

Note	BASE		2017/18		2018/19		2019/20		2020/21		2021/22			
	2016/17	Total	Addition	Reduction	Total	Addition	Reduction	Total	Addition	Reduction	Total	Addition	Reduction	Total
BUDGET	15,009,530				15,009,530			15,009,530			15,009,530			15,009,530
AMENDMENTS TO BUDGET														
1	0	0	0	309,000	0	0	0	0	0	0	0	0	0	0
2	0	0	0	680,150	0	0	0	0	0	0	0	0	0	0
3	0	0	0	61,080	0	0	0	0	0	0	0	0	0	0
4	0	0	48,290	0	0	0	0	0	57,000	0	0	0	57,000	(57,000)
5	0	0	50,000	0	0	0	0	0	0	0	0	0	0	0
6	0	0	93,200	0	0	0	0	0	0	0	0	0	0	0
7	0	0	(8,510)	1,050,230	0	0	0	0	57,000	0	0	0	57,000	(57,000)
8	0	0	124,000	0	0	0	0	0	0	0	0	0	0	0
9	0	0	124,000	0	0	0	0	0	0	0	0	0	0	0
INESCAPABLE BUDGET CHANGES														
9 a	0	0	99,263	0	0	0	0	0	0	0	0	0	0	0
b	0	0	10,435	0	0	0	0	0	0	0	0	0	0	0
c	0	0	35,128	0	0	0	0	0	0	0	0	0	0	0
d	0	0	9,758	0	0	0	0	0	0	0	0	0	0	0
e	0	0	483	0	0	0	0	0	498	0	0	0	498	1,005
10	0	0	273,754	0	0	0	0	0	295,574	0	0	0	320,239	320,239
11	0	0	(97,753)	0	0	0	0	0	(133,263)	0	0	0	(105,810)	(105,810)
12	0	0	41,801	0	0	0	0	0	31,500	0	0	0	28,665	28,665
13	0	0	38,000	0	0	0	0	0	0	0	0	0	0	0
TOTAL INESCAPABLE BUDGET CHANGES	0	0	410,869	0	0	0	0	0	354,258	0	0	0	519,571	519,571
SERVICE PLAN COMMITMENTS NOT INCLUDED IN BASE BUDGET														
13	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL "UNAVOIDABLE" CHANGES TO BUDGET	0	0	526,359	1,050,230	(523,871)	557,482	0	406,135	406,135	411,258	0	519,571	57,000	462,571
Debt Repayments - In base assume no additional														
PREDICTED BUDGET REQUIREMENT	15,009,530		14,485,659		15,043,141		15,449,276		15,860,534		16,323,105		16,323,105	
FINANCED BY:														
Government Grant - RSG	1,202,790	Prov settlement	533,000	Prov settlement	126,665	Prov settlement	0	Prov settlement	2,723,761	0	2,805,474	0	0	0
Government Grant - NNDR Gov't baseline	2,441,080	Prov settlement	2,489,000	Prov settlement	2,562,525	Prov settlement	2,644,428	Prov settlement	2,723,761	0	2,805,474	0	0	0
Rural Grant	224,200	Prov settlement	181,030	Prov settlement	139,254	Prov settlement	181,030	Prov settlement	181,030	0	181,030	0	0	0
Transitional Grant	62,350	Prov settlement	62,132	Prov settlement	900,000	Prov settlement	900,000	Prov settlement	900,000	0	900,000	0	0	0
NNDR Uplift - Amount above Baseline	776,000	Prov settlement	900,000	Prov settlement	900,000	Prov settlement	900,000	Prov settlement	900,000	0	900,000	0	0	0
Council Tax 2016/17 = £126.78 - Growth in base 500 each year, from 16/17 + £5 per annum increase for remaining of 4yr settlement then inflation	7,150,900		7,498,809		7,851,719		8,209,629		8,446,130		8,688,806		8,688,806	
Interest Income (Agreed up to £500k to revenue, remaining to Capital)	773,750		773,750		773,750		773,750		773,750		773,750		773,750	
Interest Payment	(575,660)		(575,660)		(575,660)		(575,660)		(575,660)		(575,660)		(575,660)	
Savings Target (Procurement)	70,000		70,000		70,000		70,000		70,000		70,000		70,000	
Strata Savings	156,250	In base	177,162		230,411		282,401		314,925		342,566		342,566	
Collection Fund Surplus	680,150		0		0		0		0		0		0	
Earmarked Reserve - one off items of expenditure	0		0		0		0		0		0		0	
Parishes - Council Tax Support Grant payment - Assume no further reductions	(98,190)		(98,190)		(98,190)		(98,190)		(98,190)		(98,190)		(98,190)	
NHB - one off costs 309k with £245k ongoing	645,910		0		0		0		0		0		0	
NHB - General	1,500,000		1,500,000		1,500,000		1,500,000		1,500,000		1,500,000		1,500,000	
GENERAL FUND BALANCE	15,009,530		13,693,183		13,580,475		13,887,388		14,111,715		14,406,746		14,406,746	
TOTAL	0		792,476		1,462,667		1,561,888		1,748,819		1,916,359		1,916,359	
<i>(Abbreviations used - NHB = New Homes Bonus, N.I = National Insurance, RSG = Revenue Support Grant, NNDR = National Non Domestic Rates)</i>														
(SURPLUS)/DEFICIT	0		792,476		1,462,667		1,561,888		1,748,819		1,916,359		1,916,359	
IN YEAR (SURPLUS)/DEFICIT			792,476		670,191		99,221		186,931		167,541		167,541	

APPENDIX A

INESCAPABLE BUDGET CHANGES

Note	2016/17 £ BASE	2016/17 £	2017/18 £	2018/19 £	2019/20 £	2020/21 £
EMPLOY						
Inflation - Employees Pay						
Base Pay Budget (Salary/Wages/Overtime)	9,926,300	9,926,300	10,025,563	10,125,819	10,227,077	10,329,348
Assumed Pay Award Level (inline with Treasury Target on Public Sector Pay)		1.00%	1.00%	1.00%	1.00%	2.00%
Total Pay		99,263	100,256	101,258	102,271	206,587
Inflation - Employees Other - Inline with General Inflation						
Base Pay Budget	521,770	521,770	532,205	542,850	553,706	564,781
Assumed Inflation Level		2.00%	2.00%	2.00%	2.00%	2.00%
Total Pay Inflation		10,435	10,644	10,857	11,074	11,296
Pension Increase - Stepped						
Pension review 17/18 - actuary modest increase say salary inflation plus step 1% yr1 & yr4	1,756,410	1,756,410	1,791,538	1,809,454	1,827,548	1,864,099
Step inflation		1%	0%	0%	1%	0%
		1%	1%	1%	1%	2%
		35,128	17,915	18,095	36,551	37,282
National Insurance						
	975,750	975,750	985,508	995,363	1,005,316	1,015,369
		1.00%	1.00%	1.00%	1.00%	2.00%
		9,758	9,855	9,954	10,053	20,307
Apprenticeship levy						
Inflation Rate	48,292	48,292	48,775	49,263	49,755	50,253
Increased Sum		1.00%	1.00%	1.00%	1.00%	2.00%
		483	488	493	498	1,005
OTHER						
Inflation - Premises General						
Inflation Rate	1,257,360	1,257,360	1,282,507	1,308,157	1,334,320	1,361,007
Increased Sum		2.00%	2.00%	2.00%	2.00%	2.00%
		25,147	25,650	26,163	26,686	27,220
Inflation - Premises Utilities						
Inflation Rate	380,940	380,940	388,559	400,216	456,246	469,933
Increased Sum		2.00%	3.00%	14.00%	3.00%	7.00%
		7,619	11,657	56,030	13,687	32,895
Inflation - Premises Rates						
Inflation Rate	762,410	762,410	777,658	793,211	809,076	825,257
Increased Sum		2.00%	2.00%	2.00%	2.00%	2.00%
		15,248	15,553	15,864	16,182	16,505
Inflation - Transport General						
Inflation Rate	691,510	691,510	705,340	719,447	733,836	748,513
Increased Sum		2.00%	2.00%	2.00%	2.00%	2.00%
		13,830	14,107	14,389	14,677	14,970
Inflation - Transport Fuel related						
Inflation Rate	170,820	170,820	174,236	177,721	181,276	184,901
Increased Sum		2.00%	2.00%	2.00%	2.00%	2.00%
		3,416	3,485	3,554	3,626	3,698
Inflation - Supplies & Services						
Inflation Rate	3,753,850	3,753,850	3,828,927	3,905,506	3,983,616	4,063,288
Increased Sum		2.00%	2.00%	2.00%	2.00%	2.00%
		75,077	76,579	78,110	79,672	81,266
Inflation - Refuse & Recycling						
Inflation Rate	4,940,650	4,940,650	5,039,463	5,140,252	5,243,057	5,347,918
Increased Sum		2.00%	2.00%	2.00%	2.00%	2.00%
		98,813	100,789	102,805	104,861	106,958
Inflation - LED SLA						
Leisure Contract freeze agreed 2016/17 for 5yrs	893,720	893,720	893,720	893,720	893,720	893,720
Increased Sum		0.00%	0.00%	0.00%	0.00%	0.00%
		0	0	0	0	0
Inflation - Strata						
Contract (payment based on inflation)	2,306,860	2,306,860	2,341,463	2,376,585	2,412,234	2,448,417
Increased Sum		1.50%	1.50%	1.50%	1.50%	1.50%
		34,603	35,122	35,649	36,184	36,726
Summary of inflation		273,754	282,941	332,565	295,574	320,239
Inflation - IIB payments						
	30,531,780	30,531,780	30,531,780	30,531,780	30,531,780	30,531,780
		0	0	0	0	0
Parish Tax Support						
	98,190	98,190	98,190	98,190	98,190	98,190
		0	0	0	0	0
Sub Total	59,016,612					
Inflation - IIB Admin						
Inflation Rate - 9% reduction yr on yr	-464,450.00	-464,450	-422,650	-384,611	-349,996	-318,496
Reduced Sum		-9.00%	-9.00%	-9.00%	-9.00%	-9.00%
		41,801	38,038	34,615	31,500	28,665
Inflation - NNDR Admin						
Inflation Rate	-249,970	-249,970	-254,969	-260,069	-265,270	-270,576
Increased Sum		2.00%	2.00%	2.00%	2.00%	2.00%
		-4,999	-5,099	-5,201	-5,305	-5,412
Inflation - Recycling						
Inflation Rate	-1,337,680	-1,337,680	-1,337,680	-1,337,680	-1,337,680	-1,337,680
Increased Sum		0.00%	0.00%	0.00%	0.00%	0.00%
		0	0	0	0	0
Inflation - Income Grants & Contributions - one off						
Inflation Rate	-152,810	-152,810	-152,810	-152,810	-152,810	-152,810
Increased Sum		0.00%	0.00%	0.00%	0.00%	0.00%
		0	0	0	0	0
Inflation - IIB Subsidy						
	-30,965,440.00	-30,965,440	-30,965,440	-30,965,440	-30,965,440	-30,965,440
		0	0	0	0	0
Inflation - Service Income						
Inflation Rate	-4,637,620	-4,637,620	-4,730,372	-4,824,980	-4,921,479	-5,019,909
Increased Sum		2.00%	2.00%	2.00%	2.00%	2.00%
		-92,752	-94,607	-96,500	-98,430	-100,398
Inflation - Car Park Charges						
	-3,101,070	-3,101,070	-3,101,070	-3,101,070	-3,101,070	-3,101,070
		0.00%	0.00%	0.00%	0.00%	0.00%
		0	0	0	0	0
Inflation - Planning Fees						
	-1,447,450	-1,447,450	-1,447,450	-1,476,399	-1,476,399	-1,505,927
		0.00%	2.00%	0.00%	2.00%	0.00%
		0	-28,949	0	-29,528	0
Summary of inflation		-97,752	-128,656	-101,701	-133,263	-105,810

Transformation Strategy Monitor

APPENDIX B

Year	2017/18	2018/19	2019/20	2020/21	2021/22
MTFP - deficit cumulative	£ 792,476	£ 1,462,667	£ 1,561,888	£ 1,748,819	£ 1,916,359

Transformation Strategy assuming all delivered

Revised Deficit cumulative	£ 83,476	£ 548,667	£ 447,888	£ 534,819	£ 702,359
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Savings where £ given	£000	£000	Strategic Imperative		
Estates & Property Team efficiencies	10		Systems Thinking		
Property Lease Renewals	50		Maximise Assets through commercial thinking & community benefit		
Exmouth CCTV transfer to external group - upfront cost £75k	25		Maximise Assets through commercial thinking & community benefit		
East Devon Business Centre - Improved income position	30		Maximise Assets through commercial thinking & community benefit		
General Fund Housing - efficiency	30		Systems Thinking		
Countryside & Leisure income generation initiatives - including charging for manor Pavilion Car Park.	40		Maximise Assets through commercial thinking & community benefit		
Review of Pre Application planning advice to include listed building and conservation advice £20k- £30k	20		Alternative Service delivery models		
Mobile devices - printing costs		5	WorkSmart		
CLL charges offset existing costs (s106 officer)	34		Alternative Service delivery models		
2nd Tranche Beach Huts income implementation - £35k	35		Maximise Assets through commercial thinking & community benefit		
East Walk, Seaton 20 more sites (subject to planning)	9		Maximise Assets through commercial thinking & community benefit		
Street Scene Event Income	35		Maximise Assets through commercial thinking & community benefit		
Street Scene - outside contracts	2		Alternative Service delivery models		
Street Scene - recharge event cost clear up. Could be controversial - Tar Barrels, Folk Festival, Carnivals etc	9		Alternative Service delivery models		
Asset Review - Target		200	200	100	
Homeseafeguard - Business Plan projections	200		Maximise Assets through commercial thinking & community benefit		
Error & Fraud Incentives	30		Alternative Service delivery models		
R&B self service	30		Open for Business		
Review of officer travel payments	120				
	709	205	200	100	0
	£ 709,000	£ 205,000	£ 200,000	£ 100,000	£ -