T. I.I. 4 0 4 2040 /20 DUDGET											
Table 1.0.1 - 2019/20 BUDGET Original (revised format)	Salary	Non-sal	Non-c	Cont	Total	Fees &	Income	Total	Net	Annual	Cumul
Original (revised format)	costs	costs	spend	spend	spend	charges	income	receipts	spend	change	deficit
	costs	costs	эрспа	эрспа	Speria	charges		receipts	эрспа	change	acricic
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		2 100	2 100	1,023		
Recharges (mainly from HRA) Utilities				1,180	1,180		-2,109	-2,109	-2,109 1,180		
Council Tax				1,160	1,160	-10,113		-10,113	-10,113		
Business Rates retained						-10,113	-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	13,20,	2,577	1,117	10,210	1,117	23,2 .5	3,333	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 - adjustm	nents (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		
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 Pension backfunding					0			0	0		
Recharges (mainly from HRA)					0			0	0		
Utilities					0			0	0		
Council Tax	0%				Ū			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 OUTTU	IRN										
	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 E 806	3,209	-144 6 251	-214	-358 7.174	2,851		
Environmental Services	1,490 1,759	51 13	157 225	5,806 937	7,505 2,934	-6,251 -245	-924 -3,017	-7,174 -3,262	330 -328		
Finance and property General Fund Housing	745	8	426	0	1,179	-243 -24	-3,017	-3,202 -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	-1,764	-28	-1,813 -729	2,291		
Senior Management Team	1,207	12	1	000	1,220	,01	_0	, 23	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	10.05=	4	362	220	582	25.245	0.225	0	582	_	_
Total spend	13,287	1,577	4,307	15,466	34,636	-25,243	-9,393	-34,636	0	0	0

Total spend

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 BODGL1		Salary	Non-sal	Non-c	Cont	Total	Fees &	Income	Total	Net	Annual	Cumul
		costs	costs	spend	spend	spend	charges	meome	receipts	spend	change	deficit
		costs	costs	эрспа	эрспа	эрспа	charges		receipts	эрспа	change	uciicie
Community		2,248	94	788	6,050	9,182	-5,981	-796	-6,778	2,404		
Customer Services & IT		1,702	19	611	909	3,241	-144	-214	-358	2,883		
Environmental Services		1,490	51	157	6,016	7,714	-6,251	-634	-6,884	830		
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		-280		0		-280				-280		
Pension backfunding			1,023			1,023				1,023		
								-2,109	-2,109	-2,109		
Recharges (mainly from HRA)												
Utilities					1,223	1,223				1,223		
Utilities Council Tax					1,223	1,223	-10,113		-10,113	-10,113		
Utilities Council Tax Business Rates retained	_							-1,800	-1,800	-10,113 -1,800		
Utilities Council Tax Business Rates retained Operating (surplus)/deficit	_	13,287	1,577	2,828	1,223	33,487	-10,113 -24,943	-1,800 -8,883	-1,800 -33,826	-10,113 -1,800 -339		
Utilities Council Tax Business Rates retained	_	13,287	1,577	2,828 1,117 362					-1,800	-10,113 -1,800		

4,307

16,016

35,186

-24,943

-8,883

1,360

1,360 1,360

13,287

Revenue transfer to reserves

Total spend

Table 1.2.1 - 2021/22 BUDGET - chan	ge from previous y	ear									
Inflationary cost estimate	550 Salary	Non-sal	Non-c	Cont	Total	Fees &	Income	Total	Net		
•	costs 0.0%		spend	spend 3.5%	spend	charges		receipts	spend		
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							700	700	700		
Operating (surplus)/deficit	0	0	0	550	550	0	720	720	1,270		
Revenue transfer to capital program					0			0	0		
Revenue transfer to reserves					0			0	0		
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 BODGET	Salary costs		Non-c spend	Cont spend	Total spend	Fees & charges	Income	Total receipts	Net spend	Annual change	Cumul deficit
Community	•	costs					Income				
	costs	costs 94	spend	spend	spend	charges		receipts	spend		
Community	costs 2,248	costs 94 19	spend 788	spend 6,261	spend 9,392	charges	-796	receipts -6,778	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	94 19 51	788 611 157	spend 6,261 940 6,225	spend 9,392 3,272 7,923	-5,981 -144 -6,251	-796 -214 -634	-6,778 -358 -6,884	2,615 2,915 1,039		
Community Customer Services & IT Environmental Services Finance and property	2,248 1,702 1,490 1,759	costs 94 19 51 13 8	788 611 157 225	spend 6,261 940 6,225 1,004	9,392 3,272 7,923 3,001	-5,981 -144 -6,251 -245	-796 -214 -634 -2,977	-6,778 -358 -6,884 -3,222	2,615 2,915 1,039 -221		
Community Customer Services & IT Environmental Services Finance and property General Fund Housing	2,248 1,702 1,490 1,759 745	costs  94  19  51  13  8  87	788 611 157 225 426	spend 6,261 940 6,225 1,004 0	9,392 3,272 7,923 3,001 1,179	-5,981 -144 -6,251 -245 -24	-796 -214 -634 -2,977 -275	-6,778 -358 -6,884 -3,222 -299	2,615 2,915 1,039 -221 880		
Community Customer Services & IT Environmental Services Finance and property General Fund Housing Planning	2,248 1,702 1,490 1,759 745 2,602	94 19 51 13 8 87 269	788 611 157 225 426 287	spend 6,261 940 6,225 1,004 0	9,392 3,272 7,923 3,001 1,179 2,977	-5,981 -144 -6,251 -245 -24 -1,484	-796 -214 -634 -2,977 -275 -31	-6,778 -358 -6,884 -3,222 -299 -1,515	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	2,248 1,702 1,490 1,759 745 2,602 1,814	94 19 51 13 8 87 269	788 611 157 225 426 287 331	spend 6,261 940 6,225 1,004 0	9,392 3,272 7,923 3,001 1,179 2,977 3,064	-5,981 -144 -6,251 -245 -24 -1,484	-796 -214 -634 -2,977 -275 -31	-6,778 -358 -6,884 -3,222 -299 -1,515	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	2,248 1,702 1,490 1,759 745 2,602 1,814	94 19 51 13 8 87 269	788 611 157 225 426 287 331	spend 6,261 940 6,225 1,004 0	9,392 3,272 7,923 3,001 1,179 2,977 3,064 1,220	-5,981 -144 -6,251 -245 -24 -1,484	-796 -214 -634 -2,977 -275 -31	-6,778 -358 -6,884 -3,222 -299 -1,515	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	2,248 1,702 1,490 1,759 745 2,602 1,814	costs  94 19 51 13 8 87 269	788 611 157 225 426 287 331	spend 6,261 940 6,225 1,004 0	9,392 3,272 7,923 3,001 1,179 2,977 3,064 1,220 -280	-5,981 -144 -6,251 -245 -24 -1,484	-796 -214 -634 -2,977 -275 -31	-6,778 -358 -6,884 -3,222 -299 -1,515	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	2,248 1,702 1,490 1,759 745 2,602 1,814	costs  94 19 51 13 8 87 269	788 611 157 225 426 287 331	spend 6,261 940 6,225 1,004 0	9,392 3,272 7,923 3,001 1,179 2,977 3,064 1,220 -280	-5,981 -144 -6,251 -245 -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 Pension backfunding Recharges (mainly from HRA)	2,248 1,702 1,490 1,759 745 2,602 1,814	costs  94 19 51 13 8 87 269	788 611 157 225 426 287 331	spend 6,261 940 6,225 1,004 0 649	9,392 3,272 7,923 3,001 1,179 2,977 3,064 1,220 -280 1,023	-5,981 -144 -6,251 -245 -24 -1,484	-796 -214 -634 -2,977 -275 -31 -28	receipts  -6,778 -358 -6,884 -3,222 -299 -1,515 -729	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	2,248 1,702 1,490 1,759 745 2,602 1,814	costs  94 19 51 13 8 87 269	788 611 157 225 426 287 331	spend 6,261 940 6,225 1,004 0 649	9,392 3,272 7,923 3,001 1,179 2,977 3,064 1,220 -280 1,023	-5,981 -144 -6,251 -245 -24 -1,484 -701	-796 -214 -634 -2,977 -275 -31 -28	-6,778 -358 -6,884 -3,222 -299 -1,515 -729	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	2,248 1,702 1,490 1,759 745 2,602 1,814	costs  94 19 51 13 8 87 269	788 611 157 225 426 287 331	spend 6,261 940 6,225 1,004 0 649	9,392 3,272 7,923 3,001 1,179 2,977 3,064 1,220 -280 1,023	-5,981 -144 -6,251 -245 -24 -1,484 -701	-796 -214 -634 -2,977 -275 -31 -28	-6,778 -358 -6,884 -3,222 -299 -1,515 -729  -2,109	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	2,248 1,702 1,490 1,759 745 2,602 1,814 1,207	costs  94  19  51  13  8  87  269  12  1,023	788 611 157 225 426 287 331 1	spend 6,261 940 6,225 1,004 0 649	9,392 3,272 7,923 3,001 1,179 2,977 3,064 1,220 -280 1,023	-5,981 -144 -6,251 -245 -24 -1,484 -701	-796 -214 -634 -2,977 -275 -31 -28 -2,109	-6,778 -358 -6,884 -3,222 -299 -1,515 -729  -2,109 -10,113 -1,100	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		

362

4,307

13,287

1,577

220

16,566

582

35,736

-24,943

-8,163

0

-33,106

582

1,270 3,990

2,630

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								700	700	700		
Operating (surplus)/deficit		0	0	0	550	550	0	730	730	1,280		
Revenue transfer to capital program						0			0	0		
Revenue transfer to reserves						0			0	0		
Total spend		0	0	0	550	550	0	730	730	1,280		
Table 1.3.2 - 2022/23 BUDGET												
142.0 1.0.1 1011, 10 10 10 10 1.		Salary	Non-sal	Non-c	Cont	Total	Fees &	Income	Total	Net	Annual	Cumul
		costs	costs	spend	spend	spend	charges		receipts	spend	change	deficit
		00010	00013	Speria	opena	opena	c.ia.ges		. ccc.pts	Spena	citatige	ucc.c
Community		2,248	94	788	6,472	9,603	-5,981	-796	-6,778	2,825		
Customer Services & IT		1,702	19	611	972	3,304	-144	-214	-358	2,946		
Environmental Services		1,490	51	157	6,435	8,133	-6,251	-634	-6,884	1,249		
Finance and property		1,759	13	225	1,038	3,035	-245	-2,947	-3,192	-157		
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	671	3,085	-701	-28	-729	2,356		
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		
Canaca							-10,113		-10,113	-10,113		
Council Tax								-400	-400	-400		
										400		
Council Tax		13,287	1,577	2,828	16,896	34,587	-24,943	-7,433	-32,376	2,211		
Council Tax Business Rates retained	_	13,287	1,577	2,828 1,117	16,896	34,587 1,117	-24,943					
Council Tax Business Rates retained Operating (surplus)/deficit	_	13,287	1,577		16,896 220		-24,943		-32,376	2,211		

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			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							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											
·	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	6,682	9,814	-5,981	-796	-6,778	3,036		
Customer Services & IT	1,702	19	611	1,004	3,336	-144	-214	-358	2,978		
Environmental Services	1,490	51	157	6,644	8,342	-6,251	-634	-6,884	1,458		
Finance and property	1,759	13	225	1,072	3,069	-245	-2,917	-3,162	-93		
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	-280		0		-280				-280		
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		
						-10,113		-10,113	-10,113		
Council Tax							0	0	0		
Council Tax Business Rates retained									U		
	13,287	1,577	2,828	17,446	35,137	-24,943	-7,003	-31,946	3,191		
Business Rates retained	13,287	1,577	2,828 1,117	17,446	35,137 1,117	-24,943					
Business Rates retained Operating (surplus)/deficit	13,287	1,577 1,577		17,446 220 17,666		-24,943 -24,943		-31,946	3,191	980	

Table 2.0.1 - 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 12	331 1	606	3,020	-701	-28	-729	2,291		
Senior Management Team Vacancy factor and agency costs	1,207 -280	12	0		1,220 -280				1,220 -280		
Pension backfunding	-200	1,023	U		1,023				1,023		
Recharges (mainly from HRA)		1,023			1,023		-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 - adjustments (a	l,				_						
Inflationary cost estimate	Salary	Non-sal	Non-c	Cont	Total	Fees &	Income	Total	Net		
	costs	costs	spend	spend	spend	charges		receipts	spend		
C								0	0		
Community Customer Services & IT					0			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	<b>.</b>				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 Revenue transfer to reserves					0			0 0	0		
Total spend	0	0	0	0	0	0	0	0	0		
rotal spella											
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
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 Senior Management Team	1,814 1,207	269 12	331 1	606	3,020 1,220	-701	-28	-729	2,291 1,220		
Vacancy factor and agency costs	-280	14	0		-280				-280		
Pension backfunding	200	1,023	Ū		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 from	om previous yea	r									
Inflationary cost estimate	550 Salary	Non-sal	Non-c	Cont	Total	Fees &	Income	Total	Net		
<u></u>	costs	costs	spend	spend	spend	charges		receipts	spend		
	0.0%			3.6%							
Community	0	0	0	211	211	Ī	-233	-233	-23		
Customer Services & IT	0	0	-67	32	-35	<u> </u>		0	-35		
Environmental Services	0	0	-167	209	43		290	290	333		
Finance and property	0	0	0	34	34	Ī	-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	o	-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	ŭ	0	· ·	· ·	0				0		
Recharges (mainly from HRA)		· ·			· ·			0	0		
Utilities				43	43			ŭ	43		
	1.8%			.5	.5	-183		-183	-183		
Business Rates retained	11070				L	103	200	200	200		
Operating (surplus)/deficit	0	0	-567	550	-17	117	-23	93	77		
Revenue transfer to capital program	U	U	-307	330	-17	117	-23	0	0		
Revenue transfer to reserves					0			0	0		
Total spend	0	0	-567	550	-17	117	-23	93	77		
Total spellu		-	307	330	17	117		- 33			
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	-7,011 -358	spend 2,171 2,816		
Community Customer Services & IT Environmental Services	costs 2,248 1,702 1,490	94 19 51	544 -9	spend 6,050 909 6,016	9,182 3,174 7,547	-5,981 -144 -6,251	-1,030 -214 -634	-7,011 -358 -6,884	spend 2,171 2,816 663		
Community Customer Services & IT Environmental Services Finance and property	2,248 1,702 1,490 1,759	94 19 51 13	788 544 -9 225	6,050 909 6,016 971	9,182 3,174 7,547 2,967	-5,981 -144 -6,251 -245	-1,030 -214 -634 -3,297	-7,011 -358 -6,884 -3,542	2,171 2,816 663 -575		
Community Customer Services & IT Environmental Services Finance and property General Fund Housing	2,248 1,702 1,490 1,759	94 19 51 13 8	788 544 -9 225 426	spend 6,050 909 6,016 971 0	9,182 3,174 7,547 2,967 1,179	-5,981 -144 -6,251 -245	-1,030 -214 -634 -3,297 -275	-7,011 -358 -6,884 -3,542 -299	2,171 2,816 663 -575 880		
Community Customer Services & IT Environmental Services Finance and property General Fund Housing Planning	2,248 1,702 1,490 1,759 745 2,602	94 19 51 13 8 87	788 544 -9 225 426 287	spend 6,050 909 6,016 971 0	9,182 3,174 7,547 2,967 1,179 2,977	-5,981 -144 -6,251 -245 -24 -1,484	-1,030 -214 -634 -3,297 -275 -31	-7,011 -358 -6,884 -3,542 -299 -1,515	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	2,248 1,702 1,490 1,759 745 2,602 1,814	costs  94  19  51  13  8  87  269	788 544 -9 225 426 287 -2	spend 6,050 909 6,016 971 0	9,182 3,174 7,547 2,967 1,179 2,977 2,708	-5,981 -144 -6,251 -245	-1,030 -214 -634 -3,297 -275	-7,011 -358 -6,884 -3,542 -299	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	2,248 1,702 1,490 1,759 745 2,602 1,814 1,207	94 19 51 13 8 87	788 544 -9 225 426 287 -2 1	spend 6,050 909 6,016 971 0	9,182 3,174 7,547 2,967 1,179 2,977 2,708 1,220	-5,981 -144 -6,251 -245 -24 -1,484	-1,030 -214 -634 -3,297 -275 -31	-7,011 -358 -6,884 -3,542 -299 -1,515	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	2,248 1,702 1,490 1,759 745 2,602 1,814	costs  94 19 51 13 8 87 269	788 544 -9 225 426 287 -2	spend 6,050 909 6,016 971 0	9,182 3,174 7,547 2,967 1,179 2,977 2,708 1,220 -280	-5,981 -144 -6,251 -245 -24 -1,484	-1,030 -214 -634 -3,297 -275 -31	-7,011 -358 -6,884 -3,542 -299 -1,515	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	2,248 1,702 1,490 1,759 745 2,602 1,814 1,207	costs  94  19  51  13  8  87  269	788 544 -9 225 426 287 -2 1	spend 6,050 909 6,016 971 0	9,182 3,174 7,547 2,967 1,179 2,977 2,708 1,220	-5,981 -144 -6,251 -245 -24 -1,484	-1,030 -214 -634 -3,297 -275 -31 -28	-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)	2,248 1,702 1,490 1,759 745 2,602 1,814 1,207	costs  94 19 51 13 8 87 269	788 544 -9 225 426 287 -2 1	spend 6,050 909 6,016 971 0 0 627	9,182 3,174 7,547 2,967 1,179 2,977 2,708 1,220 -280 1,023	-5,981 -144 -6,251 -245 -24 -1,484	-1,030 -214 -634 -3,297 -275 -31	-7,011 -358 -6,884 -3,542 -299 -1,515	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	2,248 1,702 1,490 1,759 745 2,602 1,814 1,207	costs  94 19 51 13 8 87 269	788 544 -9 225 426 287 -2 1	spend 6,050 909 6,016 971 0	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	-7,011 -358 -6,884 -3,542 -299 -1,515 -729	2,171 2,816 663 -575 880 1,462 1,979 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	2,248 1,702 1,490 1,759 745 2,602 1,814 1,207	costs  94 19 51 13 8 87 269	788 544 -9 225 426 287 -2 1	spend 6,050 909 6,016 971 0 0 627	9,182 3,174 7,547 2,967 1,179 2,977 2,708 1,220 -280 1,023	-5,981 -144 -6,251 -245 -24 -1,484	-1,030 -214 -634 -3,297 -275 -31 -28	-7,011 -358 -6,884 -3,542 -299 -1,515 -729 -2,109	2,171 2,816 663 -575 880 1,462 1,979 1,220 -280 1,023 -2,109 1,223 -10,297		
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	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	788 544 -9 225 426 287 -2 1	spend 6,050 909 6,016 971 0 0 627	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 -701	-1,030 -214 -634 -3,297 -275 -31 -28 -2,109	-7,011 -358 -6,884 -3,542 -299 -1,515 -729  -2,109 -10,297 -1,800	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 Operating (surplus)/deficit	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 0	spend 6,050 909 6,016 971 0 0 627	9,182 3,174 7,547 2,967 1,179 2,977 2,708 1,220 -280 1,023 1,223	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  -10,297 -1,800 -34,543	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 Operating (surplus)/deficit Revenue transfer to capital program	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  2,261 1,117	spend 6,050 909 6,016 971 0 627	spend  9,182 3,174 7,547 2,967 1,179 2,977 2,708 1,220 -280 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	receipts  -7,011 -358 -6,884 -3,542 -299 -1,515 -729  -2,109  -10,297 -1,800 -34,543 0	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 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 Operating (surplus)/deficit	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	9,182 3,174 7,547 2,967 1,179 2,977 2,708 1,220 -280 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	receipts  -7,011 -358 -6,884 -3,542 -299 -1,515 -729  -2,109  -10,297 -1,800 -34,543	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

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)

-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.

Salary   Non-sal   Non-sal   Non-sal   Non-sal   Non-sal   Spend   S	Table 2.2.1 - 2021/22 BUDGET - change fr	om previous yea	r									
Community	Inflationary cost estimate	550 Salary	Non-sal	Non-c	Cont	Total	Fees &	Income	Total	Net		
Community		costs	costs	spend	spend	spend	charges		receipts	spend		
Customer Services & IT		0.0%			3.5%	•	•		•	·		
Finishmental Services   0	Community	0	0	0	211	211		-233	-233	-23		
Finance and property	Customer Services & IT	0	0	-67	32	-35	<u></u>	-	0	-35		
Planning	Environmental Services	0	0	-167	209	43			0	43		
Planing	Finance and property	0	0	0	34	34		-280	-280	-246		
Planning	General Fund Housing	0	0	0	0	0	<u></u>	-	0	0		
Senior Management Team	_	0	0	0	0	0			0	0		
Vacancy factor and agency costs   0   0   0   0   0   0   0   0   0	Policy and Governance	0	0	-333	22	-311			0	-311		
Pension backfunding	Senior Management Team	0	0	0	0	0				0		
Recharges (mainly from HRA)	Vacancy factor and agency costs	0	0	0	0	0				0		
Council Tax   1.8%	Pension backfunding		0			0				0		
Council Tax   Business Rates retained   Council Tax   Co	Recharges (mainly from HRA)								0	0		
Non-sal   Non-					43	43				43		
Non-sal   Non-	Council Tax	1.8%				Г	-187		-187	-187		
Community						L		700				
Revenue transfer to capital program			0	-567	550	-17	-187					
Total spend   Salary   Non-sal   Non-count   Salary		· ·	ŭ	507	330		10,	10,				
Table 2.2.2 - 2020/21 BUDGET												
Salary   Non-sal costs   Non-costs   Spend		0	0	-567	550		-187	187				
Salary costs   Solary costs   Sola		-										
Community         2,248         94         788         6,261         9,392         -5,981         -1,263         -7,244         2,148         4 change         deficit           Customer Services & IT         1,702         19         478         940         3,139         -144         -214         -358         2,781         -1 change         -1 change <td< td=""><td>Table 2.2.2 - 2020/21 BUDGET</td><td></td><td></td><td></td><td></td><td></td><td>_</td><td></td><td></td><td></td><td></td><td></td></td<>	Table 2.2.2 - 2020/21 BUDGET						_					
Community         2,248         94         788         6,261         9,392         -5,981         -1,263         -7,244         2,148           Customer Services & IT         1,702         19         478         940         3,139         -144         -214         -358         2,781           Environmental Services         1,490         51         -176         6,225         7,590         -6,251         -634         -6,884         706           Finance and property         1,759         13         225         1,004         3,001         -245         -3,577         -3,822         -821           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         -335         649         2,397         -701         -28         -729         1,668           Senior Management Team         1,207         12         1         1,220         -280         -729         1,668           Recharges (mainly from HRA)		•						Income				
Customer Services & IT         1,702         19         478         940         3,139         -144         -214         -358         2,781           Environmental Services         1,490         51         -176         6,225         7,590         -6,251         -634         -6,884         706           Finance and property         1,759         13         225         1,004         3,001         -245         -3,577         -3,822         -821           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         -335         649         2,397         -701         -28         -729         1,668           Senior Management Team         1,207         12         1         1,220         -280         -280         -280         -280         -280         -280         -280         -280         -280         -280         -2,109         -2,109         -2,109         -2,109         -2,109         -2,109         -2,109		costs	costs	spend	spend	spend	charges		receipts	spend	change	deficit
Environmental Services         1,490         51         -176         6,225         7,590         -6,251         -634         -6,884         706           Finance and property         1,759         13         225         1,004         3,001         -245         -3,577         -3,822         -821           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         -335         649         2,397         -701         -28         -729         1,668           Senior Management Team         1,207         12         1         1,220         -280         -280         -280         -280         -280         -280         -280         -280         -280         -280         -280         -280         -280         -280         -280         -280         -280         -2,109         -2,109         -2,109         -2,109         -2,109         -2,109         -2,109         -2,109         -2,109         -2,109         -2,109	Community	2,248	94	788	6,261	9.392	-5,981	-1.263	-7.244	2.148		
Finance and property         1,759         13         225         1,004         3,001         -245         -3,577         -3,822         -821           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         -335         649         2,397         -701         -28         -729         1,668           Senior Management Team         1,207         12         1         1,220         -280	Customer Services & IT	1.702			,	-,		,	,,	_,		
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         -335         649         2,397         -701         -28         -729         1,668           Senior Management Team         1,207         12         1         1,220         -         -280         -2,109         -2,109         -2,109         -2,109         -2,109         -2,109         -2,109         -2,109         -2,109         -2,109         -2,109         -1,165         -1,168         -10,483<	Environmental Convices	1,.02	19	478			-144					
Planning         2,602         87         287         0         2,977         -1,484         -31         -1,515         1,462           Policy and Governance         1,814         269         -335         649         2,397         -701         -28         -729         1,668           Senior Management Team         1,207         12         1         1,220         -280         1,220         -280         -280         0         -280         -280         -280         1,023         -280         -280         1,023         -280	Environmental Services				940	3,139		-214	-358	2,781		
Policy and Governance         1,814         269         -335         649         2,397         -701         -28         -729         1,668           Senior Management Team         1,207         12         1         1,220         1,220         1,220           Vacancy factor and agency costs         -280         0         -280         -280         1,023         1,025         1,265         1,265         1,265         1,265         1,265         1,265         1,0483         1,0483         1,0483         1,0483         1,0483         1,0483         1,0493         1,0493 <td></td> <td>1,490</td> <td>51</td> <td>-176</td> <td>940 6,225</td> <td>3,139 7,590</td> <td>-6,251</td> <td>-214 -634</td> <td>-358 -6,884</td> <td>2,781 706</td> <td></td> <td></td>		1,490	51	-176	940 6,225	3,139 7,590	-6,251	-214 -634	-358 -6,884	2,781 706		
Senior Management Team         1,207         12         1         1,220         1,220           Vacancy factor and agency costs         -280         0         -280         1,023         1,029         1,2,009         -2,109         -2,109         -2,109         -2,109         -2,109         -2,109         -2,109         -2,109         -2,108         -10,483         -10,483         -10,483         -10,483         -10,483         -10,483         -10,483         -10,483         -10,483         -10,483         -10,483         -10,694         -10,109         -2,100         -2,100         -1,100         -1,100         -1,100         -1,100 <td< td=""><td>Finance and property</td><td>1,490 1,759</td><td>51 13</td><td>-176 225</td><td>940 6,225 1,004</td><td>3,139 7,590 3,001</td><td>-6,251 -245</td><td>-214 -634 -3,577</td><td>-358 -6,884 -3,822</td><td>2,781 706 -821</td><td></td><td></td></td<>	Finance and property	1,490 1,759	51 13	-176 225	940 6,225 1,004	3,139 7,590 3,001	-6,251 -245	-214 -634 -3,577	-358 -6,884 -3,822	2,781 706 -821		
Vacancy factor and agency costs         -280         0         -280         1,023         1,023         1,023         1,023         1,023         1,023         1,023         1,023         1,023         1,023         1,023         1,023         1,023         1,023         1,023         1,023         -2,109         -2,108         -2,108         -2,108         -2,108         -2,108         -2,108         -2,108         -2,108         -2,108         -2,108         -2,108         -2,108         -2,108         -2,108         -2,108         -2,108         -2,108         -2,109         -2,108         -2,108         -2,108         -2,108         -2,109         -2,100         -2,100         -2,100         -2,100         -2,100         -2,100         -2,100<	Finance and property General Fund Housing	1,490 1,759 745	51 13 8	-176 225 426	940 6,225 1,004 0	3,139 7,590 3,001 1,179	-6,251 -245 -24	-214 -634 -3,577 -275	-358 -6,884 -3,822 -299	2,781 706 -821 880		
Pension backfunding         1,023         1,023         1,023         1,023         1,023         1,023         1,023         1,023         1,023         1,023         1,023         1,023         1,023         2,109         -2,109         -2,109         -2,109         -2,109         -2,109         -2,109         -2,105         -1,265         -1,265         -2,100         -1,0483         -10,483         -10,483         -10,483         -10,483         -10,483         -1,100         -1	Finance and property General Fund Housing Planning	1,490 1,759 745 2,602	51 13 8 87	-176 225 426 287	940 6,225 1,004 0	3,139 7,590 3,001 1,179 2,977	-6,251 -245 -24 -1,484	-214 -634 -3,577 -275 -31	-358 -6,884 -3,822 -299 -1,515	2,781 706 -821 880 1,462		
Recharges (mainly from HRA)         -2,109         -2,109         -2,109         -2,109         -2,109         -2,109         -2,109         -2,109         -2,109         -2,109         -2,105         -1,265         -1,265         -2,109         -2,109         -2,109         -2,109         -2,109         -2,109         -2,109         -2,109         -2,109         -2,109         -2,109         -2,109         -2,109         -2,109         -2,109         -2,109         -2,109         -2,109         -2,108         -2,108         -2,108         -2,108         -2,108         -2,108         -10,483	Finance and property General Fund Housing Planning Policy and Governance	1,490 1,759 745 2,602 1,814	51 13 8 87 269	-176 225 426 287 -335	940 6,225 1,004 0	3,139 7,590 3,001 1,179 2,977 2,397	-6,251 -245 -24 -1,484	-214 -634 -3,577 -275 -31	-358 -6,884 -3,822 -299 -1,515	2,781 706 -821 880 1,462 1,668		
Utilities         1,265	Finance and property General Fund Housing Planning Policy and Governance Senior Management Team	1,490 1,759 745 2,602 1,814 1,207	51 13 8 87 269	-176 225 426 287 -335	940 6,225 1,004 0	3,139 7,590 3,001 1,179 2,977 2,397 1,220	-6,251 -245 -24 -1,484	-214 -634 -3,577 -275 -31	-358 -6,884 -3,822 -299 -1,515	2,781 706 -821 880 1,462 1,668 1,220		
Council Tax         -10,483         -10,483         -10,483         -10,483           Business Rates retained         -1,100         -1,100         -1,100         -1,100         -1,100           Operating (surplus)/deficit         13,287         1,577         1,694         16,346         32,904         -25,313         -9,230         -34,543         -1,639           Revenue transfer to capital program         1,117         1,117         1,117         0         1,117           Revenue transfer to reserves         362         220         582         0         582	Finance and property General Fund Housing Planning Policy and Governance Senior Management Team Vacancy factor and agency costs	1,490 1,759 745 2,602 1,814 1,207	51 13 8 87 269 12	-176 225 426 287 -335	940 6,225 1,004 0	3,139 7,590 3,001 1,179 2,977 2,397 1,220 -280	-6,251 -245 -24 -1,484	-214 -634 -3,577 -275 -31	-358 -6,884 -3,822 -299 -1,515	2,781 706 -821 880 1,462 1,668 1,220 -280		
Business Rates retained         -1,100	Finance and property General Fund Housing Planning Policy and Governance Senior Management Team Vacancy factor and agency costs Pension backfunding	1,490 1,759 745 2,602 1,814 1,207	51 13 8 87 269 12	-176 225 426 287 -335	940 6,225 1,004 0	3,139 7,590 3,001 1,179 2,977 2,397 1,220 -280	-6,251 -245 -24 -1,484	-214 -634 -3,577 -275 -31 -28	-358 -6,884 -3,822 -299 -1,515 -729	2,781 706 -821 880 1,462 1,668 1,220 -280 1,023		
Operating (surplus)/deficit         13,287         1,577         1,694         16,346         32,904         -25,313         -9,230         -34,543         -1,639           Revenue transfer to capital program         1,117         1,117         0         1,117           Revenue transfer to reserves         362         220         582         0         582	Finance and property General Fund Housing Planning Policy and Governance Senior Management Team Vacancy factor and agency costs Pension backfunding Recharges (mainly from HRA)	1,490 1,759 745 2,602 1,814 1,207	51 13 8 87 269 12	-176 225 426 287 -335	940 6,225 1,004 0 0 649	3,139 7,590 3,001 1,179 2,977 2,397 1,220 -280 1,023	-6,251 -245 -24 -1,484	-214 -634 -3,577 -275 -31 -28	-358 -6,884 -3,822 -299 -1,515 -729	2,781 706 -821 880 1,462 1,668 1,220 -280 1,023 -2,109		
Revenue transfer to capital program         1,117         1,117         0         1,117           Revenue transfer to reserves         362         220         582         0         582	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	1,490 1,759 745 2,602 1,814 1,207	51 13 8 87 269 12	-176 225 426 287 -335	940 6,225 1,004 0 0 649	3,139 7,590 3,001 1,179 2,977 2,397 1,220 -280 1,023	-6,251 -245 -24 -1,484 -701	-214 -634 -3,577 -275 -31 -28	-358 -6,884 -3,822 -299 -1,515 -729	2,781 706 -821 880 1,462 1,668 1,220 -280 1,023 -2,109 1,265		
Revenue transfer to reserves 362 220 582 0 582	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	1,490 1,759 745 2,602 1,814 1,207	51 13 8 87 269 12	-176 225 426 287 -335	940 6,225 1,004 0 0 649	3,139 7,590 3,001 1,179 2,977 2,397 1,220 -280 1,023	-6,251 -245 -24 -1,484 -701	-214 -634 -3,577 -275 -31 -28	-358 -6,884 -3,822 -299 -1,515 -729 -2,109	2,781 706 -821 880 1,462 1,668 1,220 -280 1,023 -2,109 1,265 -10,483		
	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	1,490 1,759 745 2,602 1,814 1,207 -280	51 13 8 87 269 12 1,023	-176 225 426 287 -335 1	940 6,225 1,004 0 0 649	3,139 7,590 3,001 1,179 2,977 2,397 1,220 -280 1,023	-6,251 -245 -24 -1,484 -701	-214 -634 -3,577 -275 -31 -28 -2,109	-358 -6,884 -3,822 -299 -1,515 -729 -2,109 -10,483 -1,100	2,781 706 -821 880 1,462 1,668 1,220 -280 1,023 -2,109 1,265 -10,483 -1,100		
Total spend         13,287         1,577         3,173         16,566         34,603         -25,313         -9,230         -34,543         60         -17         137	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 Operating (surplus)/deficit	1,490 1,759 745 2,602 1,814 1,207 -280	51 13 8 87 269 12 1,023	-176 225 426 287 -335 1 0	940 6,225 1,004 0 0 649	3,139 7,590 3,001 1,179 2,977 2,397 1,220 -280 1,023 1,265	-6,251 -245 -24 -1,484 -701	-214 -634 -3,577 -275 -31 -28 -2,109	-358 -6,884 -3,822 -299 -1,515 -729 -2,109 -10,483 -1,100 -34,543	2,781 706 -821 880 1,462 1,668 1,220 -280 1,023 -2,109 1,265 -10,483 -1,100 -1,639		
	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 Operating (surplus)/deficit Revenue transfer to capital program	1,490 1,759 745 2,602 1,814 1,207 -280	51 13 8 87 269 12 1,023	-176 225 426 287 -335 1 0	940 6,225 1,004 0 0 649 1,265	3,139 7,590 3,001 1,179 2,977 2,397 1,220 -280 1,023 1,265	-6,251 -245 -24 -1,484 -701	-214 -634 -3,577 -275 -31 -28 -2,109	-358 -6,884 -3,822 -299 -1,515 -729 -2,109 -10,483 -1,100 -34,543 0	2,781 706 -821 880 1,462 1,668 1,220 -280 1,023 -2,109 1,265 -10,483 -1,100 -1,639 1,117		

Table 2.3.1 - 2022/23 BUDGET - change from	revious vea	r									
Inflationary cost estimate 550	- '	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	Ī	-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	Ī	-270	-270	-236		
General Fund Housing	0	0	0	0	0	L	2,0	0	0		
Planning	0	0	0	0	0			0	0		
Policy and Governance	0	o	-333	22	-311			0	-311		
Senior Management Team	0	0	0	0	0			Ū	0		
Vacancy factor and agency costs	0	0	0	0	0				0		
Pension backfunding	O	0	O	O	0				0		
Recharges (mainly from HRA)		U			U			0	0		
Utilities				43	43			U	43		
Council Tax 1.8%	1			73	7.5	-190		-190	-190		
Business Rates retained	4				L	-130	700	700	700		
Operating (surplus)/deficit	0	0	-567	550	-17	-190	197	700	-10		
Revenue transfer to capital program	U	U	-307	330	-17	-190	157	0	-10		
Revenue transfer to reserves					0			0	0		
Total spend	0	0	-567	550	-17	-190	197	7	-10		
rotai speriu		- 0	-307	330	-17	-190	197		-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			spend	spend	charges		receipts	spend		
Table 2.3.2 - 2022/23 BUDGET  Community Customer Services & IT	costs 2,248	costs	spend		spend 9,603		-1,496 -214				
Community Customer Services & IT	costs 2,248 1,702	costs 94 19	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	costs 94	spend 788	spend 6,472	spend 9,603	charges	-1,496 -214 -634	receipts -7,478	spend 2,125		
Community Customer Services & IT Environmental Services Finance and property	2,248 1,702 1,490	94 19 51	788 411 -343	spend 6,472 972 6,435	9,603 3,104 7,633 3,035	-5,981 -144 -6,251	-1,496 -214	-7,478 -358 -6,884	spend 2,125 2,746 749		
Community Customer Services & IT Environmental Services Finance and property General Fund Housing	2,248 1,702 1,490 1,759	94 19 51 13	788 411 -343 225	spend 6,472 972 6,435 1,038	9,603 3,104 7,633 3,035 1,179	-5,981 -144 -6,251 -245 -24	-1,496 -214 -634 -3,847	-7,478 -358 -6,884 -4,092 -299	spend 2,125 2,746 749 -1,057		
Community Customer Services & IT Environmental Services Finance and property General Fund Housing Planning	2,248 1,702 1,490 1,759 745 2,602	94 19 51 13 8 87	788 411 -343 225 426	spend 6,472 972 6,435 1,038 0 0	9,603 3,104 7,633 3,035 1,179 2,977	-5,981 -144 -6,251 -245	-1,496 -214 -634 -3,847 -275 -31	-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	2,248 1,702 1,490 1,759 745 2,602 1,814	94 19 51 13 8	788 411 -343 225 426 287 -669	spend 6,472 972 6,435 1,038 0	9,603 3,104 7,633 3,035 1,179 2,977 2,085	-5,981 -144 -6,251 -245 -24 -1,484	-1,496 -214 -634 -3,847 -275	-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	2,248 1,702 1,490 1,759 745 2,602	94 19 51 13 8 87 269	788 411 -343 225 426 287	spend 6,472 972 6,435 1,038 0 0	9,603 3,104 7,633 3,035 1,179 2,977	-5,981 -144 -6,251 -245 -24 -1,484	-1,496 -214 -634 -3,847 -275 -31	-7,478 -358 -6,884 -4,092 -299 -1,515	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 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	788 411 -343 225 426 287 -669	spend 6,472 972 6,435 1,038 0 0	9,603 3,104 7,633 3,035 1,179 2,977 2,085 1,220 -280	-5,981 -144 -6,251 -245 -24 -1,484	-1,496 -214 -634 -3,847 -275 -31	-7,478 -358 -6,884 -4,092 -299 -1,515	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	2,248 1,702 1,490 1,759 745 2,602 1,814 1,207	94 19 51 13 8 87 269	788 411 -343 225 426 287 -669	spend 6,472 972 6,435 1,038 0 0	9,603 3,104 7,633 3,035 1,179 2,977 2,085 1,220	-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	2,248 1,702 1,490 1,759 745 2,602 1,814 1,207	costs  94 19 51 13 8 87 269	788 411 -343 225 426 287 -669	spend 6,472 972 6,435 1,038 0 0	9,603 3,104 7,633 3,035 1,179 2,977 2,085 1,220 -280 1,023	-5,981 -144 -6,251 -245 -24 -1,484	-1,496 -214 -634 -3,847 -275 -31	-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)	2,248 1,702 1,490 1,759 745 2,602 1,814 1,207	costs  94 19 51 13 8 87 269	788 411 -343 225 426 287 -669	spend 6,472 972 6,435 1,038 0 0	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	2,125 2,746 749 -1,057 880 1,462 1,326 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	2,248 1,702 1,490 1,759 745 2,602 1,814 1,207	costs  94 19 51 13 8 87 269	788 411 -343 225 426 287 -669	spend 6,472 972 6,435 1,038 0 0	9,603 3,104 7,633 3,035 1,179 2,977 2,085 1,220 -280 1,023	-5,981 -144 -6,251 -245 -24 -1,484	-1,496 -214 -634 -3,847 -275 -31 -28	-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 -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	2,248 1,702 1,490 1,759 745 2,602 1,814 1,207	costs  94 19 51 13 8 87 269 12 1,023	788 411 -343 225 426 287 -669	spend 6,472 972 6,435 1,038 0 0	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 -701	-1,496 -214 -634 -3,847 -275 -31 -28	-7,478 -358 -6,884 -4,092 -299 -1,515 -729  -2,109 -10,673 -400	2,125 2,746 749 -1,057 880 1,462 1,356 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 Operating (surplus)/deficit	2,248 1,702 1,490 1,759 745 2,602 1,814 1,207 -280	costs  94 19 51 13 8 87 269	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 2,085 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	-7,478 -358 -6,884 -4,092 -299 -1,515 -729  -2,109 -10,673	2,125 2,746 749 -1,057 880 1,462 1,356 1,250 -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	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	788 411 -343 225 426 287 -669 1	spend 6,472 972 6,435 1,038 0 0 671	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 -701	-1,496 -214 -634 -3,847 -275 -31 -28	-7,478 -358 -6,884 -4,092 -299 -1,515 -729  -2,109 -10,673 -400 -34,536	2,125 2,746 749 -1,057 880 1,462 1,356 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 Operating (surplus)/deficit Revenue transfer to capital program	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 0 671 1,308	spend  9,603 3,104 7,633 3,035 1,179 2,977 2,085 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	-7,478 -358 -6,884 -4,092 -299 -1,515 -729  -2,109 -10,673 -400 -34,536 0	2,125 2,746 749 -1,057 880 1,462 1,356 1,220 -280 1,023 -2,109 1,308 -10,673 -400 -1,649 1,117		

Salary   No-sal   N	Table 2.4.1 - 2023/24 BUDGET - change from	previous yea	ır									
Community		<u> </u>		Non-c	Cont	Total	Fees &	Income	Total	Net		
Community	·			spend	spend	spend	charges		receipts	spend		
Customer Services & IT					•							
Environmental Services & IT	Community		0	0		211			0	211		
Finishmental Services   0	,											
Finance and property												
Community   Comm								30				
Planning												
Policy and Governance   0   0   0   0   0   22   22   22   2	<u> </u>		-									
Senior Management Team	9											
Vacancy factor and agency costs   0   0   0   0   0   0   0   0   0	•								Ü			
Pension backfunding	•											
Council Tax   1.8%	, , , , , , , , , , , , , , , , , , , ,	· ·		·	·							
Council Tax   1.8%   1.8%   1.8%   1.8%   1.9%   1.93	S .		O			U			0			
Council Tax   Business Rates retained   Coperating (surplus)/deficit   Coperating (surplus)					0	0			U			
Desiring Surplus   Community		×			Ū	Ü	-102		-102			
Community		76					-193	400				
Revenue transfer to capital program Revenue transfer to reserves  Total spend  Salary  Non-sal costs  Sosts  Spend  Non-sal sp			0	n	507	507	-102					
Total spend   Salary   Non-sal   Non-costs   Spend		U	U	U	307		-193	430				
Total spend         0         0         0         507         507         -193         430         237         744           Table 2.4.2 - 2023/24 BUDGET         Salary costs         Non-sal costs         Non-sal spend         Cont         Total charges         Income         Total charges         Net charges         Annual 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         -6,551         -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												
Salary   Non-sal   Non-costs   Spend			0	n	507		-102	430				
Salary   Non-sal   Non-sal   Spend	rotar spenu		0		307	307	-193	430	237	744		
Community         2,248         94         788         6,682         9,814         -5,981         -1,496         -7,478         2,336         -1,496         -7,478         2,336         -1,496         -7,478         2,336         -1,496         -7,478         2,336         -1,496         -7,478         2,336         -1,496         -7,478         2,336         -1,496         -7,478         2,336         -1,496         -7,478         2,336         -1,496         -7,478         2,336         -1,496         -7,478         2,336         -1,496         -1,496         -7,478         2,336         -1,496         -1,496         -7,478         2,336         -1,496         -1,496         -1,484         -214         -214         -214         -218         2,778         -1,484         -1,496         -1,484         -958         -2,493         -2,484         -1,484         -1,515         -1,462         -993         -2,484         -1,484         -31         -1,515         1,462         -1,484         -2,481         -1,117         -2,119         -2,119         -2,119         -2,119         -2,119         -2,210         -2,210         -2,210         -2,210         -2,210         -2,210         -2,210         -2,210         -2,210         -2,210	Table 2.4.2 - 2023/24 BUDGET											
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         -280         -280         -280         -280         -280         -280								Income				
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         -2         -2         1,220           Vacancy factor and agency costs         -280         0         -280         -280         -2,109         -2,109         -2,109         -2,109         -2,109         -2,109         -2,109		costs	costs	spend	spend	spend	charges		receipts	spend	change	deficit
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         -2         -10,867         -10,867         -10,867 <t< td=""><td>Community</td><td>2,248</td><td>94</td><td>788</td><td>6,682</td><td>9,814</td><td>-5,981</td><td>-1,496</td><td>-7,478</td><td>2,336</td><td></td><td></td></t<>	Community	2,248	94	788	6,682	9,814	-5,981	-1,496	-7,478	2,336		
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         -2         -2         1,220           Vacancy factor and agency costs         -280         0         -280         -280         -2         -2         -2         -280           Pension backfunding         1,023         1,023         1,023         -2         -2,109         -2,109         -2,109         -2,109           Recharges (mainly from HRA)         1,388         1,308         1,308         -2         -2,109         -2,109         -2,109         -2,109         -2,109         -10,867         -10,867         -10,867         -10,867	Customer Services & IT	1,702	19	411	1,004	3,136	-144	-214	-358	2,778		
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         -         -280         -2109         -2109         -2109         -2109         -2109         -2109         -2109         -2109         -2109         -2108         -2108         -2108         -210,867         -10,867	Environmental Services	1,490	51	-343	6,644	7,842	-6,251	-634	-6,884	958		
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         -280         -280         1,220         -280         -2,109         -2,109         -2,109         -2,109         -2,109         -2,109         -10,867         -10,867         -10,867         -10,867         -10,867         -10,867         -10,867         -10,867         -10,867         -10,867	Finance and property	1,759	13	225	1,072	3,069	-245	-3,817	-4,062	-993		
Policy and Governance         1,814         269         -669         693         2,107         -701         -28         -729         1,378           Senior Management Team         1,207         12         1         1,220         -280         1,220           Vacancy factor and agency costs         -280         0         -280         -280         1,023         -280         -2103         -2103         -2103         -2103         -2109         -2109         -2109         -2109         -2109         -2109         -2109         -2108         -210,867         -10,867         -10,867         -10,867         -10,867         -10,867         -20,867         -20,867         -20,867         -20,867         -20,867         -20,867         -20,867         -20,867         -2	General Fund Housing	745	8	426	0	1,179	-24	-275	-299	880		
Senior Management Team         1,207         12         1         1,220         1,220           Vacancy factor and agency costs         -280         0         -280         1,023         1,023         -280           Pension backfunding         1,023         1,023         -2,109         -2,109         -2,109           Recharges (mainly from HRA)         1,308         1,308         -2,109         -2,109         -2,109           Utilities         1,308         1,308         1,308         -10,867         -10,867         -10,867           Business Rates retained         0         0         0         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         1,117         0         1,117         0         1,117         1,117         0         1,117         0         582         0         582	Planning	2,602	87	287	0	2,977	-1,484	-31	-1,515	1,462		
Vacancy factor and agency costs         -280         0         -280         -280         -280         1,023         1,023         1,023         1,023         1,023         1,023         1,023         1,023         1,023         1,023         1,023         1,023         1,023         1,023         -2,109         -2,108         -2,108         -2,108         -2,108         -2,10,867         -10,867         -10,867         -10,867         -10,867         -10,867         -0         0         0         0         0         0         0         0         0         0         0         0         0         -905         -8,033         -34,300         -905         -905         -8,033         -34,300         <	Policy and Governance	1,814	269	-669	693	2,107	-701	-28	-729	1,378		
Pension backfunding         1,023         1,023         1,023         1,023         1,023         1,023         1,023         1,023         1,023         1,023         1,023         1,023         1,023         2,109         -2,109         -2,109         -2,109         -2,109         -2,109         -2,109         -2,109         -2,109         -2,109         -2,108         -2,10,867         -2,086         -2,086         -3,209         -0         0	Senior Management Team	1,207	12	1		1,220				1,220		
Recharges (mainly from HRA)         1,308         1,308         -2,109         -2,109         -2,109           Utilities         1,308         1,308         -10,867         1,308         -10,867	Vacancy factor and agency costs	-280		0		-280				-280		
Utilities         1,308         1,308         1,308         1,308         1,308         1,308         1,308         1,308         1,0867         -10,867	Pension backfunding		1,023			1,023				1,023		
Council Tax         -10,867	Recharges (mainly from HRA)							-2,109	-2,109	-2,109		
Business Rates retained         0         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	Utilities				1,308	1,308				1,308		
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	Council Tax						-10,867		-10,867	-10,867		
Revenue transfer to capital program         1,117         1,117         0         1,117           Revenue transfer to reserves         362         220         582         0         582	Business Rates retained							0	0	0		
Revenue transfer to reserves         362         220         582         0         582	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		
Total spend 13,287 1,577 2,607 17,623 35,094 -25,696 -8,603 -34,300 794 744 981	me veriale diditater to capital program			_,,		-,,			•	-,		
					220							

#### SUMMARY - year by year analysis

Year

2019/20
2020/21
2021/22
2022/23
2023/24

Ī	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
Ī	13,287	1,577	4,307	15,466	34,636	-25,243	-9,393	-34,636	0	0	0	1,642
Ī	13,167	1,577	3,772	15,953	34,468	-25,645	-8,823	-34,469	0	0	0	1,044
Ī	12,517	1,577	3,533	16,428	34,054	-25,852	-8,203	-34,055	0	0	0	805
ſ	12,167	1,577	3,589	16,953	34,285	-26,312	-7,973	-34,285	0	0	0	861
Ī	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

F	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
ſ	-120	0	-535	487	-168	-402	570	168	0	0	0	-598
Ī	-770	0	-774	962	-582	-609	1,190	581	0	0	0	-837
Ī	-1,120	0	-718	1,487	-351	-1,069	1,420	351	0	0	0	-781
ſ	-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
original (revised format)	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		225	937	2,934	-245	-3,017	-3,262	-328		
General Fund Housing	745		426	0	1,179	-24	-275	-299	880		
Planning	2,602		287 331	0	2,977	-1,784 -701	-31 -28	-1,815 -729	1,162		
Policy and Governance Senior Management Team	1,814 1,207		331	606	3,020 1,220	-/01	-28	-729	2,291 1,220		
Vacancy factor and agency costs	-280		0		-280				-280		
Pension backfunding	200	1,023	U		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 - adjust			N	C+	T-4-1	Fa 0	la a	T-4-1	A1 - 4		
Inflationary cost estimate	Salary		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			Ī	57	57			0	57		
Finance and property			L	3,	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	20/				0			•	0		
Council Tax	0%							0	0		
Business Rates retained Operating (surplus)/deficit		0	0	57	57	0	0	0	<u>0</u> 57		
Revenue transfer to capital program	0	U	U	37	0	U	U	U	0		
Revenue transfer to reserves			Г	-57	-57				-57		
Total spend		0	0	0	0	0	0	0	0		
Table 3.0.3 - 2019/20 FORECAST OUT	TURN										
	Salary	Non-sal	Non-c	Cont	Total	Fees &	Income	Total	Net	Annual	Cumul
	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		611	877	3,209	-144	-214	-358	2,851		
Environmental Services	1,490		157	5,863	7,562	-6,251	-924	-7,174	387		
Finance and property	1,759		225	937	2,934	-245	-3,017	-3,262	-328		
General Fund Housing	745		426	0	1,179	-24	-275	-299	880		
Planning	2,602		287	0	2,977	-1,784	-31	-1,815	1,162		
Policy and Governance Senior Management Team	1,814 1,207		331 1	606	3,020 1,220	-701	-28	-729	2,291 1,220		
Vacancy factor and agency costs	-280		0		-280				-280		
Pension backfunding	200	1,023	3		1,023				1,023		
Recharges (mainly from HRA)		1,023			2,023		-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											
Total spend	13,287	1,577	362 4,307	163 15,466	525 34,636	-25,243	-9,393	-34,636	525 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.

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.

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

Table 3.1.1 - 2020/21 BUDGET	change from provious year	- san notes for haved items
Table 3.1.1 - ZUZU/ZI BUDGET	- change from previous year	- see notes for boxed items

rable 3.1.1 - 2020/21 BODGET - change							- 0					
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%	•	Ĺ	3.6%	240				240		
Community		0	0	0	210	210			0	210		
Customer Services & IT		0	0	0	32	32		0.00	0	32		
Environmental Services		0	0	0	211	211	-500	350	-150	61		
Finance and property		0	0	0	34	34	L	20	20	54		
General Fund Housing		0	0	0	0	0	222		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	Cumul
		costs	costs	spend	spend	spend	charges		receipts	spend	change	deficit
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 Council Tax					1,223	1,223	-10,316		-10,316	1,223 -10,316		

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

Business Rates retained
Operating (surplus)/deficit

**Total spend** 

Revenue transfer to capital program

Revenue transfer to reserves

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.

2.828

617

327

3,772

15.853

15,953

100

33.424

617

427

34,468

-25.645

-25,645

-1.800

-1.044

617

427

0

-1 800

-8,823

-8,823

-1.800

-34,469

-34,469

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

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

13.167

13,167

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

1.577

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.

Table 3.2.1 - 2021/22 BUDGET - chang	ge from previous year
Inflationary cost ostimato	EEO Calany

Inflationary cost estimate	550	Salary	Non-sal	Non-c	Cont	Total	Fees &	Income	Total	Net		
		costs	costs	spend	spend	spend	charges		receipts	spend		
	Ī	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	Ī	-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	Cumul
		costs	costs	spend	spend	spend	charges		receipts	spend	change	deficit
Community		2,248	94	788	6,260	9,391	-5,981	-796	-6,778	2,613		
Customer Services & IT		1,702	19	611	940	3,272	-144	-214	-358	2,914		
Environmental Services		1,490	51	157	6,210	7,908	-6,751	-374	-7,124	784		
Finance and property		1,759	13	225	1,004	3,001	-245	-3,277	-3,522	-521		
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	649	3,063	-701	-28	-729	2,334		
Senior Management Team		1,207	12	1		1,220				1,220		
Vacancy factor and agency costs		-1,050		0		-1,050				-1,050		
Pension backfunding			1,023			1,023				1,023		
Recharges (mainly from HRA)								-2,109	-2,109	-2,109		
Utilities					1,265	1,265				1,265		
Council Tax							-10,522		-10,522	-10,522		
Business Rates retained	_							-1,100	-1,100	-1,100		
Operating (surplus)/deficit		12,517	1,577	2,828	16,328	33,249	-25,852	-8,203	-34,055	-805		

#### 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.

500

205

3,533

100

16,428

500

305

-25,852

-8,203

-34,055

34,054

500

305

0

0

0

 $Finance\ and\ property: income\ -\ assumes\ £15m\ of\ new\ property\ investment\ generating\ 2\%\ net\ margin\ (£300k).\ \ £20k\ reduction\ in\ HB\ admin\ grant.$ 

Vacancy factor etc: assumes Cost Review year 2 savings (£250k) and Business Transformation year 1 savings (£400k).

12,517

Council Tax: increased by expected maximum of 2%.

Revenue transfer to capital program

Revenue transfer to reserves

**Total spend** 

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 - cha	nge from previous year
Inflationary cost estimate	EEO Salany

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	Cumul
		costs	costs	spend	spend	spend	charges		receipts	spend	change	deficit
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		1,702 1,490	19 51	611 157	972 6,394	3,304 8,092	-144 -7,001	-214 -374	-358 -7,374	2,946 718		
Environmental Services Finance and property		1,702 1,490 1,759	19 51 13	611 157 225	972 6,394 1,038	3,304 8,092 3,035	-144 -7,001 -245	-214 -374 -3,547	-358 -7,374 -3,792	2,946 718 -757		
Environmental Services Finance and property General Fund Housing		1,702 1,490 1,759 745	19 51 13 8	611 157 225 426	972 6,394 1,038 0	3,304 8,092 3,035 1,179	-144 -7,001 -245 -24	-214 -374 -3,547 -275	-358 -7,374 -3,792 -299	2,946 718 -757 880	·	
Environmental Services Finance and property General Fund Housing Planning		1,702 1,490 1,759 745 2,602	19 51 13 8 87	611 157 225 426 287	972 6,394 1,038 0	3,304 8,092 3,035 1,179 2,977	-144 -7,001 -245 -24 -1,484	-214 -374 -3,547 -275 -31	-358 -7,374 -3,792 -299 -1,515	2,946 718 -757 880 1,462	·	
Environmental Services Finance and property General Fund Housing Planning Policy and Governance		1,702 1,490 1,759 745 2,602 1,814	19 51 13 8 87 269	611 157 225 426	972 6,394 1,038 0	3,304 8,092 3,035 1,179 2,977 3,085	-144 -7,001 -245 -24	-214 -374 -3,547 -275	-358 -7,374 -3,792 -299	2,946 718 -757 880 1,462 2,356	·	
Environmental Services Finance and property General Fund Housing Planning Policy and Governance Senior Management Team		1,702 1,490 1,759 745 2,602 1,814 1,207	19 51 13 8 87	611 157 225 426 287 331	972 6,394 1,038 0	3,304 8,092 3,035 1,179 2,977 3,085 1,220	-144 -7,001 -245 -24 -1,484	-214 -374 -3,547 -275 -31	-358 -7,374 -3,792 -299 -1,515	2,946 718 -757 880 1,462 2,356 1,220		
Environmental Services Finance and property General Fund Housing Planning Policy and Governance Senior Management Team Vacancy factor and agency costs		1,702 1,490 1,759 745 2,602 1,814	19 51 13 8 87 269 12	611 157 225 426 287 331	972 6,394 1,038 0	3,304 8,092 3,035 1,179 2,977 3,085 1,220 -1,400	-144 -7,001 -245 -24 -1,484	-214 -374 -3,547 -275 -31	-358 -7,374 -3,792 -299 -1,515	2,946 718 -757 880 1,462 2,356 1,220 -1,400		
Environmental Services Finance and property General Fund Housing Planning Policy and Governance Senior Management Team Vacancy factor and agency costs Pension backfunding		1,702 1,490 1,759 745 2,602 1,814 1,207	19 51 13 8 87 269	611 157 225 426 287 331	972 6,394 1,038 0	3,304 8,092 3,035 1,179 2,977 3,085 1,220	-144 -7,001 -245 -24 -1,484	-214 -374 -3,547 -275 -31 -28	-358 -7,374 -3,792 -299 -1,515 -729	2,946 718 -757 880 1,462 2,356 1,220 -1,400 1,023		
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)		1,702 1,490 1,759 745 2,602 1,814 1,207	19 51 13 8 87 269 12	611 157 225 426 287 331	972 6,394 1,038 0 0 671	3,304 8,092 3,035 1,179 2,977 3,085 1,220 -1,400 1,023	-144 -7,001 -245 -24 -1,484	-214 -374 -3,547 -275 -31	-358 -7,374 -3,792 -299 -1,515	2,946 718 -757 880 1,462 2,356 1,220 -1,400 1,023 -2,109		
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		1,702 1,490 1,759 745 2,602 1,814 1,207	19 51 13 8 87 269 12	611 157 225 426 287 331	972 6,394 1,038 0	3,304 8,092 3,035 1,179 2,977 3,085 1,220 -1,400	-144 -7,001 -245 -24 -1,484 -701	-214 -374 -3,547 -275 -31 -28	-358 -7,374 -3,792 -299 -1,515 -729	2,946 718 -757 880 1,462 2,356 1,220 -1,400 1,023 -2,109 1,308		
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)		1,702 1,490 1,759 745 2,602 1,814 1,207	19 51 13 8 87 269 12	611 157 225 426 287 331	972 6,394 1,038 0 0 671	3,304 8,092 3,035 1,179 2,977 3,085 1,220 -1,400 1,023	-144 -7,001 -245 -24 -1,484	-214 -374 -3,547 -275 -31 -28	-358 -7,374 -3,792 -299 -1,515 -729	2,946 718 -757 880 1,462 2,356 1,220 -1,400 1,023 -2,109		

#### 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.

12,167

12,167

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

1.577

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.

2.828

500

261

3,589

16.853

16,953

100

33,424

500

361

34,285

-26,312

-26,312

-7,973

-7,973

-34.285

-34,285

-861

500

361

0

0

0

Vacancy factor etc: assumes year 2 £350k Business Transformation savings.

Council Tax: increased by expected maximum of 2%.

Operating (surplus)/deficit

Revenue transfer to reserves

**Total spend** 

Revenue transfer to capital program

Retained Business Rates: decreased by £700k to £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	BUIDGET	- change	from nr	ovious voar
Table 3.4.1	· 2023/24	BUDGET	- change	rrom pro	evious vear

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%						-215		-215	-215		
Business Rates retained						_		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	_			-165		-165				-165		
Total spend	_	0	0	-165	550	385	-215	-170	-385	0		
Table 3.4.2 - 2023/24 BUDGET												
Table 3.4.2 - 2023/24 BUDGET		Salary	Non-sal	Non-c	Cont	Total	Fees &	Income	Total	Net	Annual	Cumul
Table 3.4.2 - 2023/24 BUDGET		costs	costs	spend	spend	spend	charges		receipts	spend	Annual change	Cumul deficit
Community		costs 2,248	costs 94	spend 788	spend 6,682	spend 9,813	charges -5,981	-996	receipts -6,978	spend 2,835		
·		costs 2,248 1,702	costs	spend	spend 6,682 1,003	spend	charges -5,981 -144		receipts -6,978 -358	spend		
Community Customer Services & IT Environmental Services		costs 2,248 1,702 1,490	costs 94 19 51	spend 788 611 157	spend 6,682 1,003 6,603	spend 9,813 3,336 8,301	charges -5,981 -144 -7,001	-996 -214 -374	receipts -6,978 -358 -7,374	spend 2,835 2,978 927		
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 1,003 6,603 1,072	spend 9,813 3,336 8,301 3,069	charges -5,981 -144 -7,001 -245	-996 -214 -374 -4,117	receipts -6,978 -358 -7,374 -4,362	spend 2,835 2,978 927 -1,293		
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 6,682 1,003 6,603 1,072	spend 9,813 3,336 8,301 3,069 1,179	charges -5,981 -144 -7,001 -245 -24	-996 -214 -374 -4,117 -275	receipts -6,978 -358 -7,374 -4,362 -299	spend 2,835 2,978 927 -1,293 880		
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 87	spend 788 611 157 225 426 287	spend 6,682 1,003 6,603 1,072 0	spend 9,813 3,336 8,301 3,069 1,179 2,977	charges -5,981 -144 -7,001 -245 -24 -1,484	-996 -214 -374 -4,117 -275 -31	receipts -6,978 -358 -7,374 -4,362 -299 -1,515	spend 2,835 2,978 927 -1,293 880 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 6,682 1,003 6,603 1,072	spend 9,813 3,336 8,301 3,069 1,179 2,977 3,107	charges -5,981 -144 -7,001 -245 -24	-996 -214 -374 -4,117 -275	receipts -6,978 -358 -7,374 -4,362 -299	spend 2,835 2,978 927 -1,293 880 1,462 2,378		
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	spend 788 611 157 225 426 287 331	spend 6,682 1,003 6,603 1,072 0	spend 9,813 3,336 8,301 3,069 1,179 2,977 3,107 1,220	charges -5,981 -144 -7,001 -245 -24 -1,484	-996 -214 -374 -4,117 -275 -31	receipts -6,978 -358 -7,374 -4,362 -299 -1,515	spend 2,835 2,978 927 -1,293 880 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		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 6,682 1,003 6,603 1,072 0	spend 9,813 3,336 8,301 3,069 1,179 2,977 3,107 1,220 -1,400	charges -5,981 -144 -7,001 -245 -24 -1,484	-996 -214 -374 -4,117 -275 -31	receipts -6,978 -358 -7,374 -4,362 -299 -1,515	spend 2,835 2,978 927 -1,293 880 1,462 2,378 1,220 -1,400		
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		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	spend 6,682 1,003 6,603 1,072 0	spend 9,813 3,336 8,301 3,069 1,179 2,977 3,107 1,220	charges -5,981 -144 -7,001 -245 -24 -1,484	-996 -214 -374 -4,117 -275 -31 -28	receipts -6,978 -358 -7,374 -4,362 -299 -1,515 -729	spend 2,835 2,978 927 -1,293 880 1,462 2,378 1,220 -1,400 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	spend 788 611 157 225 426 287 331	spend 6,682 1,003 6,603 1,072 0 0 693	spend 9,813 3,336 8,301 3,069 1,179 2,977 3,107 1,220 -1,400 1,023	charges -5,981 -144 -7,001 -245 -24 -1,484	-996 -214 -374 -4,117 -275 -31	receipts -6,978 -358 -7,374 -4,362 -299 -1,515	spend 2,835 2,978 927 -1,293 880 1,462 2,378 1,220 -1,400 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	spend 788 611 157 225 426 287 331	spend 6,682 1,003 6,603 1,072 0	spend 9,813 3,336 8,301 3,069 1,179 2,977 3,107 1,220 -1,400	charges -5,981 -144 -7,001 -245 -24 -1,484 -701	-996 -214 -374 -4,117 -275 -31 -28	receipts -6,978 -358 -7,374 -4,362 -299 -1,515 -729	spend 2,835 2,978 927 -1,293 880 1,462 2,378 1,220 -1,400 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 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	spend 788 611 157 225 426 287 331	spend 6,682 1,003 6,603 1,072 0 0 693	spend 9,813 3,336 8,301 3,069 1,179 2,977 3,107 1,220 -1,400 1,023	charges -5,981 -144 -7,001 -245 -24 -1,484	-996 -214 -374 -4,117 -275 -31 -28	receipts -6,978 -358 -7,374 -4,362 -299 -1,515 -729  -2,109 -10,947	spend 2,835 2,978 927 -1,293 880 1,462 2,378 1,220 -1,400 1,023 -2,109 1,350 -10,947		
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 -1,400	costs 94 19 51 13 8 87 269 12 1,023	spend 788 611 157 225 426 287 331 1	spend 6,682 1,003 6,603 1,072 0 0 693	spend 9,813 3,336 8,301 3,069 1,179 2,977 3,107 1,220 -1,400 1,023	charges -5,981 -144 -7,001 -245 -24 -1,484 -701	-996 -214 -374 -4,117 -275 -31 -28	receipts -6,978 -358 -7,374 -4,362 -299 -1,515 -729  -2,109 -10,947 0	spend 2,835 2,978 927 -1,293 880 1,462 2,378 1,220 -1,400 1,023 -2,109 -10,947 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	_	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	spend 6,682 1,003 6,603 1,072 0 0 693	spend 9,813 3,336 8,301 3,069 1,179 2,977 3,107 1,220 -1,400 1,023	charges -5,981 -144 -7,001 -245 -24 -1,484 -701	-996 -214 -374 -4,117 -275 -31 -28	receipts -6,978 -358 -7,374 -4,362 -299 -1,515 -729  -2,109 -10,947	spend 2,835 2,978 927 -1,293 880 1,462 2,378 1,220 -1,400 1,023 -2,109 1,350 -10,947		

#### 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%.

3,424

100

17,503

196

-8,143

-34,670

0

0

34,670

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

12,167

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

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

Revenue transfer to reserves

### 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								
14516 / 1615/16 56561	Salary	Non-salary	Non-cont	Contracted	Total	Fees and	Income	Net
	costs	staff costs	spend	spend	spend	charges		spend
						8		op o
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
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
Revenue Contribution to Capital Programme			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	Salary	Non-salary	Non-cont	Contracted	Total	Fees and	Income	Net
revenue spend.	costs	staff costs	spend	spend	spend	charges		spend
1								
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 reserves			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)
Corporate items								
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 (0.000,450)	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