costs       0       0       0       0       0       0         Pension backfunding       0       0       0       0       0       0         Recharges (mainly from HRA)       0       0       0       0       0       0         Utilities       0       0       0       0       0       0       0         Council Tax       1.8%       1.8%       -193       -193       -193       0         Operating (surplus)/deficit       0       0       0       507       507       -193       430       237       744         Revenue transfer to reserves       0       0       0       0       0       0       0       0       0         Table 2.4.2 - 2023/24 BUDGET       3alary       Non-sal costs       Spend       Spend       Spend       Spend       Charges       Income       Total       Net receipts       Annual charge       Cumul deficit         Community       2,248       94       788       6,682       9,814       -5,981       -1,496       -7,478       2,336         C
Senior Management Team       0       0       0       0       0       0         Vacancy factor and agency costs       0       0       0       0       0       0       0         Pension backfunding       0       0       0       0       0       0       0         Recharges (mainly from HRA)       0       0       0       0       0       0       0         Business Rates retained       0       0       0       507       507       -193       400       400         Operating (surplus)/deficit       0       0       0       507       507       -193       430       237       744         Revenue transfer to reserves       0       0       507       507       -193       430       237       744         Table 2.4.2 - 2023/24 BUDGET       0       0       0       507       507       -193       430       237       744         Table 2.4.2 - 2023/24 BUDGET       508       Spend       Spend       charges       Income       Total       Net       Annual       Cumul         Community       2,248       94       788       6,682       9,814       -5,981       -1,496       -7,478
Vacancy factor and agency costs       0       0       0       0       0       0         Pension backfunding       0       0       0       0       0       0         Recharges (mainly from HRA)       0       0       0       0       0       0         Council Tax       1.8%       0       0       0       0       0         Business Rates retained       0       0       0       507       507       -193       430       227       744         Revenue transfer to capital program Revenue transfer to reserves       0       0       0       0       0       0       0       0       0       0         Total spend       0       0       0       0       507       507       -193       430       237       744         Revenue transfer to reserves       0       0       0       0       0       0       507       507       -193       430       237       744         Table 2.4.2 - 2023/24 BUDGET       Salary       Non-sal costs       Spend       Spend       Spend       Spend       Fees &       Income       Total       Net spend       Annual       Cumul change       Camul deficit
Pension backfunding       0       0       0       0         Recharges (mainly from HRA) Utilities       0       0       0       0       0         Council Tax       1.8%       -193       -193       -193       -193         Business Rates retained       0       0       0       507       507       -193       430       237       744         Operating (surplus)/deficit       0       0       0       507       507       -193       430       237       744         Revenue transfer to capital program       0       0       507       507       -193       430       237       744         Revenue transfer to reserves       0       0       507       507       -193       430       237       744         Table 2.4.2 - 2023/24 BUDGET       0       0       507       507       -193       430       237       744         Community       2,248       94       788       6,682       9,814       -5,981       -1,496       -7,478       2,336         Customer Services & IT       1,702       19       411       1,004       3,136       -1644       -6384       958         Finance and property       1,759
Recharges (mainly from HRA)       0       0         Utilities       0       0         Council Tax       1.8%
Utilities       0       0       0         Council Tax       1.8%       -193       -193       -193         Business Rates retained       0       0       0       507       507       -193       430       237       744         Revenue transfer to capital program       0       0       0       507       507       -193       430       237       744         Revenue transfer to capital program       0       0       0       507       507       -193       430       237       744         Revenue transfer to reserves       0       0       507       507       -193       430       237       744         Table 2.4.2 - 2023/24 BUDGET       0       0       507       507       -193       430       237       744         Community       Casts       costs       spend       Spend       charges       Income       Total       Nent       Annual       Cumul         Community       2,248       94       788       6,682       9,814       -5,981       -1,496       -7,478       2,336         Customer Services & IT       1,702       19       411       1,004       3,136       -144       -214       -358
Business Rates retained Operating (surplus)/deficit Revenue transfer to capital program Revenue transfer to capital program Revenue transfer to reserves Total spend         0         0         0         507         507         -193         430         237         744           Total spend         0         0         0         507         507         -193         430         237         744           Table 2.4.2 - 2023/24 BUDGET         0         0         0         507         507         -193         430         237         744           Community         2.4.2 - 2023/24 BUDGET         0         0         0         507         507         -193         430         237         744           Community         2.248         94         788         6,682         9,814         -5,981         -1,496         -7,478         2,336           Customer Services & IT         1,702         19         411         1,004         3,136         -144         -214         -358         2,778           Environmental Services & IT         1,702         19         411         1,004         3,136         -144         -214         -358         2,778           Finance and property         1,759         13         225         1,072
Business Rates retained Operating (surplus)/deficit Revenue transfer to capital program Revenue transfer to capital program Revenue transfer to reserves Total spend         0         0         0         507         507         -193         430         237         744           Total spend         0         0         0         507         507         -193         430         237         744           Table 2.4.2 - 2023/24 BUDGET         0         0         0         507         507         -193         430         237         744           Community         2.4.2 - 2023/24 BUDGET         0         0         0         507         507         -193         430         237         744           Community         2.248         94         788         6,682         9,814         -5,981         -1,496         -7,478         2,336           Customer Services & IT         1,702         19         411         1,004         3,136         -144         -214         -358         2,778           Environmental Services & IT         1,702         19         411         1,004         3,136         -144         -214         -358         2,778           Finance and property         1,759         13         225         1,072
Revenue transfer to capital program Revenue transfer to capital program Revenue transfer to reserves       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0
Revenue transfer to capital program Revenue transfer to capital program Revenue transfer to reserves       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0       0
Revenue transfer to reserves         Total spend       0       0       0       507       507       -193       430       237       744         Table 2.4.2 - 2023/24 BUDGET       Salary       Non-sal costs       Non-costs       Cont costs       Total spend       Fees & charges       Income charges       Total receipts       Spend       Annual change       Cumul charge         Community       2,248       94       788       6,682       9,814       -5,981       -1,496       -7,478       2,336         Customer Services & IT       1,702       19       411       1,004       3,136       -144       -214       -358       2,778         Environmental Services       1,490       51       -343       6,644       7,842       -6,251       -634       -6,884       958         Finance and property       1,759       13       225       1,072       3,069       -245       -3,817       -4,062       -993         General Fund Housing       745       8       426       0       1,179       -24       -275       -299       880         Planning       2,602       87       287       0       2,977       -1,484       -31       -1,515       1,462
Total spend       0       0       0       507       507       -193       430       237       744         Table 2.4.2 - 2023/24 BUDGET       Salary       Non-sal costs       Non-c costs       Cont costs       Total spend       Total spend       Total receipts       Net spend       Annual Cumul change         Community       2,248       94       788       6,682       9,814       -5,981       -1,496       -7,478       2,336         Customer Services & IT       1,702       19       411       1,004       3,136       -144       -214       -358       2,778         Environmental Services       1,490       51       -343       6,644       7,842       -6,251       -634       -6,884       958         Finance and property       1,759       13       225       1,072       3,069       -245       -3,817       -4,062       -993         General Fund Housing       745       8       426       0       1,179       -24       -275       -299       880         Planning       2,602       87       287       0       2,977       -1,484       -31       -1,515       1,462         Policy and Governance       1,814       269       -669       <
Salary       Non-sal       Non-c       Cont       Total       Fees & charges       Income       Total       Net       Annual       Cumul charge         Community       2,248       94       788       6,682       9,814       -5,981       -1,496       -7,478       2,336         Customer Services & IT       1,702       19       411       1,004       3,136       -144       -214       -358       2,778         Environmental Services       1,490       51       -343       6,644       7,842       -6,251       -634       -6,884       958         Finance and property       1,759       13       225       1,072       3,069       -245       -3,817       -4,062       -993         General Fund Housing       745       8       426       0       1,179       -24       -275       -299       880         Planning       2,602       87       287       0       2,977       -1,484       -31       -1,515       1,462         Policy and Governance       1,814       269       -669       693       2,107       -701       -28       -729       1,378         Senior Management Team       1,207       12       1       1,220 <t< td=""></t<>
Salary costsNon-sal costsNon-sal costsNon-c spendCont spendTotal spendFees & chargesIncome receiptsTotal spendNet spendAnnual chargesCumul deficitCommunity Customer Services & IT Environmental Services2,248947886,6829,814-5,981-1,496-7,4782,336Customer Services & IT Environmental Services1,702194111,0043,136-144-214-3582,778Environmental Services1,49051-3436,6447,842-6,251-634-6,884958Finance and property General Fund Housing745842601,179-24-275-299880Planning Policy and Governance1,814269-6696932,107-701-28-7291,378Senior Management Team1,2071211,2201,220
costs       costs       spend       spend       charges       receipts       spend       charge       deficit         Community       2,248       94       788       6,682       9,814       -5,981       -1,496       -7,478       2,336         Customer Services & IT       1,702       19       411       1,004       3,136       -144       -214       -358       2,778         Environmental Services       1,490       51       -343       6,644       7,842       -6,251       -634       -6,884       958         Finance and property       1,759       13       225       1,072       3,069       -245       -3,817       -4,062       -993         General Fund Housing       745       8       426       0       1,179       -24       -275       -299       880         Planning       2,602       87       287       0       2,977       -1,484       -31       -1,515       1,462         Policy and Governance       1,814       269       -669       693       2,107       -701       -28       -729       1,378         Senior Management Team       1,207       12       1       1,220       1,220       1,220
Community2,248947886,6829,814-5,981-1,496-7,4782,336Customer Services & IT1,702194111,0043,136-144-214-3582,778Environmental Services1,49051-3436,6447,842-6,251-634-6,884958Finance and property1,759132251,0723,069-245-3,817-4,062-993General Fund Housing745842601,179-24-275-299880Planning2,6028728702,977-1,484-31-1,5151,462Policy and Governance1,814269-6696932,107-701-28-7291,378Senior Management Team1,2071211,2201,2201,220
Customer Services & IT1,702194111,0043,136-144-214-3582,778Environmental Services1,49051-3436,6447,842-6,251-634-6,884958Finance and property1,759132251,0723,069-245-3,817-4,062-993General Fund Housing745842601,179-24-275-299880Planning2,6028728702,977-1,484-31-1,5151,462Policy and Governance1,814269-6696932,107-701-28-7291,378Senior Management Team1,2071211,2201,220-
Environmental Services1,49051-3436,6447,842-6,251-634-6,884958Finance and property1,759132251,0723,069-245-3,817-4,062-993General Fund Housing745842601,179-24-275-299880Planning2,6028728702,977-1,484-31-1,5151,462Policy and Governance1,814269-6696932,107-701-28-7291,378Senior Management Team1,2071211,2201,220-1,220
Finance and property1,759132251,0723,069-245-3,817-4,062-993General Fund Housing745842601,179-24-275-299880Planning2,6028728702,977-1,484-31-1,5151,462Policy and Governance1,814269-6696932,107-701-28-7291,378Senior Management Team1,2071211,2201,2201,220
General Fund Housing         745         8         426         0         1,179         -24         -275         -299         880           Planning         2,602         87         287         0         2,977         -1,484         -31         -1,515         1,462           Policy and Governance         1,814         269         -669         693         2,107         -701         -28         -729         1,378           Senior Management Team         1,207         12         1         1,220         1,220         1,220
Planning       2,602       87       287       0       2,977       -1,484       -31       -1,515       1,462         Policy and Governance       1,814       269       -669       693       2,107       -701       -28       -729       1,378         Senior Management Team       1,207       12       1       1,220       1,220       1,220
Policy and Governance         1,814         269         -669         693         2,107         -701         -28         -729         1,378           Senior Management Team         1,207         12         1         1,220         1,220
Senior Management Team         1,207         12         1         1,220         1,220
Vacancy factor and agency costs -280 0 -280 -280
Pension backfunding         1,023         1,023         1,023
Recharges (mainly from HRA)         -2,109         -2,109         -2,109
Utilities 1,308 1,308 1,308
Council Tax -10,867 -10,867 -10,867
Business Rates retained 0 0 0
Operating (surplus)/deficit         13,287         1,577         1,128         17,403         33,395         -25,696         -8,603         -34,300         -905
Revenue transfer to capital program         1,117         1,117         0         1,117
Revenue transfer to reserves         362         220         582         0         582
Total spend 13,287 1,577 2,607 17,623 35,094 -25,696 -8,603 -34,300 794 744 981

#### SUMMARY - year by year analysis

Year

2019/20 2020/21 2021/22 2022/23

2023/24

	Salary	Non-sal	Non-c	Cont	Total	Fees &	Income	Total	Net	Annual	Cumul	Reserve
	costs	costs	spend	spend	spend	charges		receipts	spend	change	deficit	transfers
	13,287	1,577	4,307	15,466	34,636	-25,243	-9,393	-34,636	0	0	0	1,642
	13,167	1,577	3,772	15,953	34,468	-25,645	-8,823	-34,469	0	0	0	1,044
	12,517	1,577	3,533	16,428	34,054	-25,852	-8,203	-34,055	0	0	0	805
	12,167	1,577	3,589	16,953	34,285	-26,312	-7,973	-34,285	0	0	0	861
	12,167	1,577	3,424	17,503	34,670	-26,527	-8,143	-34,670	0	0	0	696

#### SUMMARY - change from 2019/20 Year

2020/21	
2021/22	
2022/23	
2023/24	

[	Salary	Non-sal	Non-c	Cont	Total	Fees &	Income	Total	Net	Annual	Cumul	Reserve
	costs	costs	spend	spend	spend	charges		receipts	spend	change	deficit	transfers
	-120	0	-535	487	-168	-402	570	168	0	0	0	-598
	-770	0	-774	962	-582	-609	1,190	581	0	0	0	-837
	-1,120	0	-718	1,487	-351	-1,069	1,420	351	0	0	0	-781
	-1,120	0	-883	2,037	34	-1,284	1,250	-34	0	0	0	-946

Table 3.0.1 - 2019/20 BUDGET											
Original (revised format)	Salary	Non-sal	Non-c	Cont	Total	Fees &	Income	Total	Net	Annual	Cumul
	costs	costs	spend	spend	spend	charges		receipts	spend	change	deficit
Community	2,248	94	788	5,840	8,971	-5,981	-796	-6,778	2,193		
Customer Services & IT	1,702	19	611	877	3,209	-144	-214	-358	2,851		
Environmental Services	1,490	51	157	5,806	7,505	-6,251	-924	-7,174	330		
Finance and property	1,759	13	225	937	2,934	-245	-3,017	-3,262	-328		
General Fund Housing	745	8	426	0	1,179	-24	-275	-299	880		
Planning	2,602	87	287	0	2,977	-1,784	-31	-1,815	1,162		
Policy and Governance	1,814	269	331	606	3,020	-701	-28	-729	2,291		
Senior Management Team	1,207	12	1		1,220				1,220		
Vacancy factor and agency costs	-280		0		-280				-280		
Pension backfunding		1,023			1,023				1,023		
Recharges (mainly from HRA)							-2,109	-2,109	-2,109		
Utilities				1,180	1,180				1,180		
Council Tax						-10,113		-10,113	-10,113		
Business Rates retained							-2,000	-2,000	-2,000		
Operating (surplus)/deficit	13,287	1,577	2,828	15,246	32,937	-25,243	-9,393	-34,636	-1,699		
Revenue transfer to capital program			1,117		1,117				1,117		
Revenue transfer to reserves			362	220	582				582		
Total spend	13,287	1,577	4,307	15,466	34,636	-25,243	-9,393	-34,636	0		
Table 3.0.2 - 2019/20 BUDGET - adjustments	(actual and ex	(pected)									

	ustilicitis (u	ciuui unu ci	(pecced)								
Inflationary cost estimate		Salary	Non-sal	Non-c	Cont	Total	Fees &	Income	Total	Net	
	-	costs	costs	spend	spend	spend	charges		receipts	spend	
Community						0			0	0	
Customer Services & IT						0			0	0	
Environmental Services					57	57			0	57	
Finance and property						0			0	0	
General Fund Housing						0			0	0	
Planning						0			0	0	
Policy and Governance						0			0	0	
Senior Management Team						0				0	
Vacancy factor and agency costs						0				0	
Pension backfunding						0				0	
Recharges (mainly from HRA)									0	0	
Utilities						0				0	
Council Tax	0%								0	0	
Business Rates retained									0	0	
Operating (surplus)/deficit		0	0	0	57	57	0	0	0	57	
Revenue transfer to capital program	า					0				0	
Revenue transfer to reserves					-57	-57				-57	
Total spend		0	0	0	0	0	0	0	0	0	

#### Table 3.0.3 - 2019/20 FORECAST OUTTURN

	Salary	Non-sal	Non-c	Cont	Total	Fees &	Income	Total	Net	Annual	Cumul
	costs	costs	spend	spend	spend	charges		receipts	spend	change	deficit
Community	2,248	94	788	5,840	8,971	-5,981	-796	-6,778	2,193		
Customer Services & IT	1,702	19	611	877	3,209	-144	-214	-358	2,851		
Environmental Services	1,490	51	157	5,863	7,562	-6,251	-924	-7,174	387		
Finance and property	1,759	13	225	937	2,934	-245	-3,017	-3,262	-328		
General Fund Housing	745	8	426	0	1,179	-24	-275	-299	880		
Planning	2,602	87	287	0	2,977	-1,784	-31	-1,815	1,162		
Policy and Governance	1,814	269	331	606	3,020	-701	-28	-729	2,291		
Senior Management Team	1,207	12	1		1,220				1,220		
Vacancy factor and agency costs	-280		0		-280				-280		
Pension backfunding		1,023			1,023				1,023		
Recharges (mainly from HRA)							-2,109	-2,109	-2,109		
Utilities				1,180	1,180				1,180		
Council Tax						-10,113		-10,113	-10,113		
Business Rates retained							-2,000	-2,000	-2,000		
Operating (surplus)/deficit	13,287	1,577	2,828	15,303	32,994	-25,243	-9,393	-34,636	-1,642		
Revenue transfer to capital program			1,117		1,117				1,117		
Revenue transfer to reserves			362	163	525				525		
Total spend	13,287	1,577	4,307	15,466	34,636	-25,243	-9,393	-34,636	0	0	0

#### Notes for Tables 3.0.2 and 3.0.3 - items shown in boxes in Table 3.0.1

In contrast to View 2, View 3 boxed items are located in the relevant service areas and cost or income columns. Blue: MTFP items. Yellow: BSWG items.

Environmental services: contracted expenditure - change of contractor from Veolia to Biffa reduces basic cost by £100k p.a. - £43k in rest of 2019/20.

- however, recycling delivery relocation is expected to cost £100k in remainder of 19/20. Hence Biffa net cost increase of £57k in 19/20.

Revenue transfer to reserves - expected actual Minimum Reserve Provision requirement is £100k instead of £220k. Hence, Biffa net cost increase of £57k can be absorbed.

Table 3.1.1 - 2020/21 BUDGET - chang	e from pre	vious year	- see notes	for boxed	items						
Inflationary cost estimate	550	Salary	Non-sal	Non-c	Cont	Total	Fees &	Income	Total	Net	
_		costs	costs	spend	spend	spend	charges		receipts	spend	
		0.0%			3.6%						
Community	_	0	0	0	210	210			0	210	
Customer Services & IT		0	0	0	32	32			0	32	
Environmental Services		0	0	0	211	211	-500	350	-150	61	
Finance and property		0	0	0	34	34		20	20	54	
General Fund Housing		0	0	0	0	0			0	0	
Planning		0	0	0	0	0	300		300	300	
Policy and Governance		0	0	0	22	22			0	22	
Senior Management Team		0	0	0	0	0				0	
Vacancy factor and agency costs		-120	0	0	0	-120				-120	
Pension backfunding			0			0				0	
Recharges (mainly from HRA)									0	0	
Utilities					42	42				42	
Council Tax	2.0%						-202		-202	-202	
Business Rates retained						-		200	200	200	
Operating (surplus)/deficit	_	-120	0	0	550	430	-402	570	168	598	
Revenue transfer to capital program				-500		-500				-500	
Revenue transfer to reserves				-35	-63	-98				-98	
Total spend	_	-120	0	-535	487	-168	-402	570	168	0	
	_										
Table 3.1.2 - 2020/21 BUDGET											
		Salary	Non-sal	Non-c	Cont	Total	Fees &	Income	Total	Net	Annual
		costs	costs	spend	spend	spend	charges		receipts	spend	change
Community		2,248	94	788	6,050	9,181	-5,981	-796	-6,778	2,403	
Customer Services & IT		1,702	19	611	909	3,241	-144	-214	-358	2,883	
Environmental Services		1,490	51	157	6,074	7,772	-6,751	-574	-7,324	448	
Finance and property		1,759	13	225	971	2,967	-245	-2,997	-3,242	-275	
General Fund Housing		745	8	426	0	1,179	-24	-275	-299	880	
Planning		2,602	87	287	0	2,977	-1,484	-31	-1,515	1,462	
Policy and Governance		1,814	269	331	627	3,042	-701	-28	-729	2,313	
Senior Management Team		1,207	12	1		1,220				1,220	
Vacancy factor and agency costs		-400		0		-400				-400	
Pension backfunding			1,023			1,023				1,023	
Recharges (mainly from HRA)								-2,109	-2,109	-2,109	
Utilities					1,223	1,223				1,223	
Council Tax							-10,316		-10,316	-10,316	
Business Rates retained	_							-1,800	-1,800	-1,800	
Operating (surplus)/deficit		13,167	1,577	2,828	15,853	33,424	-25,645	-8,823	-34,469	-1,044	
Revenue transfer to capital program				617		617				617	
Revenue transfer to reserves	_			327	100	427				427	
		40.467	4 5 7 7	2 772	45.050	24 460	25 645	0 0 0 0 0	24.460	~	0

Table 3.1.1 - 2020/21 BUDGET - change from previous year - see notes for boxed items

34,468

-25,645

-34,469

-8,823

0

15,953

0

0

Cumul deficit

Notes for Tables 3.1.1 and 3.1.2 - items shown in boxes in Table 3.1.1

**Total spend** 

In contrast to View 2, View 3 boxed items are located in the relevant service areas and cost or income columns. Blue: MTFP items. Yellow: BSWG items. Environmental services: contracted expenditure - basic inflation plus £100k procurement savings offset by £100k recycling relocation costs.

3,772

Environmental services: fees & charges - car parking income increased by £500k (10%); income: SCC recycling credits reduced by £350k (£290k in View 1).

Finance & Property: income - £20k reduction in Housing Benefit administration grant (already in MTFP).

Planning: fees & charges - expected £300k reduction in planning fees (due to lower major development activity - already in MTFP).

1,577

Vacancy factor and agency costs - £280k planned establishment vacancy factor plus £250k year 1 Cost Review savings less £130k double-counting provision. Council Tax: increased by expected maximum of 2%.

Retained Business Rates: income reduced by £200k to £1.8m because of reduced rateable value and adverse formula changes.

Operating (surplus)/deficit: shows a reduced surplus of £1.04m.

Reserves: funding of capital program reduced by £500k to £617k. Net transfers to other reserves reduced by £98k in total.

13,167

	Se nom pres	, ous year									
Inflationary cost estimate	550	Salary	Non-sal	Non-c	Cont	Total	Fees &	Income	Total	Net	
		costs	costs	spend	spend	spend	charges		receipts	spend	
		0.0%			3.5%						
Community		0	0	0	210	210			0	210	
Customer Services & IT		0	0	0	32	32	_		0	32	
Environmental Services		0	0	0	136	136		200	200	336	
Finance and property		0	0	0	34	34		-280	-280	-246	
General Fund Housing		0	0	0	0	0			0	0	
Planning		0	0	0	0	0			0	0	
Policy and Governance		0	0	0	22	22			0	22	
Senior Management Team	_	0	0	0	0	0				0	
Vacancy factor and agency costs		-650	0	0	0	-650				-650	
Pension backfunding			0			0				0	
Recharges (mainly from HRA)									0	0	
Utilities					42	42				42	
Council Tax	2.0%						-206		-206	-206	
Business Rates retained								700	700	700	
Operating (surplus)/deficit		-650	0	0	475	-175	-206	620	414	239	
Revenue transfer to capital program				-117		-117				-117	
Revenue transfer to reserves	_			-122		-122				-122	
Total spend	_	-650	0	-239	475	-414	-206	620	414	0	
Table 3.2.2 - 2021/22 BUDGET											
		Salary	Non-sal	Non-c	Cont	Total	Fees &	Income	Total	Net	Annual
							charges			coord	change
		costs	costs	spend	spend	spend	charges		receipts	spend	chunge
Community		costs 2,248	costs 94	spend 788	spend 6,260	spend 9,391	-5,981	-796	receipts -6,778	2,613	chunge
Community Customer Services & IT				•	•	•	-	-796 -214	•	•	enunge
,		2,248	94	788	6,260	9,391	-5,981		-6,778	2,613	enunge
Customer Services & IT		2,248 1,702	94 19	788 611	6,260 940	9,391 3,272	-5,981 -144	-214	-6,778 -358	2,613 2,914	enange
Customer Services & IT Environmental Services		2,248 1,702 1,490	94 19 51	788 611 157	6,260 940 6,210	9,391 3,272 7,908	-5,981 -144 -6,751	-214 -374	-6,778 -358 -7,124	2,613 2,914 784	chunge
Customer Services & IT Environmental Services Finance and property		2,248 1,702 1,490 1,759	94 19 51 13	788 611 157 225	6,260 940 6,210 1,004	9,391 3,272 7,908 3,001 1,179 2,977	-5,981 -144 -6,751 -245	-214 -374 -3,277	-6,778 -358 -7,124 -3,522	2,613 2,914 784 -521	change
Customer Services & IT Environmental Services Finance and property General Fund Housing		2,248 1,702 1,490 1,759 745	94 19 51 13 8	788 611 157 225 426	6,260 940 6,210 1,004 0	9,391 3,272 7,908 3,001 1,179	-5,981 -144 -6,751 -245 -24	-214 -374 -3,277 -275	-6,778 -358 -7,124 -3,522 -299	2,613 2,914 784 -521 880	change
Customer Services & IT Environmental Services Finance and property General Fund Housing Planning		2,248 1,702 1,490 1,759 745 2,602 1,814 1,207	94 19 51 13 8 87	788 611 157 225 426 287	6,260 940 6,210 1,004 0 0	9,391 3,272 7,908 3,001 1,179 2,977	-5,981 -144 -6,751 -245 -24 -1,484	-214 -374 -3,277 -275 -31	-6,778 -358 -7,124 -3,522 -299 -1,515	2,613 2,914 784 -521 880 1,462	enunge
Customer Services & IT Environmental Services Finance and property General Fund Housing Planning Policy and Governance		2,248 1,702 1,490 1,759 745 2,602 1,814	94 19 51 13 87 269	788 611 157 225 426 287 331	6,260 940 6,210 1,004 0 0	9,391 3,272 7,908 3,001 1,179 2,977 3,063	-5,981 -144 -6,751 -245 -24 -1,484	-214 -374 -3,277 -275 -31	-6,778 -358 -7,124 -3,522 -299 -1,515	2,613 2,914 784 -521 880 1,462 2,334	enange
Customer Services & IT Environmental Services Finance and property General Fund Housing Planning Policy and Governance Senior Management Team		2,248 1,702 1,490 1,759 745 2,602 1,814 1,207	94 19 51 13 87 269	788 611 157 225 426 287 331 1	6,260 940 6,210 1,004 0 0	9,391 3,272 7,908 3,001 1,179 2,977 3,063 1,220	-5,981 -144 -6,751 -245 -24 -1,484	-214 -374 -3,277 -275 -31	-6,778 -358 -7,124 -3,522 -299 -1,515	2,613 2,914 784 -521 880 1,462 2,334 1,220	chunge
Customer Services & IT Environmental Services Finance and property General Fund Housing Planning Policy and Governance Senior Management Team Vacancy factor and agency costs		2,248 1,702 1,490 1,759 745 2,602 1,814 1,207	94 19 51 13 8 87 269 12	788 611 157 225 426 287 331 1	6,260 940 6,210 1,004 0 0	9,391 3,272 7,908 3,001 1,179 2,977 3,063 1,220 -1,050	-5,981 -144 -6,751 -245 -24 -1,484	-214 -374 -3,277 -275 -31	-6,778 -358 -7,124 -3,522 -299 -1,515	2,613 2,914 784 -521 880 1,462 2,334 1,220 -1,050	change
Customer Services & IT Environmental Services Finance and property General Fund Housing Planning Policy and Governance Senior Management Team Vacancy factor and agency costs Pension backfunding		2,248 1,702 1,490 1,759 745 2,602 1,814 1,207	94 19 51 13 8 87 269 12	788 611 157 225 426 287 331 1	6,260 940 6,210 1,004 0 0	9,391 3,272 7,908 3,001 1,179 2,977 3,063 1,220 -1,050	-5,981 -144 -6,751 -245 -24 -1,484	-214 -374 -3,277 -275 -31 -28	-6,778 -358 -7,124 -3,522 -299 -1,515 -729	2,613 2,914 784 -521 880 1,462 2,334 1,220 -1,050 1,023	chunge
Customer Services & IT Environmental Services Finance and property General Fund Housing Planning Policy and Governance Senior Management Team Vacancy factor and agency costs Pension backfunding Recharges (mainly from HRA)		2,248 1,702 1,490 1,759 745 2,602 1,814 1,207	94 19 51 13 8 87 269 12	788 611 157 225 426 287 331 1	6,260 940 6,210 1,004 0 0 649	9,391 3,272 7,908 3,001 1,179 2,977 3,063 1,220 -1,050 1,023	-5,981 -144 -6,751 -245 -24 -1,484	-214 -374 -3,277 -275 -31 -28	-6,778 -358 -7,124 -3,522 -299 -1,515 -729	2,613 2,914 784 -521 880 1,462 2,334 1,220 -1,050 1,023 -2,109	chunge
Customer Services & IT Environmental Services Finance and property General Fund Housing Planning Policy and Governance Senior Management Team Vacancy factor and agency costs Pension backfunding Recharges (mainly from HRA) Utilities		2,248 1,702 1,490 1,759 745 2,602 1,814 1,207	94 19 51 13 8 87 269 12	788 611 157 225 426 287 331 1	6,260 940 6,210 1,004 0 0 649	9,391 3,272 7,908 3,001 1,179 2,977 3,063 1,220 -1,050 1,023	-5,981 -144 -6,751 -245 -24 -1,484 -701	-214 -374 -3,277 -275 -31 -28	-6,778 -358 -7,124 -3,522 -299 -1,515 -729 -2,109	2,613 2,914 784 -521 880 1,462 2,334 1,220 -1,050 1,023 -2,109 1,265	chunge
Customer Services & IT Environmental Services Finance and property General Fund Housing Planning Policy and Governance Senior Management Team Vacancy factor and agency costs Pension backfunding Recharges (mainly from HRA) Utilities Council Tax	_	2,248 1,702 1,490 1,759 745 2,602 1,814 1,207	94 19 51 13 8 87 269 12	788 611 157 225 426 287 331 1	6,260 940 6,210 1,004 0 0 649	9,391 3,272 7,908 3,001 1,179 2,977 3,063 1,220 -1,050 1,023	-5,981 -144 -6,751 -245 -24 -1,484 -701	-214 -374 -3,277 -275 -31 -28	-6,778 -358 -7,124 -3,522 -299 -1,515 -729 -2,109 -2,109	2,613 2,914 784 -521 880 1,462 2,334 1,220 -1,050 1,023 -2,109 1,265 -10,522	chunge
Customer Services & IT Environmental Services Finance and property General Fund Housing Planning Policy and Governance Senior Management Team Vacancy factor and agency costs Pension backfunding Recharges (mainly from HRA) Utilities Council Tax Business Rates retained	_	2,248 1,702 1,490 1,759 745 2,602 1,814 1,207 -1,050	94 19 51 13 8 87 269 12 1,023	788 611 157 225 426 287 331 1 0	6,260 940 6,210 1,004 0 0 649	9,391 3,272 7,908 3,001 1,179 2,977 3,063 1,220 -1,050 1,023 1,265	-5,981 -144 -6,751 -245 -24 -1,484 -701	-214 -374 -3,277 -275 -31 -28 -2,109 -1,100	-6,778 -358 -7,124 -3,522 -299 -1,515 -729 -2,109 -10,522 -1,100	2,613 2,914 784 -521 880 1,462 2,334 1,200 -1,050 1,023 -2,109 1,265 -10,522 -1,100	chunge
Customer Services & IT Environmental Services Finance and property General Fund Housing Planning Policy and Governance Senior Management Team Vacancy factor and agency costs Pension backfunding Recharges (mainly from HRA) Utilities Council Tax Business Rates retained <b>Operating (surplus)/deficit</b>	-	2,248 1,702 1,490 1,759 745 2,602 1,814 1,207 -1,050	94 19 51 13 8 7 269 12 1,023	788 611 157 225 426 287 331 1 0 0	6,260 940 6,210 1,004 0 649 1,265 16,328 100	9,391 3,272 7,908 3,001 1,179 2,977 3,063 1,220 -1,050 1,023 1,265 33,249 500 305	-5,981 -144 -6,751 -245 -24 -1,484 -701 -10,522 -25,852	-214 -374 -3,277 -275 -31 -28 -2,109 -1,100 -8,203	-6,778 -358 -7,124 -3,522 -299 -1,515 -729 -2,109 -10,522 -1,100 -34,055	2,613 2,914 784 -521 880 1,462 2,334 1,220 -1,050 1,023 -2,109 1,265 -10,522 -10,522 -10,522 -10,522 -10,500 805 500 305	
Customer Services & IT Environmental Services Finance and property General Fund Housing Planning Policy and Governance Senior Management Team Vacancy factor and agency costs Pension backfunding Recharges (mainly from HRA) Utilities Council Tax Business Rates retained <b>Operating (surplus)/deficit</b> Revenue transfer to capital program	-	2,248 1,702 1,490 1,759 745 2,602 1,814 1,207 -1,050	94 19 51 13 8 87 269 12 1,023	788 611 157 225 426 287 331 1 0	6,260 940 6,210 1,004 0 649 1,265	9,391 3,272 7,908 3,001 1,179 2,977 3,063 1,220 -1,050 1,023 1,265 33,249 500	-5,981 -144 -6,751 -245 -24 -1,484 -701	-214 -374 -3,277 -275 -31 -28 -2,109 -1,100	-6,778 -358 -7,124 -3,522 -299 -1,515 -729 -2,109 -10,522 -1,100	2,613 2,914 784 -521 880 1,462 2,334 1,220 -1,050 1,023 -2,109 1,055 -10,522 -10,505 -10,525 -10,505 500	0

Cumul deficit

0

Notes for Tables 3.2.1 and 3.2.2 - items shown in boxes in Table 3.2.1

Environmental services: contracted expenditure - assumes recycling relocation costs end after 2021/22 Q1 so inflation effect reduced by £75k procurement savings. Environmental services: fees & charges - car parking income assumed unchanged; income: SCC recycling credits reduced by £200k to £150k baseline level. Finance and property: income - assumes £15m of new property investment generating 2% net margin (£300k). £20k reduction in HB admin grant. Vacancy factor etc: assumes Cost Review year 2 savings (£250k) and Business Transformation year 1 savings (£400k).

Council Tax: increased by expected maximum of 2%.

Retained Business Rates: decreased by £700k to £1.1m under Business Rates/Fair Funding reviews.

Operating (surplus)/deficit: shows a reduced surplus of £805k.

Reserves: transfers to capital program reduced to £500k (minimum safe level) and transfer to other reserves (other than MRP) reduced by £122k to £205k.

Table 3.3.1 - 2022/23 BUDGET -	change from	previous vear
	change nom	previous year

Inflationary cost estimate	550	Salary	Non-sal	Non-c	Cont	Total	Fees &	Income	Total	Net		
		costs	costs	spend	spend	spend	charges		receipts	spend		
		0.0%			3.4%		_					
Community	-	0	0	0	211	211		-200	-200	11		
Customer Services & IT		0	0	0	32	32			0	32		
Environmental Services		0	0	0	184	184	-250		-250	-66		
Finance and property		0	0	0	34	34		-270	-270	-236		
General Fund Housing		0	0	0	0	0			0	0		
Planning		0	0	0	0	0			0	0		
Policy and Governance		0	0	0	22	22			0	22		
Senior Management Team		0	0	0	0	0				0		
Vacancy factor and agency costs		-350	0	0	0	-350				-350		
Pension backfunding			0			0				0		
Recharges (mainly from HRA)									0	0		
Utilities					43	43				43		
Council Tax	2.0%						-210		-210	-210		
Business Rates retained								700	700	700		
Operating (surplus)/deficit		-350	0	0	525	175	-460	230	-230	-55		
Revenue transfer to capital program			_			0				0		
Revenue transfer to reserves	_			56		56				56		
Total spend	_	-350	0	56	525	231	-460	230	-230	1		
Table 3.3.2 - 2022/23 BUDGET												
		Salary	Non-sal	Non-c	Cont	Total	Fees &	Income	Total	Net	Annual	1
Community		costs	costs	spend	spend	spend	charges	000	receipts	spend	change	
Community		2,248	94	788	6,470	9,602	-5,981	-996	-6,978	2,624		
Customer Services & IT		1,702	19	611	972	3,304	-144	-214	-358	2,946		
Environmental Services		1,490	51	157 225	6,394	8,092	-7,001	-374	-7,374	718		
Finance and property		1,759	13		1,038	3,035	-245	-3,547	-3,792	-757		
General Fund Housing		745	8	426	0	1,179	-24	-275	-299	880		
Planning		2,602 1,814	87 269	287 331	0 671	2,977 3,085	-1,484 -701	-31 -28	-1,515 -729	1,462 2,356		
Policy and Governance		'	269	331	0/1	,	-701	-28	-729			
Senior Management Team		1,207	12	0		1,220				1,220		
Vacancy factor and agency costs Pension backfunding		-1,400	1,023	0		-1,400 1,023				-1,400 1,023		
Recharges (mainly from HRA)			1,023			1,023		-2,109	-2,109	-2,109		
Utilities					1 200	1 200		-2,109	-2,109			
Council Tax					1,308	1,308	-10,732		-10,732	1,308 -10,732		
Business Rates retained							-10,752	-400	-10,732 -400	-10,732 -400		
Operating (surplus)/deficit	_	12,167	1,577	2,828	16,853	33,424	-26,312	-400	-34,285	-400		
Revenue transfer to capital program		12,107	1,577	2,828 500	10,003	33,424 500	-20,312	-1,913	-34,203	-861		
Revenue transfer to reserves				261	100	361				361		

12,167 1,577 3,589 16,953 34,285 -26,312 -7,973 -34,285 0

Cumul deficit

0

Notes for Tables 3.3.1 and 3.3.2 - items shown in boxes in Table 3.3.1

Community: leisure centres - increased income of £200k following improvements to Farnham and Godalming LCs.

Environmental services: contracted expenditure - inflation increase of £209k reduced by remaining £25k of procurement savings.

Environmental services: fees & charges - car parking income assumed increased by £250k (5%).

Finance and property: income - assumes further £15m of new property investment generating 2% net margin (£300k). £30k reduction in HB admin grant. Vacancy factor etc: assumes year 2 £350k Business Transformation savings.

Council Tax: increased by expected maximum of 2%.

Total spend

Retained Business Rates: decreased by  $\pm$ 700k to  $\pm$ 0.4m under Business Rates/Fair Funding reviews.

Operating (surplus)/deficit: shows a increased operating surplus of £861k.

Reserves: transfer to other reserves increased by £56k.

Table 3.4.1 - 2023/24 BUDGET - change fi	rom previous vear

10010 01112 2020/21 202021 01101	<u>se nom pr</u> e										
Inflationary cost estimate	550	Salary	Non-sal	Non-c	Cont	Total	Fees &	Income	Total	Net	
		costs	costs	spend	spend	spend	charges		receipts	spend	
		0.0%			3.3%						
Community		0	0	0	211	211			0	211	
Customer Services & IT		0	0	0	32	32			0	32	
Environmental Services		0	0	0	209	209			0	209	
Finance and property		0	0	0	34	34		-570	-570	-536	
General Fund Housing		0	0	0	0	0	_		0	0	
Planning		0	0	0	0	0			0	0	
Policy and Governance		0	0	0	22	22			0	22	
Senior Management Team		0	0	0	0	0				0	
Vacancy factor and agency costs		0	0	0	0	0				0	
Pension backfunding			0			0				0	
Recharges (mainly from HRA)									0	0	
Utilities					43	43				43	
Council Tax	2.0%					Ī	-215		-215	-215	
Business Rates retained						L		400	400	400	
Operating (surplus)/deficit		0	0	0	550	550	-215	-170	-385	165	
Revenue transfer to capital program						0				0	
Revenue transfer to reserves			Γ	-165		-165				-165	
Total spend		0	0	-165	550	385	-215	-170	-385	0	
	-										
Table 3.4.2 - 2023/24 BUDGET											
-		Salary	Non-sal	Non-c	Cont	Total	Fees &	Income	Total	Net	Annual
		costs	costs	spend	spend	spend	charges		receipts	spend	change
Community		2,248	94	788	6,682	9,813	-5,981	-996	-6,978	2,835	-
Customer Services & IT		1,702	19	611	1,003	3,336	-144	-214	-358	2,978	
Environmental Services		1,490	51	157	6,603	8,301	-7,001	-374	-7,374	927	
Finance and property		1,759	13	225	1,072	3,069	-245	-4,117	-4,362	-1,293	
General Fund Housing		745	8	426	0	1,179	-24	-275	-299	880	
Planning		2,602	87	287	0	2,977	-1,484	-31	-1,515	1,462	
Policy and Governance		1,814	269	331	693	3,107	-701	-28	-729	2,378	
Senior Management Team		1,207	12	1		1,220				1,220	
Vacancy factor and agency costs		-1,400		0		-1,400				-1,400	
Pension backfunding			1,023			1,023				1,023	
Recharges (mainly from HRA)								-2,109	-2,109	-2,109	
Utilities					1,350	1,350				1,350	
Council Tax							-10,947		-10,947	-10,947	
Business Rates retained								0	0	0	
Operating (surplus)/deficit	_	12,167	1,577	2,828	17,403	33,974	-26,527	-8,143	-34,670	-696	
Revenue transfer to capital program		,	,	500	,	500	-,	-, -	- ,	500	
Revenue transfer to reserves				96	100	196				196	
Total around		12 1 67	1 577	2 424	17 502	24 (70	26 5 2 7	0 1 4 2	24 670	0	0

12,167 1,577 3,424 17,503 34,670 -26,527 -8,143 -34,670 0

Cumul deficit

0

Notes for Tables 3.4.1 and 3.4.2 - items shown in boxes in Table 3.4.1

Finance and property: income - assumes further £30m of new property investment generating 2% net margin (£600k). £30k reduction in HB admin grant. Council Tax: increased by expected maximum of 2%.

Retained Business Rates: decreased by £400k to zero under Business Rates/Fair Funding reviews.

Operating (surplus)/deficit: shows a reduced surplus of £696k.

Reserves: transfers to other reserves reduced by £165k.

Total spend

#### WBC BUDGET ROLL FORWARD TO 2023/24

Commentary

Tables A to C evolve the 2019/20 budget summary from its initial format to one where non-reserve corporate items and recharges are included in the revenue account. The view tabs use the Table C format to show a change table and a budget table for each financial year from 19/20 to 23/24.

Table A - 2019/20 BUDGET - original								
	Salary	Non-salary	Non-cont	Contracted	Total	Fees and	Income	Net
	costs	staff costs	spend	spend	spend	charges		spend
Community	2,248,368	94,409	788,410	5,659,710	8,790,897	(5,981,383)	(796,172)	2,013,342
Customer Services & IT	1,701,689	19,376	611,090	849,956	3,182,111	(144,090)	(213,700)	2,824,321
Environmental Services	1,489,597	51,234	157,320	5,627,388	7,325,539	(6,250,523)	(923,570)	151,446
Finance	1,758,765	13,119	224,780	907,993	2,904,657	(157,000)	(2,798,408)	(50,751)
General Fund Housing	744,889	8,059	426,164	0	1,179,112	(23,565)	(275,108)	<u>880,439</u>
Planning	2,602,392	86,936	287,300	0	2,976,628	(1,783,955)	(30,552)	1,162,121
Policy and Governance	1,813,696	269,229	331,270	586,956	3,001,151	(701,060)	(27,960)	2,272,131
Recharges	0	0	0	0	0	0	(2,109,472)	(2,109,472)
Senior Management Team	1,207,199	11,736	1,180	0	1,220,115	0	0	1,220,115
Utilities	0	0	0	1,143,793	1,143,793	0	0	1,143,793
	13,566,594	554,098	2,827,514	14,775,796	31,724,002	(15,041,576)	(7,174,942)	9,507,484
Corporate items								
Establishment savings target	(280,000)				(280,000)			(280,000)
Pension Back funding	1,649,500				1,649,500		(626,240)	1,023,260
Revenue Contribution to Capital Programme			1,117,420		1,117,420			1,117,420
Housing Benefit DWP reimbursement			27,607,000		27,607,000	(88,000)	(27,825,520)	(306,520)
Inflation Provision	0			470,000	470,000			470,000
Transfer NHB to reserve			1,164,280		1,164,280			1,164,280
Net EMR movements			361,716		361,716			361,716
MRP				220,000	220,000			220,000
Impairment allowances								
Year end reserve movements								
GF b Total	1,369,500	0	30,250,416	690,000	32,309,916	(88,000)	(28,451,760)	3,770,156
Overall total net spend	14,936,094	554,098	33,077,930	15,465,796	64,033,918	(15,129,576)	(35,626,702)	13,277,640
GF c								
General Fund Financing								
Council Tax							(10,113,360)	(10,113,360)
Business Rates retained							(2,000,000)	(2,000,000)
New Homes Bonus							(1,164,280)	(1,164,280)
GF c Total							(13,277,640)	(13,277,640)

Table B - 2019/20 BUDGET								
Table 1.1 excluding offsetting flows for housing	Salary	Non-salary	Non-cont	Contracted	Total	Fees and	Income	Net
benefit and New Homes Bonus.	costs	staff costs	spend	spend	spend	charges		spend
Community	2,248,368	94,409	788,410	5,659,710	8,790,897	(5,981,383)	(796,172)	2,013,342
Customer Services & IT	1,701,689	19,376	611,090	849,956	3,182,111	(144,090)	(213,700)	2,824,321
Environmental Services	1,489,597	51,234	157,320	5,627,388	7,325,539	(6,250,523)	(923,570)	151,446
Finance	1,758,765	13,119	224,780	907,993	2,904,657	(157,000)	(2,798,408)	(50,751)
General Fund Housing	744,889	8,059	426,164	0	1,179,112	(23,565)	(275,108)	880,439
Planning	2,602,392	86,936	287,300	0	2,976,628	(1,783,955)	(30,552)	1,162,121
Policy and Governance	1,813,696	269,229	331,270	586,956	3,001,151	(701,060)	(27,960)	2,272,131
Senior Management Team	1,207,199	11,736	1,180		1,220,115			1,220,115
Recharges							(2,109,472)	(2,109,472)
Utilities				1,143,793	1,143,793			1,143,793
	13,566,594	554,098	2,827,514	14,775,796	31,724,002	(15,041,576)	(7,174,942)	9,507,484
Corporate items								
Establishment savings target	(280,000)				(280,000)			(280,000)
Pension Back funding	1,649,500				1,649,500		(626,240)	1,023,260
<b>Revenue Contribution to Capital Programme</b>			1,117,420		1,117,420			1,117,420
Housing Benefit DWP reimbursement			0		0	(88,000)	(218,520)	(306,520)
Inflation Provision	0			470,000	470,000			470,000
Transfer NHB to reserve			0		0			0
Net EMR movements			361,716		361,716			361,716
MRP				220,000	220,000			220,000
Impairment allowances								
Year end reserve movements								
GF b Total	1,369,500	0	1,479,136	690,000	3,538,636	(88,000)	(844,760)	2,605,876
Overall total net spend	14,936,094	554,098	4,306,650	15,465,796	35,262,638	(15,129,576)	(8,019,702)	12,113,360
GF c								
General Fund Financing								
Council Tax							(10,113,360)	(10,113,360)
Business Rates retained							(2,000,000)	(2,000,000)
New Homes Bonus							0	0
GF c Total							(12,113,360)	(12,113,360)

Table C - 2019/20 BUDGET           Table B with non-reserve corporate items allocated to	Colory	Non colory	Non cont	Contracted	Total	Foodand	Incomo	Not
	Salary	Non-salary staff costs	Non-cont	Contracted	Total	Fees and	Income	Net
revenue spend.	costs	stan costs	spend	spend	spend	charges		spend
1	2 2 4 2 2 6 2	04.400	700 440	5 000 700	0.070.005	(5.004.000)	(706 472)	2 4 9 2 2 7 9
Community	2,248,368	94,409	788,410	5,839,738	8,970,925	(5,981,383)	(796,172)	2,193,370
Customer Services & IT	1,701,689	19,376	611,090	876,992	3,209,147	(144,090)	(213,700)	2,851,357
Environmental Services	1,489,597	51,234	157,320	5,806,388	7,504,539	(6,250,523)	(923,570)	330,446
Finance	1,758,765	13,119	224,780	936,875	2,933,540	(245,000)	(3,016,928)	(328,388)
General Fund Housing	744,889	8,059	426,164	0	1,179,112	(23,565)	(275,108)	880,439
Planning	2,602,392	86,936	287,300	0	2,976,628	(1,783,955)	(30,552)	1,162,121
Policy and Governance	1,813,696	269,229	331,270	605,626	3,019,821	(701,060)	(27,960)	2,290,801
Senior Management Team	1,207,199	11,736	1,180	0	1,220,115			1,220,115
Vacancy factor and agency fees	(280,000)				(280,000)			(280,000)
Pension backfunding		1,023,260			1,023,260			1,023,260
Recharges							(2,109,472)	(2,109,472)
Utilities				1,180,176	1,180,176	0	0	1,180,176
Council Tax						(10,113,360)		(10,113,360)
Retained business rates							(2,000,000)	(2,000,000)
Revenue spend	13,286,594	1,577,358	2,827,514	15,245,796	32,937,262	(25,242,936)	(9,393,462)	(1,699,136)
Revenue transfer to capital program			1,117,420		1,117,420			1,117,420
Revenue transfer to capital program			361,716	220,000	581,716			581,716
Total spend	13,286,594	1,577,358	4,306,650	15,465,796	34,636,398	(25,242,936)	(9,393,462)	(0)
	13,280,394	1,377,338	4,300,030	15,405,790	34,030,398	(23,242,930)	(9,393,402)	(0)
Corporate items	0				0			0
Establishment savings target	0				0			0
Pension Back funding	0				0		0	0
Revenue Contribution to Capital Programme			0		0		_	0
Housing Benefit DWP reimbursement			0		0	0	0	0
Inflation Provision	0			0	0			0
Transfer NHB to reserve			0		0			0
Net EMR movements			0		0			0
MRP				0	0			0
Impairment allowances								
Year end reserve movements								
GF b Total	0	0	0	0	0	0	0	0
Overall total net spend	13,286,594	1,577,358	4,306,650	15,465,796	34,636,398	(25,242,936)	(9,393,462)	(0)

GF c		
General Fund Financing		
Council Tax	0	0
Business Rates retained	0	0
New Homes Bonus	0	0
GF c Total	0	0

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11/11/19

# Medium Term Financial Plan

# 24 Sept 2019

# **National Context**

- Comprehensive Spending Review delayed
- Fair Funding review put back to 2021/22
- Business rates funding review put back to 2021/21
- 'Negative grant' delayed by a year to 2021/22
- New Homes Bonus future years' amounts uncertain
- Limit on council tax increase 2%
- Major new funding for adult and children's services
- Detail not know until December



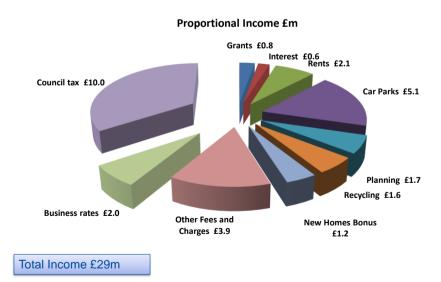


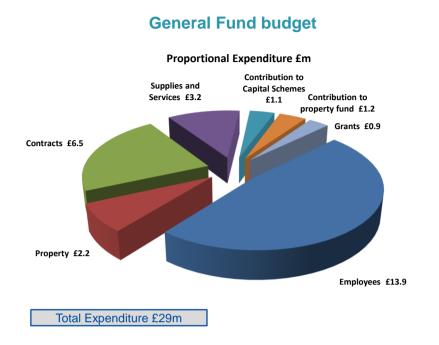
Waverley BOROUGH COUNCIL

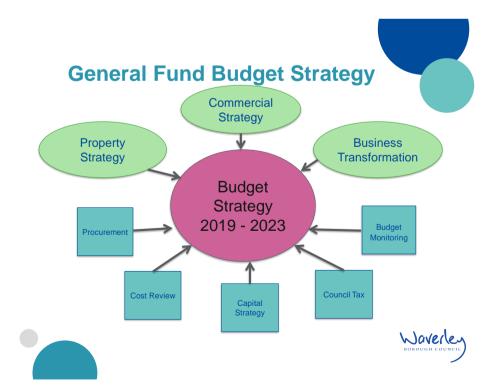
# General Fund Projected Budget Shortfall

	2020/21 Change from 19/20 budget £000	2021/22 Change from 20/21 budget £000	2022/23 Change from 21/22 budget £000	Total Change from 19/20 budget £000	2023/24 Change from 22/23 budget £000
Inflation - including pay	550	550	550	1,650	550
Waste funding from SCC	290			290	
Housing benefit grant	20	20	30	70	30
Business rate retained income	200	700	700	1,600	400
Income pressure - planning/property	300			300	
Total budget shortfall	1,360	1,270	1,280	3,910	980
					Waver BOROUGH COU









# MTFP Target savings 2020/21 to 2022/23



	£000
Business Transformation	1,000
Commercial Strategy	700
Property	900
Procurement	200
Cost Review	500
Council Tax 2% increases	550
Total	£3,850



### **Commercial Strategy**

- Car park review
- Other new/increased income
- Use of existing assets including leisure centres
- Waverley Training Services
- Commercial company

### **Business Transformation Strategy**

- Customer services project
- Planning and building control process review
- System thinking efficiency reviews
- Office accommodation project

Staff travel and remote working



# **Next Steps**



- Councillor sessions on MTFP and budget
- Officers continue to work on detailed proposals and liaise with portfolio holders
- Budget Strategy Working Group
- O&S review of budget
- IAB review Property and Capital Strategies





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