



Medium Term Financial Strategy

2022/23 – 2026/27

Foreword from Deputy Leader (Portfolio for Resources)

In recent years all local authorities have faced significant reductions in Government funding. Prior to the Coronavirus Pandemic, by the end of 2021/22 the Council's Settlement was planned to have reduced by £1.5m from £2.8m in 2020/21 to £1.3m in 2021/22. The impact of changes in the economy (such as rising inflation and the value of the pound), together with the Coronavirus Pandemic and to a lesser extent the effects of the UK's exit from the European Union, bring more uncertainty and instability.

However, the Coronavirus Pandemic has required the government to respond to the national crisis in unprecedented ways; including direct intervention within both the local and national markets to support both the business and resident communities. To support this national response, the Council has responded directly by supporting the most vulnerable in our society as well as delivering many millions in business support grants.

All of the above, the Council has delivered, but also over the past year the Council has delivered in excess of £3m in savings to help deliver a financially sustainable future for the Council and its community.

The Council has set a balanced budget for the entire period through to 2026/27; the Council is well on its way to being self-sufficient which will enable it to continue to deliver essential services.

Positively, this Council has an excellent record of transforming its services to increase efficiency and we are working across the Council to achieve this. With this aim, we have "continuous improvement" at the core of how we deliver our services; we will continue to invest in ICT to enable the delivery of services closer to our customers, as well as other key areas which are important to residents such as CCTV, disabled facilities grants, housing and homelessness schemes, leisure, open spaces, and play areas.

The Medium-Term financial Plan provides the framework by which we will meet our targets and ensure that the Council continues to deliver vital services to those people that live and work in the district.

Councillor James Hallam

Deputy Leader and Portfolio Holder for Finance & Assets

February 2022

1. Executive Summary

- 1.1 The Council aims to deliver cost-effective and sustainable services over the medium-term in line with its corporate priorities. The current national and local economic environment has been challenged by the Coronavirus Pandemic, but local government itself has been financially challenged since the financial crisis of 2008 to 2010. The Council has met both these challenges well; it has reconfigured its services following a significant budget review that will enable it to continue to support its local community as it recovers from the pandemic. Further, the Medium-Term Financial Strategy (MTFS) has achieved a balanced budget. The MTFS provides the resourcing roadmap to help the Council deliver its priorities and has achieved a balanced budget for each year of the MTFS, although with the use of Earmarked Reserves are needed in the last two years.
- 1.2 However, the Council's significant savings programme is embedded into the MTFS, therefore the Council must deliver these savings to achieve the ambitions of the MTFS. And with the budget gap emerging in 2025/26, further transformation will be needed to ensure that the Council can continue to deliver cost-effective and sustainable services to its community for many years to come.

2. Purpose of the Medium-Term Financial Strategy

- 2.1 The aim of Harborough District Council's MTFS is to support longer term planning with the aim of delivering a stable and sustainable financial environment to support the achievement of its vision and strategic objectives. The MTFS is a key element of the Council's corporate governance arrangements and an integral element of the Council's corporate planning process.
- 2.2 The MTFS provides a framework that will assist the Council in effectively applying its limited financial resources in a manner which achieves the strategic priorities set out in the Corporate Delivery Plan. By striving to ensure the costs of delivering its service objectives over the term of the strategy are commensurate with the overall forecast financial resources available, the Council can seek to maintain the financial health of the authority in a manner which does not place an unreasonable burden on local taxpayers.
- 2.3 The financial strategy also recognises the requirement to maintain a balance between the desire to continue to deliver services but to also deliver services in a way that is both affordable and sustainable. It acknowledges the need to manage any reliance on balances and reserves utilised to bring about the

introduction of service transformation. It will provide a framework for the detailed financial plans over the period 2022/23 to 2026/27. The MTFS should not be a static “once and for all” document; it is meant to provide a roadmap to deliver efficient and effective services over the medium-term

3. Background

3.1 The Council set the 2021/22 budget forecasting to use £1.9m in reserves to support the delivery of service and over the MTFS a total draw from reserves of £9.9m

3.2 During 2021/22 the Council has continued to support its local community in dealing with the Coronavirus Pandemic (CV19), and in financial terms this has impacted on the Council (i.e. losses of income from Car Parking and additional support to its Leisure provider).

- **National Issues**

3.3 **CV19**; during the year, the Council has responded proactively to the CV19 pandemic. It has provided direct support to its local communities in various ways; including the use of the Community Hub and homelessness support etc; its business community via the administration of various government funded grants schemes and its staff by developing new ways of working. However, there have been some direct financial impacts of CV19; including:

- Loss of Car Parking income, the 2021/22 Q2 monitoring was indicating a loss of income of £358k.
- In April, Council approved an additional £245k in support of its Leisure provider.
- Council Tax and Business Rates collections are down compared to pre CV19 levels (1.2% and 1.5% respectively).

3.4 In respect of direct support to business, since the start of the pandemic the Council has administered several grants on behalf of the government, this is shown below. As at the end of January 2022, the Council continues to administer Additional Restrictions Grant, Omicron Hospitality Grant and Test and Trace.

TYPE OF GRANT	2021/22		Total Grants Paid Since Start of Support Schemes	
	No.	£	No.	£
Business Grants				
Retail and hospitality support grant	0	0	1,699	20,580
Local authority Discretionary Grant Scheme	0	0	217	1,012
National Lockdown Grant & Closed Lockdown Payment	29	239	586	4,208
National Lockdown Grant	89	234	543	1,366
Local Restrictions Support Grant	60	51	1,412	1,361
Christmas Support Payment for Wet-Led Pubs	0	0	51	51
Restart Grant	540	4,021	540	4,021
Additional Restrictions Grant - discretionary grant	716	1,517	1,581	3,628
Omicron Hospitality Grant	138	471	138	471
	1,572	6,533	6,767	36,698
Local Residents				
Test and trace self isolation payments	188	94	271	136
	188	94	271	136
Total	1,760	6,627	7,038	36,834

- **Government Funding**

3.6 When the Council set its 2021/22 budget, it was anticipating to receive £690k in grant in 2022/23 (£134k General Grant;, £556k New Homes Bonus). However, following the December provisional settlement, the Council will receive a range of continuation and new grants totalling £2.7m; these include:

a) **Continuation Funding**; this includes:

- i. **New Homes Bonus**; (NHB) a one-year allocation of £1.8m, giving a total allocation for 2022/23 of £2.3m. This reduces to nil in 2023/24 and thereafter.
- ii. The Council also receives £134k in **other grants** to support ongoing homelessness and similar activity. Each year these grants vary a little but £134k is a fair proxy.

b) **Other Grants**

- i. **Services Grant**; a one-off grant to provide funding to all tiers of local government in recognition of the vital services delivered at every level of local government. The Councils 2022/23 allocation is £122k; reducing to nil in 2023/24 and thereafter.
- ii. **Lower Tier Services Grant**; this grant was introduced in the local government 2021/22 finance settlement for those Councils with responsibility for lower tier services. This has been extended to 2022/23 and the Councils allocation is £79k; reducing to nil in 2023/24 and thereafter.

4. The Councils Vision and Priorities

- 4.1 The Councils Corporate Plan includes the following vision:
“We are determined to improve the life chances for everyone. This means closing the gap for the most vulnerable members of our communities and ensuring everyone has the opportunity to realise their full potential.”
- 4.2 The outcomes that are expected to be delivered will be across four principal areas:
- i **Place and community** – ensuring there is housing to meet local needs of all ages, that growth provides employment and is designed well, recognising the rural nature of the district and that communities are involved in how that growth is shaped.
 - ii **Healthy Lives** – giving the guidance and support to all our residents to make healthy life choices, to live longer healthier independent lives, not only physically but in good mental health too.
 - iii **Environment and sustainability** – enhancing and protecting our natural environment with improved access to open and green spaces, addressing climate issues proactively looking to future sustainable options and reducing environmental crime to further protect the environment.
 - iv **Economy** – that local employment options are available to allow residents to prosper in our district, developing and retaining the skills our employers need and supporting businesses to be successful, promoting the area to both employees, employers, and visitors to ensure a stable future economy.
- 4.3 The corporate plan will help to direct how front line and support services will deliver priorities, and it is now aligned with the budget setting process. This MTFS provides the resources roadmap to deliver the corporate outcomes.

5. The Medium-Term Financial Strategy

- 5.1 The MTFS is the Council financial roadmap that reflects the Councils priorities over the medium-term. A summarised Consolidated Final Budget for 2022/23 and MTFS (2023/24 to 2026/27) is shown in **Table 1** below. A detailed Consolidated Budget and MTFS, along with summary portfolio budgets is shown at **Annex 1**.

Summary Consolidated Final Budget 2022/23 & MTFS (2023/24 to 2026/27)	Table 1					
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	Original Budget £000	£000	£000	£000	£000	£000
Net Cost of Services	12,241	11,064	10,942	11,094	11,896	12,708
Capital Financing	856	506	542	741	820	906
Net Expenditure	13,097	11,570	11,484	11,835	12,716	13,614
Reserves Contributions to Support Services	(1,935)	0	0	0	(551)	(1,962)
Other Net Reserves Contributions	2,677	1,428	(1,451)	(725)	(804)	(31)
Net Reserve Contributions	742	1,428	(1,451)	(725)	(1,355)	(1,993)
Budget Requirement	13,839	12,998	10,033	11,110	11,361	11,621
Total Grant	(7,551)	(6,344)	(3,020)	(3,749)	(3,675)	(3,601)
Council Tax Requirement	6,288	6,654	7,013	7,361	7,686	8,020

5.2 In summary,

- i. by allocating the additional NHB and Business Rates receipts to Earmarked Reserves and then releasing it over the MTFS period it has been able to meet ongoing budgetary risks relating to the Collection Fund.
- ii. between 2022/23 and 2026/27, the Council has reduced its anticipated use of reserves to meet unplanned expenditure from £9.9m (as per the 2021/22 MTFS) to £2.5m (a reduction of £7.4m, 75%).

5.3 As noted earlier, the Council is in this financial position because of ever increasing demand and expected reductions in government grant. To address these two significant pressures; the Council has had to make strong leadership decisions; it has done this in two ways, by:

- a) reducing its costs base. It has achieved this by undertaking a fundamental budget review of all services and introducing other transformational change.
- b) increasing income i.e. Council Tax for 2022/23 (and notionally for 2023/24 onwards) and general fees and charges.

5.3 In respect of Council Tax, a £5 increase in 2022/23 is the second for several years. When compared to 2021/22, it represents an increase of 2.89%. This increase permits the Council to support its ongoing delivery of services and awards the Council a cumulative gain from 2021/22 and over the MTFS of £1.7m (this also includes the benefit of annual Council Tax Base increases based on the 5-year Housing Trajectory).

6. Service Efficiency

- 6.1 The Council has a good track record of addressing service pressures. However, as noted earlier, the Council is currently facing two significant draws on its resources:
- 6.2 Firstly, **CV19**; there are some legacy issues that remain which have been incorporated into the MTFS. These include a reduction in Car Parking income, expected reductions in income from Interest & Investment Income, reductions in Council Tax and Business Rates collections and new contractual agreements with its Leisure provider. However, to recognise the future risk of CV19 and any legacy issues, the Council is maintaining a CV19 Internal Recovery Reserves with a minimum balance of £1m over the life of the MTFS.
- 6.3 Secondly, **increasing demand and government reductions in grant**. To tackle this issue, the Council has undertaken , and will be undertaking further, transformational change. All the respective savings are included in the budget, and in respect of those changes that:
- i have already happened, these include:
 - a fundamental review of its budget, known as the Budget Challenge 2025 (BC25) programme and this has generated annual savings of £3.1m by 2024/25,
 - an establishment review and deleted posts that are no longer needed, generating an annual saving of £163k,
 - a review of its capital financing process, which has generated savings of circa £400k per annum.
 - ii are currently happening or will occur, these include:
 - a review of its “Target Operating Model” that will save £354k per annum, and
 - participating in a shared services proposal in respect of Development Management with another Leicestershire District Council, this should achieve annual savings of £94k.
 - implementing its ICT Strategy that will deliver efficiency savings of circa £90k per annum; and
 - will be reviewing the way it invests its surplus cash, this is expected to generate additional income in excess of £110k.

7. Reserves

- 7.1 Reserves represent past Council Tax payer’s investment in their community and consequently reserves are the foundation of the Councils financial sustainability and underpin the effective delivery of its broad range of services and capital investment.

7.2 Cabinet approved a new Reserves Strategy in November 2020 and was approved by Council in February 2021. The Strategy introduces good governance over its reserves; including:

- a minimum level of reserves (set at 20% of net expenditure), and
- a new set of strategic earmarked reserve groupings that will help the Council to allocate reserves to meet known service risks, commitments and investment opportunities reserves; all of which will directly support the delivery of corporate priorities.

7.3 For the 2022/23 Budget and MTF5 (2023/24 to 2026/27), the Council is able to maintain the General Fund (Unallocated) Reserve at its minimum level for the whole of the MTF5. Also, compared to the MTF5 approved last year, by 2024/25 the Council was expecting to have a total Reserves position of £2.8m; this year's MTF5 is expecting a total Reserves position by 2024/25 of £13m (an increase of £10.1m, 358.4%).

7.4 By the end of the MTF5, the Councils total Reserves position will be £10.2m. A detailed Consolidated Reserves Statement is shown at **Annex 2** and summarised in **Table 2** below; duly adjusted for the Levelling-Up Reserve allocation agreed by Cabinet on the 7th February 2022. This reserves statement represents the currently estimated reserves position, it is expected that as time progresses the use of reserves to meet the then prevailing financial situation will change, and the required flexibility is embedded within the proposed Reserves Strategy.

Summary Reserves Statement for the Consolidated Final Budget 2022/23 & MTF5 (2023/24 to 2026/27)	Table 2					
	2021/22 Original Budget £000	2022/23 £000	2023/24 £000	2024/24 £000	2025/26 £000	2026/27 £000
All numbers as at 31 March of each year						
General Fund (Unallocated) Reserve	2,619	2,291	2,297	2,367	2,543	2,723
- Reserves at 20% of Net Expenditure	Yes	Yes	Yes	Yes	Yes	Yes
Earmarked Reserves						
Budget Surplus	0	0	0	0	0	0
CV19 Internal Recovery	1,074	2,157	1,140	1,000	1,000	1,000
Projects, Risk & Smoothing	919	3,794	3,370	2,944	2,440	2,708
Capital & Contract	403	748	748	748	748	748
Transformation	2,000	1,067	1,067	1,067	1,067	1,067
Community, Economic & Infrastructure	1,447	1,872	1,872	2,012	2,012	941
Commercial Investment Reserve	3,128	2,857	2,857	2,786	2,059	988
Total Reserve Balances	11,590	14,786	13,351	12,924	11,869	10,175

8. Capital Programme

8.1 The Council has reviewed its capital programme; constraining it to within an affordability envelope of currently held resources (external funding, capital receipts and revenue financing). A summary of the capital programme is shown in **Table 3** below.

8.2 The Capital Programme includes a broad range of capital investment; as well as the routine investments in Disabled Facilities Grants (Lightbulb), this also includes significant investment in service transformation, fixed asset enhancement, technology and the Platinum Jubilee Community Capital Fund that was approved by Cabinet in February. Approval of the capital programme, like the revenue budget, does award permission to incur expenditure; however, the included capital items will be subject to the governance arrangements for major projects or similar agreed processes.

Summary of the Capital Programme						Table 3	
	Current Year	New Budget Year	MTFS				Total Capital Programme
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	
	£000	£000	£000	£000	£000	£000	
Capital Projects Approved in Previous Years	5,303	4,261	3,835	1,960	1,160	860	17,379
New Capital Proposals							
Frank Whittle Monument			75				75
The Symington Building: External Works		222	250				472
Welland Park Public Toilet Refurbishment		260					260
EV Charging Points (Car & Bike)		90					90
Finance & Assets System		430					430
New Depot					5,000		5,000
Cemetery: Market Harborough				1,000			1,000
Service Transformation (Flexible Use of Capital Receipts)		1,500					1,500
Hybrid Democratic Virtualisation	40						40
Platinum Jubilee Community Capital Fund		700					700
A Market Harborough Leisure Centre - Additional Funds			1,000	2,000	550		3,550
A Lutterworth Leisure Centre - Additional Funds			100	250			350
Total New Capital Proposals	40	3,202	1,425	3,250	5,550	0	13,467
Total Capital Programme	5,343	7,463	5,260	5,210	6,710	860	30,846
Sources of Finance							
External Funding & Grants	3,474	1,626	1,820	3,328	1,270	720	12,238
Capital Receipts	703	4,626	500	450	50	50	6,379
Service Charges	6	6	6	6	6	6	36
Direct Revenue Financing	250	630	100	0	0	0	980
Unsupported Borrowing (MRP/Capital Financing)	910	575	2,834	1,426	5,384	84	11,213
Total Sources of Finance	5,343	7,463	5,260	5,210	6,710	860	30,846
<p>A This is the additional allocation to the Leisure Centre Redevelopment approved by Cabinet in September 2021. As noted in the report, the future contractor will reimburse the Council for the revenue capital financing cost. The total "gross" capital commitment at each site is as follows:</p>							
	Current	Additional	Total				
	£000	£000	£000				
Market Harborough	5,200	3,550	8,750				
Lutterworth	650	350	1,000				
	5,850	3,900	9,750				

9. Treasury

9.1 The management of cash, debt and investment is an intrinsic element of an organisations daily financial management. Within local government such activity is highly regulated; including the requirement for Council to approve the overarching Treasury Management Strategy (TMS) and receive and comment on six-monthly and end of year performance. The overarching TMS includes the following individual documents:

- Treasury Management Strategy and Prudential Indicators.
- Criteria for Investment of Surplus Funds.
- Interest Rate Forecasts.
- Economic Background, Debt Analysis, Counterparty and Temporary Investment.

9.2 There is limited change in its TMS compared to previous years; except for the:

- inclusion of the Flexible Use of Capital Receipts Strategy.
- changing of investment limits to enable the Council to undertake more medium to longer term investment.

10. Budgetary Control and Governance

10.1 Budgetary Control and Financial Governance are key to effective management of all organisations. The establishment of a Medium-Term Financial Strategy is key to the governance process as this provides a financial roadmap for the Council to follow; it is of course not set-in stone but should be an ongoing tool to support the delivery of the Councils policies, strategic objectives, and day-to-day financial management.

10.2 The Council formally reports its financial performance on a quarterly basis to both its Corporate Management Team and Cabinet; including review by the Scrutiny Performance Panel when required. Going forward, this reporting will also reflect impacts over the MTFS period how General Fund reserves continue to support the service activity of the Council. Such forward looking budgetary control is necessary to ensure that medium-term goals are achieved, but is expressly important in times of:

- **Crisis**; such has been the case with the CV19 pandemic. It is essential that the Council can proactively manage its resources and know the risk and impact as the crisis continues.
- **Challenge**; such as now when the Council is having to work in an environment of increasing demand with reducing resources.

- **Transformation;** the need for the Council to transform is pressing, along with its performance management system (Pentana), ongoing financial performance management will be key to ensuring that the required transformation is delivered.

11. Risks; including “Robustness of Reserves”

11.1 The Council’s Responsible Finance Officer (s.151) is required to make a statutory statement in respect of the Budget and Reserves (s.25, LG Finance Act 2003) and a detailed commentary is shown in **Annex 3**. This commentary addresses the risks that both the Council and the wider local government community face at this challenging time, including the impact of the CV19 pandemic. In addition, sensitivity analysis is applied against these risks and their impact on General Fund reserves is assessed. In summary, the key findings are:

- i. In 2022/23 the budget requirement is £13m, this is achieved without a net contribution from Reserves to meet unplanned expenditure.
- ii. The Council maintains its 20% minimum level of reserves for the General Fund (Unallocated) Reserve for the entire duration of the MTFS. However, it will have to make contributions from Earmarked Reserves in 2025/26 onwards (totalling £2.5m over the MTFS).
- iii. The sensitivity analysis has shown that for 2022/23 the Council has sufficient reserves to meet a range of sensitivity scenarios. However, over the MTFS period financial challenge will be encountered by 2025/26.

11.2 The Council cannot be considered to be self-financing over the MTFS i.e. income = expenditure as it has to use reserves to meet unplanned expenditure from 2025/26 onwards. However, its risk profile is considerably reduced because it is using considerably less reserves than last year’s MTFS.

11.3 To balance a budget is a complex and continuous activity and Councils must ensure they have good financial planning in place supported by active monitoring and review. However, unexpected budgetary pressures may occur that result in an unbalanced budget. Realigning the budget requires good communication and financial control. It is the:

- “direct” responsibility of the Responsible Financial Officer (RFO) to ensure that the budget is balanced but they cannot work in isolation. The RFO must be supported by the chief executive and the leadership team and the administration. However, it is also the,

- “indirect” responsibility of the Council to ensure that it supports the delivery of services that are:
 - Economically viable,
 - Efficiently run, and
 - Effective at meeting their aims and objectives.

11.4 And in a fast-changing, fiscally constrained environment it does require a Council to be entrepreneurial, inspirational, and collaborative so it can deliver customer centric services. To achieve this it must:

- maximise its sources of income (Council Tax, Fees & Charges),
- deliver the right services to a standard that is effective (minimal), and
- have at its core an ethos of financial sustainability and resilience, transformation, and continuous improvement.

Consolidated Final Budget 2021/22 & MTFS (2022/23 to 2024/25) and Service Budgets

Annex 1

1. Consolidated Final Budget 2021/22 & MTFS (2022/23 to 2024/25)

Consolidated Final Budget 2022/23 & MTFS (2023/24 to 2026/27)						
Key	2022/23	2023/24	2024/25	2025/26	2026/27	
CV19 = Covid 19 ER = Earmarked Reserve CIR = Commercial Investment Reserve PR&S = Projects, Risk & Smoothing CE&I = Community, Economic & Infrastructure NDR = Non-Domestic Rates	Final Budget	Final Budget	Final Budget	Final Budget	Final Budget	
	£	£	£	£	£	
Finance	2,352,596	2,059,406	1,880,673	1,880,673	1,880,673	
Planning, Environment & Waste	4,989,221	4,860,221	4,784,221	4,784,221	4,784,221	
Wellbeing, Communities & Housing	1,302,237	1,120,237	1,080,237	1,080,237	1,080,237	
Strategy (aka Planning & Regeneration)	670,423	721,934	709,653	709,653	709,653	
Corporate & Regulatory Services	2,065,622	2,062,994	2,095,923	2,152,190	2,205,529	
Contingency (including Pay/Services/FCC Inflation)	(316,273)	117,525	543,385	1,289,395	2,047,427	
Net Direct Cost of Services	11,063,826	10,942,317	11,094,092	11,896,369	12,707,740	
Capital Financing	505,963	540,943	740,757	819,475	907,096	
Net Expenditure	11,569,789	11,483,260	11,834,849	12,715,844	13,614,836	
Cont to/(from) Reserves (amts in squ brackets=reason for movement)						
General Reserves	- General Fund Balance "Planned" contributions to					
	- General Fund Balance "Planned" contributions (from)					
	- General Fund Balance "Unplanned" contributions (from)	0	0	0	(551,063)	(1,962,177)
	- General Fund Balance "Unplanned" contributions to					
	- General Fund Balance "Unplanned" contributions (from)					
Earmarked Res	- Earmarked Reserve: PRC(to) [NHB+s.31 surplus] - to Collection Fund Equalisation Reserve	2,278,047	0	0	0	0
	- Earmarked Reserve: PRC(from) - Collection Fund Equalisation Reserve	0	(717,806)	(724,904)	(803,906)	(31,431)
	- Earmarked Reserve: CV19 (from) (cont towards Interest & Investment Income)	(117,000)	0	0	0	0
	- Earmarked Reserve: CV19 Support (to) [CF Surplus]	(733,000)	(733,000)	0	0	0
Budget Requirement	12,997,836	10,032,454	11,109,945	11,360,875	11,621,228	
NDR	(9,226,535)	(4,100,139)	(4,124,740)	(4,149,488)	(4,174,385)	
Revenue Support Grant	0	0	0	0	0	
Other General Fund Grants	(134,301)	(134,301)	(134,301)	(134,301)	(134,301)	
Fair Funding Review Adj	0	197,800	296,700	395,600	494,500	
New Homes Bonus - received 2022.23	(1,775,697)	0	0	0	0	
New Homes Bonus - received 2022.23 [Legacy]	(556,656)	0	0	0	0	
Services Grant (New Grant) -> to base	(122,059)	0	0	0	0	
Lower Tier Services Grant 2022.23 -> to base	(79,423)	0	0	0	0	
Collection Fund (Surplus)/Deficit	5,551,027	1,017,133	213,000	213,000	213,000	
Total Grant	(6,343,644)	(3,019,507)	(3,749,341)	(3,675,189)	(3,601,186)	
Council Tax Requirement	6,654,192	7,012,947	7,360,604	7,685,686	8,020,042	

2. 2021/22 Gross to Net / Subjective Service Budgets

Subjective Analysis for the 2022/23 Budget			Table 4		
2021/22 Net £000	Subjective Analysis	2022/23		Net £000	
		Expenditure £000	Income £000		
9,839	Employees	9,460	0	9,460	
1,733	Premises	1,747	0	1,747	
128	Transport	100	0	100	
8,592	Supplies & Services	7,919	0	7,919	
2,431	Third Party Payments (*)	2,371	0	2,371	
110	Transfer payments	95	0	95	
38	Housing Benefit	7,771	(7,680)	91	
(10,630)	Fees & Charges, Rental Income etc		(10,719)	(10,719)	
12,241		29,463	(18,399)	11,064	

NB.
* mainly payments to other local authorities for various services

Subjective Analysis by Portfolio			Table 5
2021/22 £000	Portfolio Name		2021/22 £000
2,338	Finance	Employee costs	2,116
644		Premise expense	655
20		Transport	18
895		Supplies and Services	716
1,346		Third Party Payments	1,420
8,148		Transfer Payments	7,846
(10,661)		Fees, charges, rental income	(10,417)
2,730	Finance Total		2,353
2,477	Planning, Environment & Waste	Employee costs	2,197
612		Premise expense	611
51		Transport	35
5,909		Supplies and Services	6,127
483		Third Party Payments	473
(4,190)	Fees, charges, rental income	(4,453)	
5,342	Planning, Environment & Waste Total		4,989
937	Wellbeing, Communities & Housing	Employee costs	951
12		Premise expense	12
15		Transport	10
596		Supplies and Services	629
84		Third Party Payments	69
40		Transfer Payments	20
(550)	Fees, charges, rental income	(389)	
1,134	Wellbeing, Communities & Housing Total		1,302
681	Strategy	Employee costs	733
117		Premise expense	117
4		Transport	4
260		Supplies and Services	222
45		Third Party Payments	45
(384)		Fees, charges, rental income	(452)
723	Strategy Total		670
3,405	Corporate & Regulatory Services	Employee costs	3,463
348		Premise expense	352
37		Transport	33
932		Supplies and Services	541
474		Third Party Payments	364
(2,830)	Fees, charges, rental income	(2,688)	
2,366	Corporate & Regulatory Services Total		2,065
(54)	Contingency	Supplies and Services	(316)
		Fees, charges, rental income	
(54)	Contingency - total		(316)
12,241	Grand Total		11,064

3. Portfolio Service Budgets

			Responsible Director	NEW BUDGET YEAR: 2022/23	MTFS YEAR 1: 2023/24	MTFS YEAR 2: 2024/25	MTFS YEAR 3: 2025/26	MTFS YEAR 4: 2026/27	2027/28
Cost Centre	Cost Centre Description	Service		Budget for Year	Budget for Year	Budget for Year	Budget for Year	Budget for Year	Base Budget
				£	£	£	£	£	£
10025	Accountancy Services	Finance	C MASON	440,361	450,361	450,361	450,361	450,361	450,361
10029	Payroll	Finance	C MASON	22,500	22,500	22,500	22,500	22,500	22,500
10030	Insurance	Finance	C MASON	216,800	216,800	216,800	216,800	216,800	216,800
10048	Treasury Management	Finance	C MASON	9,500	9,500	9,500	9,500	9,500	9,500
10050	Interest & Investment Income	Finance	C MASON	(400,000)	(420,000)	(441,000)	(441,000)	(441,000)	(441,000)
10052	Non Distributed Costs	Finance	C MASON	58,000	58,000	58,000	58,000	58,000	58,000
10053	Corporate Managmnt (Resources)	Finance	C MASON	52,000	52,000	52,000	52,000	52,000	52,000
10301	The Symington Building	Facilities Mgmt - Public Realm	C MASON	12,993	12,993	12,993	12,993	12,993	12,993
10524	Pension Scheme	Finance	C MASON	72,500	72,500	72,500	72,500	72,500	72,500
10027	Internal Audit	CO (151), Assets, Internal Audit, GoS	C MASON	63,200	63,200	63,200	63,200	63,200	63,200
10202	Doddridge Road Offices	CO (151), Assets, Internal Audit, GoS	C MASON	(6,700)	(6,700)	(6,700)	(6,700)	(6,700)	(6,700)
10235	Corporate Asset Management	CO (151), Assets, Internal Audit, GoS	C MASON	242,305	192,305	192,305	192,305	192,305	192,305
10307	Grow On Space	CO (151), Assets, Internal Audit, GoS	L ELLIOTT	96,360	(24,740)	(98,711)	(98,711)	(98,711)	(98,711)
10031	It Services	ICT	C MASON	615,530	553,530	553,530	553,530	553,530	553,530
10036	Telephony	ICT	C MASON	25,800	25,800	25,800	25,800	25,800	25,800
10040	Revenues & Benefits	Revs & Bens	C MASON	1,131,832	1,131,832	1,131,832	1,131,832	1,131,832	1,131,832
10042	Non Domestic Rates	Revs & Bens	C MASON	(165,900)	(165,900)	(165,900)	(165,900)	(165,900)	(165,900)
10044	Council Tax Collection Costs	Revs & Bens	C MASON	(105,000)	(105,000)	(105,000)	(105,000)	(105,000)	(105,000)
10046	Benefits	Revs & Bens	C MASON	30	30	30	30	30	30
10187	Housing Benefits	Revs & Bens	C MASON	(109,300)	(109,300)	(109,300)	(109,300)	(109,300)	(109,300)
10263	Discretionary Discount Scheme	Revs & Bens	C MASON	20,000	20,000	20,000	20,000	20,000	20,000
10264	Council Tax Support Scheme	Revs & Bens	C MASON	(52,000)	(52,000)	(52,000)	(52,000)	(52,000)	(52,000)
10308	Revenue And Benefits Support	Revs & Bens	C MASON	10	10	10	10	10	10
10169	Energy Management	Facilities Mgmt - Public Realm	C MASON	0	0	0	0	0	0
10196	Garages	Facilities Mgmt - Public Realm	C MASON	500	500	500	500	500	500
10203	Off-Site Storage (Incl Decant)	Facilities Mgmt - Public Realm	C MASON	3,200	3,200	3,200	3,200	3,200	3,200
10229	Commissioning Services	CCTV, Control Centre	C MASON	86,340	86,340	86,340	86,340	86,340	86,340
10248	Harborough Innovation Cntr Hdc	HIC	L ELLIOTT	21,735	(28,355)	(112,117)	(112,117)	(112,117)	(112,117)
10280	Hdcs Trading Account	Chief Executives	N PROUDFOOT/L ELLIOTT	0	0	0	0	0	0
	Total			2,352,596	2,059,406	1,880,673	1,880,673	1,880,673	1,880,673

DETAILED BUDGET PAPERS 2022/23 - Finance

			Responsible Director	NEW BUDGET YEAR: 2022/23														Budget for	Variance to	
Cost Centre	Cost Centre Description	Service		Previous Years Approved Base Budget	Other permanent virements	Previous Years Growth/Savings	BC25-T2/3 "Firm Savings"	BC25-T2/3 "More Work Needed Savings"	Base Budget	Growth/Savings etc									Budget for Year	Variance to Budget
										BC25-T2/3 "Firm Savings"	BC25-T2/3 "More Work Needed"	Savings	Other costs	Permanent virements	Other payroll changes	1.25% National insurance increase	2022/23 Scale point increment	2021/22 Pay award of 1.75%		
				£	£	£	£	£	£	£	£	£	£	£	£	£	£	£		
10025	Accountancy Services	Finance	C MASON	564,625	0	0	(3,000)	0	561,625	(130,000)	0	0	0	0	(5,350)	4,126	4,281	5,679	440,361	(121,264)
10029	Payroll	Finance	C MASON	24,500	0	0	0	0	24,500	(2,000)	0	0	0	0	0	0	0	0	22,500	(2,000)
10030	Insurance	Finance	C MASON	216,800	0	0	0	0	216,800	0	0	0	0	0	0	0	0	0	216,800	0
10048	Treasury Management	Finance	C MASON	9,500	0	0	0	0	9,500	0	0	0	0	0	0	0	0	0	9,500	0
10050	Interest & Investment Income	Finance	C MASON	(241,800)	0	(42,000)	0	0	(283,800)	0	0	(116,200)	0	0	0	0	0	0	(400,000)	(116,200)
10052	Non Distributed Costs	Finance	C MASON	58,000	0	0	0	0	58,000	0	0	0	0	0	0	0	0	0	58,000	0
10053	Corporate Managmnt (Resources)	Finance	C MASON	52,000	0	0	0	0	52,000	0	0	0	0	0	0	0	0	0	52,000	0
10301	The Symington Building	Facilities Mgmt - Public Realm	C MASON	41,983	0	0	(11,000)	0	30,983	(18,000)	0	0	0	0	(374)	384	0	0	12,993	(17,990)
10524	Pension Scheme	Finance	C MASON	75,000	0	0	0	0	75,000	0	0	(2,500)	0	0	0	0	0	0	72,500	(2,500)
10027	Internal Audit	CO (151), Assets, Internal Audit, GoS	C MASON	62,300	0	0	0	0	62,300	0	0	0	0	900	0	0	0	0	63,200	900
10202	Doddridge Road Offices	CO (151), Assets, Internal Audit, GoS	C MASON	(6,700)	0	0	0	0	(6,700)	0	0	0	0	0	0	0	0	0	(6,700)	0
10235	Corporate Asset Management	CO (151), Assets, Internal Audit, GoS	C MASON	287,401	0	0	0	0	287,401	(25,000)	0	(48,606)	24,700	0	(3,151)	2,503	1,013	3,445	242,305	(45,096)
10307	Grow On Space	CO (151), Assets, Internal Audit, GoS	LELLIOTT	177,400	0	0	15,919	0	193,319	(92,675)	0	(36,000)	0	31,716	0	0	0	0	96,360	(96,959)
10031	It Services	ICT	C MASON	690,230	0	0	(49,000)	0	641,230	(36,000)	0	0	0	0	(3,522)	3,388	5,772	4,662	615,530	(25,700)
10036	Telephony	ICT	C MASON	25,800	0	0	0	0	25,800	0	0	0	0	0	0	0	0	0	25,800	0
10040	Revenues & Benefits	Revs & Bens	C MASON	1,085,300	0	0	0	0	1,085,300	0	0	0	54,432	(7,900)	0	0	0	0	1,131,832	46,532
10042	Non Domestic Rates	Revs & Bens	C MASON	(160,300)	0	0	0	0	(160,300)	0	0	0	0	(5,600)	0	0	0	0	(165,900)	(5,600)
10044	Council Tax Collection Costs	Revs & Bens	C MASON	(100,000)	0	0	0	0	(100,000)	0	0	0	0	(8,600)	(792)	1,729	283	2,380	(105,000)	(5,000)
10046	Benefits	Revs & Bens	C MASON	0	0	0	0	0	0	0	0	0	0	(2,400)	(3,203)	2,058	1,144	2,431	30	30
10187	Housing Benefits	Revs & Bens	C MASON	(136,900)	0	0	0	0	(136,900)	0	0	0	0	27,600	0	0	0	0	(109,300)	27,600
10263	Discretionary Discount Scheme	Revs & Bens	C MASON	15,000	0	0	0	0	15,000	0	0	0	0	5,000	0	0	0	0	20,000	5,000
10264	Council Tax Support Scheme	Revs & Bens	C MASON	51,000	(36,500)	0	0	0	14,500	0	0	0	0	(66,500)	0	0	0	0	(52,000)	(66,500)
10308	Revenue And Benefits Support	Revs & Bens	C MASON	20	0	0	0	0	20	0	0	0	0	(5,100)	(5,848)	2,793	4,302	3,843	10	(10)
10169	Energy Management	Facilities Mgmt - Public Realm	C MASON	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
10196	Garages	Facilities Mgmt - Public Realm	C MASON	500	0	0	0	0	500	0	0	0	0	0	0	0	0	0	500	0
10203	Off-Site Storage (Incl Decant)	Facilities Mgmt - Public Realm	C MASON	3,200	0	0	0	0	3,200	0	0	0	0	0	0	0	0	0	3,200	0
10229	Commissioning Services	CCTV, Control Centre	C MASON	86,340	0	0	0	0	86,340	0	0	0	0	(1,850)	224	684	0	942	86,340	0
10248	Harborough Innovation Cntr Hdc	HIC	LELLIOTT	(151,420)	0	0	322,081	(2,000)	168,661	(117,210)	(6,000)	0	0	(31,716)	1,405	1,527	2,967	2,101	21,735	(146,926)
10280	Hdcs Trading Account	Chief Executives	N PROUDFOOT/L ELLIOTT	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total				2,729,779	(36,500)	(42,000)	275,000	(2,000)	2,924,279	(420,885)	(6,000)	(203,306)	79,132	(64,450)	(20,611)	19,192	19,762	25,483	2,352,596	(571,683)

DETAILED BUDGET PAPERS 2022/23 - Finance

			Responsible Director	MTFS YEAR 1: 2023/24						MTFS YEAR 2: 2024/25							
Cost Centre	Cost Centre Description	Service		Previous Years Growth/Savings	Base Budget	Growth/Savings etc			Budget for Year	Variance to Budget	Previous Years Growth/Savings	Base Budget	Growth/Savings etc			Budget for Year	Variance to Budget
						BC25-T2/3 "Firm Savings"	BC25-T2/3 "More Work Needed"	HIC/GOC Income Generation					BC25-T2/3 "Firm Savings"	BC25-T2/3 "More Work Needed"	HIC/GOC Income Generation		
			£	£	£	£	£	£	£	£	£	£	£	£	£		
10025	Accountancy Services	Finance	C MASON	0	440,361	10,000	0	0	450,361	10,000		450,361	0	0	0	450,361	0
10029	Payroll	Finance	C MASON	0	22,500	0	0	0	22,500	0		22,500	0	0	0	22,500	0
10030	Insurance	Finance	C MASON	0	216,800	0	0	0	216,800	0	0	216,800	0	0	0	216,800	0
10048	Treasury Management	Finance	C MASON	0	9,500	0	0	0	9,500	0		9,500	0	0	0	9,500	0
10050	Interest & Investment Income	Finance	C MASON	(20,000)	(420,000)	0	0	0	(420,000)	0	(21,000)	(441,000)	0	0	0	(441,000)	0
10052	Non Distributed Costs	Finance	C MASON	0	58,000	0	0	0	58,000	0		58,000	0	0	0	58,000	0
10053	Corporate Managmnt (Resources)	Finance	C MASON	0	52,000	0	0	0	52,000	0		52,000	0	0	0	52,000	0
10301	The Symington Building	Facilities Mgmt - Public Realm	C MASON	0	12,993	0	0	0	12,993	0		12,993	0	0	0	12,993	0
10524	Pension Scheme	Finance	C MASON	0	72,500	0	0	0	72,500	0		72,500	0	0	0	72,500	0
10027	Internal Audit	CO (151), Assets, Internal Audit, GoS	C MASON	0	63,200	0	0	0	63,200	0		63,200	0	0	0	63,200	0
10202	Doddridge Road Offices	CO (151), Assets, Internal Audit, GoS	C MASON	0	(6,700)	0	0	0	(6,700)	0		(6,700)	0	0	0	(6,700)	0
10235	Corporate Asset Management	CO (151), Assets, Internal Audit, GoS	C MASON	0	242,305	(50,000)	0	0	192,305	(50,000)		192,305	0	0	0	192,305	0
10307	Grow On Space	CO (151), Assets, Internal Audit, GoS	LELLIOTT	0	96,360	(54,000)	0	(67,100)	(24,740)	(121,100)		(24,740)	47,000	0	(120,971)	(98,711)	(73,971)
10031	It Services	ICT	C MASON	0	615,530	(62,000)	0	0	553,530	(62,000)		553,530	0	0	0	553,530	0
10036	Telephony	ICT	C MASON	0	25,800	0	0	0	25,800	0		25,800	0	0	0	25,800	0
10040	Revenues & Benefits	Revs & Bens	C MASON	0	1,131,832	0	0	0	1,131,832	0		1,131,832	0	0	0	1,131,832	0
10042	Non Domestic Rates	Revs & Bens	C MASON	0	(165,900)	0	0	0	(165,900)	0		(165,900)	0	0	0	(165,900)	0
10044	Council Tax Collection Costs	Revs & Bens	C MASON	0	(105,000)	0	0	0	(105,000)	0		(105,000)	0	0	0	(105,000)	0
10046	Benefits	Revs & Bens	C MASON	0	30	0	0	0	30	0		30	0	0	0	30	0
10187	Housing Benefits	Revs & Bens	C MASON	0	(109,300)	0	0	0	(109,300)	0		(109,300)	0	0	0	(109,300)	0
10263	Discretionary Discount Scheme	Revs & Bens	C MASON	0	20,000	0	0	0	20,000	0		20,000	0	0	0	20,000	0
10264	Council Tax Support Scheme	Revs & Bens	C MASON	0	(52,000)	0	0	0	(52,000)	0		(52,000)	0	0	0	(52,000)	0
10308	Revenue And Benefits Support	Revs & Bens	C MASON	0	10	0	0	0	10	0		10	0	0	0	10	0
10169	Energy Management	Facilities Mgmt - Public Realm	C MASON	0	0	0	0	0	0	0		0	0	0	0	0	0
10196	Garages	Facilities Mgmt - Public Realm	C MASON	0	500	0	0	0	500	0		500	0	0	0	500	0
10203	Off-Site Storage (Incl Decant)	Facilities Mgmt - Public Realm	C MASON	0	3,200	0	0	0	3,200	0		3,200	0	0	0	3,200	0
10229	Commissioning Services	CCTV, Control Centre	C MASON	0	86,340	0	0	0	86,340	0		86,340	0	0	0	86,340	0
10248	Harborough Innovation Cntr Hdc	HIC	LELLIOTT	0	21,735	71,000	0	(121,090)	(28,355)	(50,090)		(28,355)	(18,000)	(1,000)	(64,762)	(112,117)	(83,762)
10280	Hdcs Trading Account	Chief Executives	N PROUDFOOT/L ELLIOTT	0	0	0	0	0	0	0		0	0	0	0	0	0
	Total			(20,000)	2,332,596	(85,000)	0	(188,190)	2,059,406	(273,190)	(21,000)	2,038,406	29,000	(1,000)	(185,733)	1,880,673	(157,733)

DETAILED BUDGET PAPERS 2022/23 - Finance

			Responsible Director	MTFS YEAR 3: 2025/26						MTFS YEAR 4: 2026/27					2027/28	
Cost Centre	Cost Centre Description	Service		Previous Years Growth/Savings	Base Budget	Growth/Savings etc		Budget for Year	Variance to Budget	Previous Years Growth/Savings	Base Budget	Growth/Savings etc		Budget for Year	Variance to Budget	Base Budget
						BC25-T2/3 "Firm Savings"	BC25-T2/3 "More Work"					BC25-T2/3 "Firm Savings"	BC25-T2/3 "More Work"			
			£	£	£	£	£	£	£	£	£	£	£	£	£	
10025	Accountancy Services	Finance	C MASON	0	450,361	0	0	450,361	0	0	450,361	0	0	450,361	0	450,361
10029	Payroll	Finance	C MASON	0	22,500	0	0	22,500	0	0	22,500	0	0	22,500	0	22,500
10030	Insurance	Finance	C MASON	0	216,800	0	0	216,800	0	0	216,800	0	0	216,800	0	216,800
10048	Treasury Management	Finance	C MASON	0	9,500	0	0	9,500	0	0	9,500	0	0	9,500	0	9,500
10050	Interest & Investment Income	Finance	C MASON	0	(441,000)	0	0	(441,000)	0	0	(441,000)	0	0	(441,000)	0	(441,000)
10052	Non Distributed Costs	Finance	C MASON	0	58,000	0	0	58,000	0	0	58,000	0	0	58,000	0	58,000
10053	Corporate Managmnt (Resources)	Finance	C MASON	0	52,000	0	0	52,000	0	0	52,000	0	0	52,000	0	52,000
10301	The Symington Building	Facilities Mgmt - Public Realm	C MASON	0	12,993	0	0	12,993	0	0	12,993	0	0	12,993	0	12,993
10524	Pension Scheme	Finance	C MASON	0	72,500	0	0	72,500	0	0	72,500	0	0	72,500	0	72,500
10027	Internal Audit	CO (151), Assets, Internal Audit, GoS	C MASON	0	63,200	0	0	63,200	0	0	63,200	0	0	63,200	0	63,200
10202	Doddridge Road Offices	CO (151), Assets, Internal Audit, GoS	C MASON	0	(6,700)	0	0	(6,700)	0	0	(6,700)	0	0	(6,700)	0	(6,700)
10235	Corporate Asset Management	CO (151), Assets, Internal Audit, GoS	C MASON	0	192,305	0	0	192,305	0	0	192,305	0	0	192,305	0	192,305
10307	Grow On Space	CO (151), Assets, Internal Audit, GoS	LELLIOTT	0	(98,711)	0	0	(98,711)	0	0	(98,711)	0	0	(98,711)	0	(98,711)
10031	It Services	ICT	C MASON	0	553,530	0	0	553,530	0	0	553,530	0	0	553,530	0	553,530
10036	Telephony	ICT	C MASON	0	25,800	0	0	25,800	0	0	25,800	0	0	25,800	0	25,800
10040	Revenues & Benefits	Revs & Bens	C MASON	0	1,131,832	0	0	1,131,832	0	0	1,131,832	0	0	1,131,832	0	1,131,832
10042	Non Domestic Rates	Revs & Bens	C MASON	0	(165,900)	0	0	(165,900)	0	0	(165,900)	0	0	(165,900)	0	(165,900)
10044	Council Tax Collection Costs	Revs & Bens	C MASON	0	(105,000)	0	0	(105,000)	0	0	(105,000)	0	0	(105,000)	0	(105,000)
10046	Benefits	Revs & Bens	C MASON	0	30	0	0	30	0	0	30	0	0	30	0	30
10187	Housing Benefits	Revs & Bens	C MASON	0	(109,300)	0	0	(109,300)	0	0	(109,300)	0	0	(109,300)	0	(109,300)
10263	Discretionary Discount Scheme	Revs & Bens	C MASON	0	20,000	0	0	20,000	0	0	20,000	0	0	20,000	0	20,000
10264	Council Tax Support Scheme	Revs & Bens	C MASON	0	(52,000)	0	0	(52,000)	0	0	(52,000)	0	0	(52,000)	0	(52,000)
10308	Revenue And Benefits Support	Revs & Bens	C MASON	0	10	0	0	10	0	0	10	0	0	10	0	10
10169	Energy Management	Facilities Mgmt - Public Realm	C MASON	0	0	0	0	0	0	0	0	0	0	0	0	0
10196	Garages	Facilities Mgmt - Public Realm	C MASON	0	500	0	0	500	0	0	500	0	0	500	0	500
10203	Off-Site Storage (Incl Decant)	Facilities Mgmt - Public Realm	C MASON	0	3,200	0	0	3,200	0	0	3,200	0	0	3,200	0	3,200
10229	Commissioning Services	CCTV, Control Centre	C MASON	0	86,340	0	0	86,340	0	0	86,340	0	0	86,340	0	86,340
10248	Harborough Innovation Cntr Hdc	HIC	LELLIOTT	0	(112,117)	0	0	(112,117)	0	0	(112,117)	0	0	(112,117)	0	(112,117)
10280	Hdcs Trading Account	Chief Executives	N PROUDFOOT/L ELLIOTT	0	0	0	0	0	0	0	0	0	0	0	0	0
	Total			0	1,880,673	0	0	1,880,673	0	0	1,880,673	0	0	1,880,673	0	1,880,673

DETAILED BUDGET PAPERS 2022/23 - Planning, Environment & Waste

			Responsible Director	NEW BUDGET YEAR : 2022/23	MTFS YEAR 1: 2023/24	MTFS YEAR 2: 2024/25	MTFS YEAR 3: 2025/26	MTFS YEAR 4: 2026/27	2027/28
Cost Centre	Cost Centre Description	Service		Budget for Year	Budget for Year	Budget for Year	Budget for Year	Budget for Year	Base Budget
				£	£	£	£	£	£
10026	Health & Safety	Operational Services	J EVANS	26,985	26,985	26,985	26,985	26,985	26,985
10088	Street Cleaning	Operational Services	J EVANS	941,533	941,533	941,533	941,533	941,533	941,533
10125	Open Spaces & Amenity Areas	Operational Services	J EVANS	183,351	183,351	183,351	183,351	183,351	183,351
10140	S.E. Allotments	Operational Services	J EVANS	(1,034)	(1,034)	(1,034)	(1,034)	(1,034)	(1,034)
10147	S.E. Market Harbour Recn	Operational Services	J EVANS	264,603	264,603	264,603	264,603	264,603	264,603
10148	S.E. Lutterworth Recn / Park	Operational Services	J EVANS	39,084	39,084	39,084	39,084	39,084	39,084
10159	Trade Refuse	Operational Services	J EVANS	(241,167)	(241,167)	(241,167)	(241,167)	(241,167)	(241,167)
10160	Waste Management	Operational Services	J EVANS	397,722	397,722	397,722	397,722	397,722	397,722
10161	Residual Waste Collections	Operational Services	J EVANS	1,317,380	1,237,380	1,237,380	1,237,380	1,237,380	1,237,380
10162	Recycling Collections	Operational Services	J EVANS	1,106,798	1,106,798	1,106,798	1,106,798	1,106,798	1,106,798
10197	External Grounds Maintenance	Operational Services	J EVANS	(58,619)	(58,619)	(58,619)	(58,619)	(58,619)	(58,619)
10242	S.E. Fleckney	Operational Services	J EVANS	316	316	316	316	316	316
10243	S.E. Great Glen	Operational Services	J EVANS	2,515	2,515	2,515	2,515	2,515	2,515
10244	S.E. Scraptoft	Operational Services	J EVANS	5,589	5,589	5,589	5,589	5,589	5,589
10246	S.E. Broughton Astley	Operational Services	J EVANS	12,145	12,145	12,145	12,145	12,145	12,145
10272	Flytipping	Operational Services	J EVANS	20,000	20,000	20,000	20,000	20,000	20,000
10010	Development Control	Development Control, Enforcement	D ATKINSON	(532,054)	(582,054)	(632,054)	(632,054)	(632,054)	(632,054)
10016	Archaeological & Ecolog Advice	Development Control, Enforcement	D ATKINSON	44,775	44,775	44,775	44,775	44,775	44,775
10019	Footpath/Bridleway Orders	Development Control, Enforcement	D ATKINSON	(1,100)	(1,100)	(1,100)	(1,100)	(1,100)	(1,100)
10084	Enforcement	Development Control, Enforcement	D ATKINSON	933	933	933	933	933	933
10151	Planning Enforcement	Development Control, Enforcement	D ATKINSON	188,240	188,240	188,240	188,240	188,240	188,240
10081	Quick Response Team	Facilities Mgmt - Public Realm	C MASON	(70,200)	(70,200)	(70,200)	(70,200)	(70,200)	(70,200)
10082	Abandoned Vehicles	Facilities Mgmt - Public Realm	C MASON	2,200	2,200	2,200	2,200	2,200	2,200
10086	District-Wide Bus Shelters	Facilities Mgmt - Public Realm	C MASON	3,400	3,400	3,400	3,400	3,400	3,400
10089	Street Furniture Etc	Facilities Mgmt - Public Realm	C MASON	13,107	13,107	13,107	13,107	13,107	13,107
10115	S.E. Public Conveniences	Facilities Mgmt - Public Realm	C MASON	27,754	27,754	27,754	27,754	27,754	27,754
10145	S.E. Thurnby	Facilities Mgmt - Public Realm	C MASON	31,454	31,454	31,454	31,454	31,454	31,454
10170	Flood Prevent & Land Drainage	Facilities Mgmt - Public Realm	C MASON	17,000	17,000	17,000	17,000	17,000	17,000
10245	S.E. War Memorial/Public Realm	Facilities Mgmt - Public Realm	C MASON	16,060	16,060	16,060	16,060	16,060	16,060
10009	Section 106 Agreements	Strategic Planning/Policy	D ATKINSON	6,220	6,220	6,220	6,220	6,220	6,220
10013	Env Enhancemnts/Conservtn	Strategic Planning/Policy	D ATKINSON	0	0	0	0	0	0
10112	Planning Policy	Strategic Planning/Policy	D ATKINSON	250,820	250,820	250,820	250,820	250,820	250,820
10207	Local Plan Evidence	Strategic Planning/Policy	D ATKINSON	277,300	277,300	277,300	277,300	277,300	277,300
10208	Local Plan General	Strategic Planning/Policy	D ATKINSON	0	0	0	0	0	0
10011	Building Control	Building Control	D ATKINSON	64,861	65,861	39,861	39,861	39,861	39,861
10150	Environmental Health	Car Parking, Lightbulb etc	J EVANS	550,340	550,340	550,340	550,340	550,340	550,340
10175	Pest/Dog Services	Car Parking, Lightbulb etc	J EVANS	25,700	25,700	25,700	25,700	25,700	25,700
10219	Head Of Planning	CO (Planning), Eco Strategy (Talent)	D ATKINSON	115,210	115,210	115,210	115,210	115,210	115,210
10205	Neighbourhood Plan	Strategic Planning/Policy	D ATKINSON	(60,000)	(60,000)	(60,000)	(60,000)	(60,000)	(60,000)
	Total			4,989,221	4,860,221	4,784,221	4,784,221	4,784,221	4,784,221

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DETAILED BUDGET PAPERS 2022/23 - Planning, Environment & Waste

			Responsible Director	NEW BUDGET YEAR : 2022/23																
Cost Centre	Cost Centre Description	Service		Previous Years Approved Base Budget	Previous Years Growth/Savings	BC25-T2/3 "Firm Savings"	BC25-T2/3 "More Work Needed Savings"	Base Budget	Growth/Savings etc										Budget for Year	Variance to Budget
									BC25-T2/3 "Firm Savings"	BC25-T2/3 "More Work Needed Savings"	FCC Inflation at 4.84%	Inflation	Savings	Permanent virements	Other payroll changes	1.25% National insurance increase	2022/23 Scale point increment	2021/22 Pay award of 1.75%		
			£	£			£	£	£	£	£	£	£	£	£	£	£	£	£	£
10026	Health & Safety	Operational Services	J EVANS	26,475	0	0	0	26,475	0	0	0	0	0	0	(150)	328	0	332	26,985	510
10088	Street Cleaning	Operational Services	J EVANS	907,845	0	0	0	907,845	0	0	43,688	0	0	(10,000)	0	0	0	0	941,533	33,688
10125	Open Spaces & Amenity Areas	Operational Services	J EVANS	205,869	(32,000)	0	0	173,869	0	0	9,482	0	0	0	0	0	0	0	183,351	9,482
10140	S.E. Allotments	Operational Services	J EVANS	(928)	0	0	0	(928)	0	0	80	(186)	0	0	0	0	0	0	(1,034)	(106)
10147	S.E. Market Harborough Recn	Operational Services	J EVANS	256,973	0	0	0	256,973	0	0	8,130	(500)	0	0	0	0	0	0	264,603	7,630
10148	S.E. Lutterworth Recn / Park	Operational Services	J EVANS	37,635	0	0	0	37,635	0	0	1,449	0	0	0	0	0	0	0	39,084	1,449
10159	Trade Refuse	Operational Services	J EVANS	(191,167)	(50,000)	0	0	(241,167)	0	0	8,128	(8,128)	0	0	0	0	0	0	(241,167)	0
10160	Waste Management	Operational Services	J EVANS	323,292	0	0	0	323,292	0	0	0	0	0	65,000	2,473	2,928	0	4,029	397,722	74,430
10161	Residual Waste Collections	Operational Services	J EVANS	1,278,685	0	0	0	1,278,685	0	0	58,695	0	0	(20,000)	0	0	0	0	1,317,380	38,695
10162	Recycling Collections	Operational Services	J EVANS	1,049,656	0	0	0	1,049,656	(3,770)	0	81,512	0	(10,600)	(10,000)	0	0	0	0	1,106,798	57,142
10197	External Grounds Maintenance	Operational Services	J EVANS	(43,619)	0	0	0	(43,619)	0	0	0	0	0	(15,000)	0	0	0	0	(58,619)	(15,000)
10242	S.E. Fleckney	Operational Services	J EVANS	300	0	0	0	300	0	0	16	0	0	0	0	0	0	0	316	16
10243	S.E. Great Glen	Operational Services	J EVANS	2,400	0	0	0	2,400	0	0	115	0	0	0	0	0	0	0	2,515	115
10244	S.E. Scraptoft	Operational Services	J EVANS	5,400	0	0	0	5,400	0	0	189	0	0	0	0	0	0	0	5,589	189
10246	S.E. Broughton Astley	Operational Services	J EVANS	11,600	0	0	0	11,600	0	0	545	0	0	0	0	0	0	0	12,145	545
10272	Flytipping	Operational Services	J EVANS	30,000	0	0	0	30,000	0	0	0	0	0	(10,000)	0	0	0	0	20,000	(10,000)
10010	Development Control	Development Control, Enforcement	D ATKINSON	(239,296)	(50,000)	(45,818)	0	(335,114)	(11,800)	(200,000)	0	0	0	0	(2,828)	7,771	0	9,917	(532,054)	(196,940)
10016	Archaeological & Ecolog Advice	Development Control, Enforcement	D ATKINSON	46,775	0	0	0	46,775	(2,000)	0	0	0	0	0	0	0	0	0	44,775	(2,000)
10019	Footpath/Bridleway Orders	Development Control, Enforcement	D ATKINSON	(1,000)	0	0	0	(1,000)	0	0	0	(100)	0	0	0	0	0	0	(1,100)	(100)
10084	Enforcement	Development Control, Enforcement	D ATKINSON	15,943	0	0	0	15,943	(15,000)	0	0	0	0	0	(10)	0	0	0	933	(15,010)
10151	Planning Enforcement	Development Control, Enforcement	D ATKINSON	199,240	0	(17,000)	0	182,240	(3,000)	0	0	0	0	0	4,906	1,725	0	2,369	188,240	6,000
10081	Quick Response Team	Facilities Mgmt - Public Realm	C MASON	16,810	0	(66,000)	0	(49,190)	(22,000)	0	0	0	0	0	278	300	0	412	(70,200)	(21,010)
10082	Abandoned Vehicles	Facilities Mgmt - Public Realm	C MASON	2,200	0	0	0	2,200	0	0	0	0	0	0	0	0	0	0	2,200	0
10086	District-Wide Bus Shelters	Facilities Mgmt - Public Realm	C MASON	3,400	0	0	0	3,400	0	0	0	0	0	0	0	0	0	0	3,400	0
10089	Street Furniture Etc	Facilities Mgmt - Public Realm	C MASON	12,700	0	0	0	12,700	0	0	407	0	0	0	0	0	0	0	13,107	407
10115	S.E. Public Conveniences	Facilities Mgmt - Public Realm	C MASON	27,101	0	0	0	27,101	0	0	653	0	0	0	0	0	0	0	27,754	653
10145	S.E. Thurnby	Facilities Mgmt - Public Realm	C MASON	30,400	0	0	0	30,400	0	0	1,054	0	0	0	0	0	0	0	31,454	1,054
10170	Flood Prevent & Land Drainage	Facilities Mgmt - Public Realm	C MASON	17,000	0	0	0	17,000	0	0	0	0	0	0	0	0	0	0	17,000	0
10245	S.E. War Memorial/Public Realm	Facilities Mgmt - Public Realm	C MASON	15,200	0	0	0	15,200	0	0	860	0	0	0	0	0	0	0	16,060	860
10009	Section 106 Agreements	Strategic Planning/Policy	D ATKINSON	5,280	0	0	0	5,280	0	0	0	0	0	0	0	407	0	533	6,220	940
10013	Env Enhancemnts/Conservtn	Strategic Planning/Policy	D ATKINSON	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
10112	Planning Policy	Strategic Planning/Policy	D ATKINSON	245,060	0	0	0	245,060	0	0	0	0	0	0	903	2,049	0	2,808	250,820	5,760
10207	Local Plan Evidence	Strategic Planning/Policy	D ATKINSON	301,300	0	(10,000)	(8,000)	283,300	0	(6,000)	0	0	0	0	0	0	0	0	277,300	(6,000)
10208	Local Plan General	Strategic Planning/Policy	D ATKINSON	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
10011	Building Control	Building Control	D ATKINSON	66,050	0	0	7,000	73,050	0	7,000	0	(10,700)	0	0	(7,535)	1,313	0	1,733	64,861	(8,189)
10150	Environmental Health	Car Parking, Lightbulb etc	J EVANS	543,550	0	0	0	543,550	(2,000)	0	0	0	(3,000)	0	(2,865)	4,811	3,223	6,621	550,340	6,790
10175	Pest/Dog Services	Car Parking, Lightbulb etc	J EVANS	25,700	0	0	0	25,700	0	0	0	0	0	0	0	0	0	0	25,700	0
10219	Head Of Planning	CO (Planning), Eco Strategy (Talent)	D ATKINSON	108,170	0	0	0	108,170	0	0	0	0	0	0	4,733	971	0	1,336	115,210	7,040
10205	Neighbourhood Plan	Strategic Planning/Policy	D ATKINSON	0	0	(60,000)	0	(60,000)	0	0	0	0	0	0	0	0	0	0	(60,000)	0
Total				5,341,999	(132,000)	(198,818)	(1,000)	5,010,181	(59,570)	(199,000)	215,003	(19,614)	(13,600)	0	(95)	22,603	3,223	30,090	4,989,221	(20,960)

DETAILED BUDGET PAPERS 2022/23 - Planning, Environment & Waste

			Responsible Director	MTFS YEAR 1: 2023/24						MTFS YEAR 2: 2024/25					
Cost Centre	Cost Centre Description	Service		Previous Years Growth/Savings	Base Budget	Growth/Savings etc		Budget for Year	Variance to Budget	Previous Years Growth/Savings	Base Budget	Growth/Savings etc		Budget for Year	Variance to Budget
						BC25-T2/3 "Firm Savings"	BC25-T2/3 "More Work Needed Savings"					BC25-T2/3 "Firm Savings"	BC25-T2/3 "More Work Needed Savings"		
				£	£	£	£	£	£	£	£	£	£	£	£
10026	Health & Safety	Operational Services	J EVANS	0	26,985	0	0	26,985	0	0	26,985	0	0	26,985	0
10088	Street Cleaning	Operational Services	J EVANS	0	941,533	0	0	941,533	0	0	941,533	0	0	941,533	0
10125	Open Spaces & Amenity Areas	Operational Services	J EVANS	0	183,351	0	0	183,351	0	0	183,351	0	0	183,351	0
10140	S.E. Allotments	Operational Services	J EVANS	0	(1,034)	0	0	(1,034)	0	0	(1,034)	0	0	(1,034)	0
10147	S.E. Market Harborough Recn	Operational Services	J EVANS	0	264,603	0	0	264,603	0	0	264,603	0	0	264,603	0
10148	S.E. Lutterworth Recn / Park	Operational Services	J EVANS	0	39,084	0	0	39,084	0	0	39,084	0	0	39,084	0
10159	Trade Refuse	Operational Services	J EVANS	0	(241,167)	0	0	(241,167)	0	0	(241,167)	0	0	(241,167)	0
10160	Waste Management	Operational Services	J EVANS	0	397,722	0	0	397,722	0	0	397,722	0	0	397,722	0
10161	Residual Waste Collections	Operational Services	J EVANS	(80,000)	1,237,380	0	0	1,237,380	0	0	1,237,380	0	0	1,237,380	0
10162	Recycling Collections	Operational Services	J EVANS	0	1,106,798	0	0	1,106,798	0	0	1,106,798	0	0	1,106,798	0
10197	External Grounds Maintenance	Operational Services	J EVANS	0	(58,619)	0	0	(58,619)	0	0	(58,619)	0	0	(58,619)	0
10242	S.E. Fleckney	Operational Services	J EVANS	0	316	0	0	316	0	0	316	0	0	316	0
10243	S.E. Great Glen	Operational Services	J EVANS	0	2,515	0	0	2,515	0	0	2,515	0	0	2,515	0
10244	S.E. Scraftoft	Operational Services	J EVANS	0	5,589	0	0	5,589	0	0	5,589	0	0	5,589	0
10246	S.E. Broughton Astley	Operational Services	J EVANS	0	12,145	0	0	12,145	0	0	12,145	0	0	12,145	0
10272	Flytipping	Operational Services	J EVANS	0	20,000	0	0	20,000	0	0	20,000	0	0	20,000	0
10010	Development Control	Development Control, Enforcement	D ATKINSON	(50,000)	(582,054)	0	0	(582,054)	0	(50,000)	(632,054)	0	0	(632,054)	0
10016	Archaeological & Ecolog Advice	Development Control, Enforcement	D ATKINSON	0	44,775	0	0	44,775	0	0	44,775	0	0	44,775	0
10019	Footpath/Bridleway Orders	Development Control, Enforcement	D ATKINSON	0	(1,100)	0	0	(1,100)	0	0	(1,100)	0	0	(1,100)	0
10084	Enforcement	Development Control, Enforcement	D ATKINSON	0	933	0	0	933	0	0	933	0	0	933	0
10151	Planning Enforcement	Development Control, Enforcement	D ATKINSON	0	188,240	0	0	188,240	0	0	188,240	0	0	188,240	0
10081	Quick Response Team	Facilities Mgmt - Public Realm	C MASON	0	(70,200)	0	0	(70,200)	0	0	(70,200)	0	0	(70,200)	0
10082	Abandoned Vehicles	Facilities Mgmt - Public Realm	C MASON	0	2,200	0	0	2,200	0	0	2,200	0	0	2,200	0
10086	District-Wide Bus Shelters	Facilities Mgmt - Public Realm	C MASON	0	3,400	0	0	3,400	0	0	3,400	0	0	3,400	0
10089	Street Furniture Etc	Facilities Mgmt - Public Realm	C MASON	0	13,107	0	0	13,107	0	0	13,107	0	0	13,107	0
10115	S.E. Public Conveniences	Facilities Mgmt - Public Realm	C MASON	0	27,754	0	0	27,754	0	0	27,754	0	0	27,754	0
10145	S.E. Thurnby	Facilities Mgmt - Public Realm	C MASON	0	31,454	0	0	31,454	0	0	31,454	0	0	31,454	0
10170	Flood Prevent & Land Drainage	Facilities Mgmt - Public Realm	C MASON	0	17,000	0	0	17,000	0	0	17,000	0	0	17,000	0
10245	S.E. War Memorial/Public Realm	Facilities Mgmt - Public Realm	C MASON	0	16,060	0	0	16,060	0	0	16,060	0	0	16,060	0
10009	Section 106 Agreements	Strategic Planning/Policy	D ATKINSON	0	6,220	0	0	6,220	0	0	6,220	0	0	6,220	0
10013	Env Enhancemnts/Conservtn	Strategic Planning/Policy	D ATKINSON	0	0	0	0	0	0	0	0	0	0	0	0
10112	Planning Policy	Strategic Planning/Policy	D ATKINSON	0	250,820	0	0	250,820	0	0	250,820	0	0	250,820	0
10207	Local Plan Evidence	Strategic Planning/Policy	D ATKINSON	0	277,300	0	0	277,300	0	0	277,300	0	0	277,300	0
10208	Local Plan General	Strategic Planning/Policy	D ATKINSON	0	0	0	0	0	0	0	0	0	0	0	0
10011	Building Control	Building Control	D ATKINSON	0	64,861	0	1,000	65,861	1,000	0	65,861	0	(26,000)	39,861	(26,000)
10150	Environmental Health	Car Parking, Lightbulb etc	J EVANS	0	550,340	0	0	550,340	0	0	550,340	0	0	550,340	0
10175	Pest/Dog Services	Car Parking, Lightbulb etc	J EVANS	0	25,700	0	0	25,700	0	0	25,700	0	0	25,700	0
10219	Head Of Planning	CO (Planning), Eco Strategy (Talent)	D ATKINSON	0	115,210	0	0	115,210	0	0	115,210	0	0	115,210	0
10205	Neighbourhood Plan	Strategic Planning/Policy	D ATKINSON	0	(60,000)	0	0	(60,000)	0	0	(60,000)	0	0	(60,000)	0
	Total			(130,000)	4,859,221	0	1,000	4,860,221	1,000	(50,000)	4,810,221	0	(26,000)	4,784,221	(26,000)

DETAILED BUDGET PAPERS 2022/23 - Planning, Environment & Waste

			Responsible Director	MTFS YEAR 3: 2025/26						MTFS YEAR 4: 2026/27						2027/28
Cost Centre	Cost Centre Description	Service		Previous Years Growth/Savings	Base Budget	Growth/Savings etc		Budget for Year	Variance to Budget	Previous Years Growth/Savings	Base Budget	Growth/Savings etc		Budget for Year	Variance to Budget	Base Budget
						BC25-T2/3 "Firm Savings"	BC25-T2/3 "More Work Needed Savings"					BC25-T2/3 "Firm Savings"	BC25-T2/3 "More Work Needed Savings"			
			£	£	£	£	£	£	£	£	£	£	£	£	£	
10026	Health & Safety	Operational Services	J EVANS	0	26,985	0	0	26,985	0	0	26,985	0	0	26,985	0	26,985
10088	Street Cleaning	Operational Services	J EVANS	0	941,533	0	0	941,533	0	0	941,533	0	0	941,533	0	941,533
10125	Open Spaces & Amenity Areas	Operational Services	J EVANS	0	183,351	0	0	183,351	0	0	183,351	0	0	183,351	0	183,351
10140	S.E. Allotments	Operational Services	J EVANS	0	(1,034)	0	0	(1,034)	0	0	(1,034)	0	0	(1,034)	0	(1,034)
10147	S.E. Market Harborough Recn	Operational Services	J EVANS	0	264,603	0	0	264,603	0	0	264,603	0	0	264,603	0	264,603
10148	S.E. Lutterworth Recn / Park	Operational Services	J EVANS	0	39,084	0	0	39,084	0	0	39,084	0	0	39,084	0	39,084
10159	Trade Refuse	Operational Services	J EVANS	0	(241,167)	0	0	(241,167)	0	0	(241,167)	0	0	(241,167)	0	(241,167)
10160	Waste Management	Operational Services	J EVANS	0	397,722	0	0	397,722	0	0	397,722	0	0	397,722	0	397,722
10161	Residual Waste Collections	Operational Services	J EVANS	0	1,237,380	0	0	1,237,380	0	0	1,237,380	0	0	1,237,380	0	1,237,380
10162	Recycling Collections	Operational Services	J EVANS	0	1,106,798	0	0	1,106,798	0	0	1,106,798	0	0	1,106,798	0	1,106,798
10197	External Grounds Maintenance	Operational Services	J EVANS	0	(58,619)	0	0	(58,619)	0	0	(58,619)	0	0	(58,619)	0	(58,619)
10242	S.E. Fleckney	Operational Services	J EVANS	0	316	0	0	316	0	0	316	0	0	316	0	316
10243	S.E. Great Glen	Operational Services	J EVANS	0	2,515	0	0	2,515	0	0	2,515	0	0	2,515	0	2,515
10244	S.E. Scraftoft	Operational Services	J EVANS	0	5,589	0	0	5,589	0	0	5,589	0	0	5,589	0	5,589
10246	S.E. Broughton Astley	Operational Services	J EVANS	0	12,145	0	0	12,145	0	0	12,145	0	0	12,145	0	12,145
10272	Flytipping	Operational Services	J EVANS	0	20,000	0	0	20,000	0	0	20,000	0	0	20,000	0	20,000
10010	Development Control	Development Control, Enforcement	D ATKINSON	0	(632,054)	0	0	(632,054)	0	0	(632,054)	0	0	(632,054)	0	(632,054)
10016	Archaeological & Ecolog Advice	Development Control, Enforcement	D ATKINSON	0	44,775	0	0	44,775	0	0	44,775	0	0	44,775	0	44,775
10019	Footpath/Bridleway Orders	Development Control, Enforcement	D ATKINSON	0	(1,100)	0	0	(1,100)	0	0	(1,100)	0	0	(1,100)	0	(1,100)
10084	Enforcement	Development Control, Enforcement	D ATKINSON	0	933	0	0	933	0	0	933	0	0	933	0	933
10151	Planning Enforcement	Development Control, Enforcement	D ATKINSON	0	188,240	0	0	188,240	0	0	188,240	0	0	188,240	0	188,240
10081	Quick Response Team	Facilities Mgmt - Public Realm	C MASON	0	(70,200)	0	0	(70,200)	0	0	(70,200)	0	0	(70,200)	0	(70,200)
10082	Abandoned Vehicles	Facilities Mgmt - Public Realm	C MASON	0	2,200	0	0	2,200	0	0	2,200	0	0	2,200	0	2,200
10086	District-Wide Bus Shelters	Facilities Mgmt - Public Realm	C MASON	0	3,400	0	0	3,400	0	0	3,400	0	0	3,400	0	3,400
10089	Street Furniture Etc	Facilities Mgmt - Public Realm	C MASON	0	13,107	0	0	13,107	0	0	13,107	0	0	13,107	0	13,107
10115	S.E. Public Conveniences	Facilities Mgmt - Public Realm	C MASON	0	27,754	0	0	27,754	0	0	27,754	0	0	27,754	0	27,754
10145	S.E. Thurnby	Facilities Mgmt - Public Realm	C MASON	0	31,454	0	0	31,454	0	0	31,454	0	0	31,454	0	31,454
10170	Flood Prevent & Land Drainage	Facilities Mgmt - Public Realm	C MASON	0	17,000	0	0	17,000	0	0	17,000	0	0	17,000	0	17,000
10245	S.E. War Memorial/Public Realm	Facilities Mgmt - Public Realm	C MASON	0	16,060	0	0	16,060	0	0	16,060	0	0	16,060	0	16,060
10009	Section 106 Agreements	Strategic Planning/Policy	D ATKINSON	0	6,220	0	0	6,220	0	0	6,220	0	0	6,220	0	6,220
10013	Env Enhancemnts/Conservtn	Strategic Planning/Policy	D ATKINSON	0	0	0	0	0	0	0	0	0	0	0	0	0
10112	Planning Policy	Strategic Planning/Policy	D ATKINSON	0	250,820	0	0	250,820	0	0	250,820	0	0	250,820	0	250,820
10207	Local Plan Evidence	Strategic Planning/Policy	D ATKINSON	0	277,300	0	0	277,300	0	0	277,300	0	0	277,300	0	277,300
10208	Local Plan General	Strategic Planning/Policy	D ATKINSON	0	0	0	0	0	0	0	0	0	0	0	0	0
10011	Building Control	Building Control	D ATKINSON	0	39,861	0	0	39,861	0	0	39,861	0	0	39,861	0	39,861
10150	Environmental Health	Car Parking, Lightbulb etc	J EVANS	0	550,340	0	0	550,340	0	0	550,340	0	0	550,340	0	550,340
10175	Pest/Dog Services	Car Parking, Lightbulb etc	J EVANS	0	25,700	0	0	25,700	0	0	25,700	0	0	25,700	0	25,700
10219	Head Of Planning	CO (Planning), Eco Strategy (Talent)	D ATKINSON	0	115,210	0	0	115,210	0	0	115,210	0	0	115,210	0	115,210
10205	Neighbourhood Plan	Strategic Planning/Policy	D ATKINSON	0	(60,000)	0	0	(60,000)	0	0	(60,000)	0	0	(60,000)	0	(60,000)
	Total			0	4,784,221	0	0	4,784,221	0	0	4,784,221	0	0	4,784,221	0	4,784,221

DETAILED BUDGET PAPERS 2021/22 - Wellbeing, Communities & Housing

			Responsible Director	NEW BUDGET YEAR: 2022/23	MTFS YEAR 1: 2023/24	MTFS YEAR 2: 2024/25	MTFS YEAR 3: 2025/26	MTFS YEAR 4: 2026/27	2027/28
Cost Centre	Cost Centre Description	Service		Budget for Year	Budget for Year	Budget for Year	Budget for Year	Budget for Year	Base Budget
				£	£	£	£	£	£
10122	Physical Activity	Recreation	J EVANS	84,871	84,871	84,871	84,871	84,871	84,871
10124	Recreation Development	Recreation	J EVANS	176,720	76,720	36,720	36,720	36,720	36,720
10136	Youth Awareness Initiatives	Corporate Support	J EVANS	0	0	0	0	0	0
10155	Health Services	Car Parking, Lightbulb etc	J EVANS	(4,090)	(4,090)	(4,090)	(4,090)	(4,090)	(4,090)
10239	Lightbulb Social Care	Car Parking, Lightbulb etc	J EVANS	33,000	33,000	33,000	33,000	33,000	33,000
10260	Head Of Communities	CO, Communities	J EVANS	112,030	112,030	112,030	112,030	112,030	112,030
10241	Anniversary Events	CO, Communities	J EVANS	2,000	2,000	2,000	2,000	2,000	2,000
10179	Flat 51 Eden Ct. Adam & Eve St	Housing & Homelessness	J EVANS	(23,800)	(53,800)	(53,800)	(53,800)	(53,800)	(53,800)
10188	Homelessness	Housing & Homelessness	J EVANS	85,276	85,276	85,276	85,276	85,276	85,276
10201	Housing Services	Housing & Homelessness	J EVANS	484,340	455,340	455,340	455,340	455,340	455,340
10076	Grants To External Bodies	Grants, Parishes & Community Safety	J EVANS	142,250	122,250	122,250	122,250	122,250	122,250
10077	Advice To Parishes	Grants, Parishes & Community Safety	J EVANS	46,120	46,120	46,120	46,120	46,120	46,120
10121	Safer Communities Laa Fund	Grants, Parishes & Community Safety	J EVANS	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
10168	Community Safety	Grants, Parishes & Community Safety	J EVANS	90,880	90,880	90,880	90,880	90,880	90,880
10270	Local Lottery	Grants, Parishes & Community Safety	J EVANS	(10,000)	(13,000)	(13,000)	(13,000)	(13,000)	(13,000)
10017	S.E. Harborough In Bloom	Community Partnerships	J EVANS	7,000	7,000	7,000	7,000	7,000	7,000
10265	Community Partnerships	Community Partnerships	J EVANS	80,640	80,640	80,640	80,640	80,640	80,640
Total				1,302,237	1,120,237	1,080,237	1,080,237	1,080,237	1,080,237

DETAILED BUDGET PAPERS 2021/22 - Wellbeing, Communities & Housing

			Responsible Director	NEW BUDGET YEAR: 2022/23																	
Cost Centre	Cost Centre Description	Service		Previous Years Approved Base Budget £	Previous Years Growth/Savings £	BC25-T2/3 "Firm Savings"	BC25-T2/3 "More Work Needed Savings"	Base Budget £	Growth/Savings etc										Budget for Year £	Variance to Budget £	
									BC25-T2/3 "Firm Savings" £	BC25-T2/3 "More Work Needed" £	Inflation £	Savings £	Other costs £	Permanent virements £	Other payroll changes £	1.25% National insurance increase £	2022/23 Scale point increment £	2021/22 Pay award of 1.75% £			
10122	Physical Activity	Recreation	J EVANS	103,481	0	(37,000)		66,481	16,000	0	0	0	0	0	0	0	1,007	0	1,383	84,871	18,390
10124	Recreation Development	Recreation	J EVANS	(109,190)	0	253,000		143,810	(133,000)	0	0	(300)	165,000	0	0	(716)	661	356	909	176,720	32,910
10136	Youth Awareness Initiatives	Corporate Support	J EVANS	0	0	0		0	0	0	0	0	0	0	0	0	0	0	0	0	0
10155	Health Services	Car Parking, Lightbulb etc	J EVANS	(4,090)	0	0		(4,090)	0	0	0	0	0	0	0	0	0	0	0	(4,090)	0
10239	Lightbulb Social Care	Car Parking, Lightbulb etc	J EVANS	48,000	0	(15,000)		33,000	0	0	0	0	0	0	0	0	0	0	0	33,000	0
10260	Head Of Communities	CO, Communities	J EVANS	110,480	0	0		110,480	0	0	0	(1,100)	0	0	(1,082)	955	1,467	1,310	112,030	1,550	
10241	Anniversary Events	CO, Communities	J EVANS	2,000	0	0		2,000	0	0	0	0	0	0	0	0	0	0	0	2,000	0
10179	Flat 51 Eden Ct. Adam & Eve St	Housing & Homelessness	J EVANS	(23,800)	0	0		(23,800)	0	0	0	0	0	0	0	0	0	0	0	(23,800)	0
10188	Homelessness	Housing & Homelessness	J EVANS	150,276	(65,000)	0		85,276	0	0	0	0	0	0	0	0	0	0	0	85,276	0
10201	Housing Services	Housing & Homelessness	J EVANS	470,400	31,000	0		501,400	0	0	0	(26,150)	0	0	(4,081)	3,819	4,047	5,305	484,340	(17,060)	
10076	Grants To External Bodies	Grants, Parishes & Community Safety	J EVANS	177,140	(50,000)	0		127,140	0	0	0	0	15,000	0	(331)	186	0	255	142,250	15,110	
10077	Advice To Parishes	Grants, Parishes & Community Safety	J EVANS	46,180	0	0		46,180	0	0	0	(1,000)	0	0	(854)	387	874	533	46,120	(60)	
10121	Safer Communities Laa Fund	Grants, Parishes & Community Safety	J EVANS	(5,000)	0	0		(5,000)	0	0	0	0	0	0	0	0	0	0	(5,000)	0	
10168	Community Safety	Grants, Parishes & Community Safety	J EVANS	89,470	0	0		89,470	0	0	0	0	0	0	(463)	681	255	937	90,880	1,410	
10270	Local Lottery	Grants, Parishes & Community Safety	J EVANS	(7,000)	(3,000)	0		(10,000)	0	0	0	0	0	0	0	0	0	0	0	(10,000)	0
10017	S.E. Harborough In Bloom	Community Partnerships	J EVANS	7,000	0	0		7,000	0	0	0	0	0	0	0	0	0	0	0	7,000	0
10265	Community Partnerships	Community Partnerships	J EVANS	78,790	0	0		78,790	0	0	0	0	0	0	224	684	0	942	80,640	1,850	
	Total			1,134,137	(87,000)	201,000	0	1,248,137	(117,000)	0	0	(28,550)	180,000	0	(7,303)	8,380	6,999	11,574	1,302,237	54,100	

DETAILED BUDGET PAPERS 2021/22 - Wellbeing, Communities & Housing

			Responsible Director	MTFS YEAR 1: 2023/24						MTFS YEAR 2: 2024/25					
Cost Centre	Cost Centre Description	Service		Previous Years Growth/Savings £	Base Budget £	Growth/Savings etc		Budget for Year £	Variance to Budget £	Previous Years Growth/Savings £	Base Budget £	Growth/Savings etc		Budget for Year £	Variance to Budget £
						BC25-T2/3 "Firm Savings" £	BC25-T2/3 "More Work Needed" £					BC25-T2/3 "Firm Savings" £	BC25-T2/3 "More Work Needed" £		
10122	Physical Activity	Recreation	J EVANS	0	84,871	0	0	84,871	0	0	84,871	0	0	84,871	0
10124	Recreation Development	Recreation	J EVANS	0	176,720	(100,000)	0	76,720	(100,000)	0	76,720	(40,000)	0	36,720	(40,000)
10136	Youth Awareness Initiatives	Corporate Support	J EVANS	0	0	0	0	0	0	0	0	0	0	0	0
10155	Health Services	Car Parking, Lightbulb etc	J EVANS	0	(4,090)	0	0	(4,090)	0	0	(4,090)	0	0	(4,090)	0
10239	Lightbulb Social Care	Car Parking, Lightbulb etc	J EVANS	0	33,000	0	0	33,000	0	0	33,000	0	0	33,000	0
10260	Head Of Communities	CO, Communities	J EVANS	0	112,030	0	0	112,030	0	0	112,030	0	0	112,030	0
10241	Anniversary Events	CO, Communities	J EVANS	0	2,000	0	0	2,000	0	0	2,000	0	0	2,000	0
10179	Flat 51 Eden Ct. Adam & Eve St	Housing & Homelessness	J EVANS	(30,000)	(53,800)	0	0	(53,800)	0	0	(53,800)	0	0	(53,800)	0
10188	Homelessness	Housing & Homelessness	J EVANS	0	85,276	0	0	85,276	0	0	85,276	0	0	85,276	0
10201	Housing Services	Housing & Homelessness	J EVANS	(29,000)	455,340	0	0	455,340	0	0	455,340	0	0	455,340	0
10076	Grants To External Bodies	Grants, Parishes & Community Safety	J EVANS	(20,000)	122,250	0	0	122,250	0	0	122,250	0	0	122,250	0
10077	Advice To Parishes	Grants, Parishes & Community Safety	J EVANS	0	46,120	0	0	46,120	0	0	46,120	0	0	46,120	0
10121	Safer Communities Laa Fund	Grants, Parishes & Community Safety	J EVANS	0	(5,000)	0	0	(5,000)	0	0	(5,000)	0	0	(5,000)	0
10168	Community Safety	Grants, Parishes & Community Safety	J EVANS	0	90,880	0	0	90,880	0	0	90,880	0	0	90,880	0
10270	Local Lottery	Grants, Parishes & Community Safety	J EVANS	(3,000)	(13,000)	0	0	(13,000)	0	0	(13,000)	0	0	(13,000)	0
10017	S.E. Harborough In Bloom	Community Partnerships	J EVANS	0	7,000	0	0	7,000	0	0	7,000	0	0	7,000	0
10265	Community Partnerships	Community Partnerships	J EVANS	0	80,640	0	0	80,640	0	0	80,640	0	0	80,640	0
Total				(82,000)	1,220,237	(100,000)	0	1,120,237	(100,000)	0	1,120,237	(40,000)	0	1,080,237	(40,000)

DETAILED BUDGET PAPERS 2021/22 - Wellbeing, Communities & Housing

			Responsible Director	MTFS YEAR 3: 2025/26						MTFS YEAR 4: 2026/27						2027/28
Cost Centre	Cost Centre Description	Service		Previous Years Growth/Savings £	Base Budget £	Growth/Savings etc		Budget for Year £	Variance to Budget £	Previous Years Growth/Savings £	Base Budget £	Growth/Savings etc		Budget for Year £	Variance to Budget £	Base Budget £
						BC25-T2/3 "Firm Savings" £	BC25-T2/3 "More Work" £					BC25-T2/3 "Firm Savings" £	BC25-T2/3 "More Work" £			
10122	Physical Activity	Recreation	J EVANS	0	84,871	0	0	84,871	0	0	84,871	0	0	84,871	0	84,871
10124	Recreation Development	Recreation	J EVANS	0	36,720	0	0	36,720	0	0	36,720	0	0	36,720	0	36,720
10136	Youth Awareness Initiatives	Corporate Support	J EVANS	0	0	0	0	0	0	0	0	0	0	0	0	0
10155	Health Services	Car Parking, Lightbulb etc	J EVANS	0	(4,090)	0	0	(4,090)	0	0	(4,090)	0	0	(4,090)	0	(4,090)
10239	Lightbulb Social Care	Car Parking, Lightbulb etc	J EVANS	0	33,000	0	0	33,000	0	0	33,000	0	0	33,000	0	33,000
10260	Head Of Communities	CO, Communities	J EVANS	0	112,030	0	0	112,030	0	0	112,030	0	0	112,030	0	112,030
10241	Anniversary Events	CO, Communities	J EVANS	0	2,000	0	0	2,000	0	0	2,000	0	0	2,000	0	2,000
10179	Flat 51 Eden Ct. Adam & Eve St	Housing & Homelessness	J EVANS	0	(53,800)	0	0	(53,800)	0	0	(53,800)	0	0	(53,800)	0	(53,800)
10188	Homelessness	Housing & Homelessness	J EVANS	0	85,276	0	0	85,276	0	0	85,276	0	0	85,276	0	85,276
10201	Housing Services	Housing & Homelessness	J EVANS	0	455,340	0	0	455,340	0	0	455,340	0	0	455,340	0	455,340
10076	Grants To External Bodies	Grants, Parishes & Community Safety	J EVANS	0	122,250	0	0	122,250	0	0	122,250	0	0	122,250	0	122,250
10077	Advice To Parishes	Grants, Parishes & Community Safety	J EVANS	0	46,120	0	0	46,120	0	0	46,120	0	0	46,120	0	46,120
10121	Safer Communities Laa Fund	Grants, Parishes & Community Safety	J EVANS	0	(5,000)	0	0	(5,000)	0	0	(5,000)	0	0	(5,000)	0	(5,000)
10168	Community Safety	Grants, Parishes & Community Safety	J EVANS	0	90,880	0	0	90,880	0	0	90,880	0	0	90,880	0	90,880
10270	Local Lottery	Grants, Parishes & Community Safety	J EVANS	0	(13,000)	0	0	(13,000)	0	0	(13,000)	0	0	(13,000)	0	(13,000)
10017	S.E. Harborough In Bloom	Community Partnerships	J EVANS	0	7,000	0	0	7,000	0	0	7,000	0	0	7,000	0	7,000
10265	Community Partnerships	Community Partnerships	J EVANS	0	80,640	0	0	80,640	0	0	80,640	0	0	80,640	0	80,640
	Total			0	1,080,237	0	0	1,080,237	0	0	1,080,237	0	0	1,080,237	0	1,080,237

DETAILED BUDGET PAPERS 2021/22 - Strategy

			Responsible Director	NEW BUDGET YEAR: 2022/23	MTFS YEAR 1: 2023/24	MTFS YEAR 2: 2024/25	MTFS YEAR 3: 2025/26	MTFS YEAR 4: 2026/27	2027/28
Cost Centre	Cost Centre Description	Service		Budget for Year	Budget for Year	Budget for Year	Budget for Year	Budget for Year	Base Budget
				£	£	£	£	£	£
10012	Strategic Planning & Housing	Strategic Planning/Policy	D ATKINSON	155,810	155,810	155,810	155,810	155,810	155,810
10262	Market Harb Town Team Project	Strategic Planning/Policy	D ATKINSON	0	0	0	0	0	0
10210	Joint Strategic Planning	Strategic Planning/Policy	D ATKINSON	31,300	44,811	39,530	39,530	39,530	39,530
10015	Ed Strat - Potential	Economic Strategy/Development	L ELLIOTT	35,900	35,900	35,900	35,900	35,900	35,900
10043	S.E. Town Centre Support	Economic Strategy/Development	L ELLIOTT	41,240	41,240	41,240	41,240	41,240	41,240
10055	Market Hall	Economic Strategy/Development	L ELLIOTT	(64,804)	(64,804)	(64,804)	(64,804)	(64,804)	(64,804)
10065	The Square	Economic Strategy/Development	L ELLIOTT	(17,560)	(17,560)	(17,560)	(17,560)	(17,560)	(17,560)
10206	Ed Strat - Location	Economic Strategy/Development	L ELLIOTT	249,200	249,200	249,200	249,200	249,200	249,200
10069	Communication	Communication	J EVANS	196,050	196,050	196,050	196,050	196,050	196,050
10233	Ed Strat - Talent	CO (Planning), Eco Strategy (Tale	L ELLIOTT	(13,000)	25,000	18,000	18,000	18,000	18,000
10211	Strategic Growth Team	Planning - Growth	D ATKINSON	56,287	56,287	56,287	56,287	56,287	56,287
	Total			670,423	721,934	709,653	709,653	709,653	709,653

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DETAILED BUDGET PAPERS 2021/22 - Strategy

			Responsible Director	NEW BUDGET YEAR: 2022/23										Budget for Year	Variance Base to Budget				
Cost Centre	Cost Centre Description	Service		Previous Years Approved Base Budget	Previous Years Growth/Savings	BC25-T2/3 "Firm Savings"	BC25-T2/3 "More Work Needed Savings"	Growth/Savings etc											
			£	£	£	£	BC25-T2/3 "Firm Savings"	BC25-T2/3 "More Work Needed Savings"	Inflation	Savings	Permanent virements	Other payroll changes	1.25% National insurance increase	2022/23 Scale point increment	2021/22 Pay award of 1.75%	£	£		
10012	Strategic Planning & Housing	Strategic Planning/Policy	D ATKINSON	152,510	0	0	0	152,510	0	0	0	0	0	181	1,313	0	1,806	155,810	(3,300)
10262	Market Harb Town Team Project	Strategic Planning/Policy	D ATKINSON	(3,770)	3,770	0	0	0	0	0	0	0	0	0	0	0	0	0	0
10210	Joint Strategic Planning	Strategic Planning/Policy	D ATKINSON	31,300	0	0	0	31,300	0	0	0	0	0	0	0	0	0	31,300	0
10015	Ed Strat - Potential	Economic Strategy/Development	L ELLIOTT	43,900	0	0	(2,000)	41,900	0	(6,000)	0	0	0	0	0	0	0	35,900	(6,000)
10043	S.E. Town Centre Support	Economic Strategy/Development	L ELLIOTT	40,300	0	0	0	40,300	0	0	0	0	0	41	366	0	533	41,240	940
10055	Market Hall	Economic Strategy/Development	L ELLIOTT	(45,884)	0	0	0	(45,884)	(11,000)	0	(10,300)	0	0	(1,080)	1,089	872	1,499	(64,804)	(18,920)
10065	The Square	Economic Strategy/Development	L ELLIOTT	(12,560)	0	0	0	(12,560)	(5,000)	0	0	0	0	0	0	0	0	(17,560)	(5,000)
10206	Ed Strat - Location	Economic Strategy/Development	L ELLIOTT	236,590	0	0	0	236,590	0	0	0	0	0	5,895	2,048	1,514	3,153	249,200	12,610
10069	Communication	Communication	J EVANS	198,880	0	(5,000)	0	193,880	0	0	0	(1,000)	0	(876)	1,267	1,035	1,744	196,050	(2,170)
10233	Ed Strat - Talent	CO (Planning), Eco Strategy (Tale	L ELLIOTT	20,000	0	(23,000)	0	(3,000)	0	(10,000)	0	0	0	0	0	0	0	(13,000)	(10,000)
10211	Strategic Growth Team	Planning - Growth	D ATKINSON	61,480	0	0	0	61,480	(5,200)	0	0	0	0	(309)	133	0	183	56,287	5,193
	Total			722,746	3,770	(28,000)	(2,000)	696,516	(21,200)	(16,000)	(10,300)	(1,000)	0	3,852	6,216	3,421	8,918	670,423	(26,647)

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DETAILED BUDGET PAPERS 2021/22 - Strategy

			Responsible Director	MTFS YEAR 1: 2023/24						MTFS YEAR 2: 2024/25							
Cost Centre	Cost Centre Description	Service		Previous Years Growth/Savings	Base Budget	Growth/Savings etc			Budget for Year	Variance to Base Budget	Previous Years Growth/Savings	Base Budget	Growth/Savings etc			Budget for Year	Variance to Base Budget
						BC25-T2/3 "Firm Savings"	BC25-T2/3 "More Work Needed Savings"	Increased costs of Joint Strategic planning - timing over MTFS					BC25-T2/3 "Firm Savings"	BC25-T2/3 "More Work Needed Savings"	Reduced costs of Joint Strategic planning - timing over MTFS		
				£	£	£	£	£	£	£	£	£	£	£	£		
10012	Strategic Planning & Housing	Strategic Planning/Policy	D ATKINSON	0	155,810	0	0	0	155,810	0	0	155,810	0	0	0	155,810	0
10262	Market Harb Town Team Project	Strategic Planning/Policy	D ATKINSON	0	0	0	0	0	0	0	0	0	0	0	0	0	0
10210	Joint Strategic Planning	Strategic Planning/Policy	D ATKINSON	0	31,300	0	0	13,511	44,811	13,511	0	44,811	0	0	(5,281)	39,530	(5,281)
10015	Ed Strat - Potential	Economic Strategy/Development	L ELLIOTT	0	35,900	0	0	0	35,900	0	0	35,900	0	0	0	35,900	0
10043	S.E. Town Centre Support	Economic Strategy/Development	L ELLIOTT	0	41,240	0	0	0	41,240	0	0	41,240	0	0	0	41,240	0
10055	Market Hall	Economic Strategy/Development	L ELLIOTT	0	(64,804)	0	0	0	(64,804)	0	0	(64,804)	0	0	0	(64,804)	0
10065	The Square	Economic Strategy/Development	L ELLIOTT	0	(17,560)	0	0	0	(17,560)	0	0	(17,560)	0	0	0	(17,560)	0
10206	Ed Strat - Location	Economic Strategy/Development	L ELLIOTT	0	249,200	0	0	0	249,200	0	0	249,200	0	0	0	249,200	0
10069	Communication	Communication	J EVANS	0	196,050	0	0	0	196,050	0	0	196,050	0	0	0	196,050	0
10233	Ed Strat - Talent	CO (Planning), Eco Strategy (Tale	L ELLIOTT	0	(13,000)	46,000	(8,000)	0	25,000	38,000	0	25,000	0	(7,000)	0	18,000	(7,000)
10211	Strategic Growth Team	Planning - Growth	D ATKINSON	0	56,287	0	0	0	56,287	0	0	56,287	0	0	0	56,287	0
Total				0	670,423	46,000	(8,000)	13,511	721,934	51,511	0	721,934	0	(7,000)	(5,281)	709,653	(12,281)

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DETAILED BUDGET PAPERS 2021/22 - Strategy

			Responsible Director	MTFS YEAR 3: 2025/26						MTFS YEAR 4: 2026/27						2027/28
Cost Centre	Cost Centre Description	Service		Previous Years Growth/Savings	Base Budget	Growth/Savings etc		Budget for Year	Variance to Budget	Previous Years Growth/Savings	Base Budget	Growth/Savings etc		Budget for Year	Variance to Budget	Base Budget
						BC25-T2/3 "Firm Savings"	BC25-T2/3 "More Work Needed Savings"					BC25-T2/3 "Firm Savings"	BC25-T2/3 "More Work Needed Savings"			
			£	£	£	£	£	£	£	£	£	£	£	£	£	
10012	Strategic Planning & Housing	Strategic Planning/Policy	D ATKINSON	0	155,810	0	0	155,810	0	0	155,810	0	0	155,810	0	155,810
10262	Market Harb Town Team Project	Strategic Planning/Policy	D ATKINSON	0	0	0	0	0	0	0	0	0	0	0	0	0
10210	Joint Strategic Planning	Strategic Planning/Policy	D ATKINSON	0	39,530	0	0	39,530	0	0	39,530	0	0	39,530	0	39,530
10015	Ed Strat - Potential	Economic Strategy/Development	L ELLIOTT	0	35,900	0	0	35,900	0	0	35,900	0	0	35,900	0	35,900
10043	S.E. Town Centre Support	Economic Strategy/Development	L ELLIOTT	0	41,240	0	0	41,240	0	0	41,240	0	0	41,240	0	41,240
10055	Market Hall	Economic Strategy/Development	L ELLIOTT	0	(64,804)	0	0	(64,804)	0	0	(64,804)	0	0	(64,804)	0	(64,804)
10065	The Square	Economic Strategy/Development	L ELLIOTT	0	(17,560)	0	0	(17,560)	0	0	(17,560)	0	0	(17,560)	0	(17,560)
10206	Ed Strat - Location	Economic Strategy/Development	L ELLIOTT	0	249,200	0	0	249,200	0	0	249,200	0	0	249,200	0	249,200
10069	Communication	Communication	J EVANS	0	196,050	0	0	196,050	0	0	196,050	0	0	196,050	0	196,050
10233	Ed Strat - Talent	CO (Planning), Eco Strategy (Taler	L ELLIOTT	0	18,000	0	0	18,000	0	0	18,000	0	0	18,000	0	18,000
10211	Strategic Growth Team	Planning - Growth	D ATKINSON	0	56,287	0	0	56,287	0	0	56,287	0	0	56,287	0	56,287
	Total			0	709,653	0	0	709,653	0	0	709,653	0	0	709,653	0	709,653

DETAILED BUDGET PAPERS 2021/22 - Corporate & Regulatory Services

			Responsible Director	NEW BUDGET	MTFS YEAR 1:	MTFS YEAR 2:	MTFS YEAR	MTFS YEAR	2027/28
Cost Centre	Cost Centre Description	Service		YEAR: 2022/23	2023/24	2024/25	3: 2025/26	4: 2026/27	
				Budget for Year	Budget for Year	Budget for Year	Budget for Year	Budget for Year	Base Budget
				£	£	£	£	£	£
10003	Corporate Administration	Corporate Support	L ELLIOTT	597,921	597,921	597,921	597,921	597,921	597,921
10032	Postages	Corporate Support	L ELLIOTT	40,400	40,400	40,400	40,400	40,400	40,400
10037	Corporate Printing	Corporate Support	L ELLIOTT	17,000	12,000	12,000	12,000	12,000	12,000
10051	Land Charges	Corporate Support	L ELLIOTT	(118,200)	(118,200)	(118,200)	(118,200)	(118,200)	(118,200)
10066	Performance/Change Mana	Corporate Support	L ELLIOTT	2,868	2,868	2,868	2,868	2,868	2,868
10165	Public Burials	Corporate Support	L ELLIOTT	2,500	2,500	2,500	2,500	2,500	2,500
10231	Central Stationery Store	Corporate Support	L ELLIOTT	13,100	13,100	13,100	13,100	13,100	13,100
10022	Legal Services	Legal & Democratic Support	L ELLIOTT	246,500	246,500	246,500	246,500	246,500	246,500
10072	Members Allowances & Exp	Legal & Democratic Support	L ELLIOTT	320,950	320,950	320,950	320,950	320,950	320,950
10073	Committee Servicing	Legal & Democratic Support	L ELLIOTT	161,560	161,560	161,560	161,560	161,560	161,560
10213	Smarter Services Programm	Legal & Democratic Support	L ELLIOTT	61,390	61,390	61,390	61,390	61,390	61,390
10023	Human Resources	HR & Training	C MASON	280,790	263,790	248,790	248,790	248,790	248,790
10024	Corporate & Mangmnt Train	HR & Training	C MASON	43,300	43,300	43,300	43,300	43,300	43,300
10060	Elections	Elections	L ELLIOTT	16,600	16,600	16,600	16,600	16,600	16,600
10061	Registration Of Electors	Register of Electors	L ELLIOTT	54,100	54,100	54,100	54,100	54,100	54,100
10078	Emergency Plan/ Bus Contir	Car Parking, Lightbulb etc	J EVANS	29,800	29,800	29,800	29,800	29,800	29,800
10096	Car Park Services	Car Parking, Lightbulb etc	J EVANS	(995,309)	(857,937)	(799,008)	(742,741)	(689,402)	(689,402)
10101	Hackney Carriage Licencing	Car Parking, Lightbulb etc	J EVANS	(31,800)	(31,800)	(31,800)	(31,800)	(31,800)	(31,800)
10117	On Street C.P.E	Car Parking, Lightbulb etc	J EVANS	(47,066)	(47,066)	(47,066)	(47,066)	(47,066)	(47,066)
10118	Car Parks Administration	Car Parking, Lightbulb etc	J EVANS	52,580	52,580	52,580	52,580	52,580	52,580
10119	Off Street C.P.E.	Car Parking, Lightbulb etc	J EVANS	40,523	40,523	40,523	40,523	40,523	40,523
10154	Licences	Car Parking, Lightbulb etc	J EVANS	(79,600)	(79,600)	(79,600)	(79,600)	(79,600)	(79,600)
10163	S.E.Cemeteries & Burial Gro	Facilities Mgmt - Public Rea	C MASON	15,925	15,925	15,925	15,925	15,925	15,925
10164	Closed Churchyards	Facilities Mgmt - Public Rea	C MASON	40,140	40,140	40,140	40,140	40,140	40,140
10167	Cctv	CCTV, Control Centre	C MASON	0	0	0	0	0	0
10193	Control Centre	CCTV, Control Centre	C MASON	76,390	70,390	59,390	59,390	59,390	59,390
10173	Licensing Team	Car Parking, Lightbulb etc	J EVANS	117,620	117,620	117,620	117,620	117,620	117,620
10232	Section 151 Officer	CO (151), Assets, Internal A	C MASON	118,070	118,070	118,070	118,070	118,070	118,070
10237	Corporate in Year Savings	CO (151), Assets, Internal A	C MASON	(16,000)	(16,000)	(16,000)	(16,000)	(16,000)	(16,000)
10230	Head Of Legal & Democratic	CO Legal & Democratic	L ELLIOTT	111,330	111,330	111,330	111,330	111,330	111,330
10305	External Audit	Finance	C MASON	40,000	40,000	40,000	40,000	40,000	40,000
10238	Apprentice Levy Costs	Finance	C MASON	13,600	13,600	13,600	13,600	13,600	13,600
10035	Customer Services	Customer Services	J EVANS	351,730	351,730	351,730	351,730	351,730	351,730
10104	Consultation	Customer Services	J EVANS	0	0	0	0	0	0
10302	Customer Services (2) CC	Customer Services	J EVANS	301,660	191,660	191,660	191,660	191,660	191,660
10236	Equalities & Safeguarding	Customer Services	J EVANS	33,670	33,670	33,670	33,670	33,670	33,670
10021	Chief Executives Group	Joint Chief Execitives	N PROUDFOOT/L E	3,500	3,500	3,500	3,500	3,500	3,500
10054	Lga Subscriptions	Joint Chief Execitives	N PROUDFOOT/L E	20,200	20,200	20,200	20,200	20,200	20,200
10071	Corporate Activities	Joint Chief Execitives	N PROUDFOOT/L E	0	0	0	0	0	0
10222	Old cost centre	Joint Chief Execitives	N PROUDFOOT/L E	0	0	0	0	0	0
10226	Chief Executive	Joint Chief Execitives	N PROUDFOOT/L E	166,490	166,490	166,490	166,490	166,490	166,490
10215	Deputy Chief Executive		L ELLIOTT	128,390	128,390	128,390	128,390	128,390	128,390
?????	Enforcement Cross-Cutting		J EVANS	(147,000)	(147,000)	(147,000)	(147,000)	(147,000)	(147,000)
?????	HR Cross-Cutting		C MASON	(20,000)	(22,000)	(22,000)	(22,000)	(22,000)	(22,000)
	Total			2,065,622	2,062,994	2,095,923	2,152,190	2,205,529	2,205,529

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DETAILED BUDGET PAPERS 2021/22 - Corporate & Regulatory Services

			Responsible Director	NEW BUDGET YEAR: 2022/23																			Budget for Year	Variance to Budget					
Cost Centre	Cost Centre Description	Service		Previous Years Approved Base Budget	Other permanent virements	Previous Years Growth/Savings	BC25-T2/3 "Firm Savings"	BC25-T2/3 "More Work Needed Savings"	Growth/Savings etc											Budget for Year	Variance to Budget								
									Base Budget	BC25-T2/3 "Firm Savings"	BC25-T2/3 "More Work Needed Savings"	FCC Inflation at 4.84%	Inflation	Savings	Other costs	Budget Principles Change	Permanent virements	22/23 Pay award at 1.75% (all in 10237)	Other payroll changes			1.25% National Insurance Increase	2022/23 Scale point increment	2021/22 Pay award of 1.75%					
				£		£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£					
10003	Corporate Administration	Corporate Support	LELIOTT	730,500	0	0	(60,067)	0	670,433	(72,000)	0	0	0	0	0	0	0	0	0	0	0	0	0	597,921	(72,512)				
10032	Postages	Corporate Support	LELIOTT	47,400		0	(7,000)	0	40,400	0	0	0	0	0	0	0	0	0	0	0	0	0	0	40,400	0				
10037	Corporate Printing	Corporate Support	LELIOTT	22,000		0	(5,000)	0	17,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	17,000	0				
10051	Land Charges	Corporate Support	LELIOTT	(78,200)		0	(40,000)	0	(118,200)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	(118,200)	0				
10066	Performance/Change Mana	Corporate Support	LELIOTT	2,700		0	0	0	2,700	0	0	0	168	0	0	0	0	0	0	0	0	0	0	2,868	168				
10165	Public Burials	Corporate Support	LELIOTT	2,500		0	0	0	2,500	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2,500	0				
10231	Central Stationery Store	Corporate Support	LELIOTT	16,100		0	(3,000)	0	13,100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	13,100	0				
10022	Legal Services	Legal & Democratic Support	LELIOTT	293,140		0	(52,600)	0	240,540	0	0	0	0	0	0	0	0	0	0	0	0	(3,539)	2,195	4,283	3,021	246,500	5,960		
10072	Members Allowances & Exp	Legal & Democratic Support	LELIOTT	340,450		0	(9,500)	0	330,950	0	0	0	0	(10,000)	0	0	0	0	0	0	0	0	0	0	320,950	(10,000)			
10073	Committee Servicing	Legal & Democratic Support	LELIOTT	194,820		0	(4,000)	0	190,820	0	(33,000)	0	0	0	0	0	0	0	0	0	0	0	(2,615)	1,529	2,731	2,095	161,560	(29,260)	
10213	Smarter Services Program	Legal & Democratic Support	LELIOTT	59,992		0	0	0	59,992	0	0	0	0	0	0	0	0	0	0	0	0	0	0	132	533	0	733	61,390	1,398
10023	Human Resources	HR & Training	C MASON	282,450		0	(6,300)	0	276,150	2,000	0	0	0	0	0	0	0	0	0	0	0	0	(4,367)	2,248	1,666	3,093	280,790	4,640	
10024	Corporate & Mangmnt Train	HR & Training	C MASON	57,400		0	(14,100)	0	43,300	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	43,300	0	
10060	Elections	Electons	LELIOTT	16,600		0	0	0	16,600	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	16,600	0		
10061	Registration Of Electors	Register of Electors	LELIOTT	69,100		0	(15,000)	0	54,100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	54,100	0		
10078	Emergency Plan/ Bus Conti	Car Parking, Lightbulb etc	J EVANS	29,800		0	0	0	29,800	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	29,800	0		
10096	Car Park Services	Car Parking, Lightbulb etc	J EVANS	(1,207,031)		0	(4,000)	0	(1,211,031)	0	0	126	0	0	215,596	0	0	0	0	0	0	0	0	0	0	0	(995,309)	215,722	
10101	Hackney Carriage Licencing	Car Parking, Lightbulb etc	J EVANS	(31,800)		0	0	0	(31,800)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	(31,800)	0	
10117	On Street C.P.E	Car Parking, Lightbulb etc	J EVANS	(49,636)		0	0	0	(49,636)	0	0	0	0	(1,000)	0	0	0	0	0	0	0	(8,378)	4,158	2,068	5,722	(47,066)	2,570		
10118	Car Parks Administration	Car Parking, Lightbulb etc	J EVANS	51,440		0	0	0	51,440	0	0	0	0	0	0	0	0	0	0	0	0	(958)	455	1,017	626	52,580	1,140		
10119	Off Street C.P.E.	Car Parking, Lightbulb etc	J EVANS	47,763		0	(4,000)	0	43,763	(3,000)	0	0	0	(1,000)	0	0	0	0	0	0	0	0	760	0	0	0	40,523	(3,240)	
10154	Licences	Car Parking, Lightbulb etc	J EVANS	(79,600)		0	0	0	(79,600)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	(79,600)	0	
10163	S.E.Cemeteries & Burial Gro	Facilities Mgmt - Public Rea	C MASON	16,581		0	0	0	16,581	0	0	1,892	(2,548)	0	0	0	0	0	0	0	0	0	0	0	0	0	15,925	(656)	
10164	Closed Churchyards	Facilities Mgmt - Public Rea	C MASON	38,570		0	0	0	38,570	0	0	1,570	0	0	0	0	0	0	0	0	0	0	0	0	0	0	40,140	1,570	
10167	Cctv	CCTV, Control Centre	C MASON	13,875		0	(300)	0	13,575	(8,000)	0	0	0	0	0	0	(5,575)	0	0	0	0	0	0	0	0	0	0	(13,575)	
10193	Control Centre	CCTV, Control Centre	C MASON	108,512		0	(36,000)	0	72,512	(17,000)	0	0	0	3	0	0	7,425	0	3,716	3,150	2,254	4,330	0	0	0	76,390	3,878		
10173	Licensing Team	Car Parking, Lightbulb etc	J EVANS	115,420		0	0	0	115,420	0	0	0	0	0	0	0	0	0	0	0	0	(2,156)	983	2,018	1,355	117,620	2,200		
10232	Section 151 Officer	CO (151), Assets, Internal A	C MASON	114,080		0	0	0	114,080	0	0	0	0	0	0	(900)	0	2,619	935	0	1,336	0	0	0	0	118,070	3,990		
10237	Corporate In Year Savings	CO (151), Assets, Internal A	C MASON	(120,000)		0	0	0	(120,000)	0	0	0	0	0	0	(60,000)	0	164,000	0	0	0	0	0	0	0	(16,000)	104,000		
10230	Head Of Legal & Democratic	CO Legal & Democratic	LELIOTT	108,680		0	0	0	108,680	0	0	0	0	0	0	0	(1,079)	952	1,467	1,310	0	0	0	0	0	111,390	2,650		
10305	External Audit	Finance	C MASON	40,000		0	0	0	40,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	40,000	0	
10238	Apprentice Levy Costs	Finance	C MASON	13,600		0	0	0	13,600	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	13,600	0	
10035	Customer Services	Customer Services	J EVANS	349,790		0	0	0	349,790	0	0	0	0	(2,100)	0	0	0	0	0	0	0	(4,336)	2,663	2,048	3,665	351,730	1,940		
10104	Consultation	Customer Services	J EVANS	0		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
10302	Customer Services (2) CC	Customer Services	J EVANS	414,660		(113,000)	0	0	301,660	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	301,660	0	
10236	Equalities & Safeguarding	Customer Services	J EVANS	33,020		0	0	0	33,020	0	0	0	0	0	0	0	0	0	0	0	(37)	289	0	398	0	33,670	650		
10021	Chief Executives Group	Joint Chief Execitives	N PROUDFOOT/L	3,500		0	0	0	3,500	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3,500	0	
10054	Lga Subscriptions	Joint Chief Execitives	N PROUDFOOT/L	18,000		0	0	0	18,000	0	0	0	0	0	0	0	2,200	0	0	0	0	0	0	0	0	0	20,200	2,200	
10071	Corporate Activities	Joint Chief Execitives	N PROUDFOOT/L	0		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
10222	Old cost centre	Joint Chief Execitives	N PROUDFOOT/L	0		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
10226	Chief Executive	Joint Chief Execitives	N PROUDFOOT/L	279,454		(118,032)	0	0	161,422	0	0	0	0	0	0	(2,200)	0	1,531	1,592	2,190	1,955	0	0	0	0	166,490	5,068		
10215	Deputy Chief Executive	Joint Chief Execitives	LELIOTT	0		118,032	0	0	118,032	0	0	0	0	0	0	0	0	0	7,789	1,081	0	1,488	0	0	0	128,390	10,358		
?????	Enforcement Cross-Cutting	J EVANS		0		0	0	0	0	(75,000)	0	0	(72,000)	0	0	0	0	0	0	0	0	0	0	0	0	0	(147,000)	(147,000)	
?????	HR Cross-Cutting	C MASON		0		0	0	0	0	3,000	(23,000)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	(20,000)	(20,000)	
Total				2,365,630	0	(113,000)	(260,867)	0	1,991,763	(95,000)	(131,000)	3,588	(2,380)	(86,097)	215,596	(60,000)	950	164,000	(28,651)	28,863	24,433	39,557		2,065,622	73,859				

DETAILED BUDGET PAPERS 2021/22 - Corporate & Regulatory Services

			Responsible Director	MTFS YEAR 1: 2023/24							MTFS YEAR 2: 2024/25						
Cost Centre	Cost Centre Description	Service		Previous Years Growth/ Savings	Base Budget	Growth/Savings etc			Budget for Year	Variance to Budget	Previous Years Growth/ Savings	Base Budget	Growth/Savings etc			Budget for Year	Variance to Budget
						BC25-T2/3 "Firm Savings"	BC25-T2/3 "More Work Needed Savings"	Other re car parking income					BC25-T2/3 "Firm Savings"	BC25-T2/3 "More Work Needed Savings"	Other re car parking income		
				£	£	£	£	£	£	£	£	£	£	£	£		
10003	Corporate Administration	Corporate Support	L ELLIOTT	0	597,921	0	0	0	597,921	0	0	597,921	0	0	0	597,921	0
10032	Postages	Corporate Support	L ELLIOTT	0	40,400	0	0	0	40,400	0	0	40,400	0	0	0	40,400	0
10037	Corporate Printing	Corporate Support	L ELLIOTT	0	17,000	(5,000)	0	0	12,000	(5,000)	0	12,000	0	0	0	12,000	0
10051	Land Charges	Corporate Support	L ELLIOTT	0	(118,200)	0	0	0	(118,200)	0	0	(118,200)	0	0	0	(118,200)	0
10066	Performance/Change Mana	Corporate Support	L ELLIOTT	0	2,868	0	0	0	2,868	0	0	2,868	0	0	0	2,868	0
10165	Public Burials	Corporate Support	L ELLIOTT	0	2,500	0	0	0	2,500	0	0	2,500	0	0	0	2,500	0
10231	Central Stationery Store	Corporate Support	L ELLIOTT	0	13,100	0	0	0	13,100	0	0	13,100	0	0	0	13,100	0
10022	Legal Services	Legal & Democratic Support	L ELLIOTT	0	246,500	0	0	0	246,500	0	0	246,500	0	0	0	246,500	0
10072	Members Allowances & Exp	Legal & Democratic Support	L ELLIOTT	0	320,950	0	0	0	320,950	0	0	320,950	0	0	0	320,950	0
10073	Committee Servicing	Legal & Democratic Support	L ELLIOTT	0	161,560	0	0	0	161,560	0	0	161,560	0	0	0	161,560	0
10213	Smarter Services Programm	Legal & Democratic Support	L ELLIOTT	0	61,390	0	0	0	61,390	0	0	61,390	0	0	0	61,390	0
10023	Human Resources	HR & Training	C MASON	0	280,790	(1,000)	(16,000)	0	263,790	(17,000)	0	263,790	0	(15,000)	0	248,790	(15,000)
10024	Corporate & Mangmnt Train	HR & Training	C MASON	0	43,300	0	0	0	43,300	0	0	43,300	0	0	0	43,300	0
10060	Elections	Elections	L ELLIOTT	0	16,600	0	0	0	16,600	0	0	16,600	0	0	0	16,600	0
10061	Registration Of Electors	Register of Electors	L ELLIOTT	0	54,100	0	0	0	54,100	0	0	54,100	0	0	0	54,100	0
10078	Emergency Plan/ Bus Contr	Car Parking, Lightbulb etc	J EVANS	0	29,800	0	0	0	29,800	0	0	29,800	0	0	0	29,800	0
10096	Car Park Services	Car Parking, Lightbulb etc	J EVANS	0	(995,309)	0	0	137,372	(857,937)	137,372	0	(857,937)	0	0	58,929	(799,008)	58,929
10101	Hackney Carriage Licencing	Car Parking, Lightbulb etc	J EVANS	0	(31,800)	0	0	0	(31,800)	0	0	(31,800)	0	0	0	(31,800)	0
10117	On Street C.P.E	Car Parking, Lightbulb etc	J EVANS	0	(47,066)	0	0	0	(47,066)	0	0	(47,066)	0	0	0	(47,066)	0
10118	Car Parks Administration	Car Parking, Lightbulb etc	J EVANS	0	52,580	0	0	0	52,580	0	0	52,580	0	0	0	52,580	0
10119	Off Street C.P.E.	Car Parking, Lightbulb etc	J EVANS	0	40,523	0	0	0	40,523	0	0	40,523	0	0	0	40,523	0
10154	Licences	Car Parking, Lightbulb etc	J EVANS	0	(79,600)	0	0	0	(79,600)	0	0	(79,600)	0	0	0	(79,600)	0
10163	S.E.Cemeteries & Burial Gro	Facilities Mgmt - Public Res	C MASON	0	15,925	0	0	0	15,925	0	0	15,925	0	0	0	15,925	0
10164	Closed Churchyards	Facilities Mgmt - Public Res	C MASON	0	40,140	0	0	0	40,140	0	0	40,140	0	0	0	40,140	0
10167	Cctv	CCTV, Control Centre	C MASON	0	0	0	0	0	0	0	0	0	0	0	0	0	0
10193	Control Centre	CCTV, Control Centre	C MASON	0	76,390	(6,000)	0	0	70,390	(6,000)	0	70,390	(11,000)	0	0	59,390	(11,000)
10173	Licensing Team	Car Parking, Lightbulb etc	J EVANS	0	117,620	0	0	0	117,620	0	0	117,620	0	0	0	117,620	0
10232	Section 151 Officer	CO (151), Assets, Internal A	C MASON	0	118,070	0	0	0	118,070	0	0	118,070	0	0	0	118,070	0
10237	Corporate In Year Savings	CO (151), Assets, Internal A	C MASON	0	(16,000)	0	0	0	(16,000)	0	0	(16,000)	0	0	0	(16,000)	0
10230	Head Of Legal & Democratic	CO Legal & Democratic	L ELLIOTT	0	111,330	0	0	0	111,330	0	0	111,330	0	0	0	111,330	0
10305	External Audit	Finance	C MASON	0	40,000	0	0	0	40,000	0	0	40,000	0	0	0	40,000	0
10238	Apprentice Levy Costs	Finance	C MASON	0	13,600	0	0	0	13,600	0	0	13,600	0	0	0	13,600	0
10035	Customer Services	Customer Services	J EVANS	0	351,730	0	0	0	351,730	0	0	351,730	0	0	0	351,730	0
10104	Consultation	Customer Services	J EVANS	0	0	0	0	0	0	0	0	0	0	0	0	0	0
10302	Customer Services (2) CC	Customer Services	J EVANS	(110,000)	191,660	0	0	0	191,660	0	0	191,660	0	0	0	191,660	0
10236	Equalities & Safeguarding	Customer Services	J EVANS	0	33,670	0	0	0	33,670	0	0	33,670	0	0	0	33,670	0
10021	Chief Executives Group	Joint Chief Executives	N PROUDFOOT/LE	0	3,500	0	0	0	3,500	0	0	3,500	0	0	0	3,500	0
10054	Lga Subscriptions	Joint Chief Executives	N PROUDFOOT/LE	0	20,200	0	0	0	20,200	0	0	20,200	0	0	0	20,200	0
10071	Corporate Activities	Joint Chief Executives	N PROUDFOOT/LE	0	0	0	0	0	0	0	0	0	0	0	0	0	0
10222	Old cost centre	Joint Chief Executives	N PROUDFOOT/LE	0	0	0	0	0	0	0	0	0	0	0	0	0	0
10226	Chief Executive	Joint Chief Executives	N PROUDFOOT/LE	0	166,490	0	0	0	166,490	0	0	166,490	0	0	0	166,490	0
10215	Deputy Chief Executive		L ELLIOTT	0	128,390	0	0	0	128,390	0	0	128,390	0	0	0	128,390	0
?????	Enforcement Cross-Cutting		J EVANS	0	(147,000)	0	0	0	(147,000)	0	0	(147,000)	0	0	0	(147,000)	0
?????	HR Cross-Cutting		C MASON	0	(20,000)	(2,000)	0	0	(22,000)	(2,000)	0	(22,000)	0	0	0	(22,000)	0
	Total			(110,000)	1,955,622	(14,000)	(16,000)	137,372	2,062,994	107,372	0	2,062,994	(11,000)	(15,000)	58,929	2,095,923	32,929

DETAILED BUDGET PAPERS 2021/22 - Corporate & Regulatory Services

			Responsible Director	MTFS YEAR 3: 2023/24										MTFS YEAR 4: 2026/27					2027/28
Cost Centre	Cost Centre Description	Service		Previous Years Growth/ Savings	Previous Years Growth/ Savings	Base Budget	Growth/Savings etc			Budget for Year	Variance to Budget	Previous Years Growth/ Savings	Base Budget	Growth/Savings etc			Budget for Year	Variance to Budget	Base Budget
							BC25-T2/3 "Firm Savings"	BC25-T2/3 "More Work Needed"	Other re car parking income					BC25-T2/3 "Firm Savings"	BC25-T2/3 "More Work Needed"	Other re car parking income			
			£	£	£	£	£	£	£	£	£	£	£	£	£	£	£		
10003	Corporate Administration	Corporate Support	L ELLIOTT	0	0	597,921	0	0	0	597,921	0	0	597,921	0	0	0	597,921	0	597,921
10032	Postages	Corporate Support	L ELLIOTT	0	0	40,400	0	0	0	40,400	0	0	40,400	0	0	0	40,400	0	40,400
10037	Corporate Printing	Corporate Support	L ELLIOTT	0	0	12,000	0	0	0	12,000	0	0	12,000	0	0	0	12,000	0	12,000
10051	Land Charges	Corporate Support	L ELLIOTT	0	0	(118,200)	0	0	0	(118,200)	0	0	(118,200)	0	0	0	(118,200)	0	(118,200)
10066	Performance/Change Mana	Corporate Support	L ELLIOTT	0	0	2,868	0	0	0	2,868	0	0	2,868	0	0	0	2,868	0	2,868
10165	Public Burials	Corporate Support	L ELLIOTT	0	0	2,500	0	0	0	2,500	0	0	2,500	0	0	0	2,500	0	2,500
10231	Central Stationery Store	Corporate Support	L ELLIOTT	0	0	13,100	0	0	0	13,100	0	0	13,100	0	0	0	13,100	0	13,100
10022	Legal Services	Legal & Democratic Support	L ELLIOTT	0	0	246,500	0	0	0	246,500	0	0	246,500	0	0	0	246,500	0	246,500
10072	Members Allowances & Exp	Legal & Democratic Support	L ELLIOTT	0	0	320,950	0	0	0	320,950	0	0	320,950	0	0	0	320,950	0	320,950
10073	Committee Servicing	Legal & Democratic Support	L ELLIOTT	0	0	161,560	0	0	0	161,560	0	0	161,560	0	0	0	161,560	0	161,560
10213	Smarter Services Program	Legal & Democratic Support	L ELLIOTT	0	0	61,390	0	0	0	61,390	0	0	61,390	0	0	0	61,390	0	61,390
10023	Human Resources	HR & Training	C MASON	0	0	248,790	0	0	0	248,790	0	0	248,790	0	0	0	248,790	0	248,790
10024	Corporate & Mangmnt Train	HR & Training	C MASON	0	0	43,300	0	0	0	43,300	0	0	43,300	0	0	0	43,300	0	43,300
10060	Elections	Elections	L ELLIOTT	0	0	16,600	0	0	0	16,600	0	0	16,600	0	0	0	16,600	0	16,600
10061	Registration Of Electors	Register of Electors	L ELLIOTT	0	0	54,100	0	0	0	54,100	0	0	54,100	0	0	0	54,100	0	54,100
10078	Emergency Plan/ Bus Contr	Car Parking, Lightbulb etc	J EVANS	0	0	29,800	0	0	0	29,800	0	0	29,800	0	0	0	29,800	0	29,800
10096	Car Park Services	Car Parking, Lightbulb etc	J EVANS	0	0	(799,008)	0	0	56,267	(742,741)	56,267	0	(742,741)	0	53,339	(689,402)	53,339	(689,402)	
10101	Hackney Carriage Licencing	Car Parking, Lightbulb etc	J EVANS	0	0	(31,800)	0	0	0	(31,800)	0	0	(31,800)	0	0	0	(31,800)	0	(31,800)
10117	On Street C.P.E	Car Parking, Lightbulb etc	J EVANS	0	0	(47,066)	0	0	0	(47,066)	0	0	(47,066)	0	0	0	(47,066)	0	(47,066)
10118	Car Parks Administration	Car Parking, Lightbulb etc	J EVANS	0	0	52,580	0	0	0	52,580	0	0	52,580	0	0	0	52,580	0	52,580
10119	Off Street C.P.E.	Car Parking, Lightbulb etc	J EVANS	0	0	40,523	0	0	0	40,523	0	0	40,523	0	0	0	40,523	0	40,523
10154	Licences	Car Parking, Lightbulb etc	J EVANS	0	0	(79,600)	0	0	0	(79,600)	0	0	(79,600)	0	0	0	(79,600)	0	(79,600)
10163	S.E.Cemeteries & Burial Gr	Facilities Mgmt - Public Res	C MASON	0	0	15,925	0	0	0	15,925	0	0	15,925	0	0	0	15,925	0	15,925
10164	Closed Churchyards	Facilities Mgmt - Public Res	C MASON	0	0	40,140	0	0	0	40,140	0	0	40,140	0	0	0	40,140	0	40,140
10167	Cctv	CCTV, Control Centre	C MASON	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
10193	Control Centre	CCTV, Control Centre	C MASON	0	0	59,390	0	0	0	59,390	0	0	59,390	0	0	0	59,390	0	59,390
10173	Licensing Team	Car Parking, Lightbulb etc	J EVANS	0	0	117,620	0	0	0	117,620	0	0	117,620	0	0	0	117,620	0	117,620
10232	Section 151 Officer	CO (151), Assets, Internal A	C MASON	0	0	118,070	0	0	0	118,070	0	0	118,070	0	0	0	118,070	0	118,070
10237	Corporate In Year Savings	CO (151), Assets, Internal A	C MASON	0	0	(16,000)	0	0	0	(16,000)	0	0	(16,000)	0	0	0	(16,000)	0	(16,000)
10230	Head Of Legal & Democratic	CO Legal & Democratic	L ELLIOTT	0	0	111,330	0	0	0	111,330	0	0	111,330	0	0	0	111,330	0	111,330
10305	External Audit	Finance	C MASON	0	0	40,000	0	0	0	40,000	0	0	40,000	0	0	0	40,000	0	40,000
10238	Apprentice Levy Costs	Finance	C MASON	0	0	13,600	0	0	0	13,600	0	0	13,600	0	0	0	13,600	0	13,600
10035	Customer Services	Customer Services	J EVANS	0	0	351,730	0	0	0	351,730	0	0	351,730	0	0	0	351,730	0	351,730
10104	Consultation	Customer Services	J EVANS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
10302	Customer Services (2) CC	Customer Services	J EVANS	(110,000)	0	191,660	0	0	0	191,660	0	0	191,660	0	0	0	191,660	0	191,660
10236	Equalities & Safeguarding	Customer Services	J EVANS	0	0	33,670	0	0	0	33,670	0	0	33,670	0	0	0	33,670	0	33,670
10021	Chief Executives Group	Joint Chief Executives	N PROUDFOOT/L E	0	0	3,500	0	0	0	3,500	0	0	3,500	0	0	0	3,500	0	3,500
10054	Lga Subscriptions	Joint Chief Executives	N PROUDFOOT/L E	0	0	20,200	0	0	0	20,200	0	0	20,200	0	0	0	20,200	0	20,200
10071	Corporate Activities	Joint Chief Executives	N PROUDFOOT/L E	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
10222	Old cost centre	Joint Chief Executives	N PROUDFOOT/L E	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
10226	Chief Executive	Joint Chief Executives	N PROUDFOOT/L E	0	0	166,490	0	0	0	166,490	0	0	166,490	0	0	0	166,490	0	166,490
10215	Deputy Chief Executive		L ELLIOTT	0	0	128,390	0	0	0	128,390	0	0	128,390	0	0	0	128,390	0	128,390
????	Enforcement Cross-Cutting		J EVANS	0	0	(147,000)	0	0	0	(147,000)	0	0	(147,000)	0	0	0	(147,000)	0	(147,000)
????	HR Cross-Cutting		C MASON	0	0	(22,000)	0	0	0	(22,000)	0	0	(22,000)	0	0	0	(22,000)	0	(22,000)
	Total			(110,000)	0	2,095,923	0	0	56,267	2,152,190	56,267	0	2,152,190	0	0	53,339	2,205,529	53,339	2,205,529

DETAILED BUDGET PAPERS 2021/22 - Contingency & Inflationary Provisions

			Responsible Director	NEW BUDGET YEAR: 2022/23	MTFS				2027/28
					MTFS YEAR 1: 2023/24	MTFS YEAR 2: 2024/25	MTFS YEAR 3: 2025/26	MTFS YEAR 4: 2026/27	
Cost Centre	Cost Centre Description	Service		Budget for Year	Budget for Year	Budget for Year	Budget for Year	Base Budget	
				£	£	£	£	£	
10509	Central Items - Contingency	Finance	C MASON	0	0	0	0	0	
Nominal	Inflation - Pay - Services 2 NCS	Corporate - Finance	C MASON	0	189,462	378,188	629,487	887,069	
Nominal	Inflation - Pay to Capital Fin	Corporate - Finance	C MASON	0	10,950	25,769	25,769	25,769	
Nominal	Inflation - Services	Corporate - Finance	C MASON	0	0	0	0	0	
Nominal	Inflation - Employer Oncosts	Corporate - Finance	CMASON	0	0	0	0	0	
Nominal	Inflation - FCC	Operational Services	J EVANS	130,727	404,673	626,988	863,919	1,097,686	
Nominal	FCC 5% Escalator for Potential Govt Changes to Waste	Operational Services	J EVANS	0	0	0	269,969	549,146	
Nominal	Target Operating Model Service Efficiency	Operational Services	L ELLIOTT	(353,000)	(360,060)	(360,060)	(369,062)	(378,288)	
Nominal	Shared Service; DM Support	Operational Services	D ATKINSON	(94,000)	(127,500)	(127,500)	(130,688)	(133,955)	
	Total			(316,273)	117,525	543,385	1,289,395	2,047,427	

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DETAILED BUDGET PAPERS 2021/22 - Contingency & Inflationary Provisions

			Responsible Director	NEW BUDGET YEAR: 2022/23												
Cost Centre	Cost Centre Description	Service		Previous Years Approved Base Budget	Previous Years Growth/Savings	BC25-T2/3 "Firm Savings"	BC25-T2/3 "More Work Needed Savings"	New Base Budget	Growth/Savings etc						Budget for Year	Variance to Base Budget
			£	£			£	FCC contract changes	Inflation - Pay - Services	Inflation - Pay to Capital Financing	Inflation - Employer Oncosts	Target Operating Model Service Efficiency	Shared Service; DM Support	£	£	
10509	Central Items - Contingency	Finance	C MASON	0	0	0	0	0	0	0	0	0	0	0	0	0
Nominal	Inflation - Pay - Services 2 NCS	Corporate - Finance	C MASON	0	92,048	0	0	92,048	0	(92,048)	0	0	0	0	0	0
Nominal	Inflation - Pay to Capital Fin	Corporate - Finance	C MASON	0	7,228	0	0	7,228	0	0	(7,228)	0	0	0	0	0
Nominal	Inflation - Services	Corporate - Finance	C MASON	0	0	0	0	0	0	0	0	0	0	0	0	0
Nominal	Inflation - Employer Oncosts	Corporate - Finance	CMASON	0	44,872	0	0	44,872	0	0	0	(44,872)	0	0	0	0
Nominal	Inflation - FCC	Operational Services	J EVANS	(53,616)	74,862	0	0	21,246	109,481	0	0	0	0	0	130,727	184,343
Nominal	FCC 5% Escalator for Potential Govt Changes to Waste	Operational Services	J EVANS	0	0	0	0	0	0	0	0	0	0	0	0	0
Nominal	Target Operating Model Service Efficiency	Operational Services	L ELLIOTT	0	0	0	0	0	0	0	0	(353,000)	0	(353,000)	(353,000)	
Nominal	Shared Service; DM Support	Operational Services	D ATKINSON	0	0	0	0	0	0	0	0	0	(94,000)	(94,000)	(94,000)	
	Total			(53,616)	219,010	0	0	165,394	109,481	(92,048)	(7,228)	(44,872)	(353,000)	(94,000)	(316,273)	(262,657)

DETAILED BUDGET PAPERS 2021/22 - Contingency & Inflationary Provisions

			Responsible Director	MTFS YEAR 1: 2023/24								MTFS YEAR 2: 2024/25								
Cost Centre	Cost Centre Description	Service		Previous Years Growth/Savings	Base Budget	Growth/Savings etc					Budget for Year	Variance to Base Budget	Previous Years Growth/Savings	Base Budget	Growth/Savings etc				Budget for Year	Variance to Base Budget
						FCC contract changes	Inflation - Pay - Services	Inflation - Pay to Capital Financing	Inflation - Employer Oncosts	Shared Service; DM Support					FCC contract changes	Inflation - Pay - Services	Inflation - Pay to Capital Financing	Inflation - Employer Oncosts		
			£	£	£	£	£	£	£	£	£	£	£	£	£	£	£			
10509	Central Items - Contingency	Finance	C MASON	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
Nominal	Inflation - Pay - Services 2 NCS	Corporate - Finance	C MASON	139,452	139,452	0	50,010	0	0	189,462	50,010	188,726	378,188	0	0	0	0	378,188		
Nominal	Inflation - Pay to Capital Fin	Corporate - Finance	C MASON	10,950	10,950	0	0	0	0	10,950	0	14,819	25,769	0	0	0	0	25,769		
Nominal	Inflation - Services	Corporate - Finance	C MASON	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
Nominal	Inflation - Employer Oncosts	Corporate - Finance	C MASON	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
Nominal	Inflation - FCC	Operational Services	J EVANS	0	130,727	273,946	0	0	0	404,673	273,946	0	404,673	222,315	0	0	0	626,988		
Nominal	FCC 5% Escalator for Potential Govt Changes to Waste	Operational Services	J EVANS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
Nominal	Target Operating Model Service Efficiency	Operational Services	LELLIOTT	0	(353,000)	0	(7,060)	0	0	(360,060)	(7,060)	0	(360,060)	0	0	0	0	(360,060)		
Nominal	Shared Service; DM Support	Operational Services	D ATKINSON	0	(94,000)	0	(1,880)	0	0	(127,500)	(33,500)	0	(127,500)	0	0	0	0	(127,500)		
	Total			150,402	(165,871)	273,946	41,070	0	0	(31,620)	117,525	283,396	203,545	321,070	222,315	0	0	543,385		

DETAILED BUDGET PAPERS 2021/22 - Contingency & Inflationary Provisions

			Responsible Director	MTFS YEAR 3: 2025/26								MTFS YEAR 4: 2026/27								2027/28
Cost Centre	Cost Centre Description	Service		Previous Years Growth/Savings	Base Budget	Growth/Savings etc				Budget for Year	Variance to Budget	Previous Years Growth/Savings	Base Budget	Growth/Savings etc				Budget for Year	Variance to Budget	Base Budget
						FCC contract changes	Inflation Pay - Services	Inflation Pay to Capital Financing	Inflation Employer Oncosts					FCC contract changes	Inflation Pay - Services	Inflation Pay to Capital Financing	Inflation Employer Oncosts			
			£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£		
10509	Central Items - Contingency	Finance	CMASON	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Nominal	Inflation - Pay - Services 2 NCS	Corporate - Finance	CMASON	0	378,188	0	251,299	0	0	629,487	251,299	0	629,487	0	257,582	0	0	887,069	257,582	887,069
Nominal	Inflation - Pay to Capital Fin	Corporate - Finance	CMASON	0	25,769	0	0	0	0	25,769	0	0	25,769	0	0	0	0	25,769	0	25,769
Nominal	Inflation - Services	Corporate - Finance	CMASON	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Nominal	Inflation - Employer Oncosts	Corporate - Finance	CMASON	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Nominal	Inflation - FCC	Operational Services	J EVANS	0	626,988	236,931	0	0	0	863,919	236,931	0	863,919	233,767	0	0	0	1,097,686	233,767	1,097,686
Nominal	FCC 5% Escalator for Potential Govt Changes to Waste	Operational Services	J EVANS	0	0	269,969	0	0	0	269,969	269,969	0	269,969	279,177	0	0	0	549,146	279,177	549,146
Nominal	Target Operating Model Service Efficiency	Operational Services	L ELLIOTT		(360,060)	0	(9,002)	0	0	(369,062)	(9,002)		(369,062)	0	(9,227)	0	0	(378,288)	(9,227)	(378,288)
Nominal	Shared Service; DM Support	Operational Services	D ATKINSON		(127,500)	0	(3,188)	0	0	(130,688)	(3,188)		(130,688)	0	(3,267)	0	0	(133,955)	(3,267)	(133,955)
	Total			0	543,385	506,900	239,110	0	0	1,289,395	746,010	0	1,289,395	512,944	245,088	0	0	2,047,427	758,032	2,047,427

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Consolidated Final Budget 2021/22 & MTFs (2022/23 to 2024/25) and Service Budgets

Annex 2

Consolidated General Fund Reserve		2022/23	2023/24	2024/25	2025/26	2026/27
		Final Budget	Final Budget	Final Budget	Final Budget	Final Budget
		£	£	£	£	£
General Fund (Unallocated) Reserve						
b/f		2,741,108	2,290,558	2,296,652	2,366,970	2,543,169
Cont from/(to) Services		0	0	0	(551,063)	(1,962,177)
Cont from/(to) Budget Surplus Reserve		(450,550)	6,094	70,318	727,262	2,141,975
c/f		2,290,558	2,296,652	2,366,970	2,543,169	2,722,967
Net Expenditure		11,569,789	11,483,260	11,834,849	12,715,844	13,614,836
- CV19 adjustment 1 - Earmarked Res CV19		(117,000)	0	0	0	0
- CV19 adjustment 2 - CV19 Grant		0	0	0	0	0
		11,452,789	11,483,260	11,834,849	12,715,844	13,614,836
Minimum Level of Reserves @	20.0%	2,290,558	2,296,652	2,366,970	2,543,169	2,722,967
Variance of GFR to Minimum Level of Reserves	20.0%	0	0	0	0	0
Budget Surplus Reserve						
b/f		1	1	1	1	1
Cont from/(to) General Fund		450,550	(6,094)	(70,318)	(727,262)	(2,141,975)
Cont from/(to) ER: Projects & Risk		(450,550)	6,094	0	0	0
Cont from/(to) ER: Community, Economic & Infrastructure		0	0	0	0	1,070,987
Cont from/(to) CIS Reserve		0	0	70,318	727,262	1,070,988
c/f		1	1	1	1	1
		Ok	Ok	Ok	Ok	Ok
Earmarked Reserve: CV19 Internal Recovery Reserves						
b/f		7,825,170	2,157,143	1,140,010	1,000,000	1,000,000
Cont (to) Services		(4,818,027)	(284,133)	0	0	0
Cont from/(to) Services (cont towards Interest & Investment Income)		(117,000)	0	0	0	0
Cont from/(to) Funding Statement: Collection Fund (Surplus)/Deficit		(733,000)	(733,000)	0	0	0
Cont from/(to) ER: Community, Economic & Infrastructure		0	0	(140,010)	0	0
c/f		2,157,143	1,140,010	1,000,000	1,000,000	1,000,000
Earmarked Reserve: Projects, Risk & Smoothing						
b/f		691,095	3,794,192	3,369,792	2,944,388	2,439,982
Cont (to) Services		(38,500)	(38,500)	(38,500)	(38,500)	(38,500)
Cont from Services		338,000	338,000	338,000	338,000	338,000
Cont from/(to) Funding Statement: NHB+s.31 Surplus (Collection Fund Equalisation Reserve)		2,278,047	(717,806)	(724,904)	(803,906)	(31,431)
Cont from/(to) BS Reserve (Collection Fund Equalisation)		450,550	(6,094)	0	0	0
Cont from/(to) ER: Community, Economic & Infrastructure		75,000	0	0	0	0
c/f		3,794,192	3,369,792	2,944,388	2,439,982	2,708,051
Earmarked Reserve: Capital & Contract						
b/f		748,250	748,250	748,250	748,250	748,250
c/f		748,250	748,250	748,250	748,250	748,250
Earmarked Reserve: Transformation						
b/f		2,066,855	1,066,855	1,066,855	1,066,855	1,066,855
Cont from/(to) ER: Community, Economic & Infrastructure		(500,000)	0	0	0	0
Cont from/(to) ER: CIR		(500,000)	0	0	0	0
c/f		1,066,855	1,066,855	1,066,855	1,066,855	1,066,855
Earmarked Reserve: Community, Economic & Infrastructure						
b/f		1,447,301	1,872,301	1,872,301	2,012,311	2,012,311
Cont from/(to) BS Reserve		0	0	0	0	(1,070,987)
Cont from/(to) ER: CV19 Internal Recovery Reserve		0	0	140,010	0	0
Cont from/(to) ER: Projects, Risk & Smoothing		(75,000)	0	0	0	0
Cont from/(to) ER: Transformation		500,000	0	0	0	0
c/f		1,872,301	1,872,301	2,012,311	2,012,311	941,324
Earmarked Reserve: Commercial Investment Reserve						
b/f		2,356,792	2,856,792	2,856,792	2,786,474	2,059,212
Cont from/(to) BS Reserve		0	0	(70,318)	(727,262)	(1,070,988)
Cont from/(to) ER: Transformation		500,000	0	0	0	0
c/f		2,856,792	2,856,792	2,786,474	2,059,212	988,224
Total Reserves						
General Fund (Unallocated) Reserve		2,290,558	2,296,652	2,366,970	2,543,169	2,722,967
Budget Surplus Reserve		1	1	1	1	1
Earmarked Reserves		12,495,533	11,054,000	10,558,278	9,326,610	7,452,704
		14,786,092	13,350,653	12,925,249	11,869,780	10,175,672

Capital Receipts Reserve - Profile of Use over MTFs (2022/23 to 2026/27)						
2021/22		2022/23	2023/24	2024/25	2025/26	2026/27
£000		£000	£000	£000	£000	£000
(3,903)	Opening Reserve	(8,209)	(4,050)	(4,017)	(4,034)	(4,451)
(5,009)	New Receipts (*)	(467)	(467)	(467)	(467)	(467)
703	Capital Programme (**)	3,926	500	450	50	50
0	Platinum Jubilee Community Capital Fund	700	0	0	0	0
(8,209)		(4,050)	(4,017)	(4,034)	(4,451)	(4,868)
NB						
* = Estimated New Receipts (average of past years)						
** = Planned Use of Capital Receipts (see Capital Programme)						

1.1 Introduction

1.1.1 Section 25 of the Local Government Act 2003 requires me, as the Council’s Responsible Financial Officer, to report on the robustness of the 2022/23 budget and the adequacy of reserves to assist you in making your decisions on the Budget and the level of Council Tax. Further, this is an opportunity for me to provide some commentary in respect of the period covered by the Medium-Term Financial Strategy (MTFS). This section of the report will address:

- **Budget Setting;** the approach followed, and actions being taken to help deliver service efficiency.
- **Challenges Facing the Council;** the more significant challenges that the Council face immediately and over the medium-term.
- **Governance;** reflections on recent commentary in respect of Governance at the Council.
- **Risks;** commentary on the immediate and medium-term the risks that the Council may face.
- **Sensitivity;** the modelling of risk to comment on the achievement of the Councils MTFS.

1.2 Budget Setting

1.2.1 At the time of writing, the 2021/22 Quarter 2 Financial Performance Report is reporting a forecast overspend of £107k in respect of service expenditure. This is the first overspend that the Council has had in consecutive years. However, the main reasons for the overspend centre largely on the following:

- that the Council had not budgeted for a pay award for 2021/22, having followed the Chancellors directions when he announced in his Autumn Statement/Budget in 2020 that the wider public sector would not have a pay award in 2021/22, and
- the Council has witnessed a significant reduction in car parking income as a consequence of the CV19 pandemic.

1.2.2 Over the summer of 2020, it was reported to members that the Council was facing a significant financial challenge of around £4m each year of the MTFS. To close this gap, the Council commenced a Budget Challenge process, known as “Budget Challenge 2025” (BC25) – this review was undertaken based on Zero Based Budgeting principles. The programme completed in the early summer of 2021 and achieved savings of circa £3.1m per annum by 2024/25. The results of Tranche 1 were reported to Cabinet in January 2021 and Tranches 2 and 3 in September 2021.

1.2.3 In addition the Council:

- continues to embed the Change Programme (formerly known as Smarter Services) and the transformational changes expected from the new ICT Strategy and the reconfiguration of Customer Services.
- has incorporated savings following an Establishment Review, a review of the Councils operating model and a Shared-Services proposition with another Leicestershire District Council in respect of Development Management.
- work collaboratively with its arms-length, wholly owned company “Harborough Commercial Services”. The aim of the company is to deliver business and wider community benefits and in due course, to deliver an income stream to Council,
- has committed to increase Council Tax by £5 for a Band D equivalent property in 2022/23; with an indicative/notional increase over the following years of the MTFS.
- continues to work with partners across Leicestershire to develop joint working arrangements in respect of a number of services; the aim being to streamline and achieve efficiencies in delivery.

1.2.4 As noted elsewhere within this report, the Council maintains a nil budget gap for the next three years in respect of the unplanned use of reserves. However, a gap does start to open from 2025/26 onwards (totalling £2.5m) which has to be met from the unplanned use of reserves. Upon reflecting on the gap identified in 2020, it is fair to say that:

- in respect of the current 2021/22 Budget & MTFS, the gap is closed (as there is no unplanned use of reserves), and
- looking at the original budget gap of £16m, a gap now totalling £2.5m, represents a reduction of 84%.

1.2.5 However, Councillors must remain mindful of this gap and ensure that there continues to be a:

- robust review of service provision and service efficiency,
- embed continuous improvement with its strategic and operational services, and
- continue to have at its core the agreed strategic principles as agreed by Cabinet in November 2021:

A. To maintain, within expected service constraints, service expenditure within the approved net expenditure envelope.

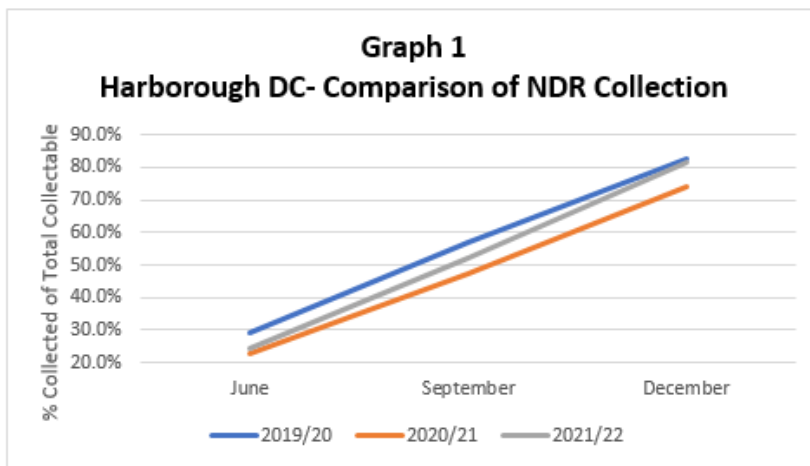
B. To ensure that over the medium term, financial sustainability can be achieved.

1.3 Challenges Facing the Council

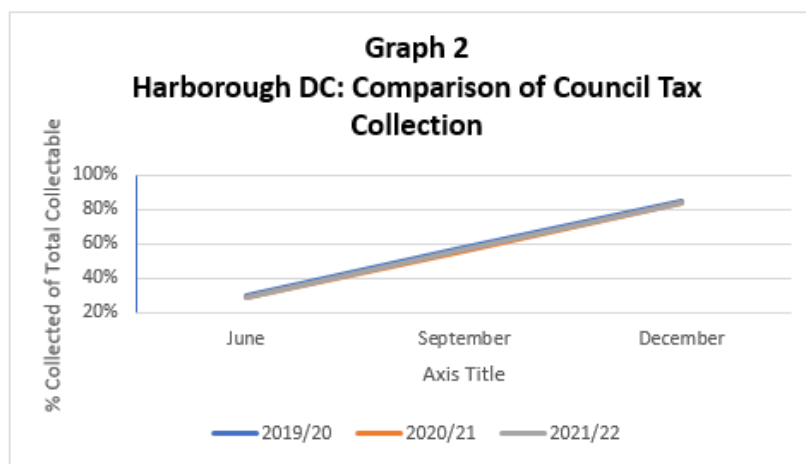
1.3.1 The challenges that the Council faces are like those being faced by many councils across the local government community. The principal challenges that the Council is tackling are illustrated below:

Coronavirus Pandemic (CV19)

- 1.3.2 CV19 has had a significant impact on local government, regardless of whether you are Unitary, County or District Council. At the start of 2020/21, the Council very quickly reconfigured services to enable it to deliver immediate support to its local community; this included:
- i. The formation of a Community Hub; this required a significant number of staff to be redeployed to undertake different duties to facilitate the effective operation of the Hub.
 - ii. Administration of Business Grants; the government introduced several business grant schemes to support local businesses. The Council, and its partners via the Leicestershire Revenues & Benefits Partnership, have distributed several tens of millions of pounds to local businesses. This work has required considerable alternative working and some relaxation in some “business as usual” practices, i.e. debt recovery.
 - iii. The delay, and for some services the waiving, of fees and charges for local provided commercial type services (i.e. tenants at Harborough Market Hall, Harborough Innovation Centre).
 - iv. The use of reserves to fund significant additional costs and income losses; currently this is estimated to be £575k.
- 1.3.3 This pressure has continued during 2021/22. Council approved additional support to its Leisure Service offer early in the year and the impact on Car Parking has been significant (as noted earlier). However, as at the end of December, collection rates for Business Rates although down 1.5% compared to 2019/20 (the last full year Pre-CV19) they were markedly better than those of 2021/22, as shown in the **Graph 1** below. In contrast however, although Council Tax collection in 2021/22 is down compared to both 2020/21 and 2019/20 (**Graph 2**), the reductions are less than for NDR. Also, comparing 2021/22 to 2019/20, unlike Business Rates, collection rates are a little worse than compared to 2020/21 – the reason for this is because the Partnership
- diverted its limited resources away from Council Tax collection to administer the governments numerous business grants, whilst maintaining modest recovery in respect of NDR, and
 - has also seen a reduction in court sittings,
- Also, the Partnership is seeing a significant number of customers who are experiencing genuine difficulties in making payments. To help the partnership, the Council along with its partners has provided some of its New Burden’s funding associated with the governments grants scheme to provide additional resource during the Winter to Summer of 2022 period.



Year	June	September	December
2021/22	24.2%	52.2%	81.4%
2020/21	22.5%	47.5%	74.1%
2019/20	28.9%	56.8%	82.9%
Variance Between 2021/22 and:			
2020/21	1.7%	4.7%	7.3%
2019/20	-4.7%	-4.6%	-1.5%



Year	June	September	December
2021/22	28.9%	56.3%	83.5%
2020/21	28.6%	56.1%	83.6%
2019/20	29.6%	57.4%	84.7%
Variance Between 2021/22 and:			
2020/21	0.3%	0.2%	-0.1%
2019/20	-0.7%	-1.1%	-1.2%

Public Sector Austerity – Cuts in grant funding

- 1.3.4 For the past few years, the public sector has been facing the most significant austerity programme in a generation and because of the government's ring-fencing of some government departments/services (i.e. NHS, Overseas Aid etc.); this has meant that local government has met a significant share of the austerity programme. More recently, independent insights into future government funding propositions are clearly showing a direction of travel that indicates an even more challenging financial environment. However, over the past few years the Council has taken proactive action to try to mitigate the financial consequences of austerity; including the Change Programme (which now includes BC25), technological transformation via the ICT Strategy, collaborative service delivery with partners, changes to delivery models, relatively innovative approaches to financing services and exploring new investment opportunities.
- 1.3.5 Following the 2022/23 provisional settlement announced in December 2021, **Table 4** clearly shows that the core grant funding streams for the Councils MTFs and how they change from the current year (2021/22) through to the last year of the MTFs (2026/27). Some of these changes are a direct consequence of CV19 i.e. NDR increasing from £3.8m in 2021/22 to £9.2 in 2022/23; this being due to the fact that the government will be compensating local government via s.31 grant for the expected losses (due to collection) that will be recognised in the Collection Fund

(itself increasing from a surplus of £10k in 2021/22 to a deficit of £5.5m in 2022/23). In respect of direct grant, the Council will encounter significant reductions over the MTFS; specifically New Homes Bonus will reduce from of £2.3m in 2022/23 to nil in 2023/24. The government has for some years been planning to undertake a review of local government funding (Fair Funding and NDR Revaluation); unfortunately, this has been delayed a number of times, but it is expected to be undertaken in 2023/24. For 2022/23, the government has again chosen to issue a one-year settlement – this has benefited the Council by it receiving a one-off (no legacy) New Homes Bonus allocation of £1.8m.

Comparison of "Core" Grants				Table 4		
2021/22 Budget - to - 2022/23 Budget and MTFS (2023/24 to 2026/27)				2024/25	2025/26	2026/27
	2021/22 £000	2022/23 £000	2023/24 £000	£000	£000	£000
2021/22 Budget & MTFS						
NDR	3,757	3,779	3,802	3,825		
Revenue Support Grant	0	0	0	0		
Other General Fund Grants	134	134	134	134		
New Homes Bonus (***)	2,057	556	0	0		
Services + Lower Tier Services Grants	251	0	0	0		
Total	6,199	4,469	3,936	3,959	0	0
2022/23 Budget & MTFS						
NDR (**)		9,227	4,100	4,125	4,149	4,174
Revenue Support Grant		0	0	0	0	0
Other General Fund Grants		134	134	134	134	134
New Homes Bonus (***)		2,332	0	0	0	0
Services + Lower Tier Services Grants		201	0	0	0	0
Total		11,894	4,234	4,259	4,283	4,308
Variance between Grant Assumptions						
NDR		5,448	298	300		
Revenue Support Grant		0	0	0		
Other General Fund Grants		0	0	0		
New Homes Bonus		1,776	0	0		
Services + Lower Tier Services Grants		201	0	0		
Total		7,224	298	300		
NDR		144.2%	7.8%	7.8%		
Revenue Support Grant		0.0%	0.0%	0.0%		
Other General Fund Grants		0.0%	0.0%	0.0%		
New Homes Bonus		319.4%	0.0%	0.0%		
Services + Lower Tier Services Grants		0.0%	0.0%	0.0%		
Total		60.7%	7.0%	7.0%		
NB.						
* This excludes the grants announced in 2021/22 that are, in the main, the governments response to CV19						
** 2022/23 NDR is higher due to recognition of additional s.31 grant in respect of CV19.						
*** New Homes Bonus legacy amounts have been known since the original award.						

Programme of Service Review and Transformation

1.3.6 It is probably fair to say that all councils are undertaking some form of service review and seeking to ensure that services are provided with affordability and value for money at their core. As mentioned earlier, the Council has undertaken a fundamental budget review, BC25, and this has generated annual savings of £3.1m by 2024/25.

- 1.3.7 In addition, the Council is also expecting, on a full year basis to generate savings from the:
- i. onboarding of its current Customer Services from Charnwood DC; saving £218k per annum,
 - ii. undertaking a significant transformation of its ICT infrastructure and how the Council uses ICT (primarily moving to the cloud for all systems), saving £98k per annum,
 - iii. developing a new “target operating model” that will generate annual savings of £353k.
 - iv. reviewing its property asset holdings; this includes:
 - development of new (New Depot and Cemetery in Market Harborough) (investment of £6m). It is hoped that the New Depot will generate savings due to lower contract costs when the Waste Contract is relet in 2025/26,
 - development of existing assets (redevelopments of the Market Harborough and Lutterworth Leisure Facilities, as well as enhancing current car parking via the provision of more electrical charging points totalling £9.75m gross; with a new contractor from 2024/25 meeting some of the capital financing costs),
 - disposal of surplus (De Verdon Road that was sold in the Autumn of 2021, this achieved a new capital receipt of £4.4m) and the Naseby Square development (expected in late Winter 2022, which currently is estimated to achieve a break-even position), and
 - reviews of current holdings due to new ways of working (The Symington Building).
 - v. Innovative means of financing services; in the last year this has included the adoption of a:
 - Flexible Use of Capital Receipts Strategy (identifying potential use of £1.5m of receipts to support Transformation)
 - new MRP Policy (this will save £1.3m by 2024/25).
 - review of its cash holdings, whereby it will move circa £6m from short to medium-long term investments that will generate income of in excess of £116k.

1.4 Governance

1.4.1 The 2019/20 Annual Governance Statement (AGS) is the last to have received an audit opinion. The Draft 2020/21 AGS was published in line with the Statutory deadline but is yet to receive an opinion by external audit. Reflecting on both the last approved and the draft AGS, the Leader and the Chief Executive consider that:

- **Governance**
 - For 2019/20 and 2020/21, the Council's governance arrangements have remained generally consistent with previous years.
 - Of the Internal Audit reports published, no significant governance issues need to be brought to the attention of the Council.

- **Financial control**
 - Controls relating to the Councils key financial systems were reviewed during both years and were concluded to be generally operating effectively, with a level of Good Assurance given for the control environment and compliance.
- **Risk management**
 - Established structures and processes for identifying, assessing, and managing risk remained consistent during both years. The Audit & Standards Committee have reviewed the Councils risk register and its ongoing risk performance during the year.
 - Internal Audit work is targeted upon the Council's key areas of risk and work completed in 2019/20 and 2020/21 has assessed assurances in relation to controls in some of these areas.
- **Internal control**
 - For the audits completed in 2019/20 and 2020/21, 100% of the opinions given in relation to the control environment and compliance have been of at least Satisfactory Assurance. There have been no opinions given of Limited Assurance or Major organisation risk during the last twelve months.

1.4.2 On the 21st July 2021, the Council's Head of Internal Audit reported to the Audit and Standards Committee that the assurance given for the year to 31 March 2021 is noted below. This will be reviewed and updated prior to external audit issuing their final opinion on the 2020/21 Statement of Accounts, AGS and VfM:

Based upon the outcomes of the agreed programme of work delivered by Internal Audit during 2020/21 it is my opinion that Satisfactory Assurance can be given over the adequacy and effectiveness of the Council's control environment operating during 2020/21. This control environment comprises of the system of internal control, governance arrangements and risk management. This remains consistent with the opinions given in recent years and acknowledges areas of sound control as well as some areas of weakness requiring management action.

It must be noted that this general opinion is based upon the outcomes of planned audit work and does not reflect potential issues highlighted by an ongoing investigation, which may require the opinion to be revisited. It is not possible to report upon, or discuss, the findings of this work at this time, pending conclusion of the formal investigation.

Financial control - *Controls relating to the key financial systems which were reviewed during the year were concluded to be generally operating effectively. Some delays noted in completion of the bank reconciliations have since been rectified and procedures must be embedded effectively going forward.*

It should be noted that Internal Audit have not received any assurances over key controls operating in the delegated revenues and benefits service for 2020/21 as at the time of reporting. As such, assurance cannot currently be given in this area.

Risk management - Established structures and processes for identifying, assessing, and managing risk remained consistent during 2020/21. The risk and opportunity register was subject to review throughout the financial year and was shared with the Audit and Standards Committee.

Internal Audit work is targeted upon the Council's key areas of risk and work completed in 2020/21 has assessed assurances in relation to controls in some of the key areas highlighted on the register.

Governance - During 2020/21, the Covid-19 pandemic resulted in a number of restrictions and a range of additional responsibilities placed upon the Council to drive the national response and support to local communities. During this time, Council, Executive and committee meetings have been held remotely to enable decision making to continue, in line with the Constitution.

Internal control - For the audits completed in 2020/21, 100% of overall audit opinions given in relation to the control environment and compliance have been of at least Satisfactory Assurance.

Action plans have been agreed to address areas of weakness. Of the recommended actions agreed, and due for implementation during the financial year, 96% have been completed by Council officers.

Internal Audit has not been made aware of any further governance, risk or internal control issues which would reduce the above opinion. No systems of controls can provide absolute assurance against material misstatement or loss, nor can Internal Audit give that assurance.

The Covid-19 pandemic has required alternative ways of working and delayed the commencement of audit fieldwork in the first half of 2020/21. During the financial year, however the vast majority of planned audit assignments have been delivered and, as such, it is my opinion that there is sufficient basis upon which to inform an opinion.

1.5 Risks

- 1.5.1 Because of the nature of the macro and micro environment that the wider local government family and the Council operates within, there are a whole host of risks that the Council faces on a day-to-day basis. In such an environment, budget setting is not a science but more a guide on how financial resources will be allocated to services over the forthcoming year and to enable members to take a view on financial performance over the medium term. There will always be items that emerge after the budget has been approved, indeed budgeted items that are considered "firm" now can themselves be improved on or vice-versa; such impacts can range from a programme under or overachieving or an unexpected event occurring (such as CV19).

Mitigation of Unforeseen Events

- 1.5.2 The Council takes a relatively prudent position in ensuring that it maintains its General Fund (Unallocated) Reserve at 20% of Net Expenditure.
- 1.5.3 However, to help mitigate a situation whereby an event could occur that would potentially have a negative financial impact on the Council, the Council operates a stepped process to ensure that service savings are utilised before reserves are used to meet additional cost. Where a situation has occurred that is:
- 'service' specific, the
 - i. first call for funding will be from compensating savings from elsewhere within the service, and if none are possible then savings from the wider Councils budget (service first, wider Council thereafter),
 - ii. second call for funding will be general service reductions. Such an approach will inevitably have an impact on service delivery,
 - iii. and finally, the use of General Fund reserves would be considered.
 - 'corporate' in nature, then consideration will be given to the first and second calls (a and b), but corporate impacts are likely to be "strategic" and therefore there may be a need for General Fund reserves to be more quickly accessed, (this has been the situation in respect of CV19; especially the impact of the legislated change to the closure of the Councils leisure centres due to CV19 national lockdowns).

- 1.5.5 The technical definition of General Fund Reserves includes the General Fund (Unallocated) Reserve as well as all 'revenue' Earmarked Reserves. In the context of making General Fund Reserve balances available to meet unforeseen events, the following reserve sequence will be followed:

- General Fund (Unallocated) Reserve, and then the
- Budget Surplus Earmarked Reserve, along with the following Earmarked Reserves:
 - Commercial Investment
 - Community Economic & Infrastructure
 - Transformation
 - Projects, Risks & Smoothing

The following two reserves are excluded from any "robustness" sensitivity as these reserves have been established to meet the costs of known service delivery/revenue commitments:

- CV19 Internal Recovery Reserve; to meet unfunded revenue costs and future years collection fund deficits.
- Capital & Contract Reserve; to meet the costs of known capital obligations or contractual commitments that require revenue funding (e.g.

s.106 Commuted Sums, Special Expenses, Local Lottery, and external grant agreements).

Risk Modelling

1.5.6 It is essential that relevant risks are identified, and appropriate sensitivity analysis applied to determine the impact of such risks on the Councils financial standing – and consequently the delivery of the Councils day-to-day business. By no means is the following list a definitive list of the risks that a District Council might face; however, it does represent some of the more significant potential risks that the Council may face; including some in respect of the ongoing impact of CV19:

- Normal Business Risks
 - under achievement of savings.
 - higher inflation.
 - further reductions in income (mainly from fees and charges).
 - non-achievement of savings; including Shared Services.
 - failure of a borrower.
 - an emergency.
 - estate property enhancement/development.
 - increased demand on services (e.g. benefits and homelessness).
- Risks Associated with the Continuation of CV19
 - Underachievement of income not mitigated elsewhere in the budget.
 - Additional unspecified spend not compensated by government grants.

1.5.7 Taking each of the above in turn, this following provides some commentary on how these risks may impact on the Council:

1.5.8 Normal Business Risk

i. Underachievement of Net Savings & Additional Income

The net savings included within the budget total £2.2m. These savings cover those services reviewed as part of BC25 (Tranche 2 and 3) and other savings. However as ever with savings they are dependent on market, management and political conditions prevailing at the time. It is therefore prudent to assume that some of these savings may not be achieved; a fair assumption is that there is 30% underachievement which equates to £650k.

ii. Inflation

With regard to:

- **Pay**; the budget for 2022/23 includes an “across the board” pay increase. Considering employer oncosts (national insurance and pension), this equates to a total cost of £9.5m; a further 1% for sensitivity equates to £95k.

- **Business Rates** (those payable by HDC); the budget for 2022/23 includes a Business Rates budget of £395k. Several of the Council's properties are occupied by tenants, but it is possible that there could be rating implications for different parts of the Councils buildings. However, a marginal 5% change has been anticipated which has a sensitivity impact of £20k.
- **General Inflation**; no general inflation has been included in the 2022/23 budget as services are now expected to contain inflationary spend within their current budgets; the only exceptions to this are unavoidable increases in respect of insurance and the Councils own liabilities in respect of business rates. Consequently, no further sensitivity has been carried-out.
- **Borrowing**; the budget for 2022/23 assumes a net borrowing cost of £9k based on an average rate of 1.6%, between 1.12% (short-term) and 1.87% (10-year PWLB). If this rate increased by 0.25% (to 2%) the cost of borrow would increase proportionally, for sensitivity purposes a 75% impact is modelled which equates to £7k.

iii. **Reduced income: Fees and Charges**

Total fees and charges are £7.5m, therefore, for sensitivity analysis a 20% loss of income from fees and charges would amount to £1.5m. The largest income streams that are susceptible to variation include:

- Planning Fees, £1.2m
- Car Parks, £1.3m (Off-Street)
- Trade Waste, £860k
- Market Hall, £363k

iv. **Reduced income: Grants**

For 2022/23 the Councils total grant receivable is £2.7m and is expected to reduce to £134k in 2023/24; this is because:

- New Homes Bonus will reduce to Nil (£2.3m, 2022/23).
- There are no guarantees on the extension of 2022/23 Services Grant and Lower Tier Services Grant (totalling £201k).

However, for sensitivity purposes the Council is including a notional 10% reduction in the total grant receivable to reflect potential future losses (£270k).

v. **Government Grant: Non-Domestic Rates**

- Since the localisation of Non-Domestic Rates in April 2013 it has become increasingly clear that the levels that the authority will be able to retain are more and more difficult to forecast. Whilst there are some opportunities for estimating i.e. the development of new buildings, it is

difficult to judge when development will commence on allocated land even if planning permission has been granted.

- For 2022/23 the government has not proposed an increase in the NDR multiplier which causes a “notional” flat increase. In addition, in calculating the expected business rates income in the NDR 1 the Council has assumed £800k growth. For each year of the MTF5, the Council has taken a prudent line by increasing by 0.6%. Directly linked to NDR are S.31 grants, this is government grant that compensates local government for it being required to exceed the minimum statutory regulations for certain thresholds because of government priorities (i.e. increasing the ‘small business relief’ limit above that required by law). The assessed S.31 receipts for 2022/23 is £7.3m.
- Although it is fair to say that any NDR reduction would be limited by the existence of the safety net (i.e. it provides a statutory limitation to losses), it is fair to apply sensitivity to the gap between the safety net and the estimated NDR receipt. Losses can be accrued in several ways; reduced NDR because of business failure, demolition, or catastrophic event, but are more usually impacted due to rating appeals (some of which can take many years to conclude). Further, the Leicestershire NDR Pool will have a wider mitigating effect. In respect of:
 - NDR, the gap between the estimated income (£18.8m) and the safety net (£13.6m) is £5.2m; 10% sensitivity reduction will be applied giving £520k.
 - S.31, a 10% sensitivity reduction will be applied giving £730k.
- The Council is anticipating its share of the NDR Deficit to be of £5.5m (1.4.7), a 15% sensitivity will be applied giving £825k.

vi. **Failure of a Borrower**

The 2022/23 counterparty limit for lending is £8m to a single institution.

The main “borrowing” risk rests whether the lending is either on a short- or long-term basis. The £8m limit is restricted to bodies with a credit rating of F1. The impact of a “failure of borrower” will be the loss of revenue cash flow and the potential costs involved of “making good” the lost investment.

There are, however, good governance arrangements around the Council’s Treasury activity and therefore the likelihood of loss is expected to be minimal, but such losses cannot be ruled out; especially considering the medium to long term impacts of both Brexit and CV19 remain unknown it would be prudent to include some sensitivity in respect of cash flow. Therefore, the average amount lent to an institution at any given time is expected to be around £2.6m; if this amount was lost and the Council had to borrow from the PWLB, at current

rates this would amount to a cost of £46k. This block amount is included in the sensitivity analysis.

vii. **Emergency**

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

With specific regard to flooding, the Council does reside within a flood risk area and there have been occasions where the Council has been required to meet the cost of local flooding incidents; however, such costs have been met from within current resources. With the reduction in budgets, it is anticipated that such ad-hoc spend will not be able to be as easily accommodated so it would be prudent to include an element within any sensitivity to meet this cost. The Council's Constitution permits Corporate Management to incur "emergency spend" but no limit is currently included. For sensitivity purposes, a block allocation of £300k has been made, with 50% (£150k) applied for sensitivity analysis.

viii. **Property Related Costs**

- **Utility Costs;** the current costs associated with utilities are £246k. These costs are managed via contract, but it is prudent to include a small sensitivity (10%) for potential increases (£25k).
- **Property Maintenance;** the Council's estate is a mix of purpose-built office accommodation, market halls and pavilions. All such property requires ongoing enhancement and maintenance, and this is estimated at £952k. A sensitivity allowance of 20% has been included, reflecting the potential for additional one-off costs (£190k).

ix. **Increased demands on services**

Many of the services provided by the Council are susceptible to an increase in demand. However, over the past few years the most susceptible that has had a significant revenue impact is homelessness and Council Tax Support. With regard to:

- homelessness, the budget for 2022/23 is £663k, and for
- Council Tax Support is £3.1m;

If there was a 10% increase in demand for each this would require an additional £376k (£66k and £310k respectively).

In addition, ICT is a service under considerable demand. The current budget is £641k, so if there was a 10% increase in costs this would amount to £64k.

x. **Transformation**

The Capital Programme includes £1.5m in respect of transformation. It is currently envisaged that the cost of this transformation will be met from a direct contribution from capital receipts (Flexible Use of Capital Receipts). As financing would be “capital”, no sensitivity adjustment is to be made.

xi. **Council Tax**

The Council has chosen to increase Council Tax; this is a prudent step as it helps to maintain the financial foundation of the Council and awards it opportunities for future investment (i.e. avoiding a future “financial” structural deficit). The Council has chosen to increase by £5. An increase of £5 increase represents £366k, as this is a marginal increase no further sensitivity has been undertaken.

1.5.9 Risks Associated with the Continuation of CV19

The direct and indirect/macro and micro impacts of the CV19 pandemic are expected to continue well into 2022.23, and potentially into future years as well. However, some of these impacts have already been recognised:

- i. **within this budget.** These include:
 - The spreading of 2021/22 Collection Fund deficits over the next three years.
 - Adjustments made to reflect lower income within Car Parking, Interest and Investment Income – but no adjustment for Development Management (Development Control) as performance in 2021/22 has been better than anticipated; it is expected that this will continue into 2022/23 and subsequent years.
- ii. **elsewhere within the “Normal Business Risk” sensitivity analysis.** By way of example, the potential losses from income and expenditure budgets i.e. Reduced Income and service demand, such as Homelessness, Council Tax Support Scheme, and ICT.

Consequently, no further sensitivity in respect of CV19 has been applied as this could effectively represent a double count.

1.6 Sensitivity of the 2022/23 Budget and Reserves

1.6.1 Considering the risks noted above and the stated budget assumptions, the accumulated total “cash” risk is £5.4m. However, it is highly unlikely that all these risks will occur at the same time, so it is fair to apply “sensitivity” to each risk and then model the likelihood of occurrence. **Table 5** shows this detailed analysis and in summary the additional pressure within 2022/23, based on the likelihood of occurrence, is as follows:

- Pessimistic view, additional pressure of £2.8m
- Middle-View, additional pressure of £2m
- Optimistic View, additional pressure of £634k

Sensitivity of Risks to 2022/23 Budget & Funding Options									Table 5		
Risk Determinant		Costs Included in 2022/23 Budget £000	Risk	Sensitivity Impact		Likelihood of Occurrence					
				+/-	Cost £000	Pessimistic Factor	£000	Middle-Way Factor	£000	Optimistic Factor	£000
Underachievement of Net Savings & Additional Income		2,167	Savings not achieved.	30%	650	0.5	325	0.4	260	0.1	65
Inflation	Pay (incl other pay related costs)	9,460	Pay increase from 1.75% to 2.75%	1%	95	0.6	57	0.3	28	0.1	9
	Business Rates (HDC Payable)	395	Business Rates vary due to change in liability etc.	5%	20	0.6	12	0.2	4	0.2	4
	Short-Term Investment/Borrowing Costs	9	Difference between Borrowing; increased from 1.12% (short-term) to 1.87% (10 year PWLB).	75%	7	0.2	1	0.5	3	0.3	2
Reduced Income	Fees & Charges, Sales and Rents (including £500k for Car Parking Fees & Charges)	7,500	Reduction in income.	20%	1,500	0.4	600	0.5	750	0.1	150
Government Grant	Grants	2,700	Reduction in NHB following change to "needs" system and consequential redistribution.	10%	270	0.3	81	0.4	108	0.3	81
	NDR (Difference between Safety Net and Budgeted Receipts)	5,200	Reduced NDR receipts.	10%	520	0.6	312	0.3	156	0.1	52
	S.31 Grant	7,300	Reduced s.31 grant	10%	730	0.6	438	0.3	219	0.1	73
	Collection Fund NDR (Surplus)/Deficit	5,551	Collection Fund Surplus less than expected.	15%	833	0.6	500	0.3	250	0.1	83
Failure of Borrower		46	Potential cost of borrowing from PWLB.	100%	46	0.2	9	0.5	23	0.3	14
Emergency		150	Immediate use of funds in the event of a local emergency.	50%	75	0.2	15	0.5	38	0.3	23
Property Related	Utilities Property Costs	246	Cost of Utility Bills at HDC premises.	10%	25	0.3	7	0.6	15	0.1	2
	Property Maintenance and Enhancement	952	Estate property enhancement/development.	20%	190	0.8	152	0.1	19	0.1	19
Increased Demand of Services	Homelessness	663	Increase in demand.	10%	66	0.4	27	0.5	33	0.1	7
	ICT	3,100	Additional service requirement.	10%	310	0.8	248	0.1	31	0.1	31
	Council Tax Support	641	Increase in demand.	10%	64	0.4	26	0.3	19	0.3	19
Total Sensitivity					5,400	2,810	1,956	634			

1.7 Sensitivity of Reserves and the Impact over the Budget/MTFS (2022/23 to 2026/27)

- 1.7.1 There is no statutory minimum level of reserves; however, as noted elsewhere, Cabinet approved a new minimum threshold for its General Fund (Unallocated) Reserves of 20% of Net Expenditure. The primary aim of the General Fund is to provide a safety net for unforeseen expenditure.
- 1.7.2 In addition to the General Fund, the Council will operate several reserves; including the Budget Surplus Reserve and various Earmarked Reserves. The purpose of the latter is to meet known potential liabilities arising from Statutory Commitments, Known Risks, Future or Political Commitments and costs associated with Transformation and Investment.
- 1.7.3 However, to ensure the adequacy of the Councils Reserves (i.e. their robustness) it is essential to determine if the Councils revenue reserves are sufficient to meet the assessed risks over the MTFS period. To determine this, a two-stage comparison will be undertaken in that the “likelihood of occurrence” of a risk (**Table 5**) will be compared to two sets of reserves. The detailed analysis is shown in **Table 6** and relevant commentary is shown below. These financial resilience tests assess the impact of the “modelled risks” in two stages:
- Stage 1, against the General Fund (Unallocated) Reserve (GFUA) only.
 - Stage 2, against the GFUA and some Earmarked Reserves.

Further, each stage is subdivided between an initial assessment ignoring the unplanned use of reserves and a second assessment that applies the unplanned use of reserves.

Stage 1 – The Primary Test of Financial Resilience

- 1.7.4 The modelled risks will be compared against the *General Fund (Unallocated) Reserve only*.

As shown in **Table 6** at point:

- (1) when only the General Fund (Unallocated) Reserve (GFUA) is considered, the reserves is sufficient to meet the “Middle-Way” and “Optimistic” sensitivity options but not the “Pessimistic” option for 2022/23.

For 2023/24 and 2024/25, only the Optimistic option can be financing but thereafter no risk options can be financed.

Considering the “unlikelihood” of the Pessimistic option occurring, it is fair to conclude that the GFUA is adequate for 2022/23. However, the Council must closely watch its expenditure to ensure that it does not increase significantly; if this occurs the Council will have to divert reserves to meet the higher GFUA

need (i.e. diverting reserves from potential discretionary use to meet its stated GFUA minimum level of reserves).

- (2) Considering that the Council has achieved a nil “unplanned” reserve use for the first 3 years of the MTFs, the impact of this second test does not change the conclusions of (1) above – except the amount of reserves lost has increased significantly.

Stage 2 – The Secondary Test of Financial Resilience

1.7.5 The Stage 2 assessment is a ‘complete’ test, in that it also brings into the assessment the use of the Councils Earmarked Reserves to supplement the GFUA (except the CV19 Internal Recovery and the Capital & Contracts Reserves as these two reserves are in place to mitigate known risks and potential revenue-based contracts). At point:

- (3) this clearly shows that the Council would have sufficient reserves to meet all modelled risks until through to 2025/26, and in 2026/27 the assessment is showing that only the “Pessimistic” risk would not be financed. This clearly demonstrates that the proactive action taken by the Council in respect of BC25 and subsequent transformation is increasing the Councils financial resilience. However, the Council must continue with its programme of transformation to ensure that it has robust processes and practices in place to meet the future years financial challenges.
- (4) When the cumulative impact of the estimated “unplanned” contribution from reserves is considered, this broadly reflects (3) above, in that the “Middle-Way” risk is not met in 2026/27.

It should be noted that it is currently estimated that the cumulative balances for both the CV19 and Contracts Earmarked Reserves will total £1.7m in 2026/27. This will be insufficient to meet the Pessimistic risk options in (3) and (4) above (£2.2m and £4.7m) respectively - consequently, if this situation arose, the Council would be facing a s.114 report situation. However, this situation is some 4+ years from now, and both the political and professional leadership would have acted well before then to remedy this situation.

Impact of 2022/23 Sensitivity of Risks on the MTFS General Fund Reserves Profile													Table 6				
Stage 1: The Primary Test of Financial Resilience	1	General Fund Reserve and Budget Surplus Reserve	2022/23 £000			2023/24 £000			2024/25 £000			2026/26 £000			2026/27 £000		
		General Fund Reserve c/f (*)	2,291	2,291	2,291	(519)	335	1,657	(3,328)	(1,621)	1,022	(6,138)	(3,578)	388	(8,948)	(5,534)	(246)
		Pessimistic £000	Middle-Way £000	Optimistic £000	Pessimistic £000	Middle-Way £000	Optimistic £000	Pessimistic £000	Middle-Way £000	Optimistic £000	Pessimistic £000	Middle-Way £000	Optimistic £000	Pessimistic £000	Middle-Way £000	Optimistic £000	
	Reduction in Reserves (in year)	2,810	1,956	634	2,810	1,956	634	2,810	1,956	634	2,810	1,956	634	2,810	1,956	634	
	Estimated Reserves c/f	(519)	335	1,657	(3,328)	(1,621)	1,022	(6,138)	(3,578)	388	(8,948)	(5,534)	(246)	(11,757)	(7,490)	(881)	
	- Do Reserves remain positive	No	Yes	Yes	No	No	Yes	No	No	Yes	No	No	No	No	No	No	
2	Adjusting General Fund Reserve for Estimated Contribution from Reserves																
	Cumulative Estimated Contribution from Reserves	0	0	0	0	0	0	0	0	0	551	551	551	2,513	2,513	2,513	
	Estimated Reserves c/f	(519)	335	1,657	(3,328)	(1,621)	1,022	(6,138)	(3,578)	388	(9,499)	(6,085)	(797)	(14,270)	(10,003)	(3,394)	
- Do Reserves remain positive	No	Yes	Yes	No	No	Yes	No	No	Yes	No	No	No	No	No	No		
Stage 2: The Secondary Test of Financial Resilience	3	General Fund Reserve, Budget Surplus Reserve and Un-Committed Earmarked Reserves	2020/21 £000			2021/22 £000			2022/23 £000			2023/24 £000			2023/24 £000		
		General Fund Reserve c/f (*)	2,291	2,291	2,291												
	Budget Surplus Reserve c/f	0	0	0													
	All Earmarked Reserves (except Covid-19 + Capital & Contract)	9,590	9,590	9,590													
		11,881	11,881	11,881	9,071	9,925	11,247	6,262	7,969	10,612	3,452	6,012	9,978	642	4,056	9,344	
		Pessimistic £000	Middle-Way £000	Optimistic £000	Pessimistic £000	Middle-Way £000	Optimistic £000	Pessimistic £000	Middle-Way £000	Optimistic £000	Pessimistic £000	Middle-Way £000	Optimistic £000	Pessimistic £000	Middle-Way £000	Optimistic £000	
Reduction in Reserves (in year)	2,810	1,956	634	2,810	1,956	634	2,810	1,956	634	2,810	1,956	634	2,810	1,956	634		
Estimated Reserves c/f	9,071	9,925	11,247	6,262	7,969	10,612	3,452	6,012	9,978	642	4,056	9,344	(2,167)	2,100	8,709		
- Do Reserves remain positive	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	No	Yes	Yes		
4	Adjusting General Fund Reserve, Budget Surplus and Non-committed Earmarked Reserves for Estimated Contribution from Reserves																
	Cumulative Estimated Contribution from Reserves	0	0	0	0	0	0	0	0	0	551	551	551	2,513	2,513	2,513	
	Estimated Reserves c/f	9,071	9,925	11,247	6,262	7,969	10,612	3,452	6,012	9,978	91	3,505	8,793	(4,680)	(413)	6,196	
- Do Reserves remain positive	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	No	No	Yes		

* = The minimum level of reserves is 20% of Net 'Budgeted' Expenditure + is the reserves position as at the 31st March 2023

1.7.7 Consequently, it is fair to say that:

- i. Considering the aforementioned sensitivity analysis, with the use of the General Fund (Unallocated) Reserve, the Budget Surplus and some of the Earmarked Reserves the Council should be able to absorb considerable additional financial risk. It should be noted however:
 - it is unlikely that all these risks would occur all at the same time.
 - where in future years drawdowns from reserves are considered; the Council needs to be cognisant that this will reduce the available funds to meet potential financing stresses towards the end of the MTFS. However, the Council needs to take a balance approach between investing in its community and securing longer term financial security.
- ii. the Council is not self-sufficient over the medium-term in respect of “income = expenditure” as there is an “unplanned” use of reserves in the last two years of the MTFS. However, it is fair to say that in respect of its total resource availability, other than in an extreme scenario, the Council can meet its medium-term financial commitments.

1.7.8 However, the Council must continue in taking the right steps in service transformation and ensuring continuous improvement is at the centre of its operational environment. It is essential therefore both members and management take appropriate decisions as and when needed to ensure that services continue to be provided to our community over the medium-term.

1.8 CIPFA Resilience Index

1.8.1 Each year the Chartered Institute of Public Finance and Accountancy (CIPFA) issues its annual Resilience Index. The 2022 index, which reviews financial resilience is based on the 2020/21 statement of accounts, was published on the 2nd February 2022, this is shown at **Annex B of Appendix 2 of the report to Cabinet on the 7th February 2022**. In summary, the index for the Council fairly represents the position of the authority as at the 31st March 2021. Since then, the BC25 programme has concluded, identifying savings of £3.1m, it has introduced the ICT Strategy and the Flexible Use of Capital Receipts Strategy and undertaken a further budgetary review that includes propositions in respect of a review of the Councils target operating model and shared services proposals.

1.9 Conclusion

2022/23 Budget

1.9.1 Considering all the factors noted within the “Robustness” statement in respect of 2022/23, I consider that the combination of the:

- Councils’ commitment to continue to find service efficiencies,
- the direction of travel in relation to governance,

- it's clear intention to invest in services, and
- it's prudent position relating to income recognition (including raising Council Tax),

the budget proposed for 2022/23 should not give Members any significant concerns over the Council's financial position.

Medium Term Financial Strategy (2023/24 to 2026/27)

- 1.9.2 With regard to the period covered by the MTFs; at this point in time the Council does face some significant future funding risk with the:
- expected reduction in NHB,
 - the implications of Fair Funding and
 - the ongoing issues pertaining to the localisation of Business Rates, and if,
 - current levels of service are maintained, the Council is likely to continue to face a challenging financial future.
- 1.9.3 The Council has taken proactive action to address its budgetary concerns by undertaking the Budget Challenge 2025 programme and a number of other transformational and cost control initiatives. However, the current programme of change must continue and for the Council to achieve financial self-sufficiency and resilience, and be able to invest in its local community, the Council will have to have "continual improvement" at the centre of its future service delivery model.

Clive Mason FCPFA

Director; Finance, ICT and Fixed Assets
Responsible Financial Officer (Section 151)