

Appendix A: Revenue Draft Budget

	2021/22 £	2022/23 £	2023/24 £	Total £
Roll-over budget	10,559,732	10,635,466	12,131,404	

Pressures

Directorate	Net Pressure			
	2021/22 £	2022/23 £	2023/24 £	Total £
Planning	161,807	107,349	54,008	323,164
Community Services	292,520	123,527	126,024	542,071
Housing	182,004	31,577	32,209	245,791
Strategy & Resources	2,203,500	1,248,499	1,196,668	4,648,667
Total General Fund	2,839,831	1,510,952	1,408,909	5,759,693
Housing Revenue Account	414,200	0	0	414,200
Total Pressures	3,254,031	1,510,952	1,408,909	6,173,893

Savings

Directorate	Net Growth			
	2021/22 £	2022/23 £	2023/24 £	Total £
Planning	(439,315)	0	0	(439,315)
Community Services	(1,437,027)	0	0	(1,437,027)
Housing	(170,945)	0	0	(170,945)
Strategy & Resources	(716,810)	(15,015)	(50,015)	(781,840)
Total General Fund	(2,764,097)	(15,015)	(50,015)	(2,829,127)
Housing Revenue Account	(414,200)	0	0	(414,200)
Total Savings	(3,178,297)	(15,015)	(50,015)	(3,243,327)

Total Budget	10,635,466	12,131,404	13,490,298	
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Funding	10,559,732	10,446,209	10,232,461	
Indicative funding increase / (reduction)	(113,523)	(213,748)	343,952	16,682
Indicative funding	10,446,209	10,232,461	10,576,414	

Reductions still to find	189,257	1,898,942	2,913,885	5,002,084
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Planning

	2021/22 £	2022/23 £	2023/24 £	Total £
Brought forward budget	1,338,038	1,060,530	1,167,879	
<u>PRESSURES</u>				
<u>Key and service assumptions:</u>				
Pay inflation	11,830	23,660	24,133	59,623
Contract inflation	2,255	2,300	2,346	6,901
Pay increments	26,460	26,989	27,529	80,978
<u>Demand led:</u>				
Developer presentations income	6,000			6,000
<u>Reserve Adjustment:</u>				
CIL Drawdown	(54,400)	54,400		0
<u>Working arrangement:</u>				
Workforce Allocations and Employers costs (Primary Pension & Mobility Allowances)	173,538			173,538
Legal costs transferred to S&R	(3,876)			(3,876)
Total Pressures	161,807	107,349	54,008	323,164
<u>Savings:</u>				
<u>Working arrangements:</u>				
Improved agency / flexible resourcing approach	(120,866)			(120,866)
Evaluate consultants policy and procurement process	(100,000)			(100,000)
Evaluate external counsel policy and process	(122,600)			(122,600)
Provide statutory minimum for local plan adverts	(8,000)			(8,000)
Vacancy Review	(87,849)			(87,849)
Total Savings	(439,315)	0	0	(439,315)
Total Draft Budget	1,060,530	1,167,879	1,221,887	
Budget Envelope	1,102,221	959,382	899,372	
Reductions still to find	(41,691)	208,497	322,516	489,322

Community Services

	2021/22 £	2022/23 £	2023/24 £	Total £
Brought forward budget	6,351,092	5,206,585	5,330,112	
<u>PRESSURES</u>				
<u>Key and service assumptions:</u>				
Pay inflation	20,280	40,560	41,371	102,211
Contract inflation	67,900	58,000	59,160	185,060
Income Inflation	(20,900)	(21,300)	(21,700)	(63,900)
Pay increments	45,360	46,267	47,193	138,820
<u>Demand led:</u>				
Cemeteries income for new plots	30,300			30,300
Car Parking permits for 3 months in lieu of COVID-19	9,600			9,600
<u>Working arrangement:</u>				
Workforce Allocations and Employers costs (Primary Pension & Mobility Allowances)	139,980			139,980
Total Pressures	292,520	123,527	126,024	542,071
<u>SAVINGS</u>				
<u>Working arrangements:</u>				
Capitalise salaries for officers working on capital programme	(80,000)			(80,000)
Review staffing assignment to committees purpose	(67,500)			(67,500)
<u>Contract reviews:</u>				
Inflation containment and commissioning	(1,074,099)			(1,074,099)
<u>Income:</u>				
On Street Parking	(93,700)			(93,700)
<u>Financing:</u>				
Replacing leased vehicles with unleased vehicles	(21,300)			(21,300)
<u>Reduce / Remodel service:</u>				
Parks & Countryside – bio diversity grass cutting	(47,000)			(47,000)
Off Street Parking repairs	(19,000)			(19,000)
Parks and Countryside - non contract work	(13,000)			(13,000)
Contribution to Lottery and Small Grants	(10,500)			(10,500)
Community Transport	(10,000)			(10,000)
Net savings across committee service reviews to remodel service delivery	(928)			(928)
Total Savings	(1,437,027)			
Total Draft Budget	5,206,585	5,330,112	5,456,136	
Budget Envelope	5,231,771	4,553,774	4,268,932	
Reductions still to find	(25,186)	776,338	1,187,204	1,938,356

Housing - General Fund

	2021/22 £	2022/23 £	2023/24 £	Total £
Brought forward budget	459,063	470,122	501,700	
<u>PRESSURES</u>				
<u>Key and service assumptions:</u>				
Pay inflation	6,760	13,520	13,790	34,070
Contract inflation	2,583	2,635	2,688	7,906
Pay increments	15,120	15,422	15,731	46,273
<u>Demand led:</u>				
Review Benefits - recovery of fraud and overpayments	100,000			100,000
Community Alarm service review	83,000			83,000
<u>Legislation changes:</u>				
Private sector housing - statutory duties timing lag for repair cost recovery	10,000			10,000
Housing Benefits Admin Grant from DWP	22,000			22,000
<u>Working arrangement:</u>				
Workforce Allocations and Employers costs (Primary Pension & Mobility Allowances)	(57,459)			(57,459)
Total Pressures	182,004	31,577	32,209	245,791
<u>SAVINGS</u>				
<u>Working arrangements:</u>				
Vacancy Review	(135,000)			(135,000)
<u>Contract reviews:</u>				
Inflation and Contract Containment	(11,945)			(11,945)
<u>Financing:</u>				
Align Refugee grant to costs	(24,000)			(24,000)
Total Savings	(170,945)	0	0	(170,945)
Total Draft Budget	470,122	501,700	533,909	
Budget Envelope	378,157	329,151	308,562	
Reductions still to find	91,965	172,549	225,346	489,860

Strategy & Resources

	2021/22 £	2022/23 £	2023/24 £	Total £
Brought forward budget	2,411,539	3,898,229	5,131,712	
PRESSURES				
<u>Key and service assumptions:</u>				
Pay inflation	45,631	91,260	93,085	229,976
Contract inflation	30,668	31,281	31,907	93,855
Income Inflation	(17,788)	(18,144)	(18,507)	(54,438)
Pay increments	102,060	104,101	106,183	312,344
<u>Pressure due Capital, Investment & Treasury Management Strategy:</u>				
Loss of commercial income & tenants voids	374,532	0	0	374,532
Increased Minimum Revenue Provision	241,000	514,000	103,000	858,000
Higher Land Charges	81,000			81,000
Lower Investment returns due Bank of England base rate	300,000			300,000
<u>Legislation changes:</u>				
Loss of New Homes bonus grant	410,000	26,000	281,000	717,000
Increased audit fee	9,000	0	0	9,000
<u>Working arrangement:</u>				
Workforce Allocations and Employers costs (Primary Pension & Mobility Allowances)	(72,603)	0	0	(72,603)
<u>Contract Pressures:</u>				
Applying social distancing and business interruption	100,000	(100,000)	0	0
<u>Sustain and Build Reserves:</u>				
General Fund reserve contribution	500,000	500,000	500,000	1,500,000
General Fund contingency	100,000	100,000	100,000	300,000
Total Pressures	2,203,500	1,248,499	1,196,668	4,648,667
SAVINGS				
<u>Working arrangements:</u>				
Capitalise salaries for officers working on capital programme	(115,500)			(115,500)
Support service recharge to HRA	(147,400)			(147,400)
Agile workforce - less reliance on printing & stationery	(35,311)	(10,000)	(10,000)	(55,311)
<u>Contract reviews:</u>				
Inflation containment and commissioning opportunities	(45,900)	(5,000)		(50,900)
<u>Income:</u>				
Legal income recharged to third parties	(24,000)			(24,000)
<u>Financing:</u>				
Income Equalisation Reserve - Change of strategy lowers appropriate requirement	(150,000)			(150,000)
Triennial Pension actuarial review	(150,099)	40,000		(110,099)
Monitor capitalisation policy and grouping small items as one asset	(10,400)			(10,400)
<u>Remodel service:</u>				
Economic Development activities	(32,200)			(32,200)
Donations to organisations	(6,000)	(40,015)	(40,015)	(86,030)
Total Savings	(716,810)	(15,015)	(50,015)	(781,840)
Total Draft Budget	3,898,229	5,131,712	6,278,366	
Budget Envelope	3,734,060	4,390,154	5,099,547	
Reductions still to find	164,169	741,558	1,178,819	2,084,545

Housing - Revenue Account

	2021/22 £	2022/23 £	2023/24 £	Total £
Brought forward budget	0	0	0	
<u>PRESSURES</u>				
<u>Key and service assumptions:</u>				
Pay inflation	24,619	25,111	25,613	75,344
Contract inflation	2,400	2,448	2,497	7,345
Income inflation	(345,000)	(351,900)	(358,938)	(1,055,838)
Pay increments	72,422	73,871	75,348	221,642
<u>Financing:</u>				
Housing Responsive Repairs and Voids - assigned to appropriate committee	324,359			324,359
Housing Revenue Account reserve	394,500	250,470	255,479	900,449
Support costs and depreciation	(59,100)			(59,100)
Total Pressures	414,200	0	0	414,200
<u>OPPORTUNITIES</u>				
<u>Remodel service:</u>				
Review of Elderly Persons - Staff Accommodation	(20,500)			(20,500)
Internal Decorations	(29,700)			(29,700)
<u>Income:</u>				
Reduce void duration for Garage Rental Income	(100,000)			(100,000)
<u>Financing:</u>				
Refinancing at lower interest rates	(264,000)			(264,000)
Total Opportunities	(414,200)	0	0	(150,200)
Total Draft Budget	0	0	0	
Budget Envelope	0	0	0	
Reductions still to find	0	0	0	0