

## 5 Year Financial Model

|  | 2017/18        | 2018/19        | 2019/20        | 2020/21        | 2021/22        | 2022/23        |
|--|----------------|----------------|----------------|----------------|----------------|----------------|
| Budget (including NHB)   | 12,363         | 11,766         | 12,489         | 12,534         | 12,769         | 13,279         |
| NHB (assumed to reduce beyond 2016/17)                                   | 3,075          | 2,390          | 2,360          | 1,870          | 1,600          | 1,600          |
| <b>Budget (excluding NHB)</b>  | <b>9,288</b>   | <b>9,376</b>   | <b>10,129</b>  | <b>10,664</b>  | <b>11,169</b>  | <b>11,679</b>  |
| <i>(expenditure less fees from income)</i>                               |                |                |                |                |                |                |
| <b>Funding:</b>  |                |                |                |                |                |                |
| Revenue Support Grant  | (189)          | -              | -              | -              | -              | -              |
| Rural Grant  | (152)          | (117)          | (152)          | -              | -              | -              |
| RSG Transition Grant   | (93)           | -              | -              | -              | -              | -              |
| Retained Business Rates (National Non-Domestic Rates or NNDR)            | (994)          | (2,170)        | (2,250)        | (2,300)        | (2,370)        | (2,370)        |
| NNDR tariff adjustment   | -              | -              | 620            | 620            | 620            | 620            |
| <b>Total Government Settlement (excluding NHB)</b>                       | <b>(1,428)</b> | <b>(2,287)</b> | <b>(1,782)</b> | <b>(1,680)</b> | <b>(1,750)</b> | <b>(1,750)</b> |
| <br>   |                |                |                |                |                |                |
| Council Tax  | (7,860)        | (8,116)        | (8,360)        | (8,609)        | (8,868)        | (9,132)        |
| Council Tax Freeze Grant   | -              | -              | -              | -              | -              | -              |
| Council Taxbase Growth (@ 1%)  | -              | (80)           | (80)           | (85)           | (85)           | (90)           |
| <b>Deficit after Gov. Funding &amp; Council Tax</b>                      | <b>-</b>       | <b>(1,107)</b> | <b>(93)</b>    | <b>290</b>     | <b>466</b>     | <b>707</b>     |
| <br>   |                |                |                |                |                |                |
| <b>Policy Decisions</b>  |                |                |                |                |                |                |
| Increased Recycling Targets  |                | -              | -              | -              | 800            | 800            |
| Grants funding (putting grants into base after reserve exhausted)        |                | -              | -              | 175            | 175            | 175            |
| CFT & PHG - Remove 2017-18 top up to reserve for 2017-18 funding         |                | (156)          | (156)          | (156)          | (156)          | (156)          |
| CFT & PHG - Grant funding 2018-19 & beyond                               |                | 318            | 318            | 318            | 318            | 318            |
| Staffing cost pressures  |                | 300            | 300            | 300            | 300            | 300            |
| Treasury Management - Pooled Funds Income                                |                | (240)          | (240)          | (240)          | (240)          | (240)          |
| Highways Cleansing (A27 & A&B roads in district)                         |                | 30             | 30             | 30             | 30             | 30             |
| Cost Pressures & Bids for Growth   |                | 360            | 394            | 354            | 354            | 354            |
| <b>Deficit after policy &amp; cost pressures</b>                         | <b>-</b>       | <b>(495)</b>   | <b>553</b>     | <b>1,071</b>   | <b>2,047</b>   | <b>2,288</b>   |
| <br>   |                |                |                |                |                |                |
| <b>Planned Savings</b>   |                |                |                |                |                |                |
| Business Improvement Board (excluding Support Costs)                     |                | (120)          | (236)          | (246)          | (256)          | (266)          |
| - Support costs (updated with R&B PID savings)                           |                | (244)          | (378)          | (461)          | (461)          | (461)          |
| Commercial Board (excluding Leisure)                                     |                | (579)          | (884)          | (1,077)        | (1,127)        | (1,177)        |
| - Westgate - (balance of savings in addition to £571k in 17/18)          |                | (342)          | (415)          | (391)          | (348)          | (348)          |
| Succession Planning  |                | (109)          | (109)          | (231)          | (231)          | (231)          |
| Contingency against Planned Savings                                      |                | 250            | 250            | 250            | 250            | 250            |
| Withdrawal of Parish CTR grant   |                | (24)           | (66)           | (100)          | (100)          | (100)          |
| <b>Total Planned Savings</b>   | <b>-</b>       | <b>(1,168)</b> | <b>(1,838)</b> | <b>(2,256)</b> | <b>(2,273)</b> | <b>(2,333)</b> |
| <br>   |                |                |                |                |                |                |
| <b>Projected surplus transferred to Investment Opportunities Reserve</b> | <b>-</b>       | <b>(1,663)</b> | <b>(1,285)</b> | <b>(1,184)</b> | <b>(225)</b>   | <b>(44)</b>    |