

Eden District Council

Executive

25 February 2020

Corporate Plan, Budgets 2020/21, One Eden Transformation & Medium Term Financial Plan

Portfolio:	Resources and Leader
Report from:	Chief Finance Officer
Wards:	All Wards
OPEN PUBLIC ITEM except for Appendix F which is not for publication by virtue of Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972	

1. Purpose

- 1.1 The Council is required to produce a balanced budget for 2020/21 as the basis for calculating its level of Council Tax. The Council has to base that budget on its Corporate Plan priorities and service delivery requirements estimated for the year, recognising any changes in service demand that may arise in future years.
- 1.2 To receive and consider responses to the Council's Budget Consultation, which was published on 21 January 2020.
- 1.3 To outline the steps being taken through the One Eden Transformation Programme to deliver a balanced budget at the Council meeting on 27 February 2020.

2. Recommendations

The Executive is recommended to:

- 2.1 To approve Corporate Plan Growth as set out in Appendix A.
- 2.2 To approve the balanced Revenue budget and recommend it to Full Council as set out in Appendix B.
- 2.3 To consider a Council Tax increase of £5 on a Band D property and recommend it to Full Council.
- 2.4 To recommend the proposed capital programme 2020/21 – 2023/24 to Full Council set out in Appendix C.
- 2.5 To note the latest Medium Term Financial Plan (MTFP) for 2020/21 to 2023/24 as set out in Appendix D.
- 2.6 To note the impact of the proposed budget on reserves and recommend the reserves to Full Council as set out in Appendix E.
- 2.7 Subject to necessary searches, surveys, due diligence and the approval of the Capital Programme to recommend to Full Council that the Council acquire Voreda House plus costs of Stamp Duty Liability Tax (SDLT) and fees as set out in Appendix F.
- 2.8 To recommend to Full Council the replacement of windows, internal refurbishment, IT connectivity and project costs to be funded from the Single Site capital budget included in the capital programme.
- 2.9 Recommend to Full Council that the Council relocate its staff from Mansion House and Town Hall to Voreda House.
- 2.10 To approve the One Eden Transformation workstreams as set out in paragraph 11.3.

- 2.11 To approve the governance structure of the One Eden Transformation Programme as set out in paragraph 11.17.
- 2.12 To approve the savings targets for the four work streams as set out in paragraph 11.20.

3. Background

- 3.1 The Council adopted, on 7 November 2019, a new Corporate Plan 2019–2023, which set out the vision and strategic priorities for the Council for the next four years:

Vision

Our vision for Eden is of a place where people act together to meet the needs of all and ensure the well-being of future generations.

Strategic Priorities

Sustainable

Make our Council financially viable, customer focused and zero carbon. Co-produce economic opportunities and strategies which will protect Eden's working cultural landscapes and biodiversity, aiming to store more carbon than is produced in the District.

Healthy, Safe and Secure

Improve housing, both new build and existing, working towards self-sufficiency in energy; and co-produce healthy, connected, prosperous communities, for all, young and old, urban and rural.

Connected

Improve digital connectivity, transport and access to attract and support businesses, employees and families, connecting Eden with the global economy and knowledge industries. People connected in communities and with access to education, work, healthcare and leisure and combat isolation.

Creative

Encourage innovation in tourism, food and green industries and support businesses to respond to national and global changes. Develop arts and cultural activities to add to town centre vibrancy; support communities; and improve health and wellbeing.

- 3.2 The Council also approved, on 7 November 2019, the One Eden Case for Change report, which outlined the proposals for the One Eden Transformation Programme designed to transform Eden District Council into an organisation which is sustainable and fit for the future. A Council that delivers services to meet customer's needs - residents, businesses and partners. Additionally, the Council will have a workforce with the skills and capacity to ensure that customers' needs are met and that the organisation is both well managed and effective.
- 3.3 The 7 November 2019 report recognised the need to undertake this in line with the Council's Budget Setting timetable and proposed that a further report be presented in February 2020.
- 3.4 In order to ensure the three component parts; (the Corporate Plan, One Eden Transformation and Budget) are aligned, phase 1 of One Eden was designed to fundamentally review the Council's Medium Term Financial Plan including what reserves the Council held.

- 3.5 The review was completed and initial Budget Proposals for 2020/21 were reported to the Executive on 21 January 2020. Since this meeting, further work has been undertaken to establish how the Council can support the aspirations of the Corporate Plan and how the One Eden Transformation Programme will generate the savings required to ensure a balanced Budget and sustainable Medium Term Financial Plan.

4. Corporate Plan Commitments & Growth

- 4.1 The Corporate Plan sets out both existing and new priorities and objectives for the Council to deliver over the medium term. Whilst some of these are embedded in the existing financial plans, others will require additional financial investment if they are to be achieved in the timescales set in the Corporate Plan.
- 4.2 Work is underway on the development of the detailed milestones, which will set out clearly the key deliverables within each of the four Corporate Plan headings and the timescales over which they will be delivered. These will then be recorded and progress measured through the Council's Performance Framework to be reported on a quarterly basis starting in Quarter 1 of 2020/21.
- 4.3 The plan has been analysed to identify those area that would require additional funding to achieve the outcome stated. It is also important to capture funding that supports the plan investments that are already incorporated in the budget and forecasts. Appendix A sets out both the additional funding required and also the direct funding, which is already included within the budget.
- 4.4 At this stage the new funding included is largely for exploratory and feasibility works ahead of delivering larger projects. This work will scope the future capital requirements, however initial estimates for these have been included for context.
- 4.5 The financial commitments have been incorporated into the Budget and Medium Term Financial Plan. The following paragraphs analyse the budget and any changes from the initial proposals in January before setting out how the One Eden Transformation Programme has been designed to address the savings required to deliver a sustainable budget and MTFP.

5. Final Local Government Finance Settlement

- 5.1 The final Local Government Finance settlement was announced on 6 February 2020 although the parliamentary debate has been delayed until week commencing 24 February. The settlement may technically not be approved before our budget is set although the likelihood of changes are slight. There is one change to the initial budget proposals after the confirmation of the Section 31 Grant (under the Local Government Act 2003). This is a refund paid from the government for business rate discounts that are given to businesses that the government has directed.
- 5.2 There has however been some further intelligence around the future Fairer Funding Reforms. At this stage however there is still no detailed modelling but there is analysis of those types of authority that might fare better or worse given the expected change to the formula.
- 5.3 Whilst Inner London Boroughs are expected to lose most Rural Districts are also expected to lose rather than gain. The forecasts from 2021/22 have therefore been revisited and the MTFP updated accordingly.
- 5.4 In addition, the Government has also announced that a consultation will be held in the Spring on a replacement for the New Homes Bonus. Although it is positive that the scheme is being replaced and not removed, until the detail of the consultation is known it is unclear how this will impact future years' funding. A prudent view has therefore been taken reducing funding by 25%.

- 5.5 The table below sets out all of the Government funding streams, which beyond 2020/21 is extremely uncertain and almost impossible to predict.

Grants and Funding	Provisional 2020/21	Forecast 2021/22	Forecast 2022/23	Forecast 2023/24
	£000	£000	£000	£000
Settlement Funding Assessment	1,784	0	0	0
Cumbria Business Rates Pool	387	0	0	0
Section 31 Grants (Government Discounts)	197	0	0	0
"Fair Funding Reform" Grant	0	2,713	2,713	2,713
Rural Services Delivery Grant	678	0	0	0
New Homes Bonus	697	523	523	523
Homelessness Prevention	127	130	132	135
Total	3,870	3,365	3,368	3,371

6. Revenue Budget 2020/21

- 6.1 The revenue budget proposals are unchanged from those reported in January apart from those included as growth at Appendix A. These have been incorporated into the revenue budget and adjustments made to reserves where appropriate. The revised revenue budget is set out at Appendix B.
- 6.2 The overall effect of the corporate plan commitments in 2020/21 is £100k. The total increase is £500k and £400k is funded through earmarked reserves.

7. Capital Programme 2020/21 – 2023/24

- 7.1 The capital budget proposals are set out in Appendix C and include the Corporate Plan Growth items included at Appendix B. These result in an increase in commitments across the full term of the Programme of £1.95m. This is part funded by reserves however £1.6m is currently expected to be financed from borrowing. This will have a consequence on revenue, and the impact has been incorporated into the forecasts in the MTFP.
- 7.2 The Heart of Cumbria Loan schedule has been amended to reflect the latest schedule of completions received from Persimmon. The scheme funding in earmarked reserves has been amended accordingly and there is no other impact on funding.

8. Council Tax Increase 2020/21

- 8.1 It is proposed that the level of Council Tax for Eden District be increased by £5 per annum from £190.75 to £195.75 for a band D property.

8.2 The implications of the increase by Band are set out in the table below:

Council tax band	Valuations	Annual cost 2019/2020	Proposed cost 2020/2021	Proposed increase pence per week
Band A	Under £40,001	£127.17	£130.50	6p
Band B	£40,001-£52,000	£148.36	£152.25	7p
Band C	£52,001-£68,000	£169.56	£174.00	9p
Band D	£68,001-£88,000	£190.75	£195.75	10p
Band E	£88,001-£120,000	£233.14	£239.25	12p
Band F	£120,001-£160,000	£275.53	£282.75	14p
Band G	£160,001-£320,000	£317.92	£326.25	16p
Band H	Over £320,000	£381.50	£391.50	19p

9. Medium Term Financial Plan 2020/21 – 2023/24

- 9.1 The Medium Term Financial Plan (attached at Appendix D) has been updated to reflect the amendments to the Revenue Budget 2020/21, the Capital Programme 2020/21 – 2023/24 and the additional forecast growth from the Corporate Plan Commitments.
- 9.2 The revisions to the MTFP result in a funding gap of £411k in 2020/21 with a total of rising to £1.3m in 2023/24. The funding gap will be addressed through the implementation of the future phases of the One Eden Transformation Programme, which are set out in detail below.

10. Reserves & Balances

- 10.1 The Council's Earmarked Reserves, General Fund Balance and Capital Resources are set out at Appendix E.

11. One Eden Transformation Programme

- 11.1 The One Eden Transformation Programme is a financially driven, customer focussed, and transformative change programme designed to deliver both a sustainable fit for purpose future organisation and the savings outlined in the MTFP above, in order to ensure a sustainable future for the Council.
- 11.2 Phase 1 has already been delivered and included a detailed review of the Medium-Term Financial Plan, financial management and budget process.

- 11.3 Comprising six key workstreams, as outlined in figure 1 below, the programme design reflects the themes arising from the organisational analysis completed in late 2019 and the delivery of the Corporate Plan.



Figure 1 – One Eden Change Programme

- 11.4 The programme is agile and non-linear in terms of delivery milestones but all activity will be aligned to converge with the move to the new corporate headquarters in order to take full advantage of the improved IT infrastructure and capability, the customer centric reconfigured services and the intention to deliver integrated services with partners. It is envisaged that the headquarters will also provide both a physical and locality connection to services delivered by the County Council and other public service providers. This will ensure that customers in Eden have sustainable and easily accessible public services designed around their needs.
- 11.5 Each workstream includes a number of interconnected projects, some of which are already in the delivery stages and others that are in development. All projects align with the agreed programme design principles to ensure that the overarching objectives will be achieved

Single Site – Purchase, Refurbish and Relocate Corporate Headquarters.

- 11.6 The Council has been exploring a single site solution for a number of years and the delivery of this is at the heart of the proposed transformation assisting with the change in delivery and culture of the Council going forward.
- 11.7 The Council was recently made aware that Voreda House, a purpose-built office block situated on the same street as the current Town Hall, was available for sale. The current occupants are the NHS and the Council engaged a local valuer to provide advice and support in making an offer for the property.

- 11.8 An agreement has been concluded with the NHS for the acquisition of the property and the terms and value are included at (exempt) Appendix F. The acquisition and refurbishment costs can be met from within the Single Site budget that is already included within the Capital Programme set out above.
- 11.9 The acquisition transaction does require approval by Full Council and it is therefore a recommendation from Executive that the Council acquire Voreda House from the NHS on the terms set out in Appendix F and refurbish the property to make it fit for the Council's use.
- 11.10 Subject to approval by the Executive and Full Council, the technical and service requirements are proposed to commence in March 2020 in preparation for the move to the new headquarters in Q4, 2020/21. All Council, County Council and, where applicable, partnership services will be fully engaged throughout the process in line with the customer centric design principles.

HR – Strategic, Operational HR Management and Culture Change.

- 11.11 In support of the transition to the new organisational design a strategic review of the HR function has been undertaken and the suite of core HR policies are being refreshed in line with sector best practice and the perceived needs of the future organisation. These are all important steps in developing the desired customer focussed culture and will underpin the development of leadership behaviours, skills and staffing.

Constitution – Improving Legibility and Decision Making

- 11.12 The constitution sets out the rules around how the Council operates in accordance with law how to make decisions and the procedures which are followed to ensure that these decisions are lawful, efficient, transparent and accountable to local people. Some of these processes are required by law, while others are a matter for the Council to choose. The changes to the Council's operating model will need to be reflected in the constitution and it is recognised that the document needs to be clear, concise and user friendly to improve decision making and compliance. The review of the constitution is already underway and will continue throughout the remodelling phases.

Operational Delivery – Customer Triage and Resolution, Locality Working, Commissioning and Procurement

- 11.13 This is the most influential workstream when considering the design of the future organisation. It involves analysing core processes, using lean principles, and reconfiguring the organisation both in terms of skills and capacity to reflect the most efficient way to service customer demand. This also includes internal customer processes relating to governance and decision making. Work is already underway to identify and agree the initial process scope, the relevant service representatives and any additional skill requirements in relation to process re-engineering.

Digital Shared Service – A Fundamental Enabler and Key Dependency for the One Eden programme

11.14 Information technology is the foundation for all significant customer centric change programmes. The ability to reconfigure and integrate systems to deliver lean processes, flexible and mobile working methods and a system architecture that can easily and efficiently adapt to the changing needs of the customer and organisation is fundamental. Work is already underway with the Digital Shared Service to guarantee that the IT infrastructure is able to meet the existing and future demands of the One Eden Programme.

Programme Management - The most widely recognised and successful approach for the management of a range of interrelated change projects

11.15 The services of an experienced Programme Manager have been secured to design and develop the programme, its governance and performance management arrangements to ensure that the One Eden programme delivers the desired outcomes.

11.16 Corporate Leadership Team act as the Leadership Steering group and receive monthly updates from the Programme Board. The updates will be provided in the form of an exception report, using the RAG status method (Red, Amber and Green), accompanied by a narrative describing the direction of travel and any leadership team discussion items.

11.17 The Programme Board supports the delivery of each work stream, including each of the workstream projects, and acts as the guardian of the design principles whilst also ensuring that the project interrelationships are properly considered and coordinated.



Figure 2 – Indicative governance structure

11.18 Executive will be provided with detailed quarterly progress reports, commencing March 2020, that include a summarised programme RAG status, progress to date and agreed or proposed next steps. This will ensure high-level visibility and accountability.

Benefits Realisation and Savings Targets

11.19 As outlined at paragraph 11.13 the programme will lead to significant changes to the organisation and how it is configured whilst also securing the necessary savings for the Medium Term Financial Plan. The review of core processes will lead to a redistribution of resources; it is during this phase that activities no longer required will be quantified and used to achieve the efficiency target.

11.20 At this stage the savings targets are expected to be generated through 3 of the workstreams and are set out in the table below:

	2020/21 Estimate £000	2021/22 Forecast £000	2022/23 Forecast £000	2023/24 Forecast £000	Total Forecast £000
Workstream					
Single Site		75	25	50	150
Operational Delivery	211	290	50	79	630
Digital Shared Service	100	130	10	20	260
Finance - Commercial	100	150	10	20	280
Savings Target	411	645	95	169	1,320

12. Policy Framework

12.1 The Council has four corporate priorities which are:

- Sustainable;
- Healthy, Safe and Secure;
- Connected; and
- Creative.

12.2 The annual budget forms an essential part of the Council's budgetary and policy framework and is in accordance with the sustainable corporate priority.

13. Consultation

13.1 The Executive have been consulted on the report and the Budget Scrutiny group convened to consider a presentation on its content. The report forms the first part of the formal budget setting process and the budget will be consulted upon publicly once approved.

14. Implications

Financial and Resources

14.1 Any decision to reduce or increase resources or alternatively increase income must be made within the context of the Council's stated priorities, as set out in its Council Plan 2019-2023, as agreed at Council on 7 November 2019.

14.2 The nature of the report means that Financial and Resources implications are dealt with throughout the body of the report.

Legal

- 14.3 The Council is mandated to set a balanced budget, explaining how expenditure is funded and the impact upon reserves and balances.
- 14.4 The report complies with the statutory timescales for the setting of the Council's budget and the Council Tax.

Human Resources

- 14.5 There are no direct Human Resources implications.

14.6 Statutory Considerations

Consideration:	Details of any implications and proposed measures to address:
Equality and Diversity	There are no implications
Health, Social Environmental and Economic Impact	There are no implications
Crime and Disorder	There are no implications
Children and Safeguarding	There are no implications

14.7 Risk Management

Risk	Consequence	Controls Required
A funding gap remains on the Councils MTFP although the position has improved since last February. The lack of forecast information, pressure on budgets and flexibility in local tax setting continue to make maintaining a sustainable budget in the medium term difficult. Specific risks are dealt with throughout the report	Lack of fiscal control. Decline in reserves. Poor External Audit VFM Conclusion.	Budget Setting process needs to be robust and include all stakeholders. Budget monitoring must be accurate and timely and lead to proactive decision making.

15. Other Options Considered

- 15.1 No other options have been considered.

16. Reasons for the Decision/Recommendation

- 16.1 For Executive to recommend the budget proposed to full Council and the wider financial implications of the One Eden Programme including the purchase of Voreda House.

Tracking Information

Governance Check	Date Considered
Chief Finance Officer (or Deputy)	17 February 2020
Monitoring Officer (or Deputy)	17 February 2020
Relevant Director	17 February 2020

Background Papers: None

Appendices:

- Appendix A – Corporate Plan Growth**
- Appendix B – Revenue Final Budget Proposals 2020/21**
- Appendix C – Capital Programme 2020/21 – 2023/24**
- Appendix D – Medium Term Financial Plan**
- Appendix E – Reserves and Balances**
- Appendix F – (Confidential) - Voreda House Acquisition – Financial Business Case**

Contact Officer: Paul Sutton, Interim Chief Finance Officer

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Proposed Commitments to Corporate Plan Priorities

	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	Total £000
Sustainable					
Local Development Plan (Revenue)	100	100	25		225
One Eden					
Transformation Programme (Revenue)	200	150	75		425
Single Site (Capital)	2,300				2,300
Low Carbon					
Support for EDC Carbon Reduction Schemes (4 year Capital)	250				250
Prepare District Wide Strategy (Revenue)	28				28
Waste & Recycling					
Procurement of New Service 2022/23 (Revenue)	55	25			80
Healthy, Safe & Secure					
Active Eden					
Strategy, Specification & Mobilisation (Revenue)	25	25			50
Sustainable Housing					
Housing Innovation Fund (Capital)	358				358
Business Case for Housing Delivery (Revenue)	100				100
Support for Housing Delivery (Capital)		650			650
Rural Strategy					
Support for a Rural Growth Deal (Revenue)	20				20
Working Age Population					
Production of a Younger Persons Strategy (Revenue)	20				20
Connected					
Community Engagement					
Local Strategic Partners Summit (Revenue)	5	5	5	5	20
Locality Member Decision Making (Revenue)	10				10
Public Transport					
Commission Needs Survey (Revenue)	10				10
Creative					
Arts & Culture					
Participatory and Community Arts Fund (Revenue)	20				20
Feasibility study for Town Hall Redevelopment (Revenue)	30				30
Town Hall Redevelopment (Capital)			750		750
Low Carbon Business					
Green Business Advisory Service (Revenue)	30	30	30	30	120
Green Business Support Fund (Capital)	150	100	100	100	450
Town Centres					
Support Town Area Plan delivery in Alston, Appleby, Kirkby Stephen (Revenue)	50	50	50	50	200
Support Town Area Working groups in Alston, Appleby, Kirkby Stephen (Revenue)	15	15	15	15	60
New Commitments	650	1,035	1,010	185	2,880
Existing Commitments	3,126	115	40	15	3,296
Total Commitment to Corporate Priorities	3,776	1,150	1,050	200	6,176
Revenue Expenditure	718	400	200	100	1,418
Capital Expenditure	3,058	750	850	100	4,758
Total Commitment to Corporate Priorities	3,776	1,150	1,050	200	6,176

Revenue Budget 2020/21

	Original 2019/20	Current 2019/20	Original 2020/21	Movement	
	£000	£000	£000	£000	%
Chief Executive					
Executive & Support	233	253	188	(45)	-19%
Policy, Performance & HR (Note 1)	287	341	531	244	85%
Customers	417	497	512	95	23%
Total - Chief Executive	937	1,091	1,231	294	
Director of Corporate Services					
Corporate Services	189	168	169	(20)	-11%
Finance	331	216	142	(189)	-57%
ICT	641	641	633	(8)	-1%
Legal & Governance (Note 2)	1,126	1,014	1,025	(101)	-9%
Revenues & Benefits	570	571	621	51	9%
Total - Corporate Services	2,857	2,610	2,590	(267)	
Director of People & Place					
Commissioning & Tech Services (Note 3)	3,888	3,933	4,170	282	7%
Community Services (Note 4)	1,561	1,975	1,173	(388)	-25%
People & Place	116	116	97	(19)	-16%
Planning & Economic Development (Note 5)	378	539	517	139	37%
Total - People & Place	5,943	6,563	5,957	14	
NET COST OF SERVICES	9,737	10,264	9,778	41	
Budget Adjustments & Use of Reserves					
Revenue Contribution to Capital	480	963	1,990	1,510	
Transfer to / (from) General Reserves	(1,027)	(4,373)	0	1,027	
Transfer to / (from) Earmarked Reserves	(295)	2,041	(2,390)	(2,095)	
Interest on Investments - Income					
Interest / Heart of Cumbria	(396)	(180)	(207)	189	
CCLA Property Fund	0	(216)	(246)	(246)	
New Squares	(820)	(820)	(826)	(6)	
NET BUDGET REQUIREMENT	7,679	7,679	8,099	420	
FUNDING					
Settlement Funding Assessment	(2,232)	(2,232)	(1,784)	448	-20%
Section 31 Grants (Gov't Discounts)	(177)	(177)	(197)	(20)	11%
Cumbria Business Rates Pool	(394)	(394)	(387)	7	-2%
Rural Services Delivery Grant	(678)	(678)	(678)	0	0%
Collection Fund Deficit / (Surplus)	228	228	50	(178)	-78%
	(3,253)	(3,253)	(2,996)	257	
Transfer to Parish Councils - CTRS	15	15	15	0	0%
New Homes Bonus	(611)	(611)	(697)	(86)	14%
	(596)	(596)	(682)	(86)	
Council Tax Income					
Baseline	(3,932)	(3,932)	(3,932)	0	0%
Taxbase increase	0	0	(24)	(24)	100%
Council Tax Increase @ £5	0	0	(104)	(104)	100%
Collection Fund Deficit / (Surplus)	102	102	50	(52)	-51%
	(3,830)	(3,830)	(4,010)	(180)	
TOTAL INCOME	(7,679)	(7,679)	(7,688)	(9)	
FUNDING GAP	0	0	411	411	

Notes

1. Original 2020/21 Includes Growth funding for the One Eden Transformation Programme.
2. Original 2020/21 includes Growth funding for Community Engagement.
3. Original 2020/21 includes Growth funding for Active Eden and Arts & Culture.
4. Original 2020/21 includes Growth funding for Sustainable Housing & Rural Strategy.
5. Original 2020/21 includes Growth funding for Working Age Population, Low Carbon Business & Town Centres.

Capital Programme 2020/21-2024/25

Description	Owner	Original 2020/21	Slippage B/Fwd	Estimate 2020/21	Forecast 2021/22	Forecast 2022/23	Forecast 2023/24	Forecast 2024/25	Total
		£000	£000	£000	£000	£000	£000	£000	£000
IT Renewals	Ben Wright	70	0	70	70	57			197
Eden Business Park Ph1	Jane Langston		59	59					59
Castle Park Vision	Jane Langston		187	187					187
Footway Lighting	Jane Langston		482	482					482
Mansion House staff facilities	Jane Langston		32	32					32
Leisure Centre Equipment & Maintenance	Jane Langston	438	137	575	2				577
Land Assembly TH Site	Matthew Neal		2,300	2,300					2,300
Loans to Heart of Cumbria	Matthew Neal	870	0	870	1,296	546	696	290	3,698
Disc Renov grant	Robert Docherty		100	100					100
Disabled Facility Grants	Robert Docherty	440	0	440	440	440	440	440	2,200
Housing Innovation fund	Robert Docherty		358	358					358
Newton Rd Extra Care Facility	Robert Docherty		288	288					288
Green Business Support Fund				150	100	100	100	100	550
Housing Delivery					650				650
Town Hall Redevelopment						750			750
Total		1,818	3,943	5,911	2,558	1,893	1,236	830	12,428

FUNDING	Original 2020/21	Slippage B/Fwd	Estimate 2020/21	Forecast 2021/22	Forecast 2022/23	Forecast 2023/24	Forecast 2024/25	Total
	£000	£000	£000	£000	£000	£000	£000	£000
Capital Receipts	0	673	673	0	0	0	0	673
Direct Revenue/Reserves	1,378	970	2,498	1,468	703	696	290	5,655
Capital Grants	440	0	440	440	440	440	440	2,200
Borrowing	0	2,300	2,300	650	750	100	100	3,900
Total	1,818	3,943	5,911	2,558	1,893	1,236	830	12,428

Medium Term Financial Plan 2019-2024

	2019/20 Approved	2019/20 Revised	2020/21 Estimate	2021/22 Forecast	2022/23 Forecast	2023/24 Forecast
	£000	£000	£000	£000	£000	£000
EXPENDITURE						
Approved Base Budget	9,287	8,665	10,264	9,367	8,745	8,889
Unavoidable Pressures						
Salaries & Pensions			232	270	280	290
Contract Pressures		178	50	100	100	100
Total Budget Pressures	0	178	282	370	380	390
One Off Growth						
Recommissioning of Service Contracts	65	65	55	(125)		
Proposed Growth	159	159	(159)			
Approved Growth	91	91	(15)	(23)	(53)	
Appleby Heritage Action Zone	50	50	22	(19)	(53)	
Armed Forces Support Hub and Outreach	5	5	0	(5)		
Community Housing Scheme		552	(552)			
Penrith Vision Master Plan		70	(70)			
In Year Growth funded from Reserves		324	(324)			
Local Development Plan		25	75		(25)	(75)
Local Elections	80	80	(80)			80
Corporate Plan Growth			500	(215)	(55)	(75)
Interest Costs on Borrowing				40	45	3
Total Budget Changes	450	1,421	(548)	(347)	(141)	(67)
Savings Targets						
One Eden	0	0	(411)	(645)	(95)	(169)
Pension Savings	0	0	(100)	0	0	0
Additional Investment Income	0	0	(120)	0	0	0
Total One Eden Business Case Savings	0	0	(631)	(645)	(95)	(169)
NET COST OF SERVICES	9,737	10,264	9,367	8,745	8,889	9,043
Budget Adjustments & Use of Reserves						
Revenue Contribution to Capital	480	963	1,990	700	270	500
Transfer to / (from) General Reserves	(1,027)	(4,373)	0	0	0	0
Transfer to / (from) Earmarked Reserves	(295)	2,041	(2,390)	(700)	(270)	(500)
Interest on Investments - Income						
Interest / Heart of Cumbria	(396)	(180)	(207)	(237)	(225)	(225)
CCLA Property Fund	0	(216)	(246)	(246)	(246)	(246)
New Squares	(820)	(820)	(826)	(831)	(837)	(837)
NET BUDGET REQUIREMENT	7,679	7,679	7,688	7,431	7,581	7,735

	2019/20 Approved	2019/20 Revised	2020/21 Estimate	2021/22 Forecast	2022/23 Forecast	2023/24 Forecast
	£000	£000	£000	£000	£000	£000
FUNDING						
Settlement Funding Assessment	(2,232)	(2,232)	(1,784)	0	0	0
Section 31 Grants (Gov't Discounts)	(177)	(177)	(197)			
Cumbria Business Rates Pool	(394)	(394)	(387)	0	0	0
Rural Services Delivery Grant	(678)	(678)	(678)	0	0	0
"Fair Funding Reform" Grant	0	0	0	(2,713)	(2,713)	(2,713)
Collection Fund Deficit / (Surplus)	228	228	50	0	0	0
	(3,253)	(3,253)	(2,996)	(2,713)	(2,713)	(2,713)
Transfer to Parish Councils - CTRS	15	15	15	15	15	15
New Homes Bonus	(611)	(611)	(697)	(523)	(523)	(523)
	(596)	(596)	(682)	(508)	(508)	(508)
Council Tax Income						
Baseline	(3,932)	(3,932)	(3,933)	(4,080)	(4,230)	(4,383)
Taxbase increase	0	0	(24)	(24)	(24)	(24)
Council Tax Increase @ £5	0	0	(104)	(105)	(106)	(107)
Collection Fund Deficit / (Surplus)	102	102	50	0	0	0
TOTAL INCOME	(7,679)	(7,679)	(7,689)	(7,430)	(7,581)	(7,735)
FUNDING GAP	0	0	(0)	0	(0)	(0)
General Fund Balance						
Balance B/Fwd	7,574	7,574	3,201	3,201	3,201	3,201
Net Transfers In Year	(1,027)	(4,373)	0	0	0	0
Balance C/Fwd	6,547	3,201	3,201	3,201	3,201	3,201
Earmarked Reserves						
Balance B/Fwd	6,442	6,442	8,483	6,093	4,625	3,922
Net Transfers In Year	(295)	2,041	(2,390)	(1,468)	(703)	(696)
Balance C/Fwd	6,147	8,483	6,093	4,625	3,922	3,226
Total Revenue Reserves						
Balance B/Fwd	14,016	14,016	11,684	9,294	7,826	7,280
Net Transfers In Year	(1,322)	(2,332)	(2,390)	(1,468)	(703)	(696)
Balance C/Fwd	12,694	11,684	9,294	7,826	7,123	6,427

Earmarked Reserves and Capital Balances

Revenue Reserves	Balance	Budget		In Year	Balance	Budget		Balance	Budget		Balance	Budget		Balance	Budget		Balance
	31/03/2019	Out	In	Adj.	31/03/2020	Out	In	31/03/2021	Out	In	31/03/2022	Out	In	31/03/2023	Out	In	31/03/2024
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Existing Reserves																	
Renewals Fund	1,009			(327)	682	(324)		358	(172)		186	(157)		29			29
IT Renewals Fund	81			(81)	0			0			0			0			0
Capital Funding	403			(20)	383	(150)		233			233			233			233
Homelessness	111			(21)	90			90			90			90			90
Repossession	30				30			30			30			30			30
Building Regulations	121				121			121			121			121			121
Community Fund	114				114			114			114			114			114
Affordable Housing Fund	1,170		1,000	(974)	1,196	(746)		450			450			450			450
BRRS Reserve	93				93			93			93			93			93
Community Housing Fund	839	(552)			287			287			287			287			287
Penrith Vision	73	(70)			3			3			3			3			3
Appleby HAZ	14				14			14			14			14			14
Custom, Brown Field,	79			(17)	62			62			62			62			62
Neighbourhood Plans																	
Transformation Reserve	500			(50)	450	(200)		250			250			250			250
Place Shaping Reserve	250			(52)	198	(100)		98			98			98			98
Energy Efficiency Reserve	100			(74)	26			26			26			26			26
Heat Networks Reserve	136			(136)	0			0			0			0			0
Signature Fund	290				290			290			290			290			290
Others	29				29			29			29			29			29
New Reserves																	
Heart of Cumbria Loan	0			4,415	4,415	(870)		3,545	(1,296)		2,249	(546)		1,703	(696)		1,007
Total	5,442	(622)	1,000	2,663	8,483	(2,390)	0	6,093	(1,468)	0	4,625	(703)	0	3,922	(696)	0	3,226
General Fund Balance	7,574	(423)	0	(3,950)	3,201	0		3,201		0	3,201		0	3,201		0	3,201
Capital Reserves																	
Capital Receipts	1,296	(1,000)	272	(349)	219	(673)		(454)			(454)			(454)			(454)
Unapplied Capital Grants	662			(478)	184			184			184			184			184
	2,039	(1,000)	272	(827)	403	(673)	0	(270)	0	0	(270)	0	0	(270)	0	0	(270)