## Medium Term Financial Strategy 2022/23 - 2025/26

| Summary                             |                          |                        |                    | INDICATIVE POSITION        |                        |                    |                            |                        |                    |                            |                        |                    |  |
|-------------------------------------|--------------------------|------------------------|--------------------|----------------------------|------------------------|--------------------|----------------------------|------------------------|--------------------|----------------------------|------------------------|--------------------|--|
|                                     |                          | 2022/23                |                    |                            | 2023/24                |                    |                            | 2024/25                |                    | 2025/26                    |                        |                    |  |
|                                     | Agreed<br>Base<br>Budget | Proposed<br>Allocation | Proposed<br>Budget | Proposed<br>Base<br>Budget | Proposed<br>Allocation | Proposed<br>Budget | Proposed<br>Base<br>Budget | Proposed<br>Allocation | Proposed<br>Budget | Proposed<br>Base<br>Budget | Proposed<br>Allocation | Proposed<br>Budget |  |
|                                     | £000                     | £000                   | £000               | £000                       | £000                   | £000               | £000                       | £000                   | £000               | £000                       | £000                   | £000               |  |
| Directorate Budgets                 |                          |                        |                    |                            |                        |                    |                            |                        |                    |                            |                        |                    |  |
| Children's Services                 | 138,959                  | 8,920                  | 147,879            | 147,879                    | -1,282                 | 146,597            | 146,597                    | -2,190                 | 144,407            | 144,407                    | -636                   | 143,771            |  |
| Adult Services                      | 197,759                  | 13,656                 | 211,415            | 211,415                    | -100                   | 211,315            | 211,315                    | -200                   | 211,115            | 211,115                    |                        | 211,115            |  |
| Public Health                       | 230                      | 480                    | 710                | 710                        |                        | 710                | 710                        |                        | 710                | 710                        |                        | 710                |  |
| Environment & Place                 | 61,041                   | 1,596                  | 62,637             | 62,637                     | -1,472                 | 61,165             | 61,165                     | -1,835                 | 59,330             | 59,330                     | -266                   | 59,064             |  |
| Customers, Organisational           | 33,255                   | 1,932                  | 35,187             | 35,187                     | -422                   | 34,765             | 34,765                     | 268                    | 35,033             | 35,033                     | 19                     | 35,052             |  |
| Development & Resources             |                          |                        |                    |                            |                        |                    |                            |                        |                    |                            |                        |                    |  |
| Commercial Development,             | 50,288                   | -2,394                 | 47,894             | 47,894                     | -611                   | 47,283             | 47,283                     | -1,249                 | 46,034             | 46,034                     |                        | 46,034             |  |
| Assets and Investment               |                          |                        |                    |                            |                        |                    |                            |                        |                    |                            |                        |                    |  |
| Inflation and Other Adjustments (1) |                          | 5,025                  | 5,025              | 5,025                      | 21,162                 | 26,187             | 26,187                     | 22,701                 | 48,888             | 48,888                     | 21,724                 | 70,612             |  |
| Directorate Budgets                 | 481,532                  | 29,215                 | 510,747            | 510,747                    | 17,275                 | 528,022            | 528,022                    | 17,495                 | 545,517            | 545,517                    | 20,841                 | 566,358            |  |
| Strategic Measures                  |                          |                        |                    |                            |                        |                    |                            |                        |                    |                            |                        |                    |  |
| Capital Financing                   |                          |                        |                    |                            |                        |                    |                            |                        |                    |                            |                        |                    |  |
| - Principal                         | 8,587                    | 2,848                  | 11,435             | 11,435                     | 1,700                  | 13,135             | 13,135                     | 2,314                  | 15,449             | 15,449                     | 1,484                  | 16,933             |  |
| - Interest                          | 15,118                   | 75                     | 15,193             | 15,193                     | 618                    | 15,811             | 15,811                     | 313                    | 16,124             | 16,124                     | -161                   | 15,963             |  |
| Interest on Balances                | -10,845                  | -2,671                 | -13,516            | -13,516                    | -1,142                 | -14,658            | -14,658                    | 140                    | -14,518            | -14,518                    | 214                    | -14,304            |  |
| Un-Ringfenced Specific Grants       | -38,751                  | 7,533                  | -31,218            | -31,218                    | 7,883                  | -23,335            | -23,335                    |                        | -23,335            | -23,335                    |                        | -23,335            |  |
| Contingency                         | 5,617                    | 4,421                  | 10,038             | 10,038                     |                        | 10,038             | 10,038                     |                        | 10,038             | 10,038                     |                        | 10,038             |  |
| Insurance Recharge                  | 1,280                    | 84                     | 1,364              | 1,364                      |                        | 1,364              | 1,364                      |                        | 1,364              | 1,364                      |                        | 1,364              |  |
| Public Health Saving                | -425                     | 425                    |                    |                            |                        | 0                  | 0                          |                        | 0                  | 0                          |                        | 0                  |  |
| Total Strategic Measures            | -19,419                  | 12,715                 | -6,704             | -6,704                     | 9,059                  | 2,355              | 2,355                      | 2,767                  | 5,122              | 5,122                      | 1,537                  | 6,659              |  |
| Contributions to/from reserves      |                          |                        |                    |                            |                        |                    |                            |                        |                    |                            |                        |                    |  |
| General Balances                    |                          | 1,000                  | 1,000              | 1,000                      |                        | 1,000              | 1,000                      |                        | 1,000              | 1,000                      |                        | 1,000              |  |
| Prudential Borrowing Costs          | 2,200                    | 5,310                  | 7,510              | 7,510                      |                        | 7,510              | 7,510                      |                        | 7,510              | 7,510                      |                        | 7,510              |  |
| Budget Equalisation Reserve         | 0                        | 2,754                  | 2,754              | 2,754                      | 1,532                  | 4,286              | 4,286                      | -3,134                 | 1,152              | 1,152                      | -2,472                 | -1,320             |  |
| Budget Prioritisation Reserve       | 1,823                    | 5,442                  | 7,265              | 7,265                      | -5,442                 | 1,823              | 1,823                      | ·                      | 1,823              | 1,823                      |                        | 1,823              |  |
| Transformation Reserve              | 3,000                    | -3,000                 | 0                  |                            |                        | 0                  | 0                          |                        | 0                  | 0                          |                        | 0                  |  |
| Business Rates Reserve              | 1,519                    | -1,519                 | 0                  |                            |                        | 0                  | 0                          |                        | 0                  | 0                          |                        | 0                  |  |
| COVID - 19 Reserve                  | 18,115                   | -26,550                | -8,435             | -8,435                     | 2,093                  | -6,342             | -6,342                     | 3,182                  | -3,160             | -3,160                     | 1,017                  | -2,143             |  |
| Demographic Risk Reserve            | 3,000                    | 1,000                  | 4,000              | 4,000                      |                        | 4,000              | 4,000                      |                        | 4,000              | 4,000                      |                        | 4,000              |  |
| Collection Fund Reserve             | 0                        |                        | 1                  |                            |                        | 0                  | 0                          | l                      | 0                  | 0                          |                        | 0                  |  |
| Redundancy Reserve                  | 2,000                    | -2,000                 |                    |                            |                        | 0                  | 0                          |                        | 0                  | 0                          |                        | 0                  |  |
| Insurance Reserve                   | 0                        |                        | 0                  | 0                          |                        | 0                  | 0                          | l                      | 0                  | 0                          |                        | 0                  |  |
| Total Contributions to/from         | 31,657                   | -17,563                | 14,094             | 14,094                     | -1,817                 | 12,277             | 12,277                     | 48                     | 12,325             | 12,325                     | -1,455                 | 10,870             |  |
| reserves                            |                          |                        |                    |                            |                        |                    |                            | l                      |                    |                            |                        |                    |  |
| Budget Shortfall                    | 0                        | 0                      | 0                  | 0                          | -5,448                 | -5,448             | -5,448                     | -2,213                 | -7,661             | -7,661                     | -1,464                 | -9,125             |  |
| Net Operating Budget                | 493,770                  | 24,367                 | 518,137            | 518,137                    | 19,069                 | 537,206            | 537,206                    | 18,097                 | 555,303            | 555,303                    | 19,459                 | 574,762            |  |

<sup>(1)</sup> Adjustment for inflation and other items that have not yet been allocated by Directorate including demography, demand and priorities

## Medium Term Financial Strategy 2022/23 - 2025/26

| Financing   |                    |                        |                    |                            | INDICATIVE POSITION    |                    |                            |                        |                    |                            |                        |                    |  |  |
|---|--------------------|------------------------|--------------------|----------------------------|------------------------|--------------------|----------------------------|------------------------|--------------------|----------------------------|------------------------|--------------------|--|--|
|   |                    | 2022/23                |                    | 2023/24                    |                        |                    |                            | 2024/25                |                    | 2025/26                    |                        |                    |  |  |
|   | Proposed<br>Budget | Proposed<br>Allocation | Proposed<br>Budget | Proposed<br>Base<br>Budget | Proposed<br>Allocation | Proposed<br>Budget | Proposed<br>Base<br>Budget | Proposed<br>Allocation | Proposed<br>Budget | Proposed<br>Base<br>Budget | Proposed<br>Allocation | Proposed<br>Budget |  |  |
|   | £000               | £000                   | £000               | £000                       | £000                   | £000               | £000                       | £000                   | £000               | £000                       | £000                   | £000               |  |  |
| Net Operating Budget  | 493,770            | 24,367                 | 518,137            | 518,137                    | 19,069                 | 537,206            | 537,206                    | 18,097                 | 555,303            | 555,303                    | 19,459                 | 574,762            |  |  |
| Funded by:  |                    |                        |                    |                            |                        |                    |                            |                        |                    |                            |                        |                    |  |  |
| Government Grant - Revenue Support Grant - S31 Business Rate Reliefs          | 0                  | 40 504                 | 0                  | 0                          | 000                    | 0                  | 0                          | 000                    | 0                  | 0                          |                        | 0                  |  |  |
| - Business Rates Top-up   | -21,908<br>-40,546 |                        | -5,327<br>-40,546  | -5,327<br>-40,546          | 990<br>1,922           | -4,338<br>-38,625  | -4,338<br>-38,625          | 990<br>1,908           | -3,348<br>-36,717  | -3,348<br>-36,717          |                        | -3,348<br>-37,455  |  |  |
| Total Government Grant  | -62,454            |                        | -45,873            | -45,873                    | 2,911                  | -42,962            | -42,962                    | 2,897                  | -40,065            | -40,065                    |                        | -40,803            |  |  |
| Business Rates - Business Rates local share - Collection Fund Surplus/Deficit | -34,468<br>17,379  |                        | -34,468<br>0       | -34,468<br>0               | 906                    | -33,563<br>0       | -33,563<br>0               | 893                    | -32,670<br>0       | -32,670<br>0               | -657                   | -33,327<br>0       |  |  |
| Total Business Rates  | -17,089            |                        |                    | -34,468                    | 906                    | -33,563            | -33,563                    | 893                    | -32,670            | -32,670                    | -657                   | -33,327            |  |  |
| Council Tax Surpluses<br>Care Leavers Discount                                | -6,294<br>21       | 4,294                  | -2,000<br>21       | -2,000<br>21               | -2,000                 | -4,000<br>21       | -4,000<br>21               |                        | -4,000<br>21       | -4,000<br>21               |                        | -4,000<br>21       |  |  |
| COUNCIL TAX REQUIREMENT   | 407,954            | 27,863                 | 435,817            | 435,817                    | 20,886                 | 456,703            | 456,703                    | 21,887                 | 478,589            | 478,589                    | 18,064                 | 496,653            |  |  |
| Council Tax Calculation   |                    |                        |                    |                            |                        |                    |                            |                        |                    |                            |                        |                    |  |  |
| Council Tax Base  |                    |                        | 263,874            |                            |                        | 268,492            |                            |                        | 273,190            |                            |                        | 277,971            |  |  |
| Council Tax (Band D equivalent)   |                    |                        | £1,651.61          |                            |                        | £1,700.99          |                            |                        | £1,751.85          |                            |                        | £1,786.71          |  |  |
| Increase in Council Tax<br>(precept)  |                    |                        | 6.8%               |                            |                        | 4.8%               |                            |                        | 4.8%               |                            |                        | 3.8%               |  |  |
| Increase in Band D Council<br>Tax   |                    |                        | 4.99%              |                            |                        | 2.99%              |                            |                        | 2.99%              |                            |                        | 1.99%              |  |  |