WEST DEVON BOROUGH COUNCIL						
BUDGET PRESSURES	BASE 2017/18 £	Yr1 2018/19 £	Yr2 2019/20 £	Yr3 2020/21 £	Yr4 2021/22 £	Yr5 2022/23 £
Waste collection, recycling and cleansing contract (estimate)	510,000	190,000	70,000	70,000	70,000	70,000
Inflation on the street cleaning and public conveniences	30,000	10,000	10,000	10,000	10,000	10,000
Reduction in planning income	125,000	0	0	0	0	0
Triennial Pension revaluation	80,000	25,000	0	75,000	0	0
Inflation on goods and services	70,000	70,000	70,000	70,000	70,000	70,000
Increase in salaries - increments and pay and grading	40,000	40,000	40,000	40,000	40,000	40,000
Increase in salaries - pay increase at 1%	40,000	40,000	40,000	40,000	40,000	40,000
Reduction in Recycling credits	40,000	0	0	0	0	0
Planning Community of Practice - staffing resource	30,000	0	0	0	0	0
ICT support contracts - increase the budget to align to actual expenditure	0	30,000	0	0	0	0
Reduction in Housing Benefit administration subsidy	30,000	20,000	20,000	10,000	10,000	10,000
National Insurance and National Living Wage	20,000	20,000	20,000	20,000	20,000	20,000
Revenue implication of the waste capital bid in 2017/18 capital programme	0	13,000	0	0	0	0
Finance Community of Practice - staffing resource	15,000	0	0	0	0	0
Business Information Point (increase from $\mathfrak{L}8,340$ to $\mathfrak{L}15,100$) - Economy Working Group recommendations	6,760	0	0	0	0	0
Reinvest saving of £2,811 in Town Benchmarking reports and £1,000 to Youth Markets (Economy WG recommendations)	3,811	0	0	0	0	0
The following are all one-off cost pressures in 2016/17 and are not required in 2017/18 and are therefore reversed out in 2017/18						
Trading company - specialist advice - One off	(150,000)	0	0	0	0	0
Specialist resource - Waste and Cleansing options review and delivery -one off	(80,000)	0	0	0	0	0
Our Plan	(75,000)	0	0	0	0	0
TOTAL IDENTIFIED BUDGET PRESSURES	735,571	458,000	270,000	335,000	260,000	260,000

WEST DEVON BOROUGH COUNCIL	BASE	Yr1	Yr2	Yr3	Yr4	Yr5
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	£	£	£	£	£	£
Contribution to Earmarked Reserves (This line shows the annual contributions into the Reserve) Contribution to IT Development Reserve (£25K per annum) Contribution to Planning Reserve (£25K per annum)	25,000	25,000	25,000	25,000	25,000	25,000
	25,000	25,000	25,000	25,000	25,000	25,000

BUDGET PRESSURES AND SAVINGS

Transformation Project (T18) - Approved at 9th December 2014 Council (One-off investment costs)

Contribution to Strategic Change Reserve to meet redundancy and pension costs -Contributions reduce to zero in 2020/21

Net contribution to T18 Reserve to meet other non-recurring costs (Contributions are offset by savings as per the Business Case)

Total Contribution to Earmarked Reserves

277,000	110,000	85,000	50,000	50,000	50,000	
67,000	0	0	0	0	0	
160,000	60,000	35,000	0	0	0	

SAVINGS AND INCOME GENERATION IDENTIFIED	BASE 2017/18	Yr1 2018/19	Yr2 2019/20	Yr3 2020/21	Yr4 2021/22	Yr5 2022/23
	£	£	£	£	£	£
Re-procurement of contracts	346,000	0	50,000	135,000	130,000	260,000
Budget Scouring exercise (£45,000 reduction in the contribution to the repairs and maintenance earmarked reserve for car parking maintenance, £25,000 saving on purchase of equipment and £5,000 on staff travel)						
,	75,000	0	0	0	0	0
Opt-in charged garden waste service	67,500	122,500	0	0	0	0
Housing Benefit recoveries of overpayments (increase income target to reflect actual income being achieved)	0	80,000	0	0	0	0
Planning Fees (increase income target to reflect actual income being achieved)		60,000				0
Additional car parking income (increase income target to reflect actual income being achieved)	0	40,000	0	0	0	0
Business Rates pooling gain	30,000	0	0	0	0	0
Villages in Action (£8,000 to £4,000), SW Museum (£2,000 to £1,000) and cease Economy Grants (£5,571) - Economy Working Group recommendations	10,571	0	0	0	0	0
Council Tax Reduction Scheme - 8.6% reduction in Town and Parish Grant	6,600	6,100	5,500	0	0	0
Reduced running costs at Kilworthy Park and additional leasing income	5,000	0	0	0	0	0
Income generation from alternative investment vehicles (e.g. property investment fund)	25,000	0	0	0	0	0
TOTAL SAVINGS AND INCOME GENERATION	565,671	308,600	55,500	135,000	130,000	260,000

FINANCIAL STRATEGY APPENDIX B

	Council Tax is increased by £5 annually Modelling for the financial years 2018/19 onwards	BASE 2017/18 £	Yr1 2018/19 £	Yr2 2019/20 £	Yr3 2020/21 £	Yr4 2021/22 £	Yr5 2022/23 £
1 2 3 4	Base budget brought forward Budget pressures (as per Appendix A) Savings already identified (as per Appendix A)	7,253,325 735,571 (565,671)	7,423,224 458,000 (308,600)	6,871,263 270,000 (55,500)	6,778,124 335,000 (135,000)	6,893,382 260,000 (130,000)	6,950,138 260,000 (260,000)
5	Projected Net Expenditure:	7,423,225	7,572,624	7,085,763	6,978,124	7,023,382	6,950,138
	Funded By:-						
6	Council Tax income - Modelling a £5 increase in council tax each year (Taxbase 16/17 = 19,733.41 Band D Equivalent properties)	4,356,612	4,506,618	4,658,875	4,813,382	4,970,138	5,129,145
7	Collection Fund Surplus	178,000	100,000	80,000	80,000	80,000	80,000
8	Revenue Support Grant	223,284	0	0	0	0	0
9	Localised Business Rates	1,539,000	1,588,000	1,351,611	1,350,000	1,350,000	1,350,000
10	Funding from Rural Services Delivery Grant	372,638	286,645	372,638	300,000	300,000	300,000
11	Funding from New Homes Bonus	860,000	500,000	400,000	400,000	300,000	300,000
12	Funding from Transition Grant	30,689	0	0	0	0	0
13	Less: Contribution to Earmarked Reserves	-277,000	-110,000	-85,000	-50,000	-50,000	-50,000
14	Less: Contribution from Budget Surplus Contingency Earmarked Reserve	140,002					
15	Total Projected Funding Sources	7,423,225	6,871,263	6,778,124	6,893,382	6,950,138	7,109,145
16	Budget gap/(surplus) per year (Projected Expenditure line 5 - Projected Funding line 15)	0	701,360	307,640	84,742	73,243	-159,007
	Actual Predicted Cumulative Budget Gap	0	701,360	1,009,001	1,093,743	1,166,987	1,007,980
	Modelling Assumptions: (Assumes an increase in Band D Equivalent properties of 225 per annum)						
	Council Tax (Band D) (an increase of £5 per annum has been modelled)	218.39	223.39	228.39	233.39	238.39	243.39
l	Council TaxBase	19,948.77	20,173.77	20,398.77	20,623.77	20,848.77	21,073.77