

CABINET

20th February 2020

COUNCIL

25th February 2020

Report of the Leader of the Council

Corporate Vision, Priorities Plan, Budget & Medium Term Financial Strategy 2020/21

Purpose

This is a key decision as it affects two or more Wards and involves expenditure over £100k.

- To approve the **Vision Statement, Priority Themes, Corporate Priorities and Plans** and their inclusion in the **Corporate Plan (attached at Appendix A)**.

- To approve the recommended package of budget proposals (**attached at Appendix B**) to enable the Council to agree the:
 - General Fund (GF) Revenue Budget and Council Tax for 2020/21;
 - Housing Revenue Account (HRA) Budget for 2020/21;
 - 5 Year General Fund Capital Programme (2020/25);
 - 5 Year HRA Capital Programme (2020/25);
 - 3 Year General Fund Medium Term Financial Strategy (MTFS) (2020/23);
and
 - 5 Year HRA Medium Term Financial Strategy (MTFS) (2020/25).

- To comply with the requirement of the Council's Treasury Management Policy in reporting to Council the proposed strategy for the forthcoming year and the Local Government Act 2003 with the reporting of the Prudential Indicators (**attached at Appendix N**) and the requirement to prepare an annual Corporate Capital Strategy (**attached at Appendix O**).

Recommendations

That Council approve:

1. the Vision Statement, Priority Themes, Corporate Priorities and Outcomes for 2020/21 (Appendix A);
2. the proposed revisions to Service Revenue Budgets (Policy Changes) (Appendix C);
3. the sum of £77,339 be applied from Council Tax Collection Fund surpluses in reducing the Council Tax demand in 2020/21 (Appendix E);
4. the sum of £322,619 be applied from Business Rates Collection Fund surpluses in 2020/21 (Appendix E);
5. that on 28th November 2019, the Cabinet calculated the Council Tax Base 2020/21 for the whole Council area as 22,367 [Item T in the formula in Section 31B(3) of the Local Government Finance Act 1992, as amended (the "Act")];
6. that the Council Tax requirement for the Council's own purposes for 2020/21 is £4,068,334 (Appendix E);
7. the following amounts as calculated for the year 2020/21 in accordance with Sections 31 to 36 of the Act:
 - a. £49,783,001 being the aggregate of the amounts which the Council estimates for the items set out in Section 31A(2) of the Act (Outgoings excluding internal GF Recharges);
 - b. £45,714,667 being the aggregate of the amounts which the Council estimates for the items set out in Section 31A(3) of the Act (Income excluding internal GF Recharges);
 - c. £4,068,334 being the amount by which the aggregate at 7(a) above exceeds the aggregate at 7(b) above, calculated by the Council in accordance with Section 31A(4) of the Act as its Council Tax requirement for the year (Item R in the formula in Section 31A(4) of the Act);
 - d. £181.89 being the amount at 7(c) above (Item R), all divided by Item T (at 5 above), calculated by the Council, in accordance with Section 31B(1) of the Act, as the basic amount of its Council Tax for the year;
8. the Council Tax level for the Borough Council for 2020/21 of £181.89 (an increase of £5 (2.83%) on the 2019/20 level of £176.89) at Band D;
9. an aggregate Council Tax (comprising the respective demands of the Borough Council, Staffordshire County Council, Office of the Police and Crime Commissioner Staffordshire and Stoke-on-Trent and Staffordshire Fire and Rescue Authority) of £1,780.17 at Band D for 2020/21 be noted (£1,715.41 in 2019/20) (Appendix H);
10. the Council Tax levels at each band for 2020/21 (Appendix H);
11. the sum of £1,074,572 be transferred from General Fund Revenue Balances in 2020/21 (Appendix E);
12. the Summary General Fund Revenue Budget for 2020/21 (Appendix E);

13. the Provisional General Fund Budgets for 2021/22 to 2022/23, summarised at Appendix G, as the basis for future planning;
14. minimum level for balances of £500k to be held for each of the General Fund, Housing Revenue Account, General Capital Fund and Housing Capital Fund;
15. Cabinet be authorised to release funding from the General Contingency budget and that the release of funding for Specific Contingency items be delegated to the Corporate Management Team in consultation with the Leader of the Council;
16. proposed HRA Expenditure level of £15,259,760 for 2020/21 (Appendix D);
17. rents for Council House Tenants in General Accommodation for 2020/21 be set at an average of £87.93 (2019/20 £85.62), over a 48 week rent year (including a 2.7% increase);
18. rents for Council House Tenants due for 52 weeks in 2020/21 be collected over 48 weeks;
19. the HRA deficit of £1,337,210 be financed through a transfer from Housing Revenue Account Balances in 2020/21 (Appendix D);
20. the proposed 5 year General Fund Capital Programme of £5.820m, as detailed in Appendix I to the report;
21. the proposed 5 year Housing Capital Programme of £46.862m, as detailed in Appendix J to the report;
22. to delegate authority to Cabinet to approve/add new capital schemes to the capital programme where grant funding is received or there is no net additional cost to the Council;
23. the Treasury Management Strategy Statement, the Treasury Management Policy Statement, Minimum Revenue Provision Strategy and Annual Investment Statement 2020/21 (as detailed at Appendix N);
24. the Prudential and Treasury Indicators and Limits for 2020/21 to 2022/23 contained within Appendix N;
25. adoption of the Treasury Management Practices contained within ANNEX 8;
26. the detailed criteria of the Investment Strategy 2020/21 contained in the Treasury Management Strategy within ANNEX 4; and
27. the Corporate Capital Strategy and associated Action Plan (as detailed at Appendix O).

Executive Summary

The headline figures for 2020/21 are:

- A General Fund Net Cost of Services of £9,153,400 a reduction of 2.7% compared to 2019/20;
- A transfer of £1,074,572 from General Fund balances;
- The Band D Council Tax would be set at £181.89, an increase of £5 (2.83% - c.£0.10 per week) on the level from 2019/20 of £176.89;
- A General Fund Capital Programme of £5.820m for 5 years;
- a Housing Revenue Account (HRA) Expenditure level of £15,259,760 for 2020/21 (excluding interest & similar charges);
- A transfer of £1,337,210 from HRA balances;
- Rents will be set in line with the approved Rent Setting Policy including a 2.7% increase in average rent (on the 2019/20 average rent of £85.62 based on a 48 week rent year) in line with Government confirmation that social housing rents can increase to include 'up to' a factor of the consumer price index (CPI) measure of inflation plus 1% for five years from 2020, following the conclusion of a consultation on the new rent standard, and equates to £81.17 on an annualised 52 week basis;
- A Housing Capital Programme of £46.862m for 5 years.

Closing balances over 3 years for the General Fund (GF) are estimated at £0.5m - at the minimum approved level of £0.5m. The draft Budget and Medium Term Financial Strategy is based on a council tax increase of £5 (2.83%) for 2020/21 (the maximum permitted under the Government set limits to trigger a referendum is the greater of £5 or 2.0%) followed by increases of £5 p.a. thereafter & in line with statutory requirements.

The Summary HRA Revenue Budget for 2020/21 appears at **Appendix D** (including a summary of the resulting budgets over the 5 year period). Closing balances over 5 years for the HRA are estimated at £1.1m (compared to the minimum approved level of £0.5m).

The 5-year General Fund Capital Programme has been formulated assuming that the anticipated capital receipts will be received, this leaves a balance of c.£0.5m available, excluding c.£4.2m unallocated receipts remaining from the sale of the former Golf Course (the minimum approved level is £0.5m).

The Council's uncommitted Housing Capital Resources will effectively be reduced to c.£0.5m over 5 years (the approved minimum level is £0.5m).

Key Risks

- Uncertain economic conditions within the UK economy, following the decision to leave the EU – potential impact on interest rates, business rates growth and employment.
- Achievement of the anticipated growth in business rates income – in line with the assumed baseline and tariff levels set.
- The Government have said that, given the need to provide certainty and stability for next year, the longer-term reforms for the local government finance system, including business rates retention and fairer funding (Review of Relative Needs and Resources), have been delayed until 2021/22. **There is a high risk that these reforms, including the planned Business Rates Reset (when a proportion of the growth in business rates achieved since 2013/14 will be redistributed), will have a significant effect on the Council's funding level from 2021/22;**
- Delivery of the planned Commercial Investment Strategy actions and associated improved investment returns of 4% p.a. arising from the investment of £24m from the capital receipt received over the period 2016 – 2018 from the sale of the former golf course (to support the MTFs in the long term);
- Uncertainty over the ongoing funding for the ***New Homes Bonus scheme***, achievement of anticipated growth in new homes within the Borough and the associated dependency on the New Homes Bonus income to address / reduce the funding shortfall for the General Fund. The Government have confirmed that the 4-year legacy payments for New Homes Bonus (NHB) will continue to be paid after 2020/21, but there still remains uncertainty regarding new payments.

It is the Government's intention to look again at the New Homes Bonus scheme for 2021/22 and explore the most effective way to incentivise housing growth. They plan to consult widely on proposals prior to implementation. As the roll forward is for one year, with any funding beyond 2020/21 subject to the 2020 Spending Review and potential new proposals, the Government have said that the new allocations in 2020/21 will not result in legacy payments being made in subsequent years on those allocations.

- Challenge to continue to achieve high collection rates for council tax, business rates and housing rents – in light of welfare benefit reforms, economic conditions and uncertainty.

Background

The Vision for Tamworth is underpinned by high level, evidence based priorities that focus upon both Tamworth (the place), the communities served (the people) as well as the Council (the organisation).

However, it has become evident that the plans, processes and strategies that have guided the organisation to date required a review and refresh if elected members are to respond to the demands from local people.

More than ever, we recognise that our financial capacity will be less than in previous years which means that we will need to maintain our approach to innovation, collaboration and transformation. So, not only will the Council seek investment from businesses and developers, but the Council itself will explore viable and sustainable investment opportunities using all returns to support public services.

Efficiency Statement - Sustainability Strategy

The medium term financial planning process is being challenged by Government austerity measures as well as continued uncertainty. The accomplishment of a balanced 3 Year Medium Term Financial Strategy for the General Fund is a major achievement as the Council, like others, is planning to deliver its budget process in light of unprecedented adverse economic conditions with a great deal of uncertainty over future investment and income levels such as car parking, land charges and corporate property rents.

The budget setting process has faced significant constraints in Government funding in recent years - over 50% in real terms since 2010. The 4 year Local Government Finance Settlement confirmed that austerity measures are to continue with Revenue Support Grant (RSG) all but eradicated for most Councils by 2020 – and suggests that the key challenges that the Council is currently addressing are likely to become greater.

There is also a high degree of uncertainty arising from the work progressing with regard to business rates retention (and the associated impact on the Council's business rates income and associated baseline and tariff levels), the 'Fair Funding Review' as well as the planned Business Rates Reset which is now planned take effect from 2021/22.

The Council is responding to these challenges by considering the opportunities to grow our income. We are ambitious with our commercial view and will continue to work hard to identify income streams that enable us to continue to meet the needs of our residents.

The Council remains committed to promoting and stimulating economic growth and regeneration; meeting our housing needs; creating a vibrant town centre economy and protecting those most vulnerable in our communities.

More than ever, we recognise that our financial capacity will be less than in previous years which means that we will need to maintain our approach to innovation, collaboration and transformation.

So, not only will the Council seek investment from businesses and developers, but the Council itself will explore viable and sustainable investment opportunities using all returns to support public services.

We continue to invest in our teams, transform our processes and ensure our technology infrastructure is fit for purpose. We have identified a number of opportunities to improve customer access to information and services as well as our engagement with our citizens and the way in which we manage our data and information.

The adoption of 'Demand Management' as the primary operating model and the targeting of resources via locality based commissioning and delivery has enabled greater effectiveness in service delivery. As part of a 'Tamworth Community Offer' we will:

- Improve our use of 'insight' in shaping services and directing investment;
- Better align service delivery to ensure we act with purpose and are accountable;
- Support the Demand Management model with prevention approaches which seek to tackle causes and reduce costs;
- Develop approaches which genuinely 'empower' individuals and communities;
- Support a transformed dialogue with residents - recognising that our financial capacity will be less than in previous years which means educating and supporting communities to focus resources on 'needs' and being clear on what we are able to do and equally what we can't.

Key to this will be the application of existing and new technology to capture, collate and analyse customer insight, intelligence and data so as to understand not just the 'need' but the cause, behaviours or decisions creating the need. Then by the application of locality based commissioning for example, the Council can commission services that either intervene or prevent future need thereby reducing demand. This approach will change the organisation and how it works; will require Members to take difficult decisions and adhere to them; will involve managed risks and will sustain essential services critical in supporting the most vulnerable in our communities at a time when demand is increasing and resources reducing.

Linked with this, the 'Delivering Quality Services' project continues to review processes and demand, with the aim of re-designing processes to meet changing customer expectations and making the best use of technology to deliver efficient and effective services to the customer, including self-service and digital functionality.

This approach will change the organisation and how it works; will require Members to put evidence and insight at the heart of our decision making to ensure that we are transparent about the rationale for our decisions and plans; will involve managed risks and will sustain essential services critical in supporting the most vulnerable in our communities at a time when demand is increasing and resources reducing.

Accurate forecasting, strong leadership and an innovative, risk aware approach have resulted in the organisation being able, in the main, to sustain a full suite of essential services albeit not without implications for the public, local politicians and the entire workforce.

By adopting this approach, supporting its implementation and measuring its progress, it will enable the Council to achieve its Vision and Priorities and fulfil its obligations.

- We will target resources upon those in most need and those most vulnerable.
- We will commission services that will both intervene/prevent future demand and reduce levels of vulnerability.
- We will, as a consequence, meet the Council's stated intention to ensure that the vulnerable are a priority (Motion to Council on 26th November, 2014 refers).

As part of the budget process Policy Changes are required in order to amend base budget provision. As grant and other income levels are reducing, where increased costs are unavoidable then managers should identify compensatory savings. Where savings are identified they must be accompanied by a robust implementation plan.

Robust business case templates are submitted to Cabinet and CMT for all Policy Change submissions (Revenue and Capital).

The attached forecast is based on a 5 year period, but does contain a number of uncertainties. It is suggested that, given the uncertainty, there should be no knee jerk reactions – with a clear plan to focus on balancing the next 3 years' budget position, in compliance with the Prudential Code (by which time the impact should be clearer).

Work is continuing on a number of actions to address the financial position in future years:

- Delivering Quality Services project – the demand management approach to shift demand to more efficient methods of service delivery – online and automation (Interactive Voice Response).
- Recruitment freeze – there is a robust challenge / re-justification process in place for all vacant posts with a requirement to investigate alternative options including restructuring to fill vacancies / looking at what we can stop doing;

We took the opportunity to increase the vacancy allowance from 5% to 7.5% by 2021/22 c. £45k p.a. year on year for the General Fund, c.£14k p.a. for the HRA (It should be noted that staffing in some services e.g. planning, are key to the delivery of the Council's economic growth agenda and have significant demand from the public and local businesses but can also experience severe recruitment difficulties – which may lead to the use of market supplements to attract staff).

- Spend freeze – A review of the underspend position has been undertaken with a view to drive out as many savings as possible – and has identified annual savings of c.£160k p.a. from 2020/21. There was a £2.3m underspend in 2018/19 – although much of this arose from windfall income, c. £0.7m was lower level underspends.

- Alternative investment options arising from the Commercial Investment Strategy (as well as the Treasury Management Investment Strategy) to generate improved returns of c. 4% to 5% p.a. (plus asset growth);
A savings target to return c.4% p.a. from the planned investment of £12m in Diversified Property Funds has already been included from 2020/21.
- Review of reserves (including ensuring adequate provision for the funding uncertainties) / creation of fund for transformation costs (if needed);
- Targeted Savings – to identify potential areas for review in future years; and
- Review and rationalisation of IT systems.

Vision, Strategic Priorities & Plans

The Vision for Tamworth is underpinned by high level, evidence based priorities that focus upon both Tamworth (the place), the communities served (the people) as well as the Council (the organisation).

More than ever, we recognise that our financial capacity will be less than in previous years which means that we will need to maintain our approach to innovation, collaboration and transformation. So, not only will the Council seek investment from businesses and developers, but the Council itself will explore viable and sustainable investment opportunities using all returns to support public services.

The adoption of 'Demand Management' as the primary operating model and the targeting of resources via locality based commissioning and delivery has enabled greater effectiveness in service delivery. As part of a 'Tamworth Community Offer' we will:

- Improve our use of 'insight' in shaping services and directing investment;
- Better align service delivery to ensure we act with purpose and are accountable;
- Support the Demand Management model with prevention approaches which seek to tackle causes and reduce costs;
- Develop approaches which genuinely 'empower' individuals and communities;
- Support a transformed dialogue with residents - recognising that our financial capacity will be less than in previous years which means educating and supporting communities to focus resources on 'needs' and being clear on what we are able to do and equally what we can't.

It is through the Corporate Plan that these aspirations and expectations will be achieved. The scale, scope and timescale relating to these outcomes presents the Council with a challenging yet achievable task over the forthcoming years.

It is important to note that whilst the plan focuses upon delivering against the 3 Thematic Priorities, the Council must also ensure that the wide range of day-to-day operational and support services continue to be delivered to a consistent and efficient standard. In doing so, it demonstrates how "Delivering Quality Services" both connects and underpins the Thematic Priorities.

Key Drivers

- One: Create Insight and use our Knowledge - systematic collation and analysis;
- Two: Be Clear About Our Service Offer - consistent approach to customer services;
- Three: Prevention and Earliest Help approaches - get 'upstream' of the demand.

The approach to the preparation of the Corporate Plan, driven by Members, was based upon the collection, collation and analysis of a range of information; an understanding of local issues and an awareness of key influences.

In summary:

- Data, Customer/User insight and intelligence;
- Public consultation and wider engagement outcomes;
- A detailed understanding of our partners' plans;
- Political intentions and ambitions across the parties and the tiers;
- Our strategic plans – e.g., Local Plan; Housing & Health Strategies, Growth & Regeneration;
- Detailed knowledge of local and regional growth through devolution plans/intentions;
- Financial constraints and opportunities.

The **Vision, Strategic Priorities & Plans** at **Appendix A** set out how, under each Strategic priority, we plan to deliver gains or stated ambitions in order to progress against each priority.

There are a number of key challenges affecting the medium term financial planning process (as detailed within the report), which add a high level of uncertainty to budget projections.

The medium term financial planning process is being challenged by Government austerity measures as well as continued uncertainty. The accomplishment of a balanced 3 Year Medium Term Financial Strategy for the General Fund is a major achievement as the Council, like others, has planned to deliver its budget process in light of unprecedented adverse economic conditions with a great deal of uncertainty over future investment and income levels such as car parking, land charges and corporate property rents.

The Council continues to be faced with significant financial demands from Central Government following new legislation in areas such as Homelessness, Data Protection (& the General Data Protection Regulations - GDPR), planning and transparency – as well as substantial reductions in Government grant support.

The Council is responding to these challenges by considering the opportunities to grow our income. We are ambitious with our commercial view and will continue to work hard to identify income streams that enable us to continue to meet the needs of our residents.

We continue to focus on supporting vulnerable people and in particular in ensuring that those facing difficulties in relation to financial hardship and housing difficulties are prioritised. We will work collaboratively with others to maximise our collective effectiveness and will seek to develop the role played by the third sector.

In addition, we will be developing our operating model to further strengthen our service delivery and strategic approaches.

In particular we will further reinforce our use of knowledge and evidence in decision making, ensure that we are clear in our service offer and accountable to residents.

We continue to invest in our teams, transform our processes and ensure our technology infrastructure is fit for purpose. We have identified a number of opportunities to improve customer access to information and services as well as our engagement with our citizens and the way in which we manage our data and information.

Additional demands for services (i.e. benefits and housing) arising from these austere times have been included where possible but this is dependent on the length and depth of the austerity measures.

In addition there are a number of key uncertainties which will inform future budget considerations:

- a) Future Revenue Support Grant levels for future years - the budget setting process has faced significant constraints in Government funding in recent years - over 50% reduction since 2010.

The 4 year Local Government Finance Settlement confirmed in February 2016 that austerity measures are to continue with Revenue Support Grant (RSG) all but eradicated for most Councils by 2020.

However, there remains a high degree of uncertainty arising from the most significant changes in Local Government funding for a generation. The following reforms were planned to be in place by 2020/21 but given announcements following the 2019 Spending Round these have been deferred until 2021/22.

The Government previously stated its intention to hold a new Spending Review in 2019, covering the period 2020/21 to 2022/23. However, a one-year Spending Round has been carried out, covering the financial year 2020/21; and this will be followed in 2020 by a full Spending Review, reviewing public spending as a whole and setting multi-year budgets.

In addition, the Government have said that, given the need to provide certainty and stability for next year, the longer-term reforms for the local government finance system, including business rates retention and fairer funding (Review of Relative Needs and Resources), have been delayed until 2021/22.

- **Fair Funding Review (FFR)** of the distribution methodology (now from 2021/22) including:
 - changes to the needs assessment (which will determine each Council's share of the national funding for Local Government – it is likely that this will reflect the impact of Social Care demands and that funding will be redistributed to Unitary and County Councils to the detriment of District Councils);

- treatment of relative resources (to determine how much each Council can fund locally through income from fees and charges and council tax); and
 - any transitional arrangements to protect Councils from significant reductions in funding – and the impact from their unwinding.
- **Spending Review 2020 (SR20)** – where the total spending allocation for Government Departments will be set – including national control totals for Local Government spending. It has already been announced that significant additional funding will be diverted to the NHS which could mean further reductions for other Departments including Local Government;
 - The ongoing **review of the Business Rates Retention (BRR) scheme** (now from 2021/22) – the Government announced that Councils will be able to retain 75% of business rates collected rather than 100% as previously planned with work progressing on the design of the new system including the impact of ‘rolling in’ grants such as Housing Benefit administration and New Homes Bonus;
 - The planned **reset of the Business Rates baseline** for each Council and redistribution of the growth achieved since 2013 of over £1m p.a. (now from 2021/22);
 - Uncertainty over the ongoing funding for the **New Homes Bonus scheme**, local growth in housing numbers and share of the national pool (including potential increases to the ‘deadweight’ for which Councils no longer receive grant). The Government have confirmed that the 4-year legacy payments for New Homes Bonus (NHB) will continue to be paid after 2020/21, but there still remains uncertainty regarding new payments.

It is the Government’s intention to look again at the New Homes Bonus scheme for 2021/22 and explore the most effective way to incentivise housing growth. They plan to consult widely on proposals prior to implementation. As the roll forward is for one year, with any funding beyond 2020/21 subject to the 2020 Spending Review and potential new proposals, the Government have said that the new allocations in 2020/21 will not result in legacy payments being made in subsequent years on those allocations.

In addition, the next planned national **Business Rates Revaluation** will take effect from 2021/22 – with latest indications that the Government will also aim to introduce a **centralised system for business rate appeals** at the same time to cover future changes arising from the 2021 valuation list.

While we are aware of these forthcoming changes, little to no information is available on the potential impact for individual Councils’ finances.

- b) In 2016/17, at the start of the four-year offer made to local government, the Government introduced a separate council tax referendum principle for shire districts, to address particular pressures on these authorities.

This principle meant that districts could increase council tax by the core principle (now announced as 2% for 2020/21 – this was previously 3%) or £5, whichever is greater.

The Government continued to grant this flexibility in 2017/18, 2018/19 and 2019/20 and have now announced it is to continue for 2020/21.

- c) Uncertain economic conditions within the UK economy, following the decision to leave the EU, may also lead to a suppression of business growth and investment – together with the associated impact on Business Rate growth and employment.
- d) Future Pension contribution levels – the results from the 2019 triennial review, carried out by the Actuary employed by the Pension Fund, have now been confirmed - indicative *ongoing* annual increases in Employer's contributions of c. £150k p.a. (1% p.a. increase) had been included from 2020/21 for 3 years (followed by increases of 2% p.a.). This includes an ongoing lump sum (with an annual increase) relating to past liabilities and a set rate for future employer contributions of 16.5% p.a. Given the uncertain economic situation and arising from the Council's position in its participation in the Fund's contribution stability mechanism, the option to freeze contribution levels for 3 years has been communicated to the Pension Fund Actuary. This will lower costs in the short term and the actuary has confirmed it would not have an unsustainable impact on the pension fund. There will also be a saving of c.£183k in lump sum costs by making an advance payment of the 3 year costs in April 2020.
- e) While the Government announced a pay cap for 2014/15 & 2015/16, a 2.2% increase (plus other changes) was agreed from 1st January 2015. In addition, from April 2016, a new compulsory National Living Wage (NLW) for the over 25s was introduced to replace the National Minimum Wage. A further 1% pay cap for public sector workers for the 4 years from 2016/17 was set but following Government announcements regarding public sector pay this cap was lifted from 2018/19 with a 2% increase agreed.

For 2019/20 a 2% increase was agreed and included the introduction of a new pay spine on 1st April 2019 based on a bottom rate of £17,364 with additions, deletions and changes to other spinal column points. A 2.5% p.a. increase from 2020/21 has been assumed.

- f) Proposed changes set out in the Welfare Reform Act 2012 and the introduction of Universal Credit – impact on housing benefits and associated income receipts (including Housing Rents and Council Tax) of the Council;
- g) The impact of any further uncertainty over future interest rate levels and their impact on investment income / treasury management;
- h) Due to uncertainties around the Better Care Fund, a risk on the current grant funding for Disabled Facilities Grants (DFG) is highlighted. A grant of £400k p.a. has been assumed;

In light of these uncertainties and issues arising from the sensitivity analysis (attached at **Appendix L**), it is felt prudent to include within the budget a number of specific contingency budgets (aligned to the specific uncertainties, where appropriate) to ensure some stability in the financial planning process (as detailed at **Appendix M**).

The assumptions made in the production of the MTFS are based on the best information available at the time and are subject to change. These will be monitored and reviewed on a Quarterly basis by CMT and Cabinet.

The Treasury Management Strategy Statement and report attached at **Appendix N** outlines the Council's Prudential Indicators for 2020/21 to 2022/23 and sets out the expected Treasury operations for this period.

Under the requirements of the CIPFA Code of Practice and associated Guidance Notes 2017, the following four clauses have been adopted:

- a) This Council will create and maintain, as the cornerstones for effective treasury management:

A treasury management policy statement, stating the policies, objectives and approach to risk management of its treasury management activities; and Suitable treasury management practices (TMPs) setting out the manner in which the organisation will seek to achieve those policies and objectives, and prescribing how it will manage and control those activities.

- b) This Council will receive reports on its treasury management policies, practices and activities, including as a minimum, an annual strategy and plan in advance of the year, a mid-year review and an annual report after its close.
- c) This Council delegates responsibility for the implementation and regular monitoring of its treasury management policies and practices to Cabinet, and for the execution and administration of treasury management decisions to the Executive Director Finance, who will act in accordance with the organisation's policy statement and TMPs.
- d) This Council nominates the Audit and Governance Committee to be responsible for ensuring effective scrutiny of the treasury management strategy and policies.

Options Considered

As part of the budget setting process a number of options for the council tax increase levels for 2020/21 and future years have been modelled / considered.

Council Tax	Option Modelled / Considered
Model 1	£5.00 increase in Council tax in 2020/21 (followed by increases of £5.00 p.a.)
Model 2	2.99% increase in Council tax in 2020/21 (followed by increases of c.2.99% p.a.)
Model 3	£1 increase in Council tax in 2020/21 (followed by increases of £1 p.a.)
Model 4	2.5% increase in Council tax in 2020/21 (followed by increases of 2.5% thereafter)
Model 5	0% increase in Council tax in 2020/21 (followed by increases of 0% thereafter)
Model 6	1.99% increase in Council tax in 2020/21 (followed by increases of 1.99% thereafter)

Rent	Option Modelled / Considered
CPI plus 1%	The Government has now confirmed that social housing rents can increase to include 'up to' a factor of the consumer price index (CPI) measure of inflation plus 1% for five years from 2020, following the conclusion of a consultation on the new rent standard
CPI	General increase in line with CPI
No increase	No general increase in annual rent

These are detailed within the Base Budget report to Cabinet on 28th November 2019 and the Draft Medium Term Financial Strategy report to Cabinet on 22nd January 2020 and Joint Scrutiny Committee (Budget) on 29th January 2020.

Resource Implications

A summary table of all the budget proposals is shown at the end of the report. The General Fund Summary Revenue Budget for 2020/21 appears at **Appendix E**. A summary of the resulting budgets over the 3 year period appears at **Appendix G**.

Closing balances over 3 years for the General Fund (GF) are estimated at £0.5m, at the minimum approved level of £0.5m. The draft Budget and Medium Term Financial Strategy is based on a council tax increase of £5 (2.83%) for 2020/21 (the maximum permitted under the Government set limits to trigger a referendum is the greater of £5 or 2.0%) followed by increases of £5 p.a. thereafter & in line with statutory requirements.

The Summary HRA Revenue Budget for 2020/21 appears at **Appendix D** (including a summary of the resulting budgets over the 5 year period).

Closing balances over 5 years for the HRA are estimated at £1.1m (compared to the minimum approved level of £0.5m).

The 5-year General Fund Capital Programme has been formulated assuming that the anticipated capital receipts will be received, this leaves a balance of c.£0.5m available, excluding c.£4.2m unallocated receipts remaining from the sale of the former Golf Course (the minimum approved level is £0.5m).

The Council's uncommitted Housing Capital Resources will effectively be reduced to c.£0.5m over 5 years (the approved minimum level is £0.5m).

Section 25 of the Local Government Act 2003 requires the Chief Finance Officer to report on the robustness of the estimates included in the budget and the adequacy of the reserves for which the budget provides. In the view of the Executive Director Finance, the budget proposals enclosed within this report include estimates which take into account circumstances and events which are reasonably foreseeable at the time of preparing the budget. In his view, the level of reserves remains adequate for the Council based on this budget and the circumstances in place at the time of preparing it.

Legal / Risk Implications

The Council's constitution requires Cabinet publish initial proposals for the budget, having first canvassed the views of local stakeholders as appropriate - budget proposals were considered at the Joint Scrutiny Committee (Budget) meeting on 29th January 2020. In line with the constitution a Leaders Budget Workshop was held on 9th January 2020 to outline the issues affecting the MTFs arising from the base budget forecast.

The budget has been set following extensive consultation with the people of Tamworth. This includes feedback and responses from the 'Tamworth Listens' budget consultation exercise.

Proposed amendments to the 2019/20 base budget, approved by Council on 26th February 2019, are detailed within the report.

Approval of Prudential Indicators and an Annual Investment Strategy is a legal requirement of the Local Government Act 2003. Members are required under the CIPFA Code of Practice to have ownership and understanding when making decisions on Treasury Management matters.

Key Risks to Revenue and Capital Forecasts:

Risk	Control Measure
Major variances to the level of grant / subsidy from the Government (including specific grants e.g. Benefits administration, Business Rates Section 31 funding); (High)	Sensitivity modelling undertaken to assess the potential impact in the estimation of future grant levels; (High / Medium)

Risk	Control Measure
New Homes Bonus grant levels lower than estimated; Continuation of the scheme for 2020/21 has been confirmed – doubt over its continuation in future years; (High/Medium)	Future levels included based on legacy payments only; (Medium/Low)
Potential ‘capping’ of council tax increases by the Government or local Council Tax veto / referendum; (Medium)	Current indications are that increases of 2% or £5 and above risk ‘capping’ (3% or £5 for District Councils in 2019/20); (Low)
The achievement / delivery of substantial savings / efficiencies will be needed to ensure sufficient resources will be available to deliver the Council’s objectives through years 4 to 5. Ongoing; (High)	A robust & critical review of savings proposals will be required / undertaken before inclusion within the forecast; (High/Medium)
Pay awards greater than forecast; (Medium)	Public sector pay cap was lifted from 2018/19 with pay awards of 2% p.a. for 2 years. Increases of 2.5% p.a. assumed from 2020/21; (Medium / Low)
Pension costs higher than planned / adverse performance of pension fund; (Medium)	Regular update meetings with Actuary; Confirmation of a freeze in the ‘lump sum’ element has been received following the triennial review during 2019 informing the 3 years from 2020/21; (Medium/Low)
Assessment of business rates collection levels to inform the forecast / budget (NNDR1) and estimates of appeals, mandatory & discretionary reliefs, cost of collection, bad debts and collection levels; New burdens (Section 31) grant funding for Central Government policy changes – including impact on levy calculation; Potential changes to the Business Rates Retention system following the announcement for Councils to keep 75% (previously up to 100%) of the business rates collected from 2021/22; (High)	Robust estimates included to arrive at collection target. Ongoing proactive management & monitoring will continue; Business Rates Collection Reserve - provision of reserve funding to mitigate impact of any changes in business rate income levels; Monitoring of the situation / regular reporting; (High / Medium)
Local Council Tax Reduction scheme implementation – potential yield changes and maintenance of collection levels; (High)	Robust estimates included. Ongoing proactive management & monitoring (including a quarterly healthcheck on the implications on the organisation – capacity / finance) will continue; (High / Medium)
Achievement of income streams in line with targets e.g. treasury management interest, car parking, planning, commercial & industrial rents etc.; (High / Medium)	Robust estimates using a zero based budgeting approach have been included; (Medium)

Risk	Control Measure
<p>Delivery of the capital programme (GF / HRA – including Regeneration schemes) dependent on funding through capital receipts and grants (including DFG funding through the Better Care Fund);</p> <p>(High / Medium)</p>	<p>Robust monitoring and evaluation – should funds not be available then schemes would not progress;</p> <p>(Medium)</p>
<p>Dependency on partner organisation arrangements and contributions e.g. Waste Management (SCC/LDC).</p> <p>(High / Medium)</p>	<p>Memorandum of Understanding in place with LDC.</p> <p>(Medium)</p>
<p>Delivery of the planned Commercial Investment Strategy actions - recent review of the Treasury Management Investment Guidance / Minimum Revenue Provision Guidance carried out by MHCLG - with a potential restriction of investments by Councils given increased risk exposure.</p> <p>(High/Medium)</p>	<p>The main issue seems to be the increased risks associated with those Councils who are borrowing large sums to invest in commercial property activities.</p> <p>(Medium)</p>
<p>Maintenance and repairs backlog for corporate assets – and planned development of long term strategic plan to address such.</p> <p>(High / Medium)</p>	<p>Planned development of long term strategic corporate capital strategy and asset management plan to consider the requirements and associated potential funding streams. (Medium)</p>
<p>Significant financial penalties arising from the implementation of the General Data Protection Regulations (GDPR).</p> <p>(High / Medium)</p>	<p>Implementation plan in place with corporate commitment and good progress.</p> <p>(Medium)</p>
<p>Property funds are not risk free - as such a risk based approach will need to be adopted – to balance risk against potential yield or return.</p> <p>Based on past performance there is the potential for returns of c.4 to 5% p.a. but this is not guaranteed.</p> <p>The value of the funds are also subject to fluctuation – which could mean a capital loss in one year (as well as expected gains).</p> <p>The initial cost associated with the purchase of the investment in the funds is expected to be in the region of 5% - which would have to be recovered over the life of the investment (either from annual returns or capital appreciation). There is a real risk of a revenue loss therefore in the first year.</p> <p>(High/Medium)</p>	<p>Any investment in funds which are deemed as capital expenditure will require the necessary capital programme budgets to be approved by full Council.</p> <p>Risk is inherent in Treasury Management and as such a risk based approach will need to be adopted – to balance risk against potential yield or return.</p> <p>The risk will be mitigated (although not eliminated) through investment in a diversified portfolio using a range of property funds.</p> <p>The Council will also endeavour to use the secondary market for purchases to potentially gain access to a fund at a lower level of cost than via the primary route.</p> <p>Mitigation regulations are in place to defer any potential principal loss for 5 years.</p> <p>(Medium)</p>

Risk is inherent in Treasury Management and as such a risk based approach has been adopted throughout the report with regard to Treasury Management processes.

Sustainability Implications

At its meeting on 19th November 2019, Tamworth Borough Council declared a Climate Emergency together with specific actions including to ensure that all reports in preparation for the 2021/22 budget cycle and investment strategy will take into account the actions the Council will take to address this emergency (minute 18 refers).

Budget provision of £105k for 2020/21 is included in the proposals to fund emerging Climate Emergency initiatives as well as specific actions contained within this report including Energy Efficiency Upgrades to Commercial and Industrial Units, energy efficient street lighting and improvements to the Council's housing stock. These include gas central heating upgrades and renewals, neighbourhood regeneration (including environmental works), insulation works and energy efficiency improvements.

In addition, spend in 2020/21 (deferred from 2019/20) will include improvements to Public Open Space including Wigginton Park, Broadmeadow Nature Reserve, Local Nature Reserves and the Amington Community Woodland and Cycleway.

Report Author:

If Members would like further information or clarification prior to the meeting please contact Stefan Garner, Executive Director Finance – tel. 709242.

Background Papers:-	Corporate Vision, Priorities Plan, Budget & Medium Term Financial Strategy 2019/20, Council 26th February 2019
	Budget and Medium Term Financial Planning Process, Cabinet 15th August 2019
	Budget Consultation Report, Cabinet 7th November 2019
	Draft Base Budget Forecasts 2020/21 to 2024/25, Cabinet 28th November 2019
	Treasury Management Strategy Statement & Annual Investment Strategy Mid-year Review Report 2019/20, Council 10th December 2019
	Leaders Budget Workshop, 9th January 2020
	Draft Budget and Medium Term Financial Strategy 2019/20 to 2023/24, Cabinet 24th January 2019 / Joint Scrutiny Committee (Budget) 30th January 2019
	Business Rates Income Forecast (NNDR1 return), Cabinet 24th January 2019
	Treasury Management Practices 2020/21 (Operational Detail)

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TAMWORTH BOROUGH COUNCIL: VISION

To put Tamworth, its people and the local economy at the heart of everything we do

OUR PURPOSE IS TO

- help tackle causes and effects of poverty and financial hardship
- increase all residents' resilience and access to information
- engage with our residents to promote community involvement and civic pride
- support the development of Tamworth now, and in the future
- help the local economy to grow in a way which benefits our residents and businesses
- utilise Council resources effectively
- help tackle the causes of inequality and increase opportunities for all residents and businesses
- help protect, nurture and celebrate our local heritage
- help prevent homelessness and help people access suitable housing
- help build resilient communities
- help develop and safeguard our environment and open spaces

OUR STRATEGIC PRIORITIES FOR 2019-2022

People and Place

1. To meet housing needs through a variety of approaches and interventions
2. To facilitate sustainable growth and economic prosperity
3. To work collaboratively and flexibly to meet the needs of our communities
4. To create a new and developing vision for the continued evolution of Tamworth, including a Town Centre fit for the 21st century

Organisation

1. To be financially stable
2. To ensure our employees have the right skills and culture to help our residents, visitors and businesses
3. To ensure our service delivery is consistent, clear, and focused
4. To ensure our decisions are driven by evidence and knowledge

People and Place Priorities	Why is this a priority?
<p>1. To meet housing needs through a variety of approaches and interventions</p>	<p>Access to safe and suitable accommodation is a key issue for Tamworth residents and continues to be the highest area of demand for Council services overall.</p> <p>The Council places a high priority on its role in supporting people to access the housing they need, seeking to improve standards across all tenures and working to ensure that neighbourhoods can thrive.</p>
<p>2. To facilitate sustainable growth and economic prosperity</p>	<p>Tamworth is well placed to benefit from the economic prosperity of the West Midlands as a whole and the Council recognises the importance of its role in ensuring that this increased prosperity benefits all residents and enhances our town.</p> <p>We welcome continued infrastructure growth including increased housing. However, we believe that the Council has a pivotal role to play in ensuring that this growth is managed in a way which enhances the lives of our residents, protects our environment and supports a balanced economy.</p>
<p>3. To work collaboratively and flexible to meet the needs of our communities</p>	<p>The Council has invested strongly in the development of innovative and proactive collaboration across agencies and sectors and has a well-earned reputation for placing partnership at the heart of our approach.</p> <p>We consider that our ability to deliver positive outcomes for residents is enhanced by working with others and as a result we will continue to invest in the development of purposeful and meaningful partnerships. In particular we will focus on enhancing the work that we do with others to protect vulnerable people and enhance neighbourhoods.</p>
<p>4. To create a new and developing vision for the continued evolution of Tamworth, including a Town Centre fit for the 21st century</p>	<p>As is the case across the UK the nature and use of our town centre is changing, with a reduction in the viability of the retail offer in its traditional form. However, the town centre remains an important resource for the town as a whole, with the potential to greatly enhance Tamworth's already enviable leisure offer.</p> <p>We believe that the Council is well placed to lead the development of a clear and inclusive vision for the town centre which provides the framework for future sustainability. This will link to our own plans for regeneration including the re-development of the Gungate Area.</p>

Organisational Priorities	Why is this a priority?
<p>1. To be financially stable</p>	<p>Along with much of the public sector Tamworth is facing an uncertain financial future. The Council has a proven track record as a trusted custodian of public finances and we will continue to emphasise the importance of sound financial management linked to effective risk management and governance.</p> <p>We further believe that by adopting commercial approaches and critically evaluating commercial opportunities we can significantly increase our financial sustainability and increase our ability to offer VFM for residents.</p>
<p>2. To ensure our employees have the right skills and culture to help our residents, visitors and businesses</p>	<p>We consider that our teams and our elected members constitute our greatest asset and that by ensuring that every individual has the necessary skills, competencies and knowledge to fulfil their roles we can work most effectively for the benefit of residents.</p> <p>Ensuring that front line staff and elected members have access to useful and up to date information regarding service delivery and community issues also greatly increases effectiveness and we will prioritise the development of resources which maximise the accessibility of information.</p>
<p>3. To ensure our service delivery is consistent, clear, and focused</p>	<p>Ensuring that residents are able to easily access clear information about the standards of service they can expect from us will greatly help to reduce waste demand and promote confidence in the Council. Of equal importance is ensuring that the right tools are in place to deliver consistently to the expected standard.</p> <p>We will prioritise the development of clear standards of service across the organisation and will further develop our approaches to measure and respond quickly to customer intelligence and levels of satisfaction.</p>
<p>4. To ensure our decisions are driven by evidence and knowledge</p>	<p>The Council receives a considerable amount of useful information through customer feedback along with statistical information from a variety of sources. We believe that by ensuring we are making the maximum of use of all available information and knowledge we can create insight to inform decision making at every level.</p> <p>We will work to further develop the means by which we collect, collate and analyse all available information for the purpose of enhancing our ability to support evidence based decision making.</p>

Supporting Strategies and Plans

PEOPLE AND PLACE

Supporting Strategies

- Housing Strategy
- Homelessness Strategy
- HRA Business Plan
- Tamworth Local Plan
- Indoor & Outdoor Sports Strategy
- Asset Management Strategy
- Countywide Waste Strategy (collective ownership)
- Tourism Strategy
- Tenancy Management Strategy
- Partnership Strategies
- Town Centre Strategy
- Town Centre Masterplan

Plans / Projects

- HRA business plan
- Tamworth Local Plan
- Tinkers Green & Kerria Redevelopment
- Garage Site Redevelopment
- Partnership Strategies

ORGANISATION

Supporting Strategies

- MTFS
- Treasury Management Strategy & Corporate Capital Strategy
- Organisation / People Strategy
- Communications / Engagement / Consultation Strategy
- ICT and Digital Strategy
- Data Management Strategy
- Customer Service and Access Strategy
- Commercial Investment Strategy
- Risk Management Strategy
- Procurement Strategy
- Health & Safety Policy
- Marketing Strategy

Plans and Key Projects

- Corporate Plan
- Business Plans
- Priority Reviews
- Focus on the Future
- Tamworth Community Offer
- Investment Plan
- Civil Contingency Plan

Detailed Considerations

Introduction

The Council's approach to medium term planning aims to integrate the Council's Corporate and financial planning processes. In accordance with that approach this report contains firm proposals for 2020/21 and provisional proposals for the following years.

It is intended that all aspects of the budget should be agreed by Members and so this report details each amendment which is proposed to the 2019/20 budget to arrive at the starting point for 2020/21. The report deals in turn with each of the key elements and towards the end of each section is a summary table. Each of these tables is brought together in the summary and conclusions section at the end of the report.

The Council's MTFs used as the basis for the 2020/21 budget, aimed both to deal with a challenging financial position and to find resources to address the Council's corporate priorities. The approved package was based upon:

- The need to compensate for reduced income levels arising from the Government's austerity agenda & economic situation;
- Injecting additional resources into Corporate Priorities;
- Increasing income from council tax and fees and charges;
- Making other savings and efficiencies.

Financial Background

The medium term financial planning process is being challenged by the uncertain economic conditions. The forecast grant reductions and continuing uncertainty have put significant pressure on the ability of the Council to publish a balanced MTFs.

It has been suggested that, given the uncertainty, there should be no knee jerk reactions – with a clear plan to focus on balancing the next 3 years' budget position, in compliance with the Prudential Code (minimum balances of £0.5m) by which time the impact should be clearer.

There are a number of other challenges affecting the Medium Term Financial Planning process for the period from 2020/21 which add a high level of uncertainty to budget projections.

In light of these uncertainties and issues arising from the sensitivity analysis (attached at **Appendix L**), it is felt prudent to include within the budget a number of specific contingency budgets (aligned to the specific uncertainties, where appropriate) to ensure some stability in the financial planning process (as detailed at **Appendix M**).

Following review of the sensitivity of the factors within the forecasts, pay award & inflation, interest rate movements together with changes in Government Grant support could all significantly affect the forecast as follows:

Effect of x% movement:	% + / -	Impact over 1 year +/-	Impact over 3 years +/-	Risk
		£'000	£'000	
Pay Award / National Insurance (GF)	0.5%	43	265	M/H
Council Tax	0.5%	39	185	M
Inflation / CPI	0.5%	49	307	M/H
Government Grant	1.0%	42	198	M
Investment Interest	0.5%	176	925	H
Key Income Streams	0.5%	10	61	L
Business Rates	0.5%	72	449	H

GENERAL FUND

Future Revenue Support Grant & Business Rate income

On 20th December 2019, the Secretary of State for the Ministry for Housing, Communities and Local Government, Rt. Hon. Robert Jenrick MP, made a written statement to Parliament on the provisional local government finance settlement (LGFS) 2020/21. This was confirmed in a written statement to Parliament on 6th February 2020.

The updated National Core Spending Power figures are detailed below and include the Settlement Funding Assessment (SFA); Council Tax; the Improved Better Care Fund; New Homes Bonus (NHB); Transitional Grant; Rural Services Delivery Grant; and the Adult Social Care Support Grant. The table shows the national changes to Core Spending Power between 2015/16 and 2020/21. It shows an increase of 6.3% for 2020/21 and an overall increase for the period 2015/16 to 2020/21 of 10%.

Core Spending Power National Position	2015/16 £m	2016/17 £m	2017/18 £m	2018/19 £m	2019/20 £m	2020/21 £m
Settlement Funding Assessment	21,250	18,602	16,633	15,574	14,560	14,797
Under-indexing business rates multiplier	165	165	175	275	400	500
Council Tax	22,036	23,247	24,666	26,332	27,768	29,370
Improved Better Care Fund	-	-	1,115	1,499	1,837	2,077
New Homes Bonus	1,200	1,485	1,252	947	918	907
Rural Services Delivery Grant	16	81	65	81	81	81
Transition Grant	-	150	150	-	-	-
Adult Social Care Support Grant	-	-	241	150	-	-
Winter pressures Grant	-	-	-	240	240	-
Social Care Support Grant	-	-	-	-	410	1,410
Core Spending Power	44,666	43,730	44,296	45,098	46,213	49,142
Change %		(2.1)%	1.3%	1.8%	2.5%	6.3%
Cumulative change %		(2.1)%	(0.8)%	1.0%	3.5%	10.0%

However, there remains a high degree of uncertainty arising from the most significant changes in Local Government funding for a generation. The planned reforms were due to be in place by 2020/21 but given announcements following the *2019 Spending Round* these have been deferred until 2021/22.

The government previously stated its intention to hold a new Spending Review in 2019, covering the period 2020/21 to 2022/23. However, a one-year Spending Round has been carried out, covering the financial year 2020/21; and this will be followed in 2020 by a full Spending Review, reviewing public spending as a whole and setting multi-year budgets.

In addition, the Government have said that, given the need to provide certainty and stability for next year, the longer-term reforms for the local government finance system, including business rates retention and fairer funding (Review of Relative Needs and Resources), have been delayed until 2021/22.

The Government issued the Local Government Finance Settlement 2020/21 Technical Consultation paper which proposed that the 2019/20 Settlement Funding Assessment amounts will increase in line with the small business non-domestic rating multiplier for 2020/21. This will mean that they will increase by the September CPI amount (since confirmed as 1.7%) unless it is capped.

Authorities will therefore see CPI increases in both their Baseline Need and Revenue Support Grant amounts. This is the first time both elements will increase by CPI, as in previous years RSG was reduced (in order to offset the funding gain from Baseline Need increases).

For Baseline Need to increase by CPI, NNDR Baseline and Top up / Tariff amounts will also increase by CPI (as in previous years).

For future years (post 2020/21), it has been assumed that there will be a reduction in Revenue Support Grant to nil following the planned reforms, as detailed below.

BASE BUDGET	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	£	£	£	£	£	£
Revenue Support Grant	- *	187,335	-	-	-	-
% Reduction	(63)%	1.7%	(100)%	-	-	-

* Due to successful Staffordshire 75% Business Rates Pilot arrangement for 2019/20, RSG of £184,529 was 'rolled in' and deducted from the tariff payment.

Business Rates

Given the current economic climate and further anticipated reductions in Central Government Grant support together with the uncertainty around the impact of the changes to the Business Rate Retention scheme, the Business Rate reset and the Fair Funding Review, detailed modelling has been carried out in order to prepare estimated Business Rates income levels.

The 2020/21 finance settlement represents the eighth year in which the Business Rates Retention (BRR) scheme is the principal form of local government funding. As in the previous years, the provisional settlement provides authorities with a combination of provisional grant allocations and their baseline figures within the BRR scheme.

Additional monthly monitoring has been implemented since the implementation of business rate retention from 2013/14 – following approval of the NNDR1 form (Business Rates estimates) by Cabinet in January each year.

The Council received additional business rates during 2013/14 (above forecast / baseline) and had to pay a levy of £356k to the Greater Birmingham & Solihull Local Enterprise Partnership (GBSLEP). No levy was payable for 2014/15 due to the significant increase in appeals during March 2015 – which meant an increase in the provision from £1m to almost £4m. The Council received additional business rates during 2015/16, 2016/17, 2017/18 and 2018/19 (above forecast / baseline) and had to pay a levy of £534k, £612k, £1.17m and £992k respectively.

The latest estimates for 2019/20 indicate additional business rates receivable above the baseline – of which the Council will receive 40% less the Government set tariff payment of c.£10m (plus an agreed share of the surplus from the Staffordshire Pilot arrangement - after deduction of the 25% Central Share, 34% County & 1% Fire & Rescue Authority shares).

However, the future position is less certain. A robust check & challenge approach has been taken of any increases on the base figure, including a risk assessed collection level.

New Burdens (Section 31) Grant is receivable for additional reliefs given by the Government relating to business rates from 1st April 2013 e.g. Small Business Rate Relief – of which 50% of any in excess of the baseline will be payable in levy to the Staffordshire and Stoke on Trent Business Rates pool. A prudent approach has been taken in respect of any new burdens funding – and, due to uncertainties & risk, the creation of an associated Business Rates Collection reserve to mitigate fluctuation in income. The forecast Section 31 Grants and levy payments included within the base budget forecasts are detailed below.

Levy / Section 31 Grant	2019/20 £	2020/21 £	2021/22 £	2022/23 £
NNDR Levy payment	965,810	1,090,020	-	-
Section 31 Grant income	(1,086,640)	(1,095,550)	-	-

For future years, the Government assessed Business Rates Baseline is detailed below:

BASELINE	2020/21	2021/22	2022/23
	£	£	£
Base Budget Forecast (November 2019):			
Retained Business Rates	12,778,290	15,403,818	15,704,865
Less: Tariff payable	(10,433,555)	(13,041,378)	(13,294,366)
Total SFA	2,344,735	2,362,440	2,410,499
% Reduction	(5.7)%	0.8%	2.0%
Provisional LGFS (December 2019):			
Retained Business Rates	12,744,347	15,403,818	15,704,865
Less: Tariff payable	(10,405,841)	(13,041,378)	(13,294,366)
Total SFA	2,338,506	2,362,440	2,410,499
% Reduction	(5.9)%	1.0%	2.0%
(Increase) / Decrease	6,229	-	-

However, due to the variable nature of the BRR element of local authority funding, the provisional settlement no longer provides the absolute funding level for authorities. The Government's assessed Business Rates Baseline for the authority is only based on an adjusted average income figure, and therefore is not representative of the actual Business Rates Baseline within the MTFS forecast. The business rates forecast income (NDR1) has now been finalised – the updated budget estimates are detailed below:

BASE BUDGET	2020/21	2021/22	2022/23
	£	£	£
Draft MTFS (January 2020):			
Revenue Support Grant	187,535	-	-
Retained Business Rates	14,432,332	15,403,818	15,704,865
Less: Tariff payable	(10,405,841)	(13,041,378)	(13,294,366)
Total	4,214,026	2,362,440	2,410,499
% Increase / (Decrease)	26.5%	(43.9)%	2.0%
% RSG Increase* / (Decrease)	1.7%	(100.0)%	-%
Final NDR1 (January 2020):			
Revenue Support Grant	187,535	-	-
Retained Business Rates	13,828,842	15,403,818	15,704,865
Less: Tariff payable	(10,405,841)	(13,041,378)	(13,294,366)
Total	3,610,536	2,362,440	2,410,499
% Increase / (Decrease)	8.4%	(34.6)%	2.0%
% RSG Increase* / (Decrease)	1.7%	(100.0)%	-%
(Increase) / Decrease	603,490	-	-

The retained Business Rates forecast is based on the statutory NNDR1 return – approved by Cabinet on 22nd January 2020 – prior to final sign off by the statutory deadline of 31st January 2020.

There are still significant uncertainties - specifically the treatment of:

- The level of inflation affecting the future increases to the multiplier;
- Forecast levels of growth in business rates;
- The estimated level of mandatory and discretionary reliefs;
- The estimated level of refunds of Business Rates following the Appeal process;
- the treatment of Section 31 grant funding (including Small Business Rate Relief Grant) – which could affect the calculation of any levy payment and thereby reduce retained Business Rate income; and
- The impact of the Business Rates Retention scheme review, Baseline reset (the Council's baseline need level), the Fair Funding Review and the Spending Review planned for 2020 on the likely tariff levels for future years.

In addition, the next planned national Business Rates Revaluation will take effect from 2021/22 – with latest indications that the Government will also aim to introduce a centralised system for business rate appeals at the same time to cover future changes arising from the 2021 valuation list.

While we are aware of these forthcoming changes, little to no information is available on the potential impact for individual Councils' finances.

New Homes Bonus (NHB)

When the base budget was prepared, it had been assumed that the New Homes Bonus scheme will continue with such funding included using a risk based approach.

The New Homes Bonus scheme was subject to a consultation paper in December 2015. This paper outlined a number of potential changes to the scheme, including a change in the scheme's funding. This change moved from having an open-ended funding amount (based on the number of new homes) to a finite amount that could not be exceeded. The funding for the scheme over the period 2017/18 to 2019/20 was also announced, these amounts being:

2017/18	£1,493m
2018/19	£938m
2019/20	£900m

There remains significant uncertainty over the future operation of the scheme with recent announcements that it will be considered as part of the review of Fair Funding review and the Business Rates retention scheme – deferred until 2021/22.

The Government have now confirmed that the 4-year legacy payments for New Homes Bonus (NHB) will continue to be paid after 2020/21, but there still remains uncertainty regarding new payments.

It is the Government's intention to look again at the New Homes Bonus scheme for 2021/22 and explore the most effective way to incentivise housing growth. They plan to consult widely on proposals prior to implementation. As the roll forward is for one year, with any funding beyond 2020/21 subject to the 2020 Spending Review and potential new proposals, the Government have said that the new allocations in 2020/21 will not result in legacy payments being made in subsequent years on those allocations.

New Homes Bonus income forecasts have subsequently been updated and included within the base budget as follows – with future levels included based on legacy payments only.

BASE BUDGET	2020/21	2021/22	2022/23	2023/24	2024/25
NHB	£	£	£	£	£
Risk Weighting applied – MTFS 2019	37.5%	37.5%	25%	25%	25%
MTFS 2019 Budget	293,800	401,750	457,920	399,250	399,250
Confirmed NHB 2020/21	650,380	232,490	212,700	-	-
Increased / (Reduced) income	356,580	(169,260)	(245,220)	(399,250)	(399,250)
Revised Risk Weighting applied (legacy payments only)	100%	100%	100%	0%	0%

This results in an overall loss to the MTFS of £0.1m over 3 years (£0.9m over 5 years).

The national baseline for housing growth below which New Homes Bonus will not be paid was unchanged at 0.4% (reflecting a percentage of housing that would have been built anyway).

Technical Adjustments

Revisions have been made to the 2019/20 base budget in order to produce an adjusted base for 2020/21 and forecast base for 2021/22 onwards. These changes, known as technical adjustments have been calculated to take account of:

- virements approved since the base budget was set;
- the removal of non-recurring budgets from the base;
- the effect of inflation;
- changes in payroll costs and annual payroll increments;
- changes in expenditure and income following decisions made by the Council;
- other changes outside the control of the Council such as changes in insurance costs and reduction in grant income;
- a 'Zero base budgeting' review of income levels.

They are summarised in **Appendix F1** and the main assumptions made during this exercise are shown in **Appendix K**.

They have been separated from the policy changes, as they have already been approved or are largely beyond the control of the Council, and are summarised below:

Technical Adjustments	2020/21 £'000	2021/22 £'000	2022/23 £'000
Base Budget B/Fwd	9,403	8,267	8,645
Committee Decisions	(517)	(356)	25
Inflation	24	38	37
Other	(1,177)	394	(150)
Pay Adjustments (Including pay award / reduction for vacancy allowance)	534	302	293
Revised charges for non-general fund activities	-	-	-
Total / Revised Base Budget	8,267	8,645	8,850

* () denotes saving in base budget

Policy Changes

The policy changes provisionally agreed by Council in February 2019 have been included within the technical adjustments for 2020/01 onwards. **A list of the proposed new policy changes for 2020/21 is summarised below:**

Item No	Policy Changes Identified	20/21 £'000	21/22 £'000	22/23 £'000
PE1/ OPS6	To increase the number of Apprentice posts from 6 to 8 across the Council	42.00	-	-
PE2	Make permanent the existing temporary 4.68 FTE Customer Services Assistant (CSA) posts	106.43	-	(106.43)
PE3	Permanently establish 1 FTE Senior Customer Service Officer – TIC and increase the current 3.04 FTE Customer Service Officers allocated to the TIC to 4.5 FTE on a temporary basis	45.97	-	(40.97)
OPS1	Reinstated funding from SCC re highway verge mowing	(128.32)	-	-
OPS2	Increase in staffing and equipment to reflect reinstated SCC funding	96.24	-	-
OPS3	Assembly Rooms - Additional costs from latest projections of Assembly Rooms costs and income	124.50	(62.25)	(31.00)
FIN1	Reduced contingency budget	(200.00)	105.00	-
FIN2	Revised New Homes Bonus	(35.56)	33.98	0.63
FIN3	Revenue Implications of Capital Programme	20.00	19.00	6.00
FIN4	Revenue Implications of Capital Programme	32.00	30.00	10.00
FIN5	Negotiated savings in Pensions costs arising from freeze in lump sum contribution for 3 years and 3 year advance payment in April 2020	(88.47)	(2.70)	(2.54)
FIN6	Revised Business Rates Levy payment	(284.93)	284.93	-
FIN7	Revised Business Rates Section 31 Grant Income	12.84	(12.84)	-
FIN8	Contribution to Transformation Reserve	1000.00	(1000.00)	-
FIN9	Climate Emergency Initiatives	105.00	(105.00)	-
NEI1	To permanently appoint the Housing Solutions Review Officer	35.50	-	-
NEI2	Use of flexible homelessness support grant to part fund the post on an ongoing	(15.00)	-	-
NEI4	Revised CCTV Costs	(337.93)	337.93	-
AST1	Condition Surveys and Asset Management database to support the refresh of the Councils Asset Management Strategy.	3.50	-	-
AST2	Condition survey of Corporate/Commercial & Industrial properties - £100k every 10 years	100.00	(100.00)	-
AST3	Financial modelling toolkit	2.50	-	-
AST4	Cleaning Services Review	41.00	-	-
AST5/ OPS5/ G&R3	Cleaning Costs have changed since the Cabinet Report due to a requirement to provide additional cleaning services with the Assembly Rooms. Additional Cleaning duties are also required for the Town Centre Public Conveniences.	29.20	-	-

Item No	Policy Changes Identified	20/21 £'000	21/22 £'000	22/23 £'000
AST6/ OPS5/ G&R3	Saving in contract cleaning budgets	(15.75)	-	-
AST7	Marmion House Accommodation	55.30	0.80	0.90
AST9	AccessAble access guides with accessible information for disabled people, carers, wheelchair users	18.00	(15.00)	-
A&G1	Review of Elections budgets from a zero-base, factoring in the known schedule of elections	4.80	(63.00)	63.00
WM1	Potential Waste Management cost increases	135.70	99.70	325.95
G&R1	Reduction in the Planning Application Fees income budget to reflect the fact that income received in recent years has included a number of large schemes	50.00	-	-
ALL	Review of Underspent Budgets and Contingencies	(96.79)		
	Total New Items / Amendments	857.73	(449.45)	225.54
	Cumulative	857.73	408.28	633.82

Capping / Local Referendum

In the past, the Government had the power under the Local Government Act 1999 to require councils to set a lower budget requirement if it considered the budget requirement and council tax had gone up by too much. The Localism Act 2011 abolished the capping regime but introduced new requirements on a Council to hold a local referendum if it increases its council tax by an amount exceeding principles determined by the Secretary of State and agreed by the House of Commons.

The principles for 2020/21 are that authorities will be required to seek the approval of their local electorate in a referendum if, compared with 2019/20, they set council tax increases that are equal to or exceed the greater of 2% or £5. Consideration of the likely level of Council Tax increases over the 5-year period is needed to avoid the potential costs of holding a referendum and to ensure that balances are maintained at the minimum approved level of £0.5m. The indications are that a potential threshold will be the greater of 2.0% or £5 in future years - the impact of a £5 p.a. increase is outlined below.

Council Tax

Last year's medium term financial plan identified ongoing increases of 2.99% per annum from 2020/21. It has been subsequently been revised and confirmed that the 'referendum' threshold will be the higher of £5 or 2.0% for 2020/21 (previous indications were that this would continue at 3%) - following a freeze in 2011/12 & 2012/13 and a below 2% increase from 2013/14 to 2016/17.

Each £1 increase in the band D Council Tax would raise approximately £22k per annum. For each 1% increase in Council Tax, the Council will receive c. £40k additional income per annum. The Council's provision for collection losses for 2019/20 has been approved at 2.1% (the same level as 2019/20). In order to meet the on-going expenditure requirements the Council will have to increase the underlying income base.

The Band D Council Tax would increase to £181.89 for 2020/21 (£176.89 - 2019/20). Future levels of Council Tax and the projected impact on the General Fund revenue account forecast would be as follows:

Year:	2020/21	2021/22	2022/23
Forecast:	£'000	£'000	£'000
Surplus (-) /Deficit	1,074	2,431	2,633
Balances Remaining (-) / Overdrawn	(5,570)	(3,139)	(506)
£ Increase	5.00	5.00	5.00
% Increase	2.83%	2.75%	2.68%
Note: Resulting Band D Council Tax	181.89	186.89	191.89

which indicates potential balances of £0.5m (compared to the minimum approved level of £0.5m) is forecast as remaining over the 3 year period. As current capping guidance indicates a 'capping' threshold of 2% or £5, this is considered a low risk option.

Also available to the Council to support expenditure otherwise funded from Council Tax are surpluses arising from the Council's share of surpluses (or deficits) within the Council Tax and Business Rates elements of the Collection Fund.

It is proposed that surpluses / deficits be used (and that the relevant sums be made available to the other precepting authorities – the County Council, Fire & Rescue and Office of the Police & Crime Commissioner (OPCC). It is estimated that there will be a surplus of £0.75m for Council Tax and a surplus of £0.8m for Business Rates.

Year:	2020/21	2021/22	2022/23
Council Tax	£'000	£'000	£'000
Council Tax Income	(4,068)	(4,253)	(4,430)
Collection Fund Surplus (Council Tax – 10%)	(77)	(33)	(33)
Collection Fund Surplus (Business Rates – 40%)	(323)	-	-

The County Council, Staffordshire OPCC and Staffordshire Commissioner Fire & Rescue Authority are due to finalise their budgets for 2020/21 during February 2020. The impact of the Borough Council tax proposals is shown for each Council Tax Band in **Appendix H**.

Balances

At the Council meeting on 29th February 2000 Members approved a minimum working level of balances of £0.5m. At 31st March 2020 General Fund Revenue Balances are estimated to be £6.6m, compared with £4.4m anticipated a year ago. The minimum level of balances for planning purposes will remain at £0.5m.

Summary and Conclusions

These budget proposals reflect the need to compensate for reduced income levels arising from the economic uncertainty and significant reductions in Government funding, a desire to continue to address the Council's priorities / issues identified by Members and at the same time to seek continuous improvement in service delivery.

In addition, there remains a degree of uncertainty in a number of areas including the impact of the changes arising from welfare reforms on council tax and rent income, future local authority pay settlements, the potential for interest rate changes, future local government finance settlements and the level of future business rates income.

A summary of all the budget proposals is shown in the table below. The summary Revenue Budget for 2020/21 appears at **Appendix E**. A summary of the resulting budgets over the 3 year period appears at **Appendix G**.

Summary	2020/21 £'000	2021/22 £'000	2022/23 £'000
Estimated Net Cost of Services	8,267	8,645	8,850
Proposed Policy Changes / Additional Costs Identified (Detailed at Appendix C) (Rounded)	858	408	634
Final Inflationary / recharge Adjustments (after Policy Changes inclusion)	28	27	23
Net Expenditure	9,153	9,080	9,507
Financing:			
RSG	(188)	-	-
Collection Fund Surplus (Council Tax)	(77)	(33)	(33)
Collection Fund Surplus (Business Rates)	(323)	-	-
Non Domestic Ratepayers	(13,829)	(15,404)	(15,705)
Tariff Payable	10,406	13,041	13,294
Council Tax Income	(4,068)	(4,253)	(4,430)
Gross Financing	(8,079)	(6,649)	(6,874)
Surplus(-) / Deficit	1,074	2,431	2,633
Balances Remaining (-) / Overdrawn	(5,570)	(3,139)	(506)
Per Council, 26 th February 2019	(2,362)	(518)	-

HOUSING REVENUE ACCOUNT

Technical Adjustments

The 2019/20 approved budget has been used as a base to which amendments have been made reflecting the impact of technical adjustments. The impact of the policy led changes, will be added to this figure to produce the HRA budget for 2020/21.

The following table illustrates the current position before the effect of policy led changes:

Technical Adjustments	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000
Base Budget B/Fwd	115	(429)	(892)	121	(1,294)
Committee Decisions	58	(53)	1,226	(1,226)	0
Inflation	125	127	162	135	139
Other	(744)	(639)	(458)	(412)	(414)
Pay Adjustments (Including pay award / reduction for vacancy allowance)	17	102	83	88	82
Revised charges for non-general fund activities	-	-	-	-	-
Total / Revised Base Budget	(429)	(892)	121	(1,294)	(1,487)

Revisions have been made to the 2019/20 base budget in order to produce an adjusted base for 2020/21 and forecast base for 2021/22 onwards. These changes, known as technical adjustments, are largely beyond the control of the Council and have been calculated to take account of:

- virements approved since the base budget was set;
- the removal of non-recurring budgets from the base;
- the effect of inflation;
- changes in payroll costs and annual payroll increments;
- changes in expenditure and income following decisions made by the Council;
- other changes outside the control of the Council such as changes in insurance costs, reduction in grant income and the impact of the HRA determinations which are set annually by Central Government; and
- The 'Zero base budgeting' review of income levels.

and are summarised in **Appendix F2**.

Proposals

The proposed policy changes for inclusion in the base budget for the next 5 years are detailed at **Appendix C** and are highlighted below:

Item No	Policy Changes Identified	20/21 £'000	21/22 £'000	22/23 £'000	23/24 £'000	24/25 £'000
HRA1	Condition Surveys and Asset Management database to support the refresh of the Councils Asset Management Strategy	3.50	-	-	-	-
HRA2	Condition Survey of structural parts of high-rise blocks - £75k every 5 years(HRA Revenue)	75.00	(75.00)	-	-	-
HRA3	Condition Survey of Non-Traditional Properties - £50k every 5 years (HRA Revenue)	50.00	(50.00)	-	-	-
HRA4	Condition Survey of Housing Stock - £60k every 5 years (HRA Revenue)	60.00	(60.00)	-	-	-
HRA5	Financial modelling toolkit - £5k per annum (GF & HRA Revenue)	2.50	-	-	-	-
HRA6	Cleaning Services Review	(4.00)	-	-	-	-
HRA7	Fire Safety in High Rise Residential Buildings in response to the Governments proposals around 'Building a Safer Future'. • Software to manage fire safety surveys £90k year one (Capital) + £5k pa license	5.00	-	-	-	-
HRA8	• Detailed Measured Surveys & 3D building Scans	140.00	(140.00)	-	-	-
HRA9	• Type 4 Fire Risk Assessments £65k every 3 years	65.00	(65.00)	-	65.00	(65.00)
HRA10	• Production of Building Fire Safety Manuals	70.00	(70.00)	-	-	-
HRA11	• Building Fire Safety Manager £40k per annum	40.00	-	-	-	-
HRA12	Housing Repairs - Call Handling Service	49.57	(9.49)	(27.31)	-	-
HRA13	Permanent full-time post 'Income Officer' within Neighbourhoods Rents Income Team	32.00	-	-	-	-
HRA14	Funding from Universal Credit Support Budget towards cost of Income Officer	(25.00)	-	-	-	-
HRA15	Retention of temporary post 'Resident Support Worker' at Eringden Block for a further year until March 2021	32.00	(32.00)	-	-	-
HRA16	Former Tenancy Arrears Officer within Revenues to address the recovery of wide range of former arrears - initially until March 2021 / offset by income target	26.00 (26.00)	(26.00) 26.00	-	-	-
HRA17	Repairs and Investment Budgets	1228.06	-	-	-	-
HRA18	Review of Underspent Budgets and Contingencies	(62.69)	-	-	-	-
HRA19	Negotiated savings in Pensions costs arising from freeze in lump sum contribution for 3 years and 3 year advance payment in April 2020	(27.05)	(0.83)	(0.78)	28.66	-
HRA20	Revenue Contribution to Capital	-	-	-	-	400.00
	Total New Items / Amendments	1,733.89	(502.32)	(28.09)	93.66	335.00
	Cumulative	1,733.89	1,231.57	1,203.48	1,297.14	1,632.14

The proposals will mean that balances will remain above the approved minimum level of £0.5m over the 5 year period.

HRA Summary	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000
Estimated Net (Surplus) / Deficit	(429)	(892)	121	(1,294)	(1,487)
Proposed Policy Changes / Additional Costs Identified	1,734	1,232	1,203	1,297	1,632
Final Inflationary / recharge Adjustments (after Policy Changes inclusion)	33	71	103	136	171
Surplus (-) / Deficit	1,338	411	1,427	139	316
Balances Remaining (-) / Overdrawn	(3,424)	(3,013)	(1,586)	(1,447)	(1,131)
Per Council, 27 th February 2018	(3,227)	(3,168)	(2,057)	(2,326)	-

Indicating a Housing Revenue Account (HRA) balances of £1.1m over the next 5 years (Minimum recommended balances are currently £0.5m).

Rent Setting Policy

The introduction of rent restructuring in April 2003 required the Council to calculate rents in accordance with a formula on a property by property basis and account separately for rental payments and payments which are for services (for example grounds maintenance, upkeep of communal areas, caretaking) within the total amounts charged. This framework removed the flexibility to independently set rent levels from Social Landlords and replaced it with a fixed formula (RPI plus 0.5% plus £2.00) based on the value of the property and local incomes.

The aim of the framework was to ensure that by a pre-set date all social landlord rents have reached a 'target rent' for each property that will reflect the quality of accommodation and levels of local earnings. In achieving this target rent councils were also annually set a "limit rent" which restricted the level of rent increase in any one year.

From 2015/16, Councils could decide locally at what level to increase rents. Government Guidance suggested an increase of CPI plus 1%, however, the Council agreed to vary this level, and applied the formula CPI plus 1% plus £2 (capped at formula rent) **for 2015/16 only**, to generate additional funding to support increased maintenance costs and the regeneration of key housing areas within the Borough.

Under Benefit regulations and circulars issued by the DWP, the Rent Rebate Subsidy Limitation scheme penalises the Council should the average rent be above the notified limit rent.

The effect of the reduction in Social Housing Rents announced in the Summer Budget 2015 means that rents have been reduced by 1% a year for the four years from 2016/17.

The Government has now confirmed that social housing rents can increase to include 'up to' a factor of the consumer price index (CPI) measure of inflation plus 1% for five years from 2020, following the conclusion of a consultation on the new rent standard.

On 30th November 2017, Cabinet considered and approved amendments to the Council's Rent Setting Policy to include arrangements to charge affordable rents on new and affordable housing. The policy provides a framework within which Tamworth Borough Council will set rents and service charges and draws on the Department for Communities and Local Government Guidance on Rent Setting for Social Housing.

In setting the rent setting policy the Council had full regard to legislation, regulations and associated rent setting guidance including the Welfare Reform and Work Act 2016 which gave effect to the Government's 1% rent reduction for four years up to 2020/2021. For 2020/21 (and in the medium term), rents will be set in line with the approved policy including a general increase of the consumer price index (CPI) measure of inflation of plus 1% - equating to a 2.7% increase.

The following options have been modelled:

	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	£	£	£	£	£	£
Option 1: CPI + 1%						
Rent (52 Weeks)	79.03	81.17	83.60	86.11	88.69	91.36
Rent (48 Weeks)	85.62	87.93	90.57	93.29	96.09	98.97
% Increase		2.70%	3.00%	3.00%	3.00%	3.00%
Option 2: CPI						
Rent (52 Weeks)	79.03	80.38	81.98	83.62	85.30	87.00
Rent (48 Weeks)	85.62	87.08	88.82	90.59	92.41	94.25
% Increase		1.70%	2.00%	2.00%	2.00%	2.00%
Reduced Rent compared to Option 1		177,200	364,140	556,670	756,580	964,100
				5 year impact		2,818,690
Option 3: No increase						
Rent (52 Weeks)	79.03	79.03	79.03	79.03	79.03	79.03
Rent (48 Weeks)	85.62	85.62	85.62	85.62	85.62	85.62
% Increase		0%	0%	0%	0%	0%
Reduced Rent compared to Option 1		478,440	1,028,390	1,584,550	2,151,530	2,729,540
				5 year impact		7,972,450
Inflation at CPI + 1%	-1.00%	2.70%	3.00%	3.00%	3.00%	3.00%

Balances

The forecast level of balances at 31st March 2020 is £4.8m. The impact on balances of the adjustments outlined in this report would be as follows:

Balances	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000
Proposed Withdrawal from / Addition to (-) Balances	1,338	411	1,427	139	316
Balances Remaining (-) / Overdrawn	(3,424)	(3,013)	(1,586)	(1,447)	(1,131)

This would mean that closing balances, over the 5 year period, would be over the approved minimum level of £0.5m.

The analysis at **Appendix D** details the overall Housing Revenue Account budget resulting from the recommendations contained within this report.

CORPORATE CAPITAL STRATEGY 2020/21 to 2024/25

The Council has an ongoing capital programme of over £50m for 2019/20 and an asset base valued at £236m (as at 31st March 2019).

The strategy sets out the Council's approach to capital investment and the approach that will be followed in making decisions in respect of the Council's Capital assets.

Capital investment is an important ingredient in ensuring the Council's vision is achieved and given that capital resources are limited it is critical that the Council makes best use of these resources.

This Strategy sets the policy framework for the development, management and monitoring of this investment and forms a key component of the Council's planning alongside the Medium Term Financial Strategy.

The Capital Strategy will:

- Reflect Members' priorities as set out in the Corporate Plan;
- Balance the need to maintain the Council's existing asset base against its future ambition and associated long term asset needs and consolidate assets where appropriate;
- Recognise that growth is the strategic driver for financial self-sufficiency;
- Be affordable in the context of the Council's MTFS;
- Seek to ensure value for money through achieving a return on investment or by supporting service efficiency and effectiveness;
- Be flexible to respond to evolving service delivery needs;
- Seek to maximise investment levels through the leveraging of external investment;
- Recognise the value of assets for delivering long-term growth as opposed to being sold to finance capital expenditure;
- Recognise the financial benefits and risks from growth generated through investment to support investment decisions; and
- Reflect the service delivery costs associated with growth when assessing the level of resources available for prudential borrowing.

The capital strategy feeds into the annual revenue budget and MTFS by informing the revenue implications of capital funding decisions. The implications for the MTFS are fully considered before any capital funding decisions are confirmed.

Equally, the availability of prudential borrowing means that capital and revenue solutions to service delivery can be considered, and ranked, alongside each other as part of an integrated revenue and capital financial strategy.

The Capital Strategy further sets out the Council's approach to the allocation of its capital resources and how this links to its priorities at a corporate and service level. It describes how the Council has responded to the opportunities provided by prudential borrowing and other new sources of finance.

All proposed schemes requiring capital investment should have as a minimum the following information:

- A description of the scheme;
- The estimated financial implications, both capital and revenue;
- The expected outputs, outcomes and contribution to corporate objectives;
- The nature and outcome of consultation with stakeholders and customers (as applicable);
- Any impacts on efficiency and value for money;
- Risk assessment implications and potential mitigations; and
- Any urgency considerations (e.g. statutory requirements or health and safety issues).

All capital bids should be prepared in light of the following list of criteria, and the proposed investment should address and be assessed with regard to:

- the contribution its delivery makes towards the achievement of the Council's Corporate Priorities;
- the achievement of Government priorities and grant or other funding availability;
- the benefits in terms of the contribution to the Council's Corporate Objectives and compliance with the Corporate Capital Strategy requirements of:
 1. Invest to save
 2. Maintenance of services and assets
 3. Protection of income streams
 4. Avoidance of cost.

The current de-minimis for capital expenditure is £10k per capital scheme.

It is important that capital investment decisions are not made in isolation and instead are considered in the round through the annual budget setting process.

Corporate Management Team and Service Managers identify the potential need for capital investment. This will take account of issues including the condition of council owned assets (including reference to the council's Asset Management Plan), health and safety requirements, statutory obligations of the council, operational considerations and emerging opportunities for investment including possible sources of external financing.

The Asset Strategy Steering Group (ASSG) review capital bids prior to consideration by Members. Once capital bids have been prioritised, Executive Management Team will review the outcome of the deliberations of the ASSG and will make recommendations to Cabinet through an updated Medium Term Financial Strategy (MTFS) report on a proposed budget package which will include capital budget proposals.

The MTFS report (including capital budget proposals) will ultimately be considered by Budget Setting Council each year.

Following a review of the Capital Programme approved by Council on 26th February 2019, a revised programme has been formulated including additional schemes which have been put forward for inclusion.

A schedule of the capital scheme appraisals for the General Fund (GF) & Housing Revenue Account (HRA) received for consideration is attached at **Appendix I – General Fund (GF) and Appendix J – Housing (HRA)**, together with the likely available sources of funding (capital receipts / grants / supported borrowing etc.).

With regard to the contingency schemes/allocation, **£35k** remains in current year GF contingency funds and **£100k** remains in current year HRA contingency funds (which will be re-profiled into 2020/21 to provide contingency funding).

To inform discussions, the proposals have been reviewed by the Asset Strategy Steering Group and Corporate Management Team with initial comments & suggestions for each of the schemes outlined within the Strategy.

General Fund Capital

A significant increase in net funding has been proposed which means that insufficient resources are available to finance all of the GF schemes submitted therefore, should the schemes progress either:

- 1) the Council would need to use supported borrowing to fund the shortfall – funding from borrowing would impact on the revenue budget through interest costs on the debt at c.2 to 3% p.a. plus debt repayment costs of 4% p.a. (based on a 25 year asset life); or
- 2) the potential use of part of the capital receipt from the Golf Course sale – which would mean the resources would no longer be available for investment through the Commercial Investment Strategy projects (and therefore impact on the revenue account through loss of potential investment income at c.4% p.a.); or
- 3) Fund the spend from revenue through a direct contribution to the capital programme.

The minimum approved level of GF capital balances is £0.5million which, should the programme progress without amendment, would mean over **£2.7m in borrowing would be needed (or use of the capital receipt) over the next 5 years (£1.8m over 3 years, £2.3m over 4 years)**. The provisionally approved programme assumed borrowing of £1m over 3 years (£1.8m over the 4 years to 2023/24).

Housing Capital

The proposed 5 year Housing Capital Programme is attached at **Appendix I**.

The majority of the Housing capital programme has not changed from that provisionally approved – however a number of new schemes have been proposed. It has also been updated to include the new year 5 costs for 2024/25 (at the same level as 2023/24).

The current proposals require an additional revenue contribution of £0.4m.

It should be noted that there are no debt repayment costs for the HRA and the Government has now lifted the previous debt cap (of £79.407m). The current HRA Capital Financing Requirement (CFR) stands at £68.041m (as at 31st March 2019) with planned borrowing of £7.214m relating to the Tinkers Green and Kerria Regeneration projects. Due to receipt of Homes England grant of c.£5m, it is likely that this planned borrowing will be reduced to c.£2m.

The programme includes plans to fund the development or acquisition of new dwellings to utilise all of the 1 for 1 capital receipts to avoid potential repayment (funding 30% of the total cost) with the balance representing the Council's 70% contribution.

Policy Changes Summary

SERVICE AREA	Sheet No.	Budget Changes 20/21 £'000	Budget Changes 21/22 £'000	Budget Changes 22/23 £'000
EXECUTIVE DIRECTOR ORGANISATION	1	(4.37)	-	-
PEOPLE	2	133.45	-	(147.40)
OPERATIONS AND LEISURE	3	104.23	(62.25)	(31.00)
EXECUTIVE DIRECTOR FINANCE	4	-	-	-
FINANCE	5	560.88	(647.63)	14.09
EXECUTIVE DIRECTOR COMMUNITIES	6	-	-	-
NEIGHBOURHOODS	7	(327.43)	337.93	-
PARTNERSHIPS	8	(4.19)	-	-
ASSETS	9	212.08	(114.20)	0.90
CHIEF EXECUTIVE	10	137.41	36.70	388.95
GROWTH & REGENERATION	11	45.67	-	-
TOTAL		857.73	(449.45)	225.54
Cumulative Cost / (Saving)		857.73	408.28	633.82

HOUSING REVENUE ACCOUNT	Sheet No.	Budget Changes 20/21 £'000	Budget Changes 21/22 £'000	Budget Changes 22/23 £'000	Budget Changes 23/24 £'000	Budget Changes 24/25 £'000
HOUSING REVENUE ACCOUNT	12	1,733.89	(502.32)	(28.09)	93.66	335.00
TOTAL		1,733.89	(502.32)	(28.09)	93.66	335.00
Cumulative Cost / (Saving)		1,733.89	1,231.57	1,203.48	1,297.14	1,632.14

Policy Changes Summary Staffing Implications

SERVICE AREA	Sheet No.	Budget Changes 20/21 £'000	Budget Changes 21/22 £'000	Budget Changes 22/23 £'000
EXECUTIVE DIRECTOR ORGANISATION	1	-	-	-
PEOPLE	2	7.2	-	(6.2)
OPERATIONS AND LEISURE	3	3.0	-	-
EXECUTIVE DIRECTOR FINANCE	4	-	-	-
FINANCE	5	-	-	-
EXECUTIVE DIRECTOR COMMUNITIES	6	-	-	-
NEIGHBOURHOODS	7	1.0	-	-
PARTNERSHIPS	8	-	-	-
ASSETS	9	-	-	-
CHIEF EXECUTIVE	10	-	-	-
GROWTH & REGENERATION	11	-	-	-
TOTAL		11.2	-	(6.2)

HOUSING REVENUE ACCOUNT	Sheet No.	Budget Changes 20/21 £'000	Budget Changes 21/22 £'000	Budget Changes 22/23 £'000	Budget Changes 23/24 £'000	Budget Changes 24/25 £'000
HOUSING REVENUE ACCOUNT	12	9.0	(2.0)	(1.0)	-	-
TOTAL		9.0	(2.0)	(1.0)	-	-

EXECUTIVE DIRECTOR ORGANISATION

Item No	Proposal/(Existing Budget)	Implications	Budget Change	Budget Change	Budget Change
			20/21 £'000	21/22 £'000	22/23 £'000
OR1	Review of Underspent Budgets and Contingencies	Savings identified from review of previously underspent budgets	(4.37)	-	-
Total New Items / Amendments			(4.37)	-	-

STAFFING IMPLICATIONS

Item No	Proposal/(Existing Budget)	Implications	20/21	21/22	22/23
			FTE	FTE	FTE
TOTAL			-	-	-

PEOPLE

Item No	Proposal/(Existing Budget)	Implications	Budget Change	Budget Change	Budget Change
			20/21 £'000	21/22 £'000	22/23 £'000
PE1	To increase the number of Apprentice posts from 6 to 8 across the Council including Customer Services – Level 2 (current Apprentice posts - Revenues, Benefits, Street Scene x2, HR, ICT)	<ul style="list-style-type: none"> To assist the council in achieving our apprentice target of 8 apprentices To ensure that TBC makes best value of the apprentice levy funding To support the organisational development strategy in terms of succession planning To ensure consistent service delivery of the arboriculture team following retirement To further enhance the digital marketing skills to embrace fast paced technological changes & to move all web development work into ICT to give capacity to the current graphics for more marketing and branding activity. 	21.00	-	-
PE2	Make permanent the existing temporary 4.68 FTE Customer Services Assistant (CSA) posts (offset by one-off savings in 2019/20 of £65k)	When the temporary arrangement for CSA's was put in place it was anticipated that Delivering Quality Services (DQS) and the implementation of the customer portal would have concluded by April 2020 and as such savings of £100k would have been realised. DQS has paused over the last 12 months; however a position review and continuation is included in the 3 year Customer Service business plan along with further development of the customer portal	106.43	-	(106.43)

Item No	Proposal/(Existing Budget)	Implications	Budget Change	Budget Change	Budget Change
			20/21 £'000	21/22 £'000	22/23 £'000
PE3	Permanently establish 1 FTE Senior Customer Service Officer – TIC and increase the current 3.04 FTE Customer Service Officers allocated to the TIC to 4.5 FTE. The 1.5 FTE is requested on a temporary basis to enable the customer demand to be captured post full launch of the venue in April 2020.	The creation of a Senior CSO role is to provide the line management of the staff working in the TIC in its permanent home at the Assembly Rooms; this role will be the interface between the Assembly Rooms management and the customer service function to ensure that service level agreements and standards are met. The new TIC service will enhance the customer service offer by extended opening with a presence until the interval of show performances 6 days a week and occasional Sunday opening to support major events in the town. The extended hours will also provide an enhanced opportunity for our customers as CS staff will be available to respond to enquiries via webchat and email in the key demand window of 5.00pm to 7.00pm	45.97	-	(40.97)
PE4	Review of Underspent Budgets and Contingencies	Savings identified from review of previously underspent budgets	(39.95)	-	-
Total New Items / Amendments			133.45	-	(147.40)

STAFFING IMPLICATIONS

Item No	Proposal/(Existing Budget)	Implications	20/21	21/22	22/23
			FTE	FTE	FTE
PE1	To increase the number of Apprentice posts from 6 to 8 across the Council including Customer Services – Level 2 (current Apprentice posts - Revenues, Benefits, Street Scene x2, HR, ICT)		1.00	-	-
PE2	Make permanent the existing temporary 4.68 FTE Customer Services Assistant (CSA) posts (offset by one-off savings in 2019/20 of £65k)		4.68	-	(4.68)
PE3	Permanently establish 1 FTE Senior Customer Service Officer – TIC and increase the current 3.04 FTE Customer Service Officers allocated to the TIC to 4.5 FTE. The 1.5 FTE is requested on a temporary basis to enable the customer demand to be captured post full launch of the venue in April 2020.		1.50	-	(1.50)
TOTAL			7.18	-	(6.18)

OPERATIONS AND LEISURE

Item No	Proposal/(Existing Budget)	Implications	Budget Change	Budget Change	Budget Change
			20/21	21/22	22/23
			£'000	£'000	£'000
OPS1	Reinstated funding from SCC re highway verge mowing	In 2018/19 SCC decided to withdraw budget to TBC to deliver the cutting of their highway grass verges, consequently the budget of £96,240 staffing costs together with the £128,320 income were removed from the budget for 2020/21. SCC have not yet fully completed their review of highway verge mowing cutting throughout the county, but have indicated that they wish the borough to continue undertaking the grass cutting, whereas previously they had indicated that this service may cease	(128.32)	-	-
OPS2	Increase in staffing and equipment to reflect reinstated SCC funding		96.24	-	-
OPS3	Assembly Rooms	Additional costs from latest projections of Assembly Rooms costs and income	124.50	(62.25)	(31.00)
OPS4	Review of Underspent Budgets and Contingencies	Savings identified from review of previously underspent budgets	(11.65)	-	-
OPS5	Cleaning Services Review	Effect on operation and Leisure budgets	2.46	-	-
OPS6	To increase the number of Apprentice posts from 6 to 8 across the Council including Street Scene – Level 2 Arboriculture (current Apprentice posts - Revenues, Benefits, Street Scene x2, HR, ICT)	<ul style="list-style-type: none"> • To assist the council in achieving our apprentice target of 8 apprentices • To ensure that TBC makes best value of the apprentice levy funding • To support the organisational development strategy in terms of succession planning • To ensure consistent service delivery of the arboriculture team following retirement • To further enhance the digital marketing skills to embrace fast paced technological changes & to move all web development work into ICT to give capacity to the current graphics for more marketing and branding activity. 	21.00	-	-
Total New Items / Amendments			104.23	(62.25)	(31.00)

STAFFING IMPLICATIONS					
Item No	Proposal/(Existing Budget)	Implications	20/21 FTE	21/22 FTE	22/23 FTE
OPS2	Increase in staffing and equipment to reflect reinstated SCC funding		2.00	-	-
OPS6	To increase the number of Apprentice posts from 6 to 8 across the Council including Street Scene – Level 2 Arboriculture (current Apprentice posts - Revenues, Benefits, Street Scene x2, HR, ICT)		1.00	-	-
	TOTAL		3.00	-	-

FINANCE

Item No	Proposal/(Existing Budget)	Implications	Budget Change	Budget Change	Budget Change
			20/21 £'000	21/22 £'000	22/23 £'000
FIN1	Reduced contingency budget	Provision for reduced income reduced following proposed increase to Assembly Rooms budgets	(200.00)	105.00	-
FIN2	Revised New Homes Bonus	Updated NHB grant notification following confirmation of 0.4% 'deadweight'	(35.56)	33.98	0.63
FIN3	Revenue Implications of Capital Programme	Cost of unsupported borrowing / lost investment income (2.5%) - should all proposed schemes progress	20.00	19.00	6.00
FIN4	Revenue Implications of Capital Programme	Repayment of debt (4%) - should all proposed schemes progress	32.00	30.00	10.00
FIN5	Negotiated savings in Pensions costs arising from freeze in lump sum contribution for 3 years and 3 year advance payment in April 2020	Option to freeze pension lump sum payment for 3 years and pay 3 years pension lump sum in advance in April 2020 (£183k saving)	(88.47)	(2.70)	(2.54)
FIN6	Revised Business Rates Levy payment	Estimated levy based on NNDR1 forecasts	(284.93)	284.93	-
FIN7	Revised Business Rates Section 31 Grant Income	New Burdens funding for Government scheme to reduce business rates charges	12.84	(12.84)	-
FIN8	Contribution to Transformation Reserve	In light of the current economic uncertainty, it is considered prudent to set aside monies to support the MTFS	1,000.00	(1,000.00)	-
FIN9	Climate Emergency Initiatives	At its meeting on 19th November 2019, Tamworth Borough Council declared a Climate Emergency together with specific actions the Council will take to address this emergency (minute 18 refers)	105.00	(105.00)	-
Total New Items / Amendments			560.88	(647.63)	14.09

STAFFING IMPLICATIONS

Item No	Proposal/(Existing Budget)	Implications	20/21	21/22	22/23
			FTE	FTE	FTE
	TOTAL		-	-	-

NEIGHBOURHOODS

Item No	Proposal/(Existing Budget)	Implications	Budget Change	Budget Change	Budget Change
			20/21	21/22	22/23
			£'000	£'000	£'000
NEI1	To permanently appoint the Housing Solutions Review Officer	When the HRA was implemented in 2018, it was anticipated that the requirements would generate more challenge through more opportunities to request (multiple) reviews. Consequently this would weaken the overall capacity to effectively manage the service in a challenging period. As such a temporary review officer was appointed for 2 years.	35.50	-	-
NEI2		Use of flexible homelessness support grant to part fund the post on an ongoing	(15.00)	-	-
NEI3	Review of Underspent Budgets and Contingencies	Savings identified from review of previously underspent budgets	(10.00)	-	-
NEI4	Revised CCTV costs	Saving as costs associated with the change in service provision will be met in 2019/20 (from the Transformation reserve)	(337.93)	337.93	-
Total New Items / Amendments			(327.43)	337.93	-

STAFFING IMPLICATIONS

Item No	Proposal/(Existing Budget)	Implications	20/21	21/22	22/23
			FTE	FTE	FTE
NEI1	To permanently appoint the Housing Solutions Review Officer		1.0	-	-
TOTAL			1.0	-	-

PARTNERSHIPS

Item No	Proposal/(Existing Budget)	Implications	Budget Change	Budget Change	Budget Change
			20/21 £'000	21/22 £'000	22/23 £'000
PAR1	Review of Underspent Budgets and Contingencies	Savings identified from review of previously underspent budgets	(4.19)	-	-
Total New Items / Amendments			(4.19)	-	-

STAFFING IMPLICATIONS

Item No	Proposal/(Existing Budget)	Implications	20/21	21/22	22/23
			FTE	FTE	FTE
TOTAL			-	-	-

ASSETS

Item No	Proposal/(Existing Budget)	Implications	Budget Change	Budget Change	Budget Change
			20/21	21/22	22/23
			£'000	£'000	£'000
AST1	Condition Surveys and Asset Management database to support the refresh of the Councils Asset Management Strategy.	Asset management Database - £150k one off + £7k annual license (GF & HRA Capital)	3.50	-	-
AST2	Condition survey of Corporate/Commercial & Industrial properties - £100k every 10 years (GF Revenue)	In order to accurately assess the long-term performance and investment requirements of its built assets the Council needs to update its Asset Management Strategy. To support this process the Council needs to understand the current condition of its assets along with current and future investment requirements. Without accurate data it is not possible to accurately determine investment requirements or to determine the future financial viability of built assets. At present the Council holds very limited condition data on its non-housing assets and the information that is held has not been refreshed in a number of years. Repairs and investment budgets are currently set based on available funds as opposed to the investment requirements. Collecting accurate data and holding it a database which is updated regularly combined with financial modelling of performance data will allow the Council to make informed decisions on the future of its assets	100.00	(100.00)	-
AST3	Financial modelling toolkit - £5k per annum (GF & HRA Revenue)	A financial modelling toolkit will allow the Council to model its asset investments for new build, regeneration, refurbishment and disposal. This will ensure that decisions are made using an agreed and standardised financial model.	2.50	-	-

Item No	Proposal/(Existing Budget)	Implications	Budget Change	Budget Change	Budget Change
			20/21	21/22	22/23
			£'000	£'000	£'000
AST4	Cleaning Services Review	The restructure proposed in the report to Cabinet on 15 August 2019 is based on the continued delivery of the Councils service to Tenants and Leaseholders and will ensure quality and service is maintained which further places the organisation in a positive position to maintain and improve the quality of future service provision. The primary purpose of the review is to ensure that the service is being delivered in the most cost effective and efficient manner and is fit for purpose going forward. At the end of the review there will be a platform for the development of clearly defined service standards across both the housing and corporate property portfolios. This will lead to a clearly defined service offer that can be communicated to tenants, building occupiers and staff.	50.36	-	-
AST5	Cleaning Costs have changed since the Cabinet Report due to a requirement to provide additional cleaning services with the Assembly Rooms which were not known at the time of the Cabinet Report. Additional Cleaning duties are also required for the Town Centre Public Conveniences.	£17,812 GF, Additional Cleaning services at Assembly Rooms linked to use and occupation £4,157 GF, Additional Cleaning services to Castle linked to use and occupation £4,157 GF, Additional costs of cleaning Castle Grounds Toilets for 365 days per annum. £3,010 additional costs associated with provision of Mobile Phones (lone working) and PPE for staff	7.23	-	-
AST6	Saving in contract cleaning budgets	Associated saving in budgets no longer required following Cleaning Review	(10.51)	-	-
AST7	Marmion House Accommodation	Reduced income from accommodation rents / service charges	55.30	0.80	0.90
AST8	Review of Underspent Budgets and Contingencies	Savings identified from review of previously underspent budgets	(14.30)	-	-
AST9	AccessAble access guides with accessible information for disabled people, carers, wheelchair users	Initial surveys & website preparation for Council properties and ongoing subscription	18.00	(15.00)	-
Total New Items / Amendments			212.08	(114.20)	0.90

STAFFING IMPLICATIONS					
Item No	Proposal/(Existing Budget)	Implications	20/21 FTE	21/22 FTE	22/23 FTE
AST5	Cleaning Services Review		TBA	-	-
	TOTAL		-	-	-

CHIEF EXECUTIVE

Item No	Proposal/(Existing Budget)	Implications	Budget Change	Budget Change	Budget Change
			20/21 £'000	21/22 £'000	22/23 £'000
A&G1	Review of Elections budgets from a zero-base, factoring in the known schedule of elections and ability to run joint elections/claim a share of costs from SCC/Govt/OPCC where appropriate, the following budget adjustments are requested.	Overtime	3.0	-	-
		Rents	(10.00)	(5.00)	5.00
		Casual Travel	0.50	-	-
		Software Support Licences	1.80	3.00	(3.00)
		Printing & Stationery	3.50	(6.00)	6.00
		Postage	6.30	(8.00)	8.00
		Election Staff	(3.70)	(47.00)	47.00
		Canvassers Fees	3.40	-	-
A&G2	Review of Underspent Budgets and Contingencies	Savings identified from review of previously underspent budgets	(3.09)	-	-
WM1	Potential Waste Management cost increases	Potential increases in Waste Management costs following 2019 budget review and Resources & Waste Strategy implications from 2022	135.70	99.70	325.95
Total New Items / Amendments			137.41	36.70	388.95

STAFFING IMPLICATIONS

Item No	Proposal/(Existing Budget)	Implications	20/21	21/22	22/23
			FTE	FTE	FTE
	TOTAL		-	-	-

GROWTH & REGENERATION

Item No	Proposal/(Existing Budget)	Implications	Budget Change	Budget Change	Budget Change
			20/21	21/22	22/23
			£'000	£'000	£'000
G&R1	Reduction in the Planning Application Fees income budget to reflect the fact that income received in recent years has included a number of large schemes such as the Golf Course, Ashby Road, Dunstall Lane, etc, and future receipts are not expected to continue at the same level. That said, there is potential in future years for higher fee income associated with major planning applications in relation to town centre re development opportunities and also any future review of the Local Plan.	The resultant ongoing budget of £150k pa will more accurately reflect the level of planning application fees income likely to be received.	50.00	-	-
G&R2	Review of Underspent Budgets and Contingencies	Savings identified from review of previously underspent budgets	(9.24)	-	-
G&R3	Cleaning Services Review	Effect on Growth & Regeneration budgets	4.91	-	-
Total New Items / Amendments			45.67	-	-

STAFFING IMPLICATIONS

Item No	Proposal/(Existing Budget)	Implications	20/21	21/22	22/23
			FTE	FTE	FTE
TOTAL			-	-	-

HOUSING REVENUE ACCOUNT

Item No	Proposal/(Existing Budget)	Implications	Budget Change	Budget Change	Budget Change	Budget Change	Budget Change
			20/21 £'000	21/22 £'000	22/23 £'000	23/24 £'000	24/25 £'000
HRA1	Condition Surveys and Asset Management database to support the refresh of the Councils Asset Management Strategy.	Asset management Database - £150k one off + £7k annual license (GF & HRA Capital)	3.50	-	-	-	-
HRA2	Condition Survey of structural parts of high-rise blocks - £75k every 5 years(HRA Revenue)	Information on structural condition of non-traditional properties and high-rise blocks is important in ensuring tenant safety and for predicting long-term investment or regeneration requirements	75.00	(75.00)	-	-	-
HRA3	Condition Survey of Non-Traditional Properties - £50k every 5 years (HRA Revenue)	The special nature of the high-rise blocks and non-traditional housing stock means that it needs regular inspection that goes beyond the normal non-invasive survey work that is carried out on the bulk of the housing stock. This is likely to be more specialised in nature.	50.00	(50.00)	-	-	-
HRA4	Condition Survey of Housing Stock - £60k every 5 years (HRA Revenue)	In order to accurately assess the long-term performance and investment requirements of its built assets the Council needs to update its Asset Management Strategy. To support this process the Council needs to understand the current condition of its assets along with current and future investment requirements. Without accurate data it is not possible to accurately determine investment requirements or to determine the future financial viability of built assets.	60.00	(60.00)	-	-	-
HRA5	Financial modelling toolkit - £5k per annum (GF & HRA Revenue)	A financial modelling toolkit will allow the Council to model its asset investments for new build, regeneration, refurbishment and disposal. This will ensure that decisions are made using an agreed and standardised financial model.	2.50	-	-	-	-

Item No	Proposal/(Existing Budget)	Implications	Budget Change	Budget Change	Budget Change	Budget Change	Budget Change
			20/21 £'000	21/22 £'000	22/23 £'000	23/24 £'000	24/25 £'000
HRA6	Cleaning Services Review	The restructure proposed in the report to Cabinet on 15 August 2019 is based on the continued delivery of the Councils service to Tenants and Leaseholders and will ensure quality and service is maintained which further places the organisation in a positive position to maintain and improve the quality of future service provision. The primary purpose of the review is to ensure that the service is being delivered in the most cost effective and efficient manner and is fit for purpose going forward. At the end of the review there will be a platform for the development of clearly defined service standards across both the housing and corporate property portfolios. This will lead to a clearly defined service offer that can be communicated to tenants, building occupiers and staff. This goes much further than current legislation relating to fire safety in buildings and is much more prescriptive than the current legislation. This will consist of:- • Software to manage fire safety surveys £90k year one (Capital) + £5k every year for license	(4.00)	-	-	-	-
HRA7	Fire Safety in High Rise Residential Buildings in response to the Governments proposals around 'Building a Safer Future'. This is a direct response to the 'Building a safer future' legislation being introduced by the Government	• Detailed Measured Surveys & 3D building Scans £140k (one off)	5.00	-	-	-	-
HRA8		• Type 4 Fire Risk Assessments £65k every 3 years	140.00	(140.00)	-	-	-
HRA9		• Production of Building Fire Safety Manuals £70k (one off)	65.00	(65.00)	-	65.00	(65.00)
HRA10		• Building Fire Safety Manager £40k per annum	70.00	(70.00)	-	-	-
HRA11		Additional Costs associated with in house provision	40.00	-	-	-	-
HRA12	Housing Repairs - Call Handling Service	This permanent 'Income Officer' will address the recovery of the Council's HRA current rent arrears, as with the move to full service universal credit since November 2017 has resulted in a significant increase in work load for the rent income team	49.57	(9.49)	(27.31)	-	-
HRA13	Permanent full-time post 'Income Officer' within HRA Neighbourhoods Rents Income Team	Funding from Universal Credit Support Budget towards cost of Income Officer	32.00	-	-	-	-
HRA14		This 'Resident Support Worker' is there to provide building management to this medium rise block of flats as well as low level resident support with the aim of making this a safe place to live	(25.00)	-	-	-	-
HRA15	Retention of temporary post 'Resident Support Worker' at Eringden Block for a further year until March 2021		32.00	(32.00)	-	-	-

Item No	Proposal/(Existing Budget)	Implications	Budget Change	Budget Change	Budget Change	Budget Change	Budget Change
			20/21	21/22	22/23	23/24	24/25
			£'000	£'000	£'000	£'000	£'000
HRA16	Former Tenancy Arrears Officer within Revenues to address the recovery of HRA's wide range of former arrears - initially until March 2021 subject to review/impact assessment	To address the recovery of the Council's HRA former arrears including former rent arrears, garage arrears, recharges, sundry debts, supporting people, service charges etc. Income target associated with above	26.00	(26.00)	-	-	-
HRA17	Repairs and Investment Budgets	Updated budgets following tender exercise	(26.00)	26.00	-	-	-
HRA18	Review of Underspent Budgets and Contingencies	Savings identified from review of previously underspent budgets	1,228.06	-	-	-	-
HRA19	Negotiated savings in Pensions costs arising from freeze in lump sum contribution for 3 years and 3 year advance payment in April 2020	Option to freeze pension lump sum payment for 3 years and pay 3 years pension lump sum in advance in April 2020 (£183k saving)	(62.69)	-	-	-	-
HRA20	Revenue Contribution to Capital	Additional revenue contribution required to fund capital programme	(27.05)	(0.83)	(0.78)	28.66	-
			-	-	-	-	400.00
Total New Items / Amendments			1,733.89	(502.32)	(28.09)	93.66	335.00

STAFFING IMPLICATIONS

Item No	Proposal/(Existing Budget)	Implications	20/21	21/22	22/23	23/24	24/25
			FTE	FTE	FTE	FTE	FTE
HRA6	Cleaning Services Review		TBA	-	-	-	-
HRA11	• Building Fire Safety Manager £40k per annum		1.00				
HRA12	Housing Repairs - Call Handling Service	1 x FTE Senior Customer Service Officer plus Essential Car Users allowance £1239.00 3 x FTE Customer Service Officer Grade D 1 x FTE Customer Service Officer Grade D Temporary for 2 years	5.00	-	(1.00)	-	-
HRA13	Permanent full-time post `Income Officer` within HRA Neighbourhoods Rents Income Team		1.00	-	-	-	-
HRA15	Retention of temporary post `Resident Support Worker` at Eringden Block for a further year until March 2021		1.00	(1.00)	-	-	-
HRA16	Former Tenancy Arrears Officer within Revenues to address the recovery of HRA's wide range of former arrears - initially until March 2021 subject to review/impact assessment		1.00	(1.00)	-	-	-
TOTAL			9.00	(2.00)	(1.00)	-	-

HOUSING REVENUE ACCOUNT BUDGET SUMMARY 2020/21

	Base Budget 2019/20	Technical Adjustments	Policy Changes	Budget 2020/21	Budget 2021/22	Budget 2022/23	Budget 2023/24	Budget 2024/25
	£	£	£	£	£	£	£	£
Income								
Dwelling Rents	(17,444,290)	(754,570)	-	(18,198,860)	(18,817,680)	(19,280,280)	(19,753,690)	(20,238,150)
Non-Dwelling Rents	(398,470)	(1,970)	-	(400,440)	(409,960)	(419,720)	(429,720)	(439,970)
Charges for Services and Facilities	(793,990)	(44,010)	-	(838,000)	(852,790)	(867,890)	(883,700)	(895,560)
Contributions Towards Expenditure	(1,424,550)	(75,550)	-	(1,500,100)	(1,500,860)	(1,501,630)	(1,502,430)	(1,503,250)
Subtotal	(20,061,300)	(876,100)	-	(20,937,400)	(21,581,290)	(22,069,520)	(22,569,540)	(23,076,930)
Expenditure								
Repairs and Maintenance	4,003,570	(47,600)	1,597,630	5,553,600	5,418,730	6,795,500	5,786,510	5,877,560
Supervision and Management	6,092,870	363,690	167,260	6,623,820	6,447,650	6,536,900	6,728,710	6,890,120
Rents, Rates, Taxes and Other Charges	37,800	760	(5,000)	33,560	34,140	34,740	35,350	35,960
Increase in Provision for Bad Debts	200,000	(12,300)	(26,000)	161,700	210,000	234,900	262,700	293,900
Depreciation and impairment of non-current assets	2,804,730	56,200	-	2,860,930	2,860,930	2,860,930	2,860,930	2,860,930
Debt Management Costs	25,880	270	-	26,150	26,580	26,980	26,980	26,980
Subtotal	13,164,850	361,020	1,733,890	15,259,760	14,998,030	16,489,950	15,701,180	15,985,450
Net cost of HRA Services per Authority I&E	(6,896,450)	(515,080)	1,733,890	(5,677,640)	(6,583,260)	(5,579,570)	(6,868,360)	(7,091,480)
Corporate and Democratic Core	13,110	3,060	-	16,170	16,570	16,980	17,400	17,840
Net Cost of HRA Services	(6,883,340)	(512,020)	1,733,890	(5,661,470)	(6,566,690)	(5,562,590)	(6,850,960)	(7,073,640)
Interest Payable and Similar Charges	2,688,800	56,630	-	2,745,430	2,745,430	2,745,430	2,745,430	2,745,430
Interest Receivable and Similar Income	(151,130)	(56,340)	-	(207,470)	(229,220)	(215,920)	(215,920)	(215,920)
Surplus/ Deficit for the year	(4,345,670)	(511,730)	1,733,890	(3,123,510)	(4,050,480)	(3,033,080)	(4,321,450)	(4,544,130)

Statement of Movement on the HRA Balance

Surplus or Deficit for the year	(4,345,670)	(511,730)	1,733,890	(3,123,510)	(4,050,480)	(3,033,080)	(4,321,450)	(4,544,130)
Additional Items required to be taken into account:								
Capital Expenditure funded by the HRA	4,460,720	-	-	4,460,720	4,460,720	4,460,720	4,460,720	4,860,720
(Increase)/ Decrease in HRA Balances	115,050	(511,730)	1,733,890	1,337,210	410,240	1,427,640	139,270	316,590

General Fund Summary Revenue Budget for 2020/21

<i>Figures exclude internal recharges which have no bottom line impact.</i>	Base Budget 2019/20 £	Technical Adjustments £	Policy Changes £	Budget 2020/21 £
Chief Executive	1,488,840	13,430	137,410	1,639,680
AD Growth & Regeneration	1,072,430	116,050	45,670	1,234,150
ED Organisation	400,310	37,400	(4,370)	433,340
AD People	1,732,680	137,740	133,450	2,003,870
AD Operations & Leisure	2,216,180	17,950	104,230	2,338,360
ED Finance	84,050	740	-	84,790
AD Finance	831,000	(1,512,480)	560,880	(120,600)
AD Assets	(725,280)	44,940	212,080	(468,260)
AD Neighbourhoods	1,222,430	249,420	(327,430)	1,144,420
AD Partnerships	1,080,770	(212,930)	(4,190)	863,650
Total Cost of Services	9,403,410	(1,107,740)	857,730	9,153,400
Transfer to / (from) Balances	(1,408,174)	333,602	-	(1,074,572)
Revenue Support Grant	-	(187,535)	-	(187,535)
Retained Business Rates	(13,385,014)	(443,828)	-	(13,828,842)
Less: Tariff payable	10,054,485	351,356	-	10,405,841
Collection Fund Surplus (Council Tax)	(62,517)	(14,822)	-	(77,339)
Collection Fund Surplus (Business Rates)	(752,887)	430,268	-	(322,619)
Council Tax Requirement	(3,849,303)	638,699	(857,730)	(4,068,334)

General Fund – Technical Adjustments 2020/21 (before policy changes)

	Budget 2019/20	Technical Adjustments						Total Adjusted Base 2020/21	
		Virements £	Committee Decisions £	Inflation £	Other £	Pay Adjustments £	Changes in Recharges £		Total Adjustments £
Chief Executive	1,488,840	19,630	(4,160)	(5,170)	60	19,730	-	30,090	1,518,930
AD Growth & Regeneration	1,072,430	18,190	32,600	(8,100)	5,820	22,070	-	70,580	1,143,010
ED Organisation	400,310	(9,510)	(2,470)	8,350	(1,470)	23,210	-	18,110	418,420
AD People	1,732,680	132,790	(72,210)	16,210	10,290	25,500	-	112,580	1,845,260
AD Operations & Leisure	2,216,180	(111,880)	(63,700)	8,320	(97,850)	287,270	-	22,160	2,238,340
ED Finance	84,050	-	(670)	120	-	2,800	-	2,250	86,300
AD Finance	831,000	(42,130)	(476,590)	(8,580)	(1,043,010)	37,190	-	(1,533,120)	(702,120)
ED Communities	-	-	-	-	-	-	-	-	-
AD Assets	(725,280)	4,460	(2,180)	13,290	4,520	6,040	-	26,130	(699,150)
AD Neighbourhoods	1,222,430	151,060	99,360	1,500	(9,860)	56,620	-	298,680	1,521,110
AD Partnerships	1,080,770	(162,610)	(26,760)	(2,590)	(45,370)	53,630	-	(183,700)	897,070
Grand Total	9,403,410	-	(516,780)	23,350	(1,176,870)	534,060	-	(1,136,240)	8,267,170

* Base budget figures before recharge & inflationary adjustments after inclusion of Policy Changes.

HRA Technical Adjustments – 2020/21 (before policy changes)

	Budget 2019/20	Technical Adjustments						Total Adjustments £	Total Adjusted Base 2020/21
		Virements £	Committee Decisions £	Inflation £	Other £	Pay Adjustments £	Changes in Recharges £		
HRA Summary	(3,927,650)	143,720	50,000	91,660	(728,780)	-	-	(443,400)	(4,371,050)
ED Communities	21,900	-	(750)	50	-	2,800	-	2,100	24,000
AD Operations & Leisure	143,080	140	(1,310)	260	(110)	2,230	-	1,210	144,290
AD Assets	289,640	36,400	(3,380)	2,720	6,860	15,100	-	57,700	347,340
AD Neighbourhoods	3,588,080	(180,260)	13,080	30,330	(22,240)	(3,030)	-	(162,120)	3,425,960
Housing Repairs	-	-	-	-	-	-	-	-	-
Grand Total	115,050	-	57,640	125,020	(744,270)	17,100	-	(544,510)	(429,460)

* Base budget figures before recharge & inflationary adjustments after inclusion of Policy Changes.

General Fund 3 Year Revenue Budget Summary

<i>Figures exclude internal recharges which have no bottom line impact.</i>	Base Budget 2019/20 £	Budget 2020/21 £	Budget 2021/22 £	Budget 2022/23 £
Chief Executive	1,488,840	1,639,680	1,703,460	2,116,110
AD Growth & Regeneration	1,072,430	1,234,150	1,132,310	1,113,210
ED Organisation	400,310	433,340	450,000	468,610
AD People	1,732,680	2,003,870	2,050,800	1,965,910
AD Operations & Leisure	2,216,180	2,338,360	2,336,160	2,379,160
ED Finance	84,050	84,790	86,990	89,840
AD Finance	831,000	(120,600)	(27,590)	(32,320)
AD Assets	(725,280)	(468,260)	(565,710)	(544,860)
AD Neighbourhoods	1,222,430	1,144,420	1,035,270	1,060,130
AD Partnerships	1,080,770	863,650	877,930	890,590
Total Cost of Services	9,403,410	9,153,400	9,079,620	9,506,380
Transfer to / (from) Balances	(1,408,174)	(1,074,572)	(2,431,124)	(2,633,100)
Revenue Support Grant	-	(187,535)	-	-
Retained Business Rates	(13,385,014)	(13,828,842)	(15,403,818)	(15,704,865)
Less: Tariff payable	10,054,485	10,405,841	13,041,378	13,294,366
Collection Fund Surplus (Council Tax)	(62,517)	(77,339)	(33,000)	(33,000)
Collection Fund Surplus (Business Rates)	(752,887)	(322,619)	-	-
Council Tax Requirement	(3,849,303)	(4,068,334)	(4,253,056)	(4,429,781)

Appendix H

Council Tax levels at each band for 2020/21

Authority:	Tamworth Borough Council Tax 2019/20	Tamworth Borough Council	* Staffordshire County Council	* Office of the Police & Crime Commissioner (OPCC) Staffordshire	* Staffordshire Commissioner Fire and Rescue Authority	Total 2020/21	Total Council Tax 2019/20
	£	£	£	£	£	£	£
Demand/Precept on Collection Fund		4,068,334	28,986,514	5,034,588	1,727,627	39,817,063	
Council Tax Band							
A	117.93	121.26	863.97	150.06	51.49	1,186.78	1,143.61
B	137.58	141.47	1,007.96	175.07	60.08	1,384.58	1,334.21
C	157.24	161.68	1,151.96	200.08	68.66	1,582.38	1,524.82
D	176.89	181.89	1,295.95	225.09	77.24	1,780.17	1,715.41
E	216.20	222.31	1,583.94	275.11	94.40	2,175.76	2,096.61
F	255.51	262.73	1,871.93	325.13	111.57	2,571.36	2,477.82
G	294.82	303.15	2,159.92	375.15	128.73	2,966.95	2,859.02
H	353.78	363.78	2,591.90	450.18	154.48	3,560.34	3,430.82
% increase	2.99%	2.83%	3.99%	3.94%	1.99%	3.78%	4.07%

*
Staffordshire County Council Cabinet 29th January 2020, Strategic Plan and Medium Term Financial Strategy 2020-2025 (County Council, 13th February 2020)

Staffordshire Police, Fire, and Crime Panel – 10th February 2020, Policing Budget Report for 2020/21 (including Medium Term Financial Strategy)

Staffordshire Police, Fire, and Crime Panel – 10th February 2020, Fire Revenue Budget (incl. MTFs and Precept)

General Fund Capital Programme 2020/21 – 2024/25

General Fund Capital Programme	2020/21 £	2021/22 £	2022/23 £	2023/24 £	2024/25 £	Total £
Gateways	190,000	-	-	-	-	190,000
Technology Replacement	60,000	60,000	60,000	60,000	60,000	300,000
Member Device Refresh	20,000	-	-	-	-	20,000
Endpoint Protection and Web- Email Filter	40,000	-	-	40,000	-	80,000
Street Lighting	46,120	-	-	233,560	119,940	399,620
Replacement Castle Grounds Play Area	-	375,000	-	-	-	375,000
Private Sector Grants - Disabled Facilities Grants	650,000	650,000	650,000	650,000	650,000	3,250,000
Energy Efficiency Upgrades to Commercial and Industrial Units	75,000	75,000	75,000	75,000	75,000	375,000
Major Repair to Castle Elevations	250,000	150,000	-	-	-	400,000
Asset Management Database	150,000	-	-	-	-	150,000
CCTV Upgrades	57,530	45,710	45,710	45,710	45,710	240,370
Castle Lighting	40,000	-	-	-	-	40,000
Total General Fund Capital	1,578,650	1,355,710	830,710	1,104,270	950,650	5,819,990
<u>Proposed Financing:</u>						
Grants - Disabled Facilities	400,000	400,000	400,000	400,000	400,000	2,000,000
Sale of Council House Receipts	191,120	175,000	155,000	150,000	160,000	831,120
Section 106 Receipts	90,000	-	-	-	-	90,000
Community Infrastructure Levy	30,000	-	-	-	-	30,000
Other Contributions	24,000	24,000	24,000	24,000	24,000	120,000
Unsupported Borrowing	843,530	756,710	251,710	530,270	366,650	2,748,870
Total	1,578,650	1,355,710	830,710	1,104,270	950,650	5,819,990

Housing Capital Programme 2020/21 – 2024/25

<u>Housing Revenue Account</u> <u>Capital Programme</u>	2020/21 £	2021/22 £	2022/23 £	2023/24 £	2024/25 £	TOTAL £
Structural Works	300,000	300,000	300,000	300,000	300,000	1,500,000
Bathroom Renewals	567,800	567,800	567,800	567,800	567,800	2,839,000
Gas Central Heating Upgrades and Renewals	685,500	685,500	685,500	988,400	988,400	4,033,300
Kitchen Renewals	1,037,500	1,037,500	1,037,500	1,037,500	1,037,500	5,187,500
Major Roofing Overhaul and Renewals	911,400	911,400	911,400	1,196,200	1,196,200	5,126,600
Window and Door Renewals	648,900	648,900	648,900	731,900	731,900	3,410,500
Neighbourhood Regeneration	749,100	749,100	749,100	749,100	749,100	3,745,500
Disabled Facilities Adaptations	212,500	212,500	212,500	212,500	212,500	1,062,500
Rewire	362,200	362,200	362,200	362,200	362,200	1,811,000
CO / Smoke Detectors	64,000	64,000	64,000	80,000	80,000	352,000
Insulation	17,900	17,900	17,900	17,900	17,900	89,500
Replacement of High Rise Soil Stacks	-	945,000	-	-	-	945,000
High Rise Lift Renewal	-	180,000	-	-	-	180,000
Sheltered Schemes	100,000	100,000	100,000	140,000	140,000	580,000
Energy Efficiency Improvements	70,000	70,000	70,000	70,000	70,000	350,000
Capital Salaries	200,000	200,000	200,000	200,000	200,000	1,000,000
Installation of Fire Doors To High Rise Blocks	1,460,000	-	-	-	-	1,460,000
Software to manage fire safety surveys	90,000	-	-	-	-	90,000
Street Lighting	69,180	-	-	350,330	179,910	599,420
Retention of Garage Sites	700,000	700,000	700,000	700,000	700,000	3,500,000
Regeneration and New Affordable Housing	2,000,000	1,750,000	1,750,000	1,750,000	1,750,000	9,000,000
Total HRA Capital	10,245,980	9,501,800	8,376,800	9,453,830	9,283,410	46,861,820
<u>Proposed Financing:</u>						
Major Repairs Reserve	2,894,730	3,004,730	2,816,170	2,804,730	2,805,000	14,325,360
HRA Capital Receipts	741,440	500,000	700,000	437,000	765,000	3,143,440
Revenue Contribution	5,665,630	4,917,070	3,330,630	3,689,100	3,938,500	21,540,930
Capital Receipts from Additional Council House Sales (1-4-1)	600,000	555,000	555,000	1,255,000	555,000	3,520,000
Regeneration Reserve	344,180	525,000	975,000	1,268,000	909,910	4,022,090
Other Grant Funding	-	-	-	-	310,000	310,000
Total	10,245,980	9,501,800	8,376,800	9,453,830	9,283,410	46,861,820

Main Assumptions

Inflationary Factors	2020/21	2021/22	2022/23	2023/24	2024/25
Inflation Rate - Pay Awards	2.50%	2.50%	2.50%	2.50%	2.50%
National Insurance	9.50%	9.50%	9.50%	9.50%	9.50%
Superannuation	16.50%	16.50%	16.50%	16.50%	16.50%
Inflation Rate (RPI)	2.50%	2.50%	2.50%	2.50%	2.50%
Inflation Rate (CPI)	2.00%	2.00%	2.00%	2.00%	2.00%
Investment Rates	1.00%	1.00%	1.50%	1.50%	1.75%
Base Interest Rates	0.75%	1.00%	1.00%	1.50%	1.75%

1. While the Government announced a pay cap for 2014/15 & 2015/16, a 2.2% increase (plus other changes) was agreed from 1st January 2015. In addition, from April 2016, a new compulsory National Living Wage (NLW) for the over 25s was introduced to replace the National Minimum Wage. A further 1% pay cap for public sector workers for the 4 years from 2016/17 was set but following Government announcements regarding public sector pay this cap was lifted from 2018/19 with a 2% increase agreed. For 2019/20 a 2% increase was agreed and included the introduction of a new pay spine on 1st April 2019 based on a bottom rate of £17,364 with additions, deletions and changes to other spinal column points. A 2.5% p.a. increase from 2020/21 has been assumed.
2. Overall Fees and Charges will rise generally by 2.5% annually except where a proposal has otherwise been made (car parking charges, corporate & industrial property rental income, statutory set planning fees, leisure fees);
3. Revised estimates for rent allowance / rent rebate subsidy levels have been included;
4. At this stage no changes to the level of recharges between funds has been included;
5. A reduction in Revenue Support Grant levels to zero from 2021/22 following the 4 year Local Government Finance Settlement & the one year deferral of the funding reforms.
6. Only continuation of the New Homes Bonus scheme legacy payments relating to 2017/18 and 2018/19 pending consultation on the future of the scheme;
7. Lower investment income returns due to delayed forecast interest rate increases;
8. An increase of £5 p.a. in Council Tax - current indications are that increases of 2% or £5 and above risk 'capping' (confirmed as 3% or £5 for District Councils for 2019/20);

9. The major changes to the previously approved policy changes are included within this forecast – Assistant Directors were issued with the provisional information in August to review, confirm & resubmit by the end of September;
10. Future Pension contribution levels – the results from the 2019 triennial review, carried out by the Actuary employed by the Pension Fund have been confirmed - indicative *ongoing* annual increases in Employer's contributions of c. £150k p.a. (1% p.a. increase) had been included from 2020/21 for 3 years (followed by increases of 2% p.a.). This includes an ongoing lump sum (with an annual increase) relating to past liabilities and a set rate for future employer contributions of 16.5% p.a. Given the uncertain economic situation and arising from the Council's position in its participation in the Fund's contribution stability mechanism, the option to freeze contribution levels for 3 years has been communicated to the Pension Fund Actuary. This will lower costs in the short term and the actuary has confirmed it would not have an unsustainable impact on the pension fund. There will also be a saving of c.£183k in lump sum costs by making an advance payment of the 3 year costs in April 2020.
11. Increase in rent levels by CPI plus 1% - the Government has confirmed that social housing annual rent increases can rise by up to the consumer price index (CPI) measure of inflation plus 1% for five years from 2020, following the conclusion of a consultation on the new rent standard. Current indications that sales of council houses will be approximately 30 per annum.
12. Forecasts have been informed by the Bank of England Inflation report (August 2019), HM Treasury – Forecasts for the UK Economy (August 2019), Office for Budget Responsibility Economic & Fiscal Outlook (March 2019). Any significant variances will be considered later in the budget setting process.

Sensitivity Analysis (3 years)

	Risk	Potential Budgetary Effect 2020/21 £'000	2021/22 £'000	2022/23 £'000
Pay Award / National Insurance (GF)				
Impact +/- 0.5% Variance £'000	L	43	88	134
Budget Impact over 1 year	L	43		
Budget Impact over 3 years	M	265		
Pay Award / National Insurance (HRA)				
Impact +/- 0.5% Variance £'000	L	13	26	40
Budget Impact over 1 years	L	13		
Budget Impact over 3 years	L	79		
Subject to negotiation for Local Government pay (including any protection for low paid employees)				
Pension Costs				
Impact +/- 0.5% Variance £'000	L	0	0	0
Budget Impact over 1 year	L	0		
Budget Impact over 3 years	L	0		
3 year agreement in place from 2020/21 - subject to stock market & membership changes				
Council Tax				
Impact on Council Tax income £'000		39	61	85
Budget Impact over 1 year	L	39		
Budget Impact over 3 years	L	185		
Inflation / CPI				
Impact +/- 0.5% Variance £'000	L	49	100	158
Budget Impact over 1 year	L	49		
Budget Impact over 3 years	M	307		
Government Grant				
Impact +/- 1.0% Variance £'000	L	42	66	90
Budget Impact over 1 year	L	42		
Budget Impact over 3 years	M	198		

		Potential Budgetary Effect		
	Risk	2020/21 £'000	2021/22 £'000	2022/23 £'000
Investment Interest				
Impact +/- 0.5% Variance £'000	M	176	311	438
Budget Impact over 1 year	M	176		
Budget Impact over 3 years	H	925		
Key Income Streams (GF)				
Impact +/- 0.5% Variance £'000	L	10	20	31
Budget Impact over 1 year	L	10		
Budget Impact over 3 years	L	61		
Key Income Streams (HRA)				
Impact +/- 0.5% Variance £'000	L	91	185	281
Budget Impact over 1 years	L	91		
Budget Impact over 3 years	M	557		
Business Rates				
Impact +/- 10% Variance £'000	L	72	149	228
Budget Impact over 1 year	L	72		
Budget Impact over 3 years	M	449		

Contingencies 2020/21 - 2024/25

Revenue	2020/21	2021/22	2022/23	2023/24	2024/25
Specific Earmarked &	£'000	£'000	£'000	£'000	£'000
General					
General Fund					
<i>Specific Contingencies</i>					
<i>General Contingency</i>	100	100	100	100	100
<i>General Contingency re economic conditions, Income Targets etc.</i>	65	244	244	244	244
<i>Total General Contingency</i>	165	344	344	344	344
Total GF Revenue	165	344	344	344	344
Housing Revenue Account					
<i>HRA - General Contingency</i>	130	130	130	130	130
Total HRA Revenue	130	130	130	130	130

Capital	2020/21	2021/22	2022/23	2023/24	2024/25
Specific Earmarked &	£'000	£'000	£'000	£'000	£'000
General					
General Fund					
<i>General Contingency *</i>	35	-	-	-	-
	-	-	-	-	-
Total GF Capital	35	-	-	-	-
Housing Revenue Account					

<i>General Contingency *</i>	100	-	-	-	-
Total HRA Capital	100	-	-	-	-

* Forecast to be re-profiled from 2019/20 Capital Programme