

GENERAL FUND MEDIUM TERM FINANCIAL PLAN

| | 2021/2022 | 2022/2023 | 2023/2024 | 2024/2025 | | |
|---|--------------------------------------|----------------------------------|----------------------------------|----------------------------------|--------------|------------------------------|
| Anticipated Budget Variations | Change from 2020/2021 Feb Base | Change from 2021/2022 Base | Change from 2022/2023 Base | Change from 2023/2024 Base | Total | |
| | £000 | £000 | £000 | £000 | £000 | |
| Contingency budget, on going impact - costs | 126 | 0 | -20 | -106 | 0 | See Annexe 3 |
| Contingency budget, on going impact - income | 2,650 | -1,220 | -700 | -730 | 0 | See breakdown in table below |
| Income Claim (3 months announced) | -460 | 460 | | | 0 | |
| Covid-19 LA grant | -457 | 457 | | | 0 | |
| Covid-19 impact provision | 1,000 | -330 | -330 | -340 | 0 | |
| Inflation and contractual increases | 603 | 655 | 804 | 838 | 2,900 | |
| Housing benefit admin grant | 0 | 30 | 30 | 30 | 90 | |
| Business Rate Retained Income | 0 | 700 | 700 | 400 | 1,800 | |
| Treasury management interest | 298 | 150 | | | 448 | See Annexe 3 |
| One off capital receipts funding for Business Transformation team | -220 | 220 | | | 0 | See Annexe 3 |
| Borough Elections Reserve 2020/21 deferred contribution | 0 | | 63 | -63 | 0 | |
| Contingency for target achievement | 111 | | | | 111 | |
| Unavoidable Budget Adjustments | 347 | | | | 347 | See Annexe 3 |
| Budget Shortfall | 3,998 | 1,122 | 547 | 29 | 5,696 | |
| From 20/21 Base | 3,998 | 5,120 | 5,667 | 5,696 | | |
| Total over MTFP period | | 9,118 | 14,785 | 20,481 | | |

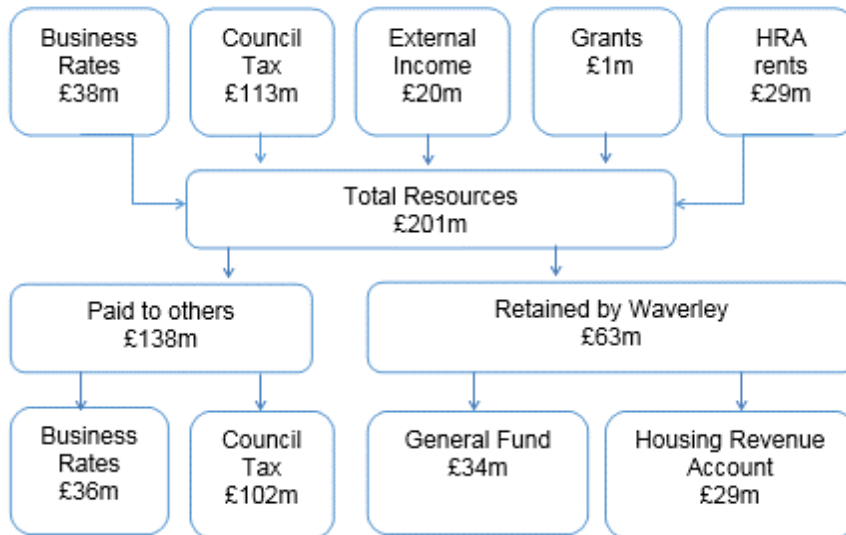
| Addressing the Budget Shortfall | | | | | | |
|---|---------------|---------------|---------------|----------------|---------------|-------------------------|
| Council tax increase - £5 in 21/22, 1.99% in future years | -277 | -205 | -210 | -214 | -907 | |
| Council tax collection fund adjustments including tax base changes, surplus/deficits etc. | 43 | 43 | -97 | -50 | -61 | |
| Investment Property income target | -150 | -150 | -150 | | -450 | See Annexe 3 |
| Head of Service Cost Review recurring savings identified | -563 | -23 | -12 | | -598 | See Annexe 3 |
| Business Transformation | -294 | -355 | -160 | -40 | -849 | See Annexe 1 & Annexe 3 |
| Commercial Strategy | -280 | -76 | -105 | -81 | -542 | See Annexe 1 & Annexe 3 |
| Cancelled revenue contributions to reserves | -710 | | | | -710 | |
| Reduction in revenue contribution to capital | -170 | | | | -170 | |
| Use of homelessness grant to fund service | -282 | | | | -282 | See Annexe 3 |
| New Homes Bonus | -117 | 764 | 213 | | 860 | |
| On going base budget reductions | -2,800 | -2 | -521 | -385 | -3,708 | |
| From 20/21 Base | -2,800 | -2,802 | -3,323 | -3,708 | | |
| Total over MTFP period | | -5,602 | -8,925 | -12,633 | | |

| | | | | |
|--|--------------|--------------|--------------|--------------|
| Budget Shortfall: recurrent deficit | 1,198 | 1,120 | 26 | -356 |
| Total over MTFP period | | 3,516 | 5,860 | 7,848 |

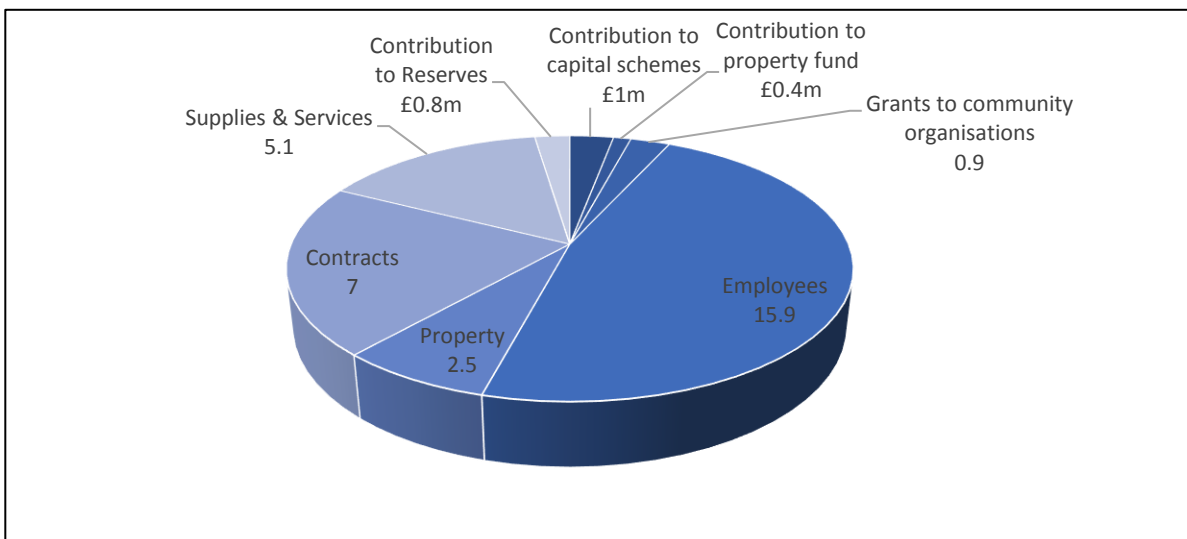
Contingency budget, on going impact

| | 2021/2022 | 2022/2023 | 2023/2024 | 2024/2025 | |
|--|---|-------------------------------|-------------------------------|-------------------------------|------------|
| | Change from 2020/2021 Original Base | Change from 2021/2022 Base | Change from 2022/2023 Base | Change from 2023/2024 Base | Total |
| | £000 | £000 | £000 | £000 | £000 |
| Planning Income Pressure | 300 | -300 | | | 0 |
| Leisure Centres | 523 | -177 | -177 | -169 | 0 |
| Car Parks General | 1,590 | -590 | -500 | -500 | 0 |
| Borough Hall | 25 | -25 | | | 0 |
| Building Control | 46 | -46 | | | 0 |
| Memorial Hall | 38 | -38 | | | 0 |
| Careline | 25 | -25 | | | 0 |
| Council Tax and Business Rates debt summons charges | 123 | -25 | -25 | -65 | 8 |
| Financial Expenses | 0 | | | | 0 |
| Green Waste Recycling | -19 | | | | -19 |
| Total Income Impact | 2,651 | -1,226 | -702 | -734 | -11 |
| COVID-19 - PPE | 20 | | -20 | | 0 |
| COVID-19 - Additional Staffing Revenues and Housing benefits | 106 | | | -106 | 0 |
| Total Cost Impact | 126 | 0 | -20 | -106 | 0 |
| Total Impact | 2,777 | -1,226 | -722 | -840 | -11 |

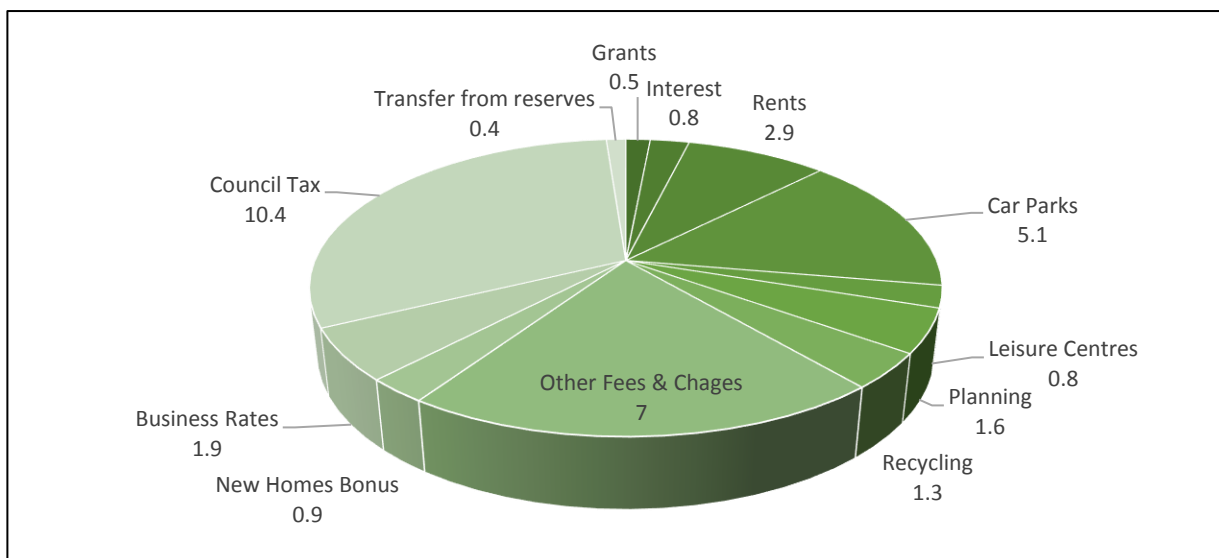
Waverley's Budgets 2020-21



General Fund Opening Budget 2020-21 Cost of Running Services £33.6m



General Fund Opening Budget 2020-21 Income £33.6m



Annexe 1

| Business transformation | | | | |
|---|-----------------|-----------------|-----------------|----------------|
| | 21/22 | 22/23 | 23/24 | 24/25 |
| Customer Services Review | -88,000 | -212,000 | | |
| Staff Travel Review | -50,000 | | -56,000 | |
| Scanning, Printing & Photocopying | -56,000 | -13,000 | -4,000 | |
| Planning Review - efficiency savings | -100,000 | -50,000 | | |
| Building Control Review - income and efficiency savings | | -50,000 | | |
| Office Review - saving in running costs | | -30,000 | -30,000 | |
| Enforcement Structure Review | | | -40,000 | -40,000 |
| Digital Transformation | | | -30,000 | |
| Total anticipated | -294,000 | -355,000 | -160,000 | -40,000 |

| Commercial strategy | | | | |
|---|-----------------|----------------|-----------------|----------------|
| | 21/22 | 22/23 | 23/24 | 24/25 |
| Green Waste income from £5 increase in fee | -85,000 | | | |
| Fees & Charges - proposed increases as per Annexe 5 | -9,000 | | | |
| Towns & Parishes - tapering grounds maintenance grant as per Executive approval | -18,000 | | | |
| Frensham Car Park income - implemented in 2020 | -100,000 | | | |
| Café Concession at Frensham Great Pond | -10,000 | | | |
| Farnham Park Car Park Charges | | | -10,000 | |
| Memorial Car Park Charges | | -10,000 | | |
| Museum of Farnham - reduction in SLA support | | | -20,000 | -10,000 |
| SCC verges removal from grounds maintenance contract | -10,000 | -26,000 | | |
| Planning Income - review of non-statutory Fees & Charges | | -40,000 | | |
| Building Control & Street Naming Charges | -48,000 | | | |
| Careline - new service and equipment offerings | | | -20,000 | |
| Leisure Centres: | | | | |
| The Edge - review operating model | | | -25,000 | -31,000 |
| Astro Turf Pitches income | | | -20,000 | -20,000 |
| Waverley Training Services additional income | | | -10,000 | -20,000 |
| Total anticipated | -280,000 | -76,000 | -105,000 | -81,000 |