

**REVENUE ESTIMATE 2021/22 to 2025/26
STRATEGIC REVENUE PROJECTION**

2020/21 £000		2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000
16,817	COUNCIL TAX	17,216	17,823	18,453	19,104	19,778
3,260	RETAINED BUSINESS RATES	3,430	3,498	3,568	3,640	3,713
1,210	BUSINESS RATES GROWTH	620	0	180	362	546
	COLLECTION FUND ADJUSTMENT (COUNCIL TAX)	-114	-164	-164		
	COLLECTION FUND ADJUSTMENT (BUSINESS RATES)	-13,243	-585	-585		
	SECTION 31 GRANT	11,786				
21,287	PROJECTED NET BUDGET	19,695	20,572	21,452	23,106	24,037
21,709	OTHER INCOME	21,924	18,738	20,991	22,226	23,801
	FORECAST CHANGE IN INCOME	-3,186	2,253	1,235	1,575	1,271
	SALES FEES & CHARGES COMPENSATION	84				
42,996	TOTAL RESOURCES AVAILABLE	38,517	41,563	43,677	46,907	49,109
41,314	CURRENT SPEND	42,996	41,058	42,162	43,537	45,533
	INFLATION & CONTRACT INCREASES					
1,013	PAY, NI & INFLATION INCREASES	850	1,004	1,035	1,066	1,099
	EXTERNAL BUDGET PRESSURES					
150	PENSION DEFICIT FUNDING	40	40	150	150	150
	LOCAL PRIORITIES					
24	GROWTH TO MEET STRATEGIC PRIORITIES					
10	ADDITIONAL GROWTH AGREED BY P&R	-10				
	REPROFILE LOCAL PLAN REVIEW		100	-280	60	120
	OTHER SERVICE PRESSURES					
	PROVISION FOR MAJOR CONTRACTS			500		
1,870	REVENUE COSTS OF CAPITAL PROGRAMME	221	837	630	834	453
	CONTINGENCY FOR FUTURE PRESSURES	-1,589				
50	GENERAL GROWTH PROVISION	50	50	50	50	50
44,431	TOTAL PREDICTED REQUIREMENT	42,559	43,089	44,247	45,698	47,404
-1,435	SAVINGS REQUIRED	-4,042	-1,526	-570	1,209	1,704
1,611	EXISTING SAVINGS	860	603	200	0	0
-89	NEW AND AMENDED SAVINGS / (GROWTH)	641	324	510	165	0
87	SURPLUS / (DEFICIT)	-2,541	-599	140	1,374	1,704
87	CUMULATIVE SURPLUS / (DEFICIT)	-2,454	-1,483	-593	1,530	3,234
	NEW SAVINGS	641				
	COLLECTION FUND ADJUSTMENTS	-1,571				
	2021/22 BUDGET GAP EXCLUDING COLLECTION FUND ADJUSTMENTS	-1,611				

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2020/21 £000		2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000
16,817	COUNCIL TAX	16,878	17,131	17,388	17,649	17,914
3,260	RETAINED BUSINESS RATES	3,430	3,498	3,568	3,640	3,713
1,210	BUSINESS RATES GROWTH	620	0	180	362	546
	COLLECTION FUND ADJUSTMENT (COUNCIL TAX)	-114	-164	-164		
	COLLECTION FUND ADJUSTMENT (BUSINESS RATES)	-13,243	-585	-585		
	SECTION 31 GRANT	11,786				
21,287	PROJECTED NET BUDGET	19,357	19,880	20,387	21,651	22,172
21,709	OTHER INCOME	21,924	18,738	20,991	22,226	23,801
	FORECAST CHANGE IN INCOME	-3,186	2,253	1,235	1,575	1,271
	SALES FEES & CHARGES COMPENSATION	84				
42,996	TOTAL RESOURCES AVAILABLE	38,180	40,871	42,613	45,452	47,244
41,314	CURRENT SPEND	42,996	41,058	42,162	43,537	45,533
	INFLATION & CONTRACT INCREASES					
1,013	PAY, NI & INFLATION INCREASES	850	1,004	1,035	1,066	1,099
	EXTERNAL BUDGET PRESSURES					
150	PENSION DEFICIT FUNDING	40	40	150	150	150
	LOCAL PRIORITIES					
24	GROWTH TO MEET STRATEGIC PRIORITIES					
10	ADDITIONAL GROWTH AGREED BY P&R	-10				
	REPROFILE LOCAL PLAN REVIEW		100	-280	60	120
	OTHER SERVICE PRESSURES					
	PROVISION FOR MAJOR CONTRACTS			500		
1,870	REVENUE COSTS OF CAPITAL PROGRAMME	221	837	630	834	453
	CONTINGENCY FOR FUTURE PRESSURES	-1,589				
50	GENERAL GROWTH PROVISION	50	50	50	50	50
44,431	TOTAL PREDICTED REQUIREMENT	42,559	43,089	44,247	45,698	47,404
-1,435	SAVINGS REQUIRED	-4,379	-2,218	-1,634	-246	-160
1,611	EXISTING SAVINGS	860	603	200	0	0
-89	NEW AND AMENDED SAVINGS / (GROWTH)	641	324	510	165	0
87	SURPLUS / (DEFICIT)	-2,878	-1,291	-924	-81	-160
87	CUMULATIVE SURPLUS / (DEFICIT)	-2,791	-2,512	-2,687	-2,018	-2,179
	NEW SAVINGS	641				
	COLLECTION FUND ADJUSTMENTS	-1,571				
	2021/22 BUDGET GAP EXCLUDING COLLECTION FUND ADJUSTMENTS	-1,949				

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2020/21 £000		2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000
16,817	COUNCIL TAX	17,216	17,911	18,635	19,388	20,369
3,260	RETAINED BUSINESS RATES	3,430	3,533	3,639	3,748	3,860
1,210	BUSINESS RATES GROWTH	1,240	0	180	362	546
	COLLECTION FUND ADJUSTMENT	-1,571	-749	-749		
21,287	PROJECTED NET BUDGET	20,315	20,695	21,704	23,498	24,775
21,709	OTHER INCOME - EXISTING	21,924	21,493	22,661	23,266	24,758
	FORECAST CHANGE IN INCOME	-431	1,168	605	1,492	1,392
	SALES FEES & CHARGES COMPENSATION	84				
42,996	TOTAL RESOURCES AVAILABLE	41,893	43,356	44,971	48,256	50,925
41,314	CURRENT SPEND	42,996	40,742	41,376	42,261	43,747
	INFLATION & CONTRACT INCREASES					
1,013	PAY, NI & INFLATION INCREASES	534	534	545	557	568
	EXTERNAL BUDGET PRESSURES					
150	PENSION DEFICIT FUNDING	40	40	150	150	150
	LOCAL PRIORITIES					
24	GROWTH TO MEET STRATEGIC PRIORITIES					
10	ADDITIONAL GROWTH AGREED BY P&R	-10				
	REPROFILE LOCAL PLAN REVIEW		100	-280	60	120
	OTHER SERVICE PRESSURES					
	PROVISION FOR MAJOR CONTRACTS			500		
1,870	REVENUE COSTS OF CAPITAL PROGRAMME	221	837	630	834	453
	CONTINGENCY FOR FUTURE PRESSURES	-1,589				
50	GENERAL GROWTH PROVISION	50	50	50	50	50
44,431	TOTAL PREDICTED REQUIREMENT	42,243	42,303	42,971	43,912	45,088
-1,435	SAVINGS REQUIRED	-350	1,053	1,999	4,344	5,837
1,611	EXISTING SAVINGS	860	603	200	0	0
-89	NEW AND AMENDED SAVINGS / (GROWTH)	641	324	510	165	0
87	SURPLUS / (DEFICIT)	1,151	1,980	2,709	4,509	5,837
87	CUMULATIVE SURPLUS / (DEFICIT)	1,238	4,789	8,247	13,506	19,343

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STRATEGIC REVENUE PROJECTION**

2020/21 £000		2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000
16,817	COUNCIL TAX	16,878	17,216	17,560	17,911	18,449
3,260	RETAINED BUSINESS RATES	3,430	3,533	3,639	3,748	3,860
1,210	BUSINESS RATES GROWTH	1,240	0	180	362	546
	COLLECTION FUND ADJUSTMENT	-1,571	-749	-749		
21,287	PROJECTED NET BUDGET	19,977	19,999	20,630	22,021	22,855
21,709	OTHER INCOME - EXISTING	21,924	21,493	22,661	23,266	24,758
	FORECAST CHANGE IN INCOME	-431	1,168	605	1,492	1,392
	SALES FEES & CHARGES COMPENSATION	84				
42,996	TOTAL RESOURCES AVAILABLE	41,555	42,660	43,896	46,780	49,005
41,314	CURRENT SPEND	42,996	40,742	41,376	42,261	43,747
	INFLATION & CONTRACT INCREASES					
1,013	PAY, NI & INFLATION INCREASES	534	534	545	557	568
	EXTERNAL BUDGET PRESSURES					
150	PENSION DEFICIT FUNDING	40	40	150	150	150
	LOCAL PRIORITIES					
24	GROWTH TO MEET STRATEGIC PRIORITIES					
10	ADDITIONAL GROWTH AGREED BY P&R	-10				
	REPROFILE LOCAL PLAN REVIEW		100	-280	60	120
	OTHER SERVICE PRESSURES					
	PROVISION FOR MAJOR CONTRACTS			500		
1,870	REVENUE COSTS OF CAPITAL PROGRAMME	221	837	630	834	453
	CONTINGENCY FOR FUTURE PRESSURES	-1,589				
50	GENERAL GROWTH PROVISION	50	50	50	50	50
44,431	TOTAL PREDICTED REQUIREMENT	42,243	42,303	42,971	43,912	45,088
-1,435	SAVINGS REQUIRED	-688	358	925	2,868	3,917
1,611	EXISTING SAVINGS	860	603	200	0	0
-89	NEW AND AMENDED SAVINGS / (GROWTH)	641	324	510	165	0
87	SURPLUS / (DEFICIT)	813	1,285	1,635	3,033	3,917
87	CUMULATIVE SURPLUS / (DEFICIT)	900	3,756	6,139	9,921	13,838

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2020/21 £000		2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000
16,817	COUNCIL TAX	17,216	17,560	18,090	18,637	19,200
3,260	RETAINED BUSINESS RATES	3,430	3,430	3,430	3,430	3,430
1,210	BUSINESS RATES GROWTH	0		180	362	546
	COLLECTION FUND ADJUSTMENT	-1,571	-749	-749		
21,287	PROJECTED NET BUDGET	19,075	20,241	20,951	22,429	23,175
21,709	OTHER INCOME - EXISTING	21,924	16,663	17,006	18,030	20,045
	FORECAST CHANGE IN INCOME	-5,261	343	1,024	2,015	1,869
	SALES FEES & CHARGES COMPENSATION	84				
42,996	TOTAL RESOURCES AVAILABLE	35,823	37,247	38,981	42,474	45,089
41,314	CURRENT SPEND	42,996	41,982	43,599	45,541	48,258
	INFLATION & CONTRACT INCREASES					
1,013	PAY, NI & INFLATION INCREASES	1,401	1,471	1,536	1,603	1,675
	EXTERNAL BUDGET PRESSURES					
150	PENSION DEFICIT FUNDING	40	40	150	150	150
	LOCAL PRIORITIES					
24	GROWTH TO MEET STRATEGIC PRIORITIES					
10	ADDITIONAL GROWTH AGREED BY P&R	-10				
	REPROFILE LOCAL PLAN REVIEW		100	-280	60	120
	OTHER SERVICE PRESSURES					
1,870	PROVISION FOR MAJOR CONTRACTS			500		
	REVENUE COSTS OF CAPITAL PROGRAMME	625	882	697	1,019	517
	CONTINGENCY FOR FUTURE PRESSURES	-1,589				
50	GENERAL GROWTH PROVISION	50	50	50	50	50
44,431	TOTAL PREDICTED REQUIREMENT	43,513	44,526	46,251	48,423	50,770
-1,435	SAVINGS REQUIRED	-7,690	-7,279	-7,271	-5,950	-5,681
1,611	EXISTING SAVINGS	890	603	200	0	0
-89	NEW AND AMENDED SAVINGS / (GROWTH)	641	324	510	165	0
87	SURPLUS / (DEFICIT)	-6,159	-6,352	-6,561	-5,785	-5,681
87	CUMULATIVE SURPLUS / (DEFICIT)	-6,072	-10,854	-16,665	-21,700	-27,381

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16,817	COUNCIL TAX	16,878	16,878	17,047	17,218	17,390
3,260	RETAINED BUSINESS RATES	3,430	3,430	3,430	3,430	3,430
1,210	BUSINESS RATES GROWTH	0		180	362	546
	COLLECTION FUND ADJUSTMENT	-1,571	-749	-749		
21,287	PROJECTED NET BUDGET	18,738	19,559	19,908	21,009	21,365
21,709	OTHER INCOME - EXISTING	21,924	16,663	17,006	18,030	20,045
	FORECAST CHANGE IN INCOME	-5,261	343	1,024	2,015	1,869
	SALES FEES & CHARGES COMPENSATION	84				
42,996	TOTAL RESOURCES AVAILABLE	35,485	36,565	37,937	41,054	43,279
41,314	CURRENT SPEND	42,996	41,982	43,599	45,541	48,258
	INFLATION & CONTRACT INCREASES					
1,013	PAY, NI & INFLATION INCREASES	1,401	1,471	1,536	1,603	1,675
	EXTERNAL BUDGET PRESSURES					
150	PENSION DEFICIT FUNDING	40	40	150	150	150
	LOCAL PRIORITIES					
24	GROWTH TO MEET STRATEGIC PRIORITIES					
10	ADDITIONAL GROWTH AGREED BY P&R	-10				
	REPROFILE LOCAL PLAN REVIEW		100	-280	60	120
	OTHER SERVICE PRESSURES					
1,870	PROVISION FOR MAJOR CONTRACTS			500		
	REVENUE COSTS OF CAPITAL PROGRAMME	625	882	697	1,019	517
	CONTINGENCY FOR FUTURE PRESSURES	-1,589				
50	GENERAL GROWTH PROVISION	50	50	50	50	50
44,431	TOTAL PREDICTED REQUIREMENT	43,513	44,526	46,251	48,423	50,770
-1,435	SAVINGS REQUIRED	-8,028	-7,961	-8,314	-7,369	-7,491
1,611	EXISTING SAVINGS	890	603	200	0	0
-89	NEW AND AMENDED SAVINGS / (GROWTH)	641	324	510	165	0
87	SURPLUS / (DEFICIT)	-6,497	-7,034	-7,604	-7,204	-7,491
87	CUMULATIVE SURPLUS / (DEFICIT)	-6,410	-11,873	-18,728	-25,183	-32,673