Report of the Treasurer and the Chief Fire Officer

Budget and Precept 2019/20 and Medium Term Financial Plan

Purpose of report

- 1. To determine the Revenue and Capital Budgets and the Council Tax Requirement for 2019/20.
- 2. To approve the Prudential Indicators and Minimum Revenue Provision (MRP) Statement for 2019/20.
- 3. To approve the level of Fees & Charges for chargeable services for 2019/20
- 4. To identify potential future resources, their consequential impact on future year budgets and the future Council Tax Requirement. (the Medium Term Financial Plan)
- 5. To approve Capital, Investment and Reserves Strategies

Recommendations

It is recommended that:

- i) the Capital Budget and Programme (Appendix 1) be approved;
- ii) the Revenue Budget (Appendix 11) be approved;
- iii) the Medium Term Financial Plan (Appendix 12) be approved;
- iv) the Authority calculates that in relation to the year 2019/20 and set out in Appendix 13:
 - a) the aggregate expenditure it will incur will be £34,958,200.00;
 - b) the aggregate income it will receive will be £10,523,823.00;
 - c) the net amount transferred from financial reserves will be £799,000.00;
 - d) the net council tax collection fund surplus is £141,257.00;
 - e) the net amount of its Council Tax Requirement will be £23,494,120.00;
 - f) the basic amount of Council Tax will be £84.34 (Band D);
 - g) the precept demands on the individual Billing Authorities are:

 Bromsgrove 	£3,096,473.87
 Herefordshire 	£5,804,784.08
 Malvern Hills 	£2,610,927.93
 Redditch 	£2,200,935.39
 Worcester 	£2,690,275.80
 Wychavon 	£4,244,165.20
 Wyre Forest 	£2,846,557.73

v) the Capital Strategy (paragraphs 48-61) be approved;

- vi) the Investment Strategy (paragraphs 85-90) be approved;
- vii) the Reserves Strategy (paragraphs 67-73 and Appendix 14) be approved;
- viii) the fees and charges for 2019/20 (Appendix 8) be approved; and
- ix) the Statement of Prudential Indicators and Minimum Revenue Provision Policy (Appendix 9) be approved.

Contact Officer Martin Reohorn, Treasurer (01905 368205)

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Hereford & Worcester Fire Authority: Feb 2019 Revenue Budget Allocation Tabled at meeting: Late Business Rate Yield Information

		c Core Budget £m	d Funding £m	e Core Gap £m	f Property Reserve £m	Gap Net Gap £m	h Bud.Red Reserve £m	i Total Expd £m
1	2018/19 Approved Feb 2018	32.236	(31.938)	0.298	(0.260)	0.038	(0.038)	0.000
	Permanent Reallocation LCTM	0.292 (0.119)	(0.319) 0.119	(0.027) 0.000		(0.027) 0.000	0.027	(0.000) 0.000
		32.409	(32.138)	0.271	(0.260)	0.011	(0.011)	0.000
7	Pay Awards & Inflation Pay Awards General Inflation Contingency LGPS Revaluation	0.406 0.300 0.010		0.406 0.300 0.010		0.406 0.300 0.010		0.406 0.300 0.010
9	Capital Programme	0.361		0.361		0.361		0.361
11 12	Other Cost Pressures FFPS Contribution Rates Property Maintenance HQ Relocation Fire Collaboration	0.315 (0.140) (0.078) 0.175		0.315 (0.140) (0.078) 0.175	0.140	0.315 0.000 (0.078) 0.175		0.315 0.000 (0.078) 0.175
15 17 18 19 20 21	Funding Changes Revenue Support Grant Business Rate Top Up Grant Fire Revenue Grant Rural Services Delivery Grant Business Rate Yield Bus, Rate Collection Fund Council Tax Yield (Tax-base) Council Tax Collection Fund		0.391 (0.078) (0.040) (0.021) (0.128) 0.196 (0.918) 0.026	0.391 (0.078) (0.040) (0.021) (0.128) 0.196 (0.918) 0.026		0.391 (0.078) (0.040) (0.021) (0.128) 0.196 (0.918) 0.026		0.391 (0.078) (0.040) (0.021) (0.128) 0.196 (0.918) 0.026
_	Planned Use of Bud.Red Res Planned Use of General Bals			0.000 0.000		0.000 0.000	,	(0.368) (0.300)
24		33.758	(32.710)	1.048	(0.120)	0.928	(0.679)	0.249
	FFPS Contribution Rates Pension Grant	1.095	(1.344)	1.095 (1.344)		1.095 (1.344)		1.095 (1.344)
27	2019/20: Feb 2019	34.853	(34.054)	0.799	(0.120)	0.679	(0.679)	0.000

Hereford & Worcester Fire Authority: Feb 2019 Revenue Budget Allocation Tabled at meeting: Late Business Rate Yield Information

Col.		С	d	е	f	g	h	i
		2018/19	2018/19	2018/19	2018/19	2019/20	2019/20	2019/20
		Original	Permanent	Pay	Revised	U	Changes	Proposed
Line		Budget £m	Reallocation £m	Awards £m	Base £m	& LTCM £m	Appendix 10 £m	Allocation £m
1	Whole-time Fire-fighter Pay	12.093	(0.076)	0.303	12.320	4111	1.165	13.485
2	Retained Fire-fighter Pay	3.439	0.076	0.085	3.600		0.245	3.845
3	Control Pay	0.732		0.018	0.750		0.003	0.753
4	Support Pay	3.349	0.119	0.113	3.581	0.124	0.007	3.712
5	Other Employee Costs	0.120			0.120			0.120
6	Unfunded Pension Costs	1.055	0.440	0.540	1.055	0.404	4 400	1.055
7	Employee Related	20.788	0.119	0.519	21.426	0.124	1.420	22.970
8	Strategic Management	0.079	0.029		0.108			0.108
9	New Dimensions	0.056	0.008		0.064			0.064
10	Operational Policy	0.066	(0.023)		0.043			0.043
11	Technical Fire Safety	0.014	0.001		0.015			0.015
12	Community Safety	0.182	(0.011)		0.171			0.171
	Training	0.499	0.062		0.561			0.561
	Fleet	0.516	0.134		0.650	(0.119)		0.531
	Operational Logistics	1.178	(0.015)		1.163	0.020		1.183
16	Information & Comms Technology	1.695	0.142		1.837	(0.120)		1.717 0.336
18	Human Resources/Personnel Policy & Information	0.453 0.042	(0.117) 0.001		0.336 0.043			0.336
	Corporate Communications	0.042	0.001		0.043			0.043
20	Legal Services	0.024	(0.003)		0.020			0.020
	· ·	2.034	0.059		2.093		(0.140)	1.953
		0.381	0.000		0.381		(01.10)	0.381
	Authority Costs	0.064	(0.001)		0.063			0.063
24	Committee Services	0.003	, ,		0.003			0.003
25	Insurances	0.316			0.316			0.316
26	Finance (FRS)	(0.234)	0.173		(0.061)		(0.078)	(0.139)
	Finance SLA	0.098			0.098			0.098
28	Budget-Holders	7.486	0.439	0.000	7.925	(0.219)	(0.218)	7.488
29	Capital Financing	2.858	(0.015)		2.843		0.361	3.204
30	Capital Financing	2.858	(0.015)	0.000	2.843	0.000	0.361	3.204
			(51515)					
31	Pay Award Provision 17/18 & 18/19	0.804		(0.519)	0.285			0.285
32	Pay Award Provision 19/20	0.000			0.000		0.406	0.406
33	Inflation Contingency 18/19	0.300	(0.300)		0.000			0.000
	Inflation Contingency 19/20	0.000			0.000		0.300	0.300
	Unallocated Budget/Fire Alliance	0.000	0.049		0.049	(0.024)	0.175	0.200
36	Provisions/Contingencies	1.104	(0.251)	(0.519)	0.334	(0.024)	0.881	1.191
37	Core Budget	32.236	0.292	0.000	32.528	(0.119)	2,444	34.853
0.		<u> </u>	<u> </u>		<u> </u>	(0.1.10)		· · · · · ·
38	Revenue Support Grant	(2.427)			(2.427)		0.391	(2.036)
39	Business Rate Top Up Grant	(3.240)			(3.240)		(0.078)	(3.318)
		0.000			0.000		(1.344)	(1.344)
41		(0.985)			(0.985)		(0.040)	(1.025)
42		0.000	(0.119)		(0.119)	0.119		0.000
	Rural Services Delivery Grant	(0.088)	(0.404)		(0.088)		(0.021)	(0.109)
44	Business Rates & related S31 Grant	(2.455)	(0.121)		(2.576)		(0.128)	(2.704)
-	Business Rates Collection Fund	0.000	(0.079)		(0.079)		0.196	0.117
	Council Tax Precept Council Tax Collection Fund	(22.576) (0.167)			(22.576) (0.167)		(0.918) 0.026	(23.494) (0.141)
48	Total Funding	(31.938)	(0.319)	0.000	(32.257)	0.119	(1.916)	(34.054)
		, ,	(5.5.5)		<u> </u>			()
49	Sub-total	0.298	(0.027)	0.000	0.271	0.000	0.528	0.799
50	to/(From) Property Reserve	(0.260)			(0.260)		0.140	(0.120)
51	` ' '	(0.038)	0.027		(0.200)		(0.368)	(0.120)
	to/(From) General Reserve	0.000	3.021		0.000		(0.300)	(0.300)
53	Use of Reserves	(0.298)	0.027	0.000	(0.271)	0.000	(0.528)	(0.799)
E 4	Not	0.000	(0.000)	0.000	0.000	0.000	0-000	0.000
54	Net	0.000	(0.000)	0.000	0.000	0.000	0.000	0.000

Hereford & Worcester Fire Authority: Feb 2019 Medium Term Financial Forecasts Tabled at meeting: Late Business Rate Yield Information

Col Row	b	c 2019/20	d 2020/21	e 2021/22	f 2022/23	g 2023/24
		Forecast £m	Forecast £m	£m	Indicative £m	Indicative £m
1	Assumed Business Rate increase	2.00%	2.00%	2.00%	2.00%	2.00%
2	Assumed Tax-base Increase		1.12%	1.32%	1.34%	1.21%
3	Assumed Band D Tax Increase	2.98%	1.96%	1.96%	1.96%	1.96%
	2040/00 CORE BURGET	04.050	04.050	04.050	04.050	0.4.050
4	2019/20 CORE BUDGET	34.853	34.853	34.853	34.853	34.853
	Pay Awards & Inflation					
5	Pay Awards		0.415	0.837	1.257	1.677
6	General Inflation Contingency		0.300	0.600	0.900	1.200
7	LGPS Revaluation		0.000	0.010	0.010	0.010
8	Capital Programme			0.100	0.100	0.100
	Other Cost Pressures					
9	Fire Alliance One-Off		(0.200)	(0.200)	(0.200)	(0.200)
10	Property Maintenance		0.065	0.040	0.027	(0.107)
	Efficiencies 9 Other Covins					
11	Efficiencies & Other Savings ESMCP shared post Provision		(0.020)	(0.020)	(0.020)	(0.020)
12	Crewing Changes		(0.020)	(0.250)	(0.250)	(0.250)
13	HQ Relocation		(0.310)	(0.310)	(0.230)	(0.310)
14	Fire Control Collaboration		(0.010)	(0.300)	(0.300)	(0.300)
15	Wyre Forest Hub			(0.100)	(0.100)	(0.100)
16	BUDGET FORECAST	34.853	35.103	35.260	35.967	36.553
. •		O HOOO	001100	00:200	00.001	001000
47	Funding	(0.000)				
17	Revenue Support Grant	(2.036)	(0.004)	(0.450)	(0.504)	(0.504)
18	Business Rate Support Grant	(3.318)	(3.384)	(3.452)	(3.521)	(3.591)
19 20	Pension Grant Fire Revenue Grant	(1.344)	(4.005)	(0.025)	(0.025)	(O 93E)
21	Rural Services Delivery Grant	(1.025) (0.109)	(1.025)	(0.835)	(0.835)	(0.835)
22	Business Rates & Section 31 Grant	(2.704)	(4.071)	(4.152)	(4.236)	(4.321)
23	Business Rates Collection Fund	0.117	(4.07 1)	(4.132)	(4.230)	(4.321)
24	Council Tax Precept	(23.494)	(24.223)	(25.026)	(25.859)	(26.684)
25	Council Tax Collection Fund	(0.141)	(2220)	(20.020)	(20.000)	(20.001)
26	PROJECTED RESOURCES	(34.054)	(32.703)	(33.465)	(34.451)	(35.431)
27	CORE BUDGET GAP	0.799	2.400	1.795	1.516	1.122
_,	ONI-1-03-01-0AI	0.1 33	2.700	1.133	1.310	1.112.2
28	Use of Property Reserve	(0.120)	(0.185)	(0.160)	(0.147)	
29	Use of Budget Reduction Reserves	(0.379)	(2.215)	(1.356)		
30	Use of General Reserve	(0.300)				
31	BUDGET REQUIREMENT FORECAST	(0.000)	(0.000)	0.279	1.369	1.122

Hereford & Worcester Fire Authority: Feb 2019 Council Tax Requirement Calculation Tabled at meeting: Late Business Rate Yield Information

	2018/19 Total	2019/20 Expenditure	2019/20 Income	2019/20 Reserves	2019/20 Total
Core Budget	£32,236,000.00	£34,958,200.00	(£105,200.00)		£34,853,000.00
To/(From) Property Maintenance Reserve	(£260,100.00)			(£120,000.00)	(£120,000.00)
To/(From) General Reserves To/(From) Budget Reduction Reserves	£0.00 (£38,338.00)			(£300,000.00) (£379,000.00)	(£300,000.00) (£379,000.00)
Land Farmula (Oursell County)	£31,937,562.00	£34,958,200.00	(£105,200.00)	(£799,000.00)	£34,054,000.00
Less: Formula/Support Grants: Revenue Support Grant	(£2,426,500.00)		(£2,035,690.00)		(£2,035,690.00)
Business Rate Top Up Grant adjustment to prior year Business Rate Top Up Grant	(£3,243,875.00) £3,665.00		(£3,318,213.00) £0.00		(£3,318,213.00) £0.00
Less: Other Grants S31: Fire Revenue Grant (Firelink/New Dimensions)	(£985,000.00)		(£1,025,000.00)		(£1,025,000.00)
Rural Services Delivery Grant	(£87,569.00)		(£109,125.00)		(£109,125.00)
2019/20 Pension Grant	£0.00		(£1,343,895.00)		(£1,343,895.00)
Less: Retained Share of Business Rates (1%)	(22 22 4 4 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2		()		,
Baseline Local Forecasts	(£2,231,189.00) £14,189.00		(£2,278,298.00) £69,744.00		(£2,278,298.00) £69,744.00
Collection Fund Deficit/(Surplus)	£0.00		£116,871.00		£116,871.00
S31: Business Rate Initiatives	(£238,000.00)		(£495,017.00)		(£495,017.00)
GROSS PRECEPT	£22,743,283.00	£34,958,200.00	(£10,523,823.00)	(£799,000.00)	£23,635,377.00
		S42A2a	S42A3a	S42A3b	
Less: Collection Fund Deficits/(Surpluses) \$42A10					
Bromsgrove Herefordshire	(£36,960.00) (£25,000.00)		(£21,040.00) (£25,000.00)		(£21,040.00) (£25,000.00)
Malvern Hills	£0.00		£0.00		£0.00
Redditch	(£58,471.00)		(£5,024.00)		(£5,024.00)
Worcester Wychavon	£30,117.00) £0.00		(£40,808.00) (£49,385.00)		(£40,808.00) (£49,385.00)
Wyre Forest	(£16,927.00)		£0.00		£0.00
	(£167,475.00)		(£141,257.00)	£0.00	(£141,257.00)
COUNCIL TAX REQUIREMENT \$42A4	£22,575,808.00	£34,958,200.00	(£10,665,080.00)	(£799,000.00)	£23,494,120.00
				•	
Tax-base : Band D Equivalent					
Bromsgrove Herefordshire	36,531.10				36,714.20
Malvern Hills	68,177.57 30,461.94				68,826.03 30,957.19
Redditch	26,058.20				26,096.00
Worcester	31,528.50				31,898.00
Wychavon Wyre Forest	49,435.58 33,458.00				50,322.12 33,751.00
wyle i diest	275,650.89				278,564.54
Precept - Band D Equivalent	£81.900000				£84.339952
Band D (rounded to 2 decimal places) S42B	£ 81.90				£ 84.34
Equivalent to Tax at Band (Ratio to Band D) \$47					
A 6/9	£ 54.6000			2.99%	
B 7/9	£ 63.7000			2.98%	
C 8/9 D 9/9	£ 72.8000 £ 81.9000			2.98% 2.98%	
E 11/9	£ 100.1000			2.98%	
F 13/9	£ 118.3000			2.98%	£ 121.8200
G 15/9	£ 136.5000			2.98%	
H 18/9	£ 163.8000			2.98%	£ 168.6800
Total Procent on Pilling Authorities C40					
Total Precept on Billing Authorities S48 Bromsgrove	£2,991,897.11				£3,096,473.87
Herefordshire	£5,583,743.01				£5,804,784.08
Malvern Hills	£2,494,832.90				£2,610,927.93
Redditch	£2,134,166.59				£2,200,935.39
Worcester Wychavon	£2,582,184.16 £4,048,774.02				£2,690,275.80 £4,244,165.20
Wyre Forest	£2,740,210.21				£2,846,557.73
	£22,575,808.00			•	£23,494,120.00
check	£0.00				£0.00

Hereford & Worcester Fire Authority 2018/19
Reserves Strategy
Tabled at meeting: Late Business Rate Yield Information

May 2018 MTFP Deferred Expd. Reduction Reserves Reserv	Col		d	е	f	g	h	j	k	1
Expd. Reserves Res	Row				8 MTFP				9 MTFP	
Reserves				_						
Sem Em Em Em Em Em Em Em							•			
1 31st March 2018 (Actual) 6.543 3.961 1.844 12.348 6.543 3.961 1.844 12.348 2018/19 Impact: 2 To Fund Equipment 0.000 (1.004) (1.004) 3 To Create Reserve for Broadway 4 0.000 (0.977) (0.260) (0.11) (0.011) 6 31st March 2019 (Forecast) 5.566 3.950 1.844 11.360 6.029 3.950 1.698 11.677 2019/20 Impact: 7 To Fund Equipment (2.528) (2.528) (0.384) (0.384) (0.384) 8 To Fund Broadway 0.000 (0.375) (0.375) (0.375) (0.375) (0.375) (0.375) (0.375) (0.375) (0.375) (0.375) (0.375) (0.375) (0.375) (0.375) (0.375) (0.375) (0.375) (0.381) (0.381) 17 To Sunport Wyre Forest Hub 17 To Support Wyre Forest Hub 17 To Support Wyre Forest Hub 17 To Support Wyre Forest Hub 18 To Fund Equipment (1.526) (1.526) (1.599) (0.375) (0.381) (0.381) (0.381) (0.381) (0.381) (0.381) (0.381) (0.381) (0.381) (0.381) (0.381) (0.381) (0.381) (0.381) (0.375) (0.3										
2018/19 Impact: 2 To Fund Equipment 3 To Create Reserve for Broadway 4 To Fund Concell Expenditure (0.977) (0.011) (0.011) (0.260) (0.146) (0.406) (0.406) (0.406) (0.575) (0.275)			£m	£m	£m	£m	£m	£m	£m	£m
2 To Fund Equipment 3 To Create Reserve for Broadway 4 To Fund One-Off Expenditure 5 To Smooth the Budget Gap (0.977) 6 31st March 2019 (Forecast) 5 To Fund Equipment 8 To Fund Broadway 9 To Fund Deno-Off Expenditure 10 To Fund Equipment 10 Smooth the Budget Gap (0.011) 6 31st March 2019 (Forecast) 1 To Fund Equipment 10 Smooth the Budget Gap (0.120) 1 To Support Wyre Forest Hub 1 To Smooth the Budget Gap (0.777) 1 To Support Wyre Forest Hub 1 To Fund Equipment 1 To Fund Equipment 2 Sust March 2020 (Forecast) 2 Sust March 2020 (Forecast) 3 To Fund Deno-Off Expenditure 1 To Create Reserve for Broadway 1 To Create Reserve for Broadway 1 To Fund One-Off Expenditure 1 To To Fund Equipment 1 To To Fund Equipment 1 To Fund Equipment 1 To Support Wyre Forest Hub 2 To Fund Equipment 3 To Fund Equipment 4 To Create Reserve for Broadway 1 To Fund Deno-Off Expenditure 1 To Fund Equipment 1 To Support Wyre Forest Hub 2 To Fund Equipment 3 To Fund Equipment 4 To Create Reserve for Broadway 1 To Fund Deno-Off Expenditure 2 To Fund Deno-Off Expenditure 3 To Fund Deno-Off Expenditure 4 To Smooth the Budget Gap 4 To Fund Equipment 5 To Fund Deno-Off Expenditure 6 (0.160) 7 To Fund Deno-Off Expenditure 7 To Fund Deno-Off Expenditure 8 To Fund Equipment 9 To Fund Deno-Off Expenditure 1 To Fund Deno-Off Expenditure 2 To Fund Deno-Off Expenditure 3 To Fund Deno-Off Expenditure 4 To Smooth the Budget Gap 6 To Smooth the Budget Gap 7 To Fund Deno-Off Expenditure 8 To Fund Deno-Off Expenditure 9 To Fund Deno-Off Expen	1	31st March 2018 (Actual)	6.543	3.961	1.844	12.348	6.543	3.961	1.844	12.348
3 To Create Reserve for Broadway 4 To Fund One-Off Expenditure 5 To Smooth the Budget Gap (0.977) (0.977) (0.0977) (0.260) (0.146) (0.011) (0.0149) (0.0381) (0.384) (0.384) (0.384) (0.384) (0.387) (0.387) (0.387) (0.381) (2018/19 Impact:								
4 To Fund One-Off Expenditure 5 To Smooth the Budget Gap (0.977) (0.011) (0.01						0.000	(1.004)			(1.004)
5 To Smooth the Budget Gap (0.011) (0.011) (0.011) (0.011) (0.011) 6 31st March 2019 (Forecast) 5.566 3.950 1.844 11.360 6.029 3.950 1.698 11.677 2019/20 Impact: 7 To Fund Equipment (2.528) (2.528) (0.384) (0.384) (0.384) 8 To Fund De-Off Expenditure (0.120) (0.120) (0.375) (0.375) (0.375) 9 To Fund One-Off Expenditure (0.120) (0.381) (0.381) (0.381) 10 To Support Wyre Forest Hub (0.777) (0.777) (0.377) (0.379) 12 31st March 2020 (Forecast) 2.918 3.173 1.463 7.554 4.433 3.571 1.282 9.286 2020/21 Impact: 13 To Fund Equipment (1.526) (1.526) (1.599) (1.599) (1.599) (1.599) (1.599) (1.599) (1.599) (1.599) (1.599) (1.599) (1.599) (1.599) (1.599) (1.599) (1.599) (1.599) (1.599) (1.599) (1.599) (1						0.000	0.750			0.750
6 31st March 2019 (Forecast) 5.566 3.950 1.844 11.360 6.029 3.950 1.698 11.677 2019/20 Impact: 7 To Fund Equipment (2.528) (2.528) (0.384) (0.384) (0.384) 8 To Fund Broadway 0.000 (0.375) (0.035) (0.872) (0.375) (0.375) (0.375) (0.375) (0.375) (0.375) (0.375) (0.375) (0.375) (0.375) (0.375) (0.381) <td< td=""><td></td><td>•</td><td>(0.977)</td><td></td><td></td><td>(0.977)</td><td>(0.260)</td><td></td><td>(0.146)</td><td></td></td<>		•	(0.977)			(0.977)	(0.260)		(0.146)	
2019/20 Impact: 7 To Fund Equipment (2.528) (2.528) (0.384) (0.384) (0.384) (0.375) (0.381) (0.379) (0.379) (0.379) (0.379) (0.379) (0.379) (0.379) (0.379) (0.379) (0.379) (0.379) (0.379) (0.379) (0.379) (0.379) (0.375) (0.3	5	To Smooth the Budget Gap		(0.011)		(0.011)		(0.011)		(0.011)
7 To Fund Equipment (2.528) (2.528) (0.384) (0.384) (0.384) 8 To Fund Broadway (0.120) (0.120) (0.375) (0.375) (0.375) (0.375) (0.375) (0.375) (0.375) (0.379)	6	31st March 2019 (Forecast)	5.566	3.950	1.844	11.360	6.029	3.950	1.698	11.677
7 To Fund Equipment (2.528) (2.528) (0.384) (0.384) (0.384) 8 To Fund Broadway (0.120) (0.120) (0.375) (0.375) (0.375) (0.375) (0.375) (0.375) (0.375) (0.379)		2019/20 Impact:								
8 To Fund Broadway 9 To Fund One-Off Expenditure 10 To Support Wyre Forest Hub 11 To Smooth the Budget Gap 12 31st March 2020 (Forecast) 13 To Fund Cone-Off Expenditure 14 To Smooth the Budget Gap 15 To Fund Dne-Off Expenditure 16 To Smooth the Budget Gap 16 To Smooth the Budget Gap 17 To Fund Cone-Off Expenditure 18 To Fund Equipment 19 To Fund One-Off Expenditure 19 To Fund Equipment 10 To Smooth the Budget Gap 10 Cone Smooth the Budget Gap 11 To Fund Equipment 12 To Fund One-Off Expenditure 13 To Fund Equipment 14 To Create Reserve for Broadway 15 To Fund One-Off Expenditure 16 To Smooth the Budget Gap 17 To Fund Cone-Off Expenditure 18 To Fund Equipment 19 To Fund Cone-Off Expenditure 19 To Fund Cone-Off Expenditure 10 Cone Smooth the Budget Gap 10 Cone Smooth the Budget Gap 11 To Fund Equipment 12 To Fund One-Off Expenditure 13 To Fund Equipment 14 To Fund Equipment 15 To Fund Cone-Off Expenditure 16 To Fund Cone-Off Expenditure 17 To Fund Cone-Off Expenditure 18 To Fund Equipment 19 To Fund One-Off Expenditure 10 Cone Smooth the Budget Gap 11 To Fund One-Off Expenditure 12 To Fund One-Off Expenditure 13 To Fund Cone-Off Expenditure 14 To Smooth the Budget Gap 15 To Fund One-Off Expenditure 16 To Smooth the Budget Gap 16 Cone Smooth Co	7		(2.528)			(2.528)	(0.384)			(0.384)
9 To Fund One-Off Expenditure (0.120) (0.381)			(=:===)				` ,			
10 To Support Wyre Forest Hub (0.381) (0.381) (0.381) (0.379) (0.381) (0.381) 11 To Smooth the Budget Gap (0.777) (0.777) (0.381) (0.381) (0.379) 12 31st March 2020 (Forecast) 2.918 3.173 1.463 7.554 4.433 3.571 1.282 9.286 2020/21 Impact: 13 To Fund Equipment (1.526) (1.526) (1.599) (1.	9	To Fund One-Off Expenditure	(0.120)				, ,		(0.035)	
11 To Smooth the Budget Gap (0.777) (0.777) (0.379) (0.379) (0.379) 12 31st March 2020 (Forecast) 2.918 3.173 1.463 7.554 4.433 3.571 1.282 9.286 2020/21 Impact: 13 To Fund Equipment (1.526) (1.599) (1.599) (0.375) 14 To Create Reserve for Broadway (0.185) (0.185) (0.185) (0.185) (0.185) (0.185) (0.185) (0.185) (0.185) (0.185) (0.185) (0.185) (0.185) (0.185) (0.185) (0.185) (0.215) (2.215) 17 31st March 2021 (Forecast) 1.207 1.739 1.463 4.409 2.274 1.356 1.274 4.904 2021/22 Impact: 18 To Fund Equipment (0.900) (0.900) (1.967) (1.967) (1.967) (0.160) (0.160) (0.160) (0.160) (0.160) (0.160) (0.170) (1.356) (1.356) 21 31st March 2022 (Forecast) (0.147 0.969 1.463 2.579 0.147 0.000 1.274 1.421 2022/23 Impact: 22 To Fund One-Off Expenditure (0.147) (0.147) (0.147) (0.147) 23 31st March 2023 (Forecast) (0.000) 0.969 1.463 2.432 (0.000) 1.274 1.274 2023/24 Impact: 24 To Smooth the Budget Gap (0.372) (0.372)			(/		(0.381)		(,			
2020/21 Impact: 13 To Fund Equipment (1.526) (1.526) (1.599) (1.596) (1.434) (1.	11	To Smooth the Budget Gap		(0.777)	, ,			(0.379)	,	•
13 To Fund Equipment (1.526) (1.599) (1.599) (1.599) (1.599) (0.375) (0.375) (0.375) (0.375) (0.375) (0.375) (0.375) (0.375) (0.375) (0.375) (0.375) (0.375) (0.375) (0.375) (0.375) (0.375) (0.185) (12	31st March 2020 (Forecast)	2.918	3.173	1.463	7.554	4.433	3.571	1.282	9.286
13 To Fund Equipment (1.526) (1.599) (1.599) (1.599) (1.599) (0.375) (0.375) (0.375) (0.375) (0.375) (0.375) (0.375) (0.375) (0.375) (0.375) (0.375) (0.375) (0.375) (0.375) (0.375) (0.375) (0.185) (2020/21 Impact:								
14 To Create Reserve for Broadway 15 To Fund One-Off Expenditure 16 To Smooth the Budget Gap 17 31st March 2021 (Forecast) 1	13		(1.526)			(1 526)	(1 500)			(4 500)
15 To Fund One-Off Expenditure (0.185) (1.434) (0.185) (0.185) (2.215) (0.008) (0.193) (1.434)			(1.020)							
16 To Smooth the Budget Gap (1.434) (1.434) (2.215) (2.215) 17 31st March 2021 (Forecast) 1.207 1.739 1.463 4.409 2.274 1.356 1.274 4.904 2021/22 Impact: (0.900) (0.900) (1.967) (1.967) (1.967) 19 To Fund Qne-Off Expenditure (0.160) (0.160) (0.160) (0.160) 20 To Smooth the Budget Gap (0.770) (0.770) (1.356) (1.356) 21 31st March 2022 (Forecast) 0.147 0.969 1.463 2.579 0.147 0.000 1.274 1.421 2022/23 Impact: 22 To Fund One-Off Expenditure (0.147) (0.147) (0.147) (0.147) (0.147) 23 31st March 2023 (Forecast) (0.000) 0.969 1.463 2.432 (0.000) 1.274 1.274 2023/24 Impact: 24 To Smooth the Budget Gap (0.372) (0.372) (0.372) 0.000			(0.185)						(0.008)	
17 31st March 2021 (Forecast) 1.207 1.739 1.463 4.409 2.274 1.356 1.274 4.904 2021/22 Impact: 18 To Fund Equipment (0.900) (0.900) (1.967) (1.967) (0.160) 19 To Fund One-Off Expenditure (0.160) (0.160) (0.160) (0.160) (0.160) 20 To Smooth the Budget Gap 0.147 0.969 1.463 2.579 0.147 0.000 1.274 1.421 2022/23 Impact: 22 To Fund One-Off Expenditure (0.147) (0.147) (0.147) (0.147) 23 31st March 2023 (Forecast) (0.000) 0.969 1.463 2.432 (0.000) 1.274 1.274 2023/24 Impact: 24 To Smooth the Budget Gap (0.372) (0.372) (0.372) 0.000		•	(0.100)	(1.434)		• •	(0.100)		(0.000)	
2021/22 Impact: (0.900) (0.900) (1.967) (1.967) 18 To Fund Equipment (0.160) (0.160) (0.160) (0.160) (0.160) 19 To Fund One-Off Expenditure (0.160) (0.160) (0.160) (0.160) (0.160) 20 To Smooth the Budget Gap (0.147) 0.969 1.463 2.579 0.147 0.000 1.274 1.421 20 To Fund One-Off Expenditure (0.147) (0.147) (0.147) (0.147) 23 To Fund One-Off Expenditure (0.000) 0.969 1.463 2.432 (0.000) 1.274 1.274 2023/24 Impact: 2023/24 Impact: (0.372) (0.372) (0.372) 0.000										
18 To Fund Equipment (0.900) (0.900) (1.967) (1.967) 19 To Fund One-Off Expenditure (0.160) (0.160) (0.160) (0.160) 20 To Smooth the Budget Gap (0.770) (0.770) (1.356) (1.356) 21 31st March 2022 (Forecast) 0.147 0.969 1.463 2.579 0.147 0.000 1.274 1.421 2022/23 Impact: 22 To Fund One-Off Expenditure (0.147) (0.147) (0.147) (0.147) 23 31st March 2023 (Forecast) (0.000) 0.969 1.463 2.432 (0.000) 1.274 1.274 2023/24 Impact: 24 To Smooth the Budget Gap (0.372) (0.372) (0.372) 0.000	17	31st March 2021 (Forecast)	1.207	1.739	1.463	4.409	2.274	1.356	1.274	4.904
19 To Fund One-Off Expenditure 20 To Smooth the Budget Gap (0.160) (0.770) (0.770) (0.160) (0.		2021/22 Impact:								
19 To Fund One-Off Expenditure 20 To Smooth the Budget Gap (0.160) (0.770) (0.770) (0.160) (0.	18	To Fund Equipment	(0.900)			(0.900)	(1.967)			(1.967)
21 31st March 2022 (Forecast) 0.147 0.969 1.463 2.579 0.147 0.000 1.274 1.421 2022/23 Impact: 22 To Fund One-Off Expenditure (0.147) (0.147) (0.147) (0.147) (0.147) 23 31st March 2023 (Forecast) (0.000) 0.969 1.463 2.432 (0.000) 1.274 1.274 2023/24 Impact: 24 To Smooth the Budget Gap (0.372) (0.372) 0.000	19	To Fund One-Off Expenditure	(0.160)			(0.160)				(0.160)
2022/23 Impact: (0.147) (0.147) (0.147) (0.147) 23 31st March 2023 (Forecast) (0.000) 0.969 1.463 2.432 (0.000) 1.274 1.274 2023/24 Impact: 24 To Smooth the Budget Gap (0.372) (0.372) 0.000	20	To Smooth the Budget Gap		(0.770)		(0.770)		(1.356)		(1.356)
22 To Fund One-Off Expenditure (0.147) (0.147) (0.147) (0.147) 23 31st March 2023 (Forecast) (0.000) 0.969 1.463 2.432 (0.000) 1.274 1.274 2023/24 Impact: 24 To Smooth the Budget Gap (0.372) (0.372) 0.000	21	31st March 2022 (Forecast)	0.147	0.969	1.463	2.579	0.147	0.000	1.274	1.421
22 To Fund One-Off Expenditure (0.147) (0.147) (0.147) (0.147) 23 31st March 2023 (Forecast) (0.000) 0.969 1.463 2.432 (0.000) 1.274 1.274 2023/24 Impact: 24 To Smooth the Budget Gap (0.372) (0.372) 0.000		2022/23 Impact:								
23 31st March 2023 (Forecast) (0.000) 0.969 1.463 2.432 (0.000) 1.274 1.274 2023/24 Impact: (0.372) (0.372) 0.000	22		(0.147)			(0.147)	(0.147)			(0.147)
2023/24 Impact: 24 To Smooth the Budget Gap (0.372) (0.372) 0.000										
24 To Smooth the Budget Gap (0.372) (0.372) 0.000	23	31st March 2023 (Forecast)	(0.000)	0.969	1.463	2.432	(0.000)		1.274	1.274
25 31st March 2024 (Forecast) 0.597 1.463 2.060 1.274 1.274	24	To Smooth the Budget Gap		(0.372)		(0.372)				0.000
	25	31st March 2024 (Forecast)	<u>-</u>	0.597	1.463	2.060		-	1.274	1.274