

Dear Members

Resources Scrutiny Committee

A **Virtual** meeting of the Resources Scrutiny Committee will be held using [Zoom](#) on **Tuesday 18 January 2022 at 6.30pm** to deal with the business as set out on the agenda.

To watch the meeting, please follow the instructions below:-


- 1 Log on to Zoom at:- <https://zoom.us/join>
- 2 Enter meeting ID **835 5299 3584** when prompted
- 3 Enter Password **625208** when prompted

Or, to listen to the meeting, please call the following telephone number:-

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Please note that this meeting will be recorded.

Members are reminded that contact officers are shown at the top of each report and members are welcome to raise questions etc in advance of the meeting with the appropriate officer.


Head of Law and Administration

**RESOURCES SCRUTINY COMMITTEE -
18 JANUARY 2022**

Chair - Councillor R P Cooke

A G E N D A

- 1 Minutes of 11 November 2021 as previously published on the Council's website.
- 2 Apologies
- 3 Public Question Time - Nil
- 4 Councillor Session - Nil
- 5 Called in Items - Nil
- 6 Members' Items

Councillor A T A Godfrey has submitted the following item under Paragraph 2.8 of the Scrutiny Committee Procedure Rules;

After consulting with the Chairman of the Resources Scrutiny Committee, I would like to put forward a Members' Item asking for an update on Stafford Borough Council's procurement policies and procedures.

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Membership

Chair - Councillor R P Cooke

A R G Brown	R A James
R P Cooke	R Kenney
M G Dodson	J A Nixon
A T A Godfrey	G P K Pardesi
A S Harp	P Roycroft

Cabinet Members:-

Councillor R M Smith – Resources Portfolio

Councillor J K Price - Environment Portfolio

Councillor C V Trowbridge – Leisure Portfolio

ITEM NO 7(a)

ITEM NO 7(a)

Report of:	Interim Head of Finance
Contact Officer:	Tim Willis
Telephone No:	-
Ward Interest:	Nil
Report Track:	Cabinet 13/01/2022 Resources 18/01/2022 Cabinet 20/01/2022 Council 01/02/2022

RESOURCES SCRUTINY COMMITTEE

18 JANUARY 2022

General Fund Revenue Budget and Capital Programme 2022-25

The following report was considered by Cabinet at its meeting held on 13 January 2022 and is submitted to this Committee for consultation.

1 Purpose of Report

- 1.1 To propose to the Council the General Fund Revenue Budget for 2022-23, the updated Capital Programme 2022-23 and indicative budgets for 2023-24 to 2024-25.

2 Recommendation

- 2.1 The Committee considers and notes the following decision of the Cabinet and records any comments they wish to make.

Decision of the Cabinet

That:-

- 2.1.1 That the following be recommended to the Council:-

- (a) the Budget Requirement for the General Fund Revenue Budget for 2022-23 be set at £14.304 million;
- (b) the indicative General Fund Revenue Budgets be set at £15.290 million for 2023-24 and £15.878 million for 2024-25;
- (c) that the detailed portfolio budgets as set out in **APPENDIX 1** be approved;

- (d) set the General Fund working balance at a minimum of £1.0 million;
- (e) the detailed capital programme as set out in **APPENDIX 2** be approved;
- (f) that the Council Tax for 2022-23 be increased by 1.9% to £165.38;
- (g) the Council's Tax Base be set at 48,490.39 (as determined by the Head of Finance).
- (h) note that the inflation parameter for fees and charges for 2022-23 was generally set at 3% as approved by Cabinet on 4 November 2021.

3 Key Issues and Reasons for Recommendation

- 3.1 This report sets out the current position on the General Fund Revenue Budget for 2022-23 and indicative budgets for 2023-24 to 2024-25. It also sets out the position on the Provisional Local Government Finance Settlement 2022-23, New Homes Bonus Grant allocation, the position on the Council's Collection Fund, the Council's Tax Base for 2022-23 and the consequential Council Tax for 2022-23.
- 3.2 The budget for 2022-23 is based on the indicative budget set last year, which has been updated to reflect known changes and estimates.
- 3.3 Indicative budgets have been set out for 2023-24 and 2024-25 which include the key issues which it is anticipated will have a potential impact on the Council's finances. However it should be noted that a new funding regime for local government is to be introduced, potentially for 2023-24, but there is no further information at the current time.

4 Relationship to Corporate Business Objectives

- 4.1 The revenue budget and the capital programme have been based on the Council's priorities.

5 Report Detail

- 5.1 Individual Portfolio Budgets for each of the Council's five Portfolios are set out in **APPENDIX 1**. These will be considered by the Resources Scrutiny Committee at its meeting on 18 January 2022 as part of the Budget consultation process.

6 Budget Issues and Adjustments 2022-23

Inflation

- 6.1 The budgets for 2022-23 reflect anticipated pay awards for 2021-22 and 2022-23. When setting the budget for 2021-22 it was understood that no pay award would be made as part of a two year pay freeze for those employees above

the £24,000 threshold. However, a pay award of 1.75% has been offered and declined; negotiations are ongoing. A provision of 2% has been included for 2021-22 and throughout the planning period.

- 6.2 No material changes have been made to future non pay budgets with the general provision for CPI remaining at 2% for the duration of the budget period. However, a provision of 10% has been included for increases in utility costs, which have been partially offset by a reduction in utility usage as a result of the move to hybrid working for the majority of employees based at the civic offices. Other specific inflationary uplifts apply where the Council has contractual obligations. In respect to the waste and leisure contracts, a 4% uplift has been assumed for 2022-23 to reflect the contractual requirements.
- 6.3 Business Rates (sometimes called National Non-Domestic Rates or NNDR) income for 2022-23 has been adjusted to reflect details contained in the Provisional Local Government Settlement. Business Rates increase each year in accordance with inflation. There is no actual increase in business rates chargeable, with the Government freezing the Business Rates multiplier and local government being compensated for the difference via a Section 31 grant.

Spending pressures/ Loss of income

- 6.4 The detailed budgets have been refreshed to reflect the forecast outturn for 2021-22 and the changes that COVID has had on spending/income patterns.
- 6.5 Additional provision has been made within Portfolio budgets for inflation, the National Insurance increase and other general items, including for a pay award and increments.
- 6.6 The most significant changes to the 2022-23 Portfolio budgets are itemised below:
- Community – funding the Warmer Homes initiative £16k.
 - Environment – an increase in net income of £521k reflecting the latest projections for green waste, as well as property growth and inflation.
 - Planning – an assumed fall in Parking income of £559k, and a £247k transfer from Resources for parking income provision.
 - Resources – an assumed reduction in Civic Centre rental income of £141k, plus the £247k transfer to Planning for parking provision.

Business Rates Income

- 6.7 The Council's exposure to volatility in Business Rates is a key risk with a reduction in income from business rates due to the failure or temporary closure of a key industry and successful appeals against Rateable Values and backdated refunds.
- 6.8 In order to mitigate this risk as much as possible, provision is made in both the budget and final accounts for a reduction in income due to appeals.

2021-22 Forecast Outturn

- 6.9 The Budget for 2021-22 is monitored against the profiled budget. The latest position reflects the downturn in income and is updated for known changes in the forecast outturn. It is currently expected that there will be an overall net increase of £33k on Portfolio Budgets excluding income grants. This is an improvement over the forecast in Quarter 2, as a result of more up to date information.

7 Local Government Finance Settlement 2022-23

- 7.1 The Provisional Local Government Finance Settlement for 2022-23 was received by the Council on 16 December 2021. The settlement only relates to 2022-23, pending the introduction of Business Rates Retention and a Fair Funding review to determine both core funding and Business Rate Baselines for future years.
- 7.2 In particular the Settlement determines both the core funding to the Council and basis of incentive funding for Business Rates. A Baseline Funding Level was determined at the commencement of the current scheme in 2013-14 with a Tariff paid to central government representing the difference between income collected and the Baseline. The Baseline Funding now represents the sole form of core funding following the demise of Revenue Support Grant.

Business Rates Pooling and Retention

- 7.3 In accordance with the 2021 Spending Review, the reset of Business Rates growth achieved to date has been deferred. No changes have been made to the Tariff paid to Central Government, which would have effectively increased, to neutralise in whole or part the growth achieved to date.
- 7.4 The Budget assumes that the Staffordshire and Stoke-on-Trent Business Rates Pool will remain in place. It also assumes a 50% reset in business rates growth with effect from 1 April 2023. The Provisional Settlement has confirmed that the pool remains designated for 2022-23 and hence a windfall of £1.2 million will occur in 2022-23 as a result of the Reset not taking place. The government however remain committed to future changes to business rates as part of a revised Local Government Funding regime.
- 7.5 Business Rates increase each year in line with the prevailing CPI of the preceding September. The proposed freezing of the NNDR multiplier will result in a loss of income to the Council and hence the Provisional Settlement provides compensation for this loss via the NNDR Multiplier Section 31 grant.
- 7.6 An analysis of the revised Retained Business Rates Income for the Council is set out in **APPENDIX 3**.

New Homes Bonus

- 7.7 Provisional allocations for the New Homes Bonus (NHB) scheme for 2022-23 were also announced on 16 December 2021. These allocations include the previous legacy payments for prior years.
- 7.8 The settlement therefore provides a total allocation for Stafford of £1.702 million for 2022-23, comprising £741k of new NHB and £961k of legacy NHB. Residual legacy payments of £356k are projected for 2023-24 and 2024-25.

Lower Tier Services Grant

- 7.9 The Government is proposing a further one-off Lower Tier Services Grant payment in 2022-23, which will allocate £111 million to local authorities with responsibility for lower tier services (for example, homelessness, planning, recycling and refuse collection, and leisure services).
- 7.10 The grant is to be distributed based upon the 2013-14 settlement funding assessment with provision also being made to ensure that no authority sees an annual reduction in Core Spending Power when comparing 2021-22 funding to 2022-23 proposed funding.
- 7.11 An allocation of £455k has been proposed for Stafford.

Rural Services Delivery Grant

- 7.12 The Provisional Settlement includes the retention of the above grant for 2022-23, with allocations to follow.

Services Grant

- 7.13 The Government has proposed a new Services Grant, worth £822 million nationally, on a one-off basis for 2022-23, based on relative need. It is intended to compensate, inter alia, for the additional costs arising from the increased employer National Insurance contributions. An allocation of £195k has been proposed for Stafford.

8 Revenue Budget Summary 2022-23

- 8.1 The Portfolio Budget position set out below reflects the forecast outturn position for 2021-22, the proposed budget for 2022-23, and indicative budgets for 2023-24 and 2024-25.

Table 1: Revenue Budget Recommended to Council

	Forecast Outturn	Budget	Indicative Budget	Indicative Budget
	2021-22	2022-23	2023-24	2024-25
	£000	£000	£000	£000
Net Expenditure				
Portfolio budgets	15,562	15,475	15,717	16,309
Investment income and technical financing adjustments	1,479	873	76	72
Net Spending	17,040	16,348	15,793	16,381
Less: Government Grants				
Income Guarantee Grant	-117	0	0	0
2021-22 Covid Expenditure Grant	-608	0	0	0
Rural Services Grant	-26	0	0	0
NNDR Multiplier – S.31	-147	-147	-147	-147
One off Service Grant		-195		
New Homes Bonus	-2,380	-1,702	-356	-356
Budget Requirement	13,761	14,304	15,290	15,878
Financing				
Business Rates	-5,414	-5,830	-5,263	-5,364
Lower Tier Grant	-408	-455	0	0
Council Tax Support Grant	-100	0	0	0
Council Tax Income	-7789	-8020	-8335	-8664
Total Financing	-13,712	-14,304	-13,598	-14,027
Transfer from/(to) Balances	49	0	1,692	1,851

- 8.2 The above budget is based upon the maintenance of existing service provision and delivery of the priorities set out in the Corporate Business Plan.
- 8.3 As indicated above details are only currently available for the 2022-23 financial year. Limited amendments have been made to assumptions in relation to the new funding regime for 2023-24 and onwards. The Business Rates Scheme in particular carries the greatest uncertainty, along with any outcome from the Fair Funding Review. In light of the uncertainty as reflected in various sections of this report, it is difficult to project the true overall position over the medium term.

- 8.4 This time last year, the Indicative Budget for 2022-23 suggested a £1.033 million gap. When comparing the currently proposed 2022-23 Budget (which is balanced) to the anticipated 2022-23 Indicative Budget this time last year, the major differences are as set out in Table 2. This list represents the reasons why there is no gap now for 2022-23, despite a gap of £1.033 million being predicted this time last year:

Table 2: Changes in 2022-23 budget assumptions

Description	Change £000
Portfolio budgets higher than anticipated	-434
Business support reserve	-722
Investment income lower than anticipated	-148
Unexpected Services Grant	195
Unexpected Lower Tier Grant	455
New Homes Bonus higher than anticipated	333
No Business Rates Review/reset	1,355
Other	-1
Total	1,033

- 8.5 Table 1 identifies £1.692 million in 2023-24 that represents an unfunded budget gap that will need to be identified. The major reasons for the 2023-24 gap arising as compared to 2022-23 are in Table 3:

Table 3: Reasons for movement between 2022-23 and 2023-24

Description	Change £000
Portfolio budgets increase in 23-24	242
Business support reserve in 22-23, none in 23-24	-722
Assumed increase in investment income in 23-24	-100
One-off Services Grant in 22-23	195
One-off Lower Tier Grant in 22-23	455
New Homes Bonus falling in 23-24	1,346
Reduced Business Rates in 23-24	567
Increased Council Tax in 23-24	-315
Other	24
Total	1,692

9 Reserves and Balances

- 9.1 Reserves and balances comprise general reserves, the Working Balance and Earmarked Reserves. They help the Council to cope with unpredictable financial pressures and plan for future spending commitments. They are an essential part of good financial management and assist the Section 151 Officer in providing reassurance to Council on the robustness of the estimates and the adequacy of reserves (see **APPENDIX 5**).

9.2 **The Working Balance** - the current policy has for a number of years been to maintain the level of the General Fund balance at a minimum of £1 million. The General Fund balance at 1 April 2021 was £1.396 million resulting in £0.396 million remaining to support the revenue Budget.

9.3 There is a transfer of £0.049 million from Working Balances in the current year.

9.4 Revised projected movements in Working Balances are set out below:

Table 4: Projected Movement of Working Balances

	2021-22	2022-23	2023-24	2024-25
	£000	£000	£000	£000
Balance b/f	0.396	0.347	0.347	(1.345)
Change in year	(0.049)	-	(1.692)	(1.851)
Balance c/f	0.347	0.347	(1.345)	(3.196)

9.5 The Council holds a number of earmarked reserves for specific purposes. A summary of earmarked reserves and capital funds incorporating their planned use over the next four years is set out in **APPENDIX 4**.

9.6 **APPENDIX 5** sets out the required report on the robustness of the budget estimates and the adequacy of the Council's reserves.

10 Capital Programme 2022-23 to 2024-25

10.1 The Capital Programme is attached as **APPENDIX 2**.

10.2 The key change to the Capital Programme is the inclusion of the £20 million Future High Streets project. The Council approved this on 23 February 2021 including its financing.

11 Council Tax Base and Collection Fund

11.1 The final part of the consideration of the Budget is the Council Tax Base. This is the number of properties in the borough expressed in terms of Band D equivalents.

11.2 The Council's Tax Base is now estimated to be 48,490.39 representing an increase of 1.03% on 2021-22. The increase reflects the net increase in new properties built, offset by the cost of the Local Council Tax Reduction scheme.

11.3 The Tax Base has been calculated as follows:

Council Tax base for budget setting purposes	51,862.69
Less: impact of Local Council Tax Reduction Scheme	<u>(3,372.30)</u>
	<u>48,490.39</u>

- 11.4 The Local Council Tax Reduction element of the Council Tax Base shows an increase of 131.61 as compared to 2021-22 and is likely to be as a result of COVID 19.
- 11.5 Details of the tax base broken down over parishes is set out in **APPENDIX 6** and as in previous years, tax bases have been amended to ensure parish councils are not disadvantaged by the LCTR scheme. A grant allocation is credited to Parish Councils to ensure that in setting their precepts, no additional charge is required due to any change in the operation of the LCTR scheme.
- 11.6 The Council's Collection Fund has been reviewed as part of the budget process and is expected to break even in 2022-23.

12 Council Tax 2022-23

- 12.1 In determining the level of Council Tax for 2022-23 Cabinet will need to take into account the medium term financial position and the Council Tax Referendum Thresholds.
- 12.2 The current approved budget of the Council assumes that Council Tax will increase by 1.9% for 2022-23.
- 12.3 This proposed increase is within the guidelines for district councils as contained in the 2022-23 Provisional Settlement, which require a referendum if a council proposes an increase of 2% or more (or up to £5) whichever is the higher. Therefore no referendum is required for the proposed 1.9% increase.
- 12.4 The proposed level of Stafford's Council Tax for 2022-23 is £165.38 for a Band D property with the overall level of Council Tax subject to final determination by Council on 22 February 2022. The figures set out in this report may require minor amendment if any further information emerges before then. Such an increase amounts to £3.08 on a Band D property, or less than 6p per week.
- 12.5 The total Council Tax for the Borough will reflect the spending decision made by the County Council, the Office of the Police and Crime Commissioner and the Fire Authority. In addition, in certain areas, parish council precepts are also added to the overall bill.

13 Financial Planning

- 13.1 The Financial Plan was updated last year to reflect the impact of COVID 19. Information relevant to the indicative budgets for 2023-24 and 2024-25 has been included in this report.
- 13.2 The Council has previously received Government financial support to address the additional cost pressures borne by the Council in responding to the pandemic. However, the Council has been required to meet a significant proportion of the loss of income from sales, fees and charges. The impact of COVID 19 has had, and continues to have a material impact on the financial position of the Council for the foreseeable future.
- 13.3 A new financial regime for local government was intended to be introduced with effect from 1 April 2021, then from 1 April 2022, but as a result of the pandemic this has been delayed until 2023-24. The ongoing funding for the Council remains unclear with detailed work on the new regime being delayed and hence no indicative funding levels being available. The changes to the local government financial regime include:
- Business Rates Retention
 - Reset of Business Rates
 - Fair Funding Review
- 13.4 Each of these issues were discussed in some detail as part of last year's budget process with the conclusion that it was impossible to determine how both Core and Incentive based funding will change under the new regime.
- 13.5 Material variances exist between the best /worst case future scenarios and it is essential that a prudent approach is adopted until further details become available. This is particularly relevant in relation to the assumptions made in relation to the ongoing impact of COVID19, the potential for further Government support and the radical overhaul of the local government financial regime.
- 13.6 The Council has at the present date effectively no uncommitted capital resources. Its future programme will be financed by the generation of Capital Receipts and Prudential borrowing subject to its financing being prudent, sustainable and affordable,
- 13.7 Given the forecast for the financial position at the end of 2022-23 and the future budget pressures highlighted above, the Council is going to need to find savings for delivery in 2023-24. The review of further shared services could deliver savings, but at this point the business case is awaited and no decision has been made on whether to proceed. Alongside the work on the shared services business case, further work will be undertaken to identify options to deliver savings or generate income, of a magnitude that goes towards meeting the projected shortfall in 2023-24 and 2024-25.

14 Implications

Financial	Contained within the report
Legal	Nil
Human Resources	Nil
Human Rights Act	Nil
Data Protection	Nil
Risk Management	Set out in full in APPENDIX 7

Community Impact Assessment Recommendations	The Borough Council considers the effect of its actions on all sections of our community and has addressed all of the following Equality Strands in the production of this report, as appropriate: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, sexual orientation. The proposed Budget in particular maintains all services at their existing levels with no service reductions included.
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Previous Consideration - Cabinet – 13 January 2022

Background Papers - Files available in Financial Services
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Community

	Outturn 2021-2022 £	Budget 2022-2023 £	Budget 2023-2024 £	Budget 2024-2025 £
1 Private Sector Housing (Standards)				
Employee Expenses	136,550	143,370	122,900	127,410
Transport Related Expenditure	4,320	4,320	4,320	4,320
Supplies & Services	25,170	26,670	26,670	26,670
Total Expenditure	166,040	174,360	153,890	158,400
Income	(32,490)	(22,540)	(2,590)	(2,590)
Total Income	(32,490)	(22,540)	(2,590)	(2,590)
Private Sector Housing (Standards) Net Expenditure	133,550	151,820	151,300	155,810
2 Housing Act Sewerage Works				
Premises Related Expenditure	2,190	2,230	2,280	2,280
Total Expenditure	2,190	2,230	2,280	2,280
Housing Act Sewerage Works Net Expenditure	2,190	2,230	2,280	2,280
3 Private Sector Hsg (Loans & Mortgages)				
Premises Related Expenditure	5,780	5,900	6,020	6,020
Total Expenditure	5,780	5,900	6,020	6,020
Income	(11,140)	(11,310)	(11,490)	(11,490)
Total Income	(11,140)	(11,310)	(11,490)	(11,490)
Private Sector Hsg (Loans & Mortgages) Net Expenditure	(5,360)	(5,410)	(5,470)	(5,470)
4 Partnerships				
Supplies & Services	25,290	25,290	25,290	25,290
Total Expenditure	25,290	25,290	25,290	25,290
Partnerships Net Expenditure	25,290	25,290	25,290	25,290
5 Homelessness & Housing Advice				
Employee Expenses	425,570	454,040	467,780	481,580
Premises Related Expenditure	43,990	43,190	44,390	44,980
Transport Related Expenditure	12,170	12,170	12,170	12,170
Supplies & Services	228,820	131,770	133,940	133,940
Total Expenditure	710,550	641,170	658,280	672,670
Income	(151,040)	(57,000)	(57,000)	(57,000)
Total Income	(151,040)	(57,000)	(57,000)	(57,000)
Homelessness & Housing Advice Net Expenditure	559,510	584,170	601,280	615,670
6 Glover Street				
Premises Related Expenditure	10,460	12,100	12,650	13,080
Supplies & Services	650	650	650	650
Total Expenditure	11,110	12,750	13,300	13,730
Income	(15,970)	(16,490)	(16,820)	(16,820)
Total Income	(15,970)	(16,490)		(16,820)
Glover Street Net Expenditure	(4,860)	(3,740)	(3,520)	(3,090)

Community

	Outturn 2021-2022 £	Budget 2022-2023 £	Budget 2023-2024 £	Budget 2024-2025 £
7 Grants & Contributions				
Supplies & Services	128,960	128,960	128,960	128,960
Total Expenditure	128,960	128,960	128,960	128,960
Grants & Contributions Net Expenditure	128,960	128,960	128,960	128,960
8 COVID 19				
Supplies & Services	43,340	-	-	-
Total Expenditure	43,340	-	-	-
Income	(14,720)	-	-	-
Total Income	(14,720)	-	-	-
COVID 19 Net Expenditure	28,620	-	-	-
Community Net Expenditure	867,900	883,320	900,120	919,450

Community Portfolio

Variation Statement 2022/2023 to 2024/2025

	2022/2022 Indicative	Real Terms / Efficiency Variations	2022/2023 Budget	2023/2024 Indicative	Real Terms / Efficiency Variations	2023/2024 Budget	Inflation	Real Terms / Efficiency Variations	2024/2025 Budget
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
Employee Costs	584	14	598	576	15	591	10	8	609
Premises Related Costs	63	-	63	65	-	65	1	-	66
Transport Related Costs	16	-	16	17	- 1	16	-	-	16
Supplies and Services	297	16	313	299	17	316	-	-	316
Third Party Payments	-	-	-	-	-	-	-	-	-
Total Expenditure	960	30	990	957	31	988	11	8	1,007
Income	- 107	-	- 107	- 88	-	- 88	-	-	- 88
Net Expenditure	853	30	883	869	31	900	11	8	919

Community Portfolio**Proposed Real Terms / Efficiency Variations****2022/23 Change**

	£'000	£'000
<u>Real Term Variations</u>		
Planning Restructure impacting Community		11
NI Increase		3
Warmer Homes		16
		30

2023/24 Change

	£'000	£'000
<u>Real Term Variations</u>		
Planning Restructure impacting Community		11
NI Increase		3
Warmer Homes Stafford		16
Minor variations		1
		31

2024/25 Change

	£'000	£'000
<u>Inflation</u>		
Pay Award 2%		10
Utilities Uplift		1
		11
<u>Real Term Variations</u>		
Increase in Superannuation		8
		8

GENERAL FUND CAPITAL PROGRAMME 2021/22 TO 2024/25

	2021/22	2022/23	2023/24	2024/25	Programme but not allocated
	£000	£000	£000	£000	£000
COMMUNITY					
Disabled Facilities Grants	1,446	2,178	1,341	1,341	2,034
Private Sector Housing Assistance	21	110			-
Improvements at Glover St caravan site	124	-			-
Empty Homes	36	120			-
Total	1,627	2,408	1,341	1,341	2,034

Environment

	Outturn 2021-2022 £	Budget 2022-2023 £	Budget 2023-2024 £	Budget 2024-2025 £
1 Management & Support				
Employee Expenses	357,040	399,870	414,850	426,270
Transport Related Expenditure	11,310	11,310	11,310	11,310
Supplies & Services	39,840	33,080	33,080	33,080
Total Expenditure	408,190	444,260	459,240	470,660
Income	(2,750)	(2,810)	(2,870)	(2,870)
Total Income	(2,750)	(2,810)	(2,870)	(2,870)
Management & Support Net Expenditure	405,440	441,450	456,370	467,790
2 Regulatory Services				
Employee Expenses	527,800	594,130	615,520	634,340
Premises Related Expenditure	3,960	4,040	4,120	4,120
Transport Related Expenditure	30,350	30,350	30,350	30,350
Supplies & Services	67,840	67,840	67,840	67,840
Total Expenditure	629,950	696,360	717,830	736,650
Income	(233,060)	(263,050)	(263,360)	(263,360)
Total Income	(233,060)	(263,050)	(263,360)	(263,360)
Regulatory Services Net Expenditure	396,890	433,310	454,470	473,290
3 Strategic Health Delivery				
Employee Expenses	85,990	89,620	56,020	57,800
Transport Related Expenditure	4,100	4,100	4,100	4,100
Supplies & Services	1,230	-	-	-
Total Expenditure	91,320	93,720	60,120	61,900
Income	(34,960)	(35,350)	-	-
Total Income	(34,960)	(35,350)	-	-
Strategic Health Delivery Net Expenditure	56,360	58,370	60,120	61,900
4 Partnerships Environmental Management				
Employee Expenses	41,470	42,580	43,460	44,320
Premises Related Expenditure	90	90	90	90
Transport Related Expenditure	190	190	190	190
Supplies & Services	24,210	24,210	24,210	24,210
Total Expenditure	65,960	67,070	67,950	68,810
Income	(9,690)	(9,880)	(10,080)	(10,080)
Total Income	(9,690)	(9,880)	(10,080)	(10,080)
Partnerships Environmental Management Net Expenditure	56,270	57,190	57,870	58,730

Environment

	Outturn 2021-2022 £	Budget 2022-2023 £	Budget 2023-2024 £	Budget 2024-2025 £
5 Waste & Recycling				
Employee Expenses	136,110	69,800	73,700	77,630
Transport Related Expenditure	5,080	5,080	5,080	5,080
Supplies & Services	211,540	167,850	167,850	167,850
Third Party Payments	4,246,990	4,440,030	4,404,280	4,566,020
Total Expenditure	4,599,720	4,682,760	4,650,910	4,816,580
Income	(2,861,410)	(2,866,590)	(2,920,440)	(2,967,020)
Total Income	(2,861,410)	(2,866,590)	(2,920,440)	(2,967,020)
Waste & Recycling Net Expenditure	1,738,310	1,816,170	1,730,470	1,849,560
6 Bereavement Services				
Employee Expenses	284,700	292,870	300,040	308,580
Premises Related Expenditure	165,570	169,360	174,680	180,750
Transport Related Expenditure	6,960	6,960	6,960	6,960
Supplies & Services	252,600	247,760	248,640	248,640
Total Expenditure	709,830	716,950	730,320	744,930
Income	(1,971,770)	(2,008,830)	(2,046,670)	(2,046,670)
Total Income	(1,971,770)	(2,008,830)	(2,046,670)	(2,046,670)
Bereavement Services Net Expenditure	(1,261,940)	(1,291,880)	(1,316,350)	(1,301,740)
7 Misc Highways Functions (ex Planning)				
Premises Related Expenditure	41,700	42,540	44,280	45,600
Supplies & Services	630	630	630	630
Total Expenditure	42,330	43,170	44,910	46,230
Income	(5,000)	(5,000)	(5,000)	(5,000)
Total Income	(5,000)	(5,000)	(5,000)	(5,000)
Misc Highways Functions (ex Planning) Net Expenditure	37,330	38,170	39,910	41,230
8 Drainage Services				
Premises Related Expenditure	4,370	4,460	4,550	4,550
Supplies & Services	108,500	111,690	115,680	115,680
Total Expenditure	112,870	116,150	120,230	120,230
Drainage Services Net Expenditure	112,870	116,150	120,230	120,230
9 Street Scene				
Employee Expenses	1,839,490	1,879,070	1,936,010	1,991,580
Premises Related Expenditure	43,350	44,690	46,180	47,740
Transport Related Expenditure	310,030	308,600	314,550	314,550
Supplies & Services	470,800	472,370	473,960	473,960
Total Expenditure	2,663,670	2,704,730	2,770,700	2,827,830
Income	(749,660)	(763,790)	(778,210)	(778,210)
Total Income	(749,660)	(763,790)		(778,210)
Street Scene Net Expenditure	1,914,010	1,940,940	1,992,490	2,049,620

Environment

	Outturn 2021-2022 £	Budget 2022-2023 £	Budget 2023-2024 £	Budget 2024-2025 £
10 Cleansing Services				
Premises Related Expenditure	39,030	40,720	41,940	42,500
Supplies & Services	18,810	18,830	18,850	18,850
Total Expenditure	57,840	59,550	60,790	61,350
Income	(340)	(350)	(360)	(360)
Total Income	(340)	(350)	(360)	(360)
Cleansing Services Net Expenditure	57,500	59,200	60,430	60,990
11 Pest Control				
Employee Expenses	169,160	180,630	186,090	191,660
Transport Related Expenditure	9,820	10,020	10,220	10,220
Supplies & Services	44,070	44,070	44,070	44,070
Total Expenditure	223,050	234,720	240,380	245,950
Income	(166,730)	(174,000)	(177,480)	(177,480)
Total Income	(166,730)	(174,000)	(177,480)	(177,480)
Pest Control Net Expenditure	56,320	60,720	62,900	68,470
12 Dog Warden Service				
Supplies & Services	6,550	6,550	6,550	6,550
Third Party Payments	-	10,510	10,720	10,720
Total Expenditure	6,550	17,060	17,270	17,270
Income	(11,200)	(11,420)	(11,640)	(11,640)
Total Income	(11,200)	(11,420)	(11,640)	(11,640)
Dog Warden Service Net Expenditure	(4,650)	5,640	5,630	5,630
13 CCTV				
Premises Related Expenditure	4,760	6,020	6,620	7,280
Supplies & Services	16,480	16,480	16,480	16,480
Third Party Payments	98,900	100,880	102,900	102,900
Total Expenditure	120,140	123,380	126,000	126,660
CCTV Net Expenditure	120,140	123,380	126,000	126,660
Environment Net Expenditure	3,684,850	3,858,810	3,850,540	4,082,360

Environment Portfolio**Variation Statement 2022/2023 to 2024/2025**

	2022/2023 Indicative	Real Terms / Efficiency Variations	2022/2023 Budget	2023/2024 Indicative	Real Terms / Efficiency Variations	2023/2024 Budget	Inflation	Real Terms / Efficiency Variations	2024/2025 Budget
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
Employee Costs	3,492	57	3,549	3,605	21	3,626	60	46	3,732
Premises Related Costs	309	3	312	315	7	322	11	-	333
Transport Related Costs	384	- 7	377	390	- 7	383	-	-	383
Supplies and Services	1,151	60	1,211	1,158	60	1,218	-	-	1,218
Third Party Payments	4,183	368	4,551	4,315	203	4,518	-	162	4,680
Total Expenditure	9,519	481	10,000	9,783	284	10,067	71	208	10,346
Income	- 5,156	- 985	- 6,141	- 5,252	- 964	- 6,216		- 48	- 6,264
Net Expenditure	4,363	- 504	3,859	4,531	- 680	3,851	71	160	4,082

Environment Portfolio**Proposed Real Terms / Efficiency Variations****2022/23 Change**

	£'000	£'000
<u>Real Term Variations</u>		
NI Additional Increase		15
Utilities Uplift		6
Rates Freeze		-3
Environment Restructure		6
Strategic Health Delivery	35	
Strategic Health Delivery - Reserve Funding	-35	-
Leased Car reduction		-7
Waste		
Inflation - additional 2%	84	
Revised property growth	-72	
Dry recycling gate fees - changes in prices for cardboard tonnages and glass provision	-191	
Green gate fees - revised tonnage due to take up	98	
Increased recycling credits - revised tonnage	-149	
Sale of dry recycling materials - increased cardboard prices	-58	-288
Garden Waste - enhanced take up	450	
Garden Waste permits - new	60	
Garden waste income - enhanced take up	-743	-233
		<u>-504</u>

2023/24 Change

	£'000	£'000
<u>Real Term Variations</u>		
NI Additional Increase		15
Utilities Uplift		10
Rates Freeze		-3
Environment Restructure		41
Strategic Health Delivery Post Falls Out		-35
Lease Cars - staff leaver		-7
Waste		
Inflation	84	
Revised property growth	-94	
Dry recycling gate fees - changes in prices for cardboard tonnages and glass provision	-192	
Green gate fees - revised tonnage due to take up	98	
Increased recycling credits - revised tonnage	-149	
Sale of dry recycling materials	-58	-311
Garden Waste - enhanced take up	306	
Garden Waste permits - new	60	
Garden waste income - enhanced take up	-757	-391
Minor variation		1
		<u>-680</u>

2024/25 Change

	£'000	£'000
<u>Inflation</u>		
Pay award 2%		60
Utilities Uplift		9
Rates Freeze Adjustment		2
		<u>71</u>
<u>Real Term Variations</u>		
Increase in pensions costs		47
Waste		
Property growth	29	
Recyclables - revised tonnages	23	
Refuse collection - revised tonnages	25	
Dry recycling gate fees - revised tonnage	21	
Green gate fees - revised tonnage due to take up	42	
Increased recycling credits - revised tonnage	-16	
Special Collections	1	
Schedule 2 Waste	3	128
Garden Waste - enhanced take up	16	
Garden waste income - enhanced take up	-28	-12
Minor variation		-3
		<u>160</u>

DRAFT GENERAL FUND CAPITAL PROGRAMME 2021/22 TO 2024/25

	2021/22	2022/23	2023/24	2024/25	Programme but not allocated
	£000	£000	£000	£000	£000
ENVIRONMENT					
Streetscene equipment	66	-			101
Streetscene Fleet replacement *	105	-			-
Waste Contract - replacement wheeled bins	253	150	50	50	-
CCTV Operating system					-
Riverway Site Improved Depot Facilities	-	-			101
Total	424	150	50	50	202

Leisure and Culture

	Outturn 2021-2022 £	Budget 2022-2023 £	Budget 2023-2024 £	Budget 2024-2025 £
1 Leisure Section				
Employee Expenses	106,030	100,730	105,920	109,730
Transport Related Expenditure	3,180	3,180	3,180	3,180
Supplies & Services	10,150	10,150	10,150	10,150
Total Expenditure	119,360	114,060	119,250	123,060
Income	(31,560)	(31,560)	(31,560)	(31,560)
Total Income	(31,560)	(31,560)	(31,560)	(31,560)
Leisure Section Net Expenditure	87,800	82,500	87,690	91,500
2 Allotments				
Premises Related Expenditure	4,450	4,540	4,630	4,630
Supplies & Services	13,690	14,040	14,400	14,400
Total Expenditure	18,140	18,580	19,030	19,030
Income	(1,200)	(1,200)	(1,200)	(1,200)
Total Income	(1,200)	(1,200)	(1,200)	(1,200)
Allotments Net Expenditure	16,940	17,380	17,830	17,830
3 Stafford Gatehouse Theatre				
Supplies & Services	5,700	-	-	-
Total Expenditure	5,700	-	-	-
Income	(5,700)	-	-	-
Total Income	(5,700)	-	-	-
Stafford Gatehouse Theatre Net Expenditure	-	-	-	-
4 Ancient High House				
Premises Related Expenditure	10,440	10,650	10,860	10,860
Total Expenditure	10,440	10,650	10,860	10,860
Ancient High House Net Expenditure	10,440	10,650	10,860	10,860
5 Broadeye Windmill				
Premises Related Expenditure	1,980	3,120	3,360	3,620
Supplies & Services	70	70	70	70
Total Expenditure	2,050	3,190	3,430	3,690
Broadeye Windmill Net Expenditure	2,050	3,190	3,430	3,690
6 Izaak Walton Cottage				
Premises Related Expenditure	8,400	8,570	8,740	8,740
Total Expenditure	8,400	8,570	8,740	8,740
Izaak Walton Cottage Net Expenditure	8,400	8,570	8,740	8,740
7 Stafford Castle				
Premises Related Expenditure	12,840	13,090	13,350	13,350
Total Expenditure	12,840	13,090	13,350	13,350
Stafford Castle Net Expenditure	12,840	13,090	13,350	13,350

Leisure and Culture

	Outturn 2021-2022 £	Budget 2022-2023 £	Budget 2023-2024 £	Budget 2024-2025 £
8 Borough Tourism				
Supplies & Services	16,640	21,640	21,640	21,640
Total Expenditure	16,640	21,640	21,640	21,640
Borough Tourism Net Expenditure	16,640	21,640	21,640	21,640
9 Leisure Management Contract				
Supplies & Services	92,950	160,590	277,630	377,210
Third Party Payments	691,460	680,730	628,220	543,630
Total Expenditure	784,410	841,320	905,850	920,840
Income	(54,690)	(87,530)	(145,170)	(159,370)
Total Income	(54,690)	(87,530)	(145,170)	(159,370)
Leisure Management Contract Net Expenditure	729,720	753,790	760,680	761,470
10 Leisure Strategy				
Employee Expenses	365,910	411,640	457,370	504,060
Premises Related Expenditure	5,000	5,100	5,200	5,200
Transport Related Expenditure	1,500	1,500	1,500	1,500
Supplies & Services	90,230	90,230	90,230	90,230
Total Expenditure	462,640	508,470	554,300	600,990
Leisure Strategy Net Expenditure	462,640	508,470	554,300	600,990
11 Parks & Open Spaces				
Employee Expenses	256,600	277,710	241,030	249,260
Premises Related Expenditure	443,940	414,870	424,250	405,720
Transport Related Expenditure	5,160	5,250	5,350	5,350
Supplies & Services	174,640	167,440	144,730	104,470
Total Expenditure	880,340	865,270	815,360	764,800
Income	(191,870)	(199,430)	(146,110)	(103,740)
Total Income	(191,870)	(199,430)	(146,110)	(103,740)
Parks & Open Spaces Net Expenditure	688,470	665,840	669,250	661,060
Leisure and Culture Net Expenditure	2,035,940	2,085,120	2,147,770	2,191,130

Leisure Portfolio**Variation Statement 2022/2023 to 2024/2025**

	2022/2023 Indicative	Real Terms / Efficiency Variations	2022/2023 Budget	2023/2024 Indicative	Real Terms / Efficiency Variations	2023/2024 Budget	Inflation	Real Terms / Efficiency Variations	2024/2025 Budget
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
Employee Costs	789	1	790	810	- 6	804	6	53	863
Premises Related Costs	445	15	460	454	16	470	3	- 21	452
Transport Related Costs	10	-	10	10	-	10	-	-	10
Supplies and Services	458	6	464	544	15	559	-	59	618
Third Party Payments	668	13	681	617	11	628	-	- 84	544
Total Expenditure	2,370	35	2,405	2,435	36	2,471	9	7	2,487
Income	- 312	- 8	- 320	- 315	- 8	- 323		27	- 296
Net Expenditure	2,058	27	2,085	2,120	28	2,148	9	34	2,191

Leisure Portfolio**Proposed Real Terms / Efficiency Variations****2022/23 Change**

	£'000	£'000
<u>Real Term Variations</u>		
NI Additional Contribution		1
Utilities - Vic Park new building		13
Uplift Staffordshire Destination Management Partnership		5
Utilities Uplift		2
Leisure Management Contract		
Third Party Payments - Inflation		13
HLF Victoria Park (rephased)		
Supplies	1	
Income	-7	-6
minor variations		-1
		<u>27</u>

2023/24 Change

	£'000	£'000
<u>Real Term Variations</u>		
NI Additional Contribution		1
Utilities - Vic Park new building		13
Uplift Staffordshire Destination Management Partnership		5
Utilities Uplift		4
Leisure Management Contract		
Third Party Payments - Inflation		11
HLF Victoria Park (rephased)		
Employees	-7	
Supplies	10	
Income	-10	-7
Minor variations		1
		<u>28</u>

2024/25 Change

	£'000	£'000
<u>Inflation</u>		
Pay Award		6
Utilities Uplift		3
		<u>9</u>
<u>Real Term Variations</u>		
Increase in pension costs		53
HLF Victoria Park (rephased and costs falling out)		
Supplies	-40	
Premises	-21	
Income	42	-19
Leisure management contract		

Base contract change	-84	
Equalisation reserve	59	
Equalisation reserve Income	28	3
minor variations		-3
		34

GENERAL FUND CAPITAL PROGRAMME 2021/22 TO 2024/25

	2021/22	2022/23	2023/24	2024/25	Programme but not allocated
	£000	£000	£000	£000	£000
LEISURE					
Stone Leisure Strategy (part s106)	45	418			-
Stone Leisure Strategy Phase 2 (part s106)	-	1,898			-
Stafford Castle - H&S Works	-	-			16
Victoria Park Refurbishment	69	-			-
Victoria Park Pedestrian Bridge	1	90			-
Charnley Road Destination Park (s106)	14	-			-
Gatehouse - MET rigging	76	-			-
Holmcroft Leisure Facilities (part s106)	53	-			-
Jubilee Playing Field Leisure Facilities	104	-			-
Gnosall Leisure Facilities	37	-			-
Yarnfield Recreational Facilities	17				-
Total	416	2,406	-	-	16

Planning and Regeneration

	Outturn 2021-2022 £	Budget 2022-2023 £	Budget 2023-2024 £	Budget 2024-2025 £
1 Management and Support				
Employee Expenses	480,610	457,320	470,680	485,460
Transport Related Expenditure	8,320	8,320	8,320	8,320
Supplies & Services	51,460	72,290	72,290	72,290
Total Expenditure	540,390	537,930	551,290	566,070
Income	(28,160)	(28,620)	(29,080)	(29,080)
Total Income	(28,160)	(28,620)	(29,080)	(29,080)
Management and Support Net Expenditure	512,230	509,310	522,210	536,990
2 Building Control				
Supplies & Services	2,180	2,180	2,180	2,180
Third Party Payments	150,670	158,620	165,070	172,040
Total Expenditure	152,850	160,800	167,250	174,220
Building Control Net Expenditure	152,850	160,800	167,250	174,220
3 Development Management				
Employee Expenses	956,070	898,500	928,500	955,740
Transport Related Expenditure	33,940	34,720	34,720	34,720
Supplies & Services	167,330	193,390	193,390	193,390
Total Expenditure	1,157,340	1,126,610	1,156,610	1,183,850
Income	(840,830)	(840,830)	(840,830)	(840,830)
Total Income	(840,830)	(840,830)	(840,830)	(840,830)
Development Management Net Expenditure	316,510	285,780	315,780	343,020
4 Forward Planning				
Employee Expenses	217,270	267,420	276,150	285,040
Transport Related Expenditure	11,560	11,560	11,560	11,560
Supplies & Services	102,700	236,880	77,700	137,820
Total Expenditure	331,530	515,860	365,410	434,420
Income	(54,880)	(189,060)	(29,880)	(90,000)
Total Income	(54,880)	(189,060)	(29,880)	(90,000)
Forward Planning Net Expenditure	276,650	326,800	335,530	344,420
5 Land Charges - Local Searches				
Employee Expenses	45,690	47,340	48,890	50,420
Supplies & Services	74,580	73,060	73,060	73,060
Total Expenditure	120,270	120,400	121,950	123,480
Income	(120,270)	(120,300)	(121,840)	(121,840)
Total Income	(120,270)	(120,300)	(121,840)	(121,840)
Land Charges - Local Searches Net Expenditure	-	100	110	1,640

Planning and Regeneration

	Outturn 2021-2022 £	Budget 2022-2023 £	Budget 2023-2024 £	Budget 2024-2025 £
6 Off Street Parking Services				
Employee Expenses	37,570	39,000	40,280	41,550
Premises Related Expenditure	802,180	830,740	851,710	873,260
Transport Related Expenditure	1,140	1,140	1,140	1,140
Supplies & Services	94,150	102,760	102,960	102,960
Third Party Payments	414,060	411,050	419,270	419,270
Total Expenditure	1,349,100	1,384,690	1,415,360	1,438,180
Income	(1,765,720)	(1,890,460)	(1,890,460)	(1,890,460)
Total Income	(1,765,720)	(1,890,460)	(1,890,460)	(1,890,460)
Off Street Parking Services Net Expenditure	(416,620)	(505,770)	(475,100)	(452,280)
7 Land & Properties				
Premises Related Expenditure	66,630	62,350	63,600	63,640
Supplies & Services	2,010	2,010	2,010	2,010
Total Expenditure	68,640	64,360	65,610	65,650
Income	(53,290)	(53,290)	(53,290)	(53,290)
Total Income	(53,290)	(53,290)		(53,290)
Land & Properties Net Expenditure	15,350	11,070	12,320	12,360
8 Economic Growth and Strategic Projects				
Employee Expenses	309,360	295,300	303,300	311,630
Premises Related Expenditure	34,800	36,140	37,040	37,280
Transport Related Expenditure	2,500	2,500	2,500	2,500
Supplies & Services	249,190	30,690	30,690	30,690
Total Expenditure	595,850	364,630	373,530	382,100
Income	(332,540)	(99,450)	-	-
Total Income	(332,540)	(99,450)		-
Economic Growth and Strategic Projects Net Expenditure	263,310	265,180	373,530	382,100
9 Borough Markets				
Employee Expenses	112,500	128,690	132,820	136,940
Premises Related Expenditure	147,980	148,560	151,640	156,860
Transport Related Expenditure	850	850	850	850
Supplies & Services	64,690	70,630	70,910	70,910
Total Expenditure	326,020	348,730	356,220	365,560
Income	(244,340)	(262,570)	(263,290)	(263,290)
Total Income	(244,340)	(262,570)	(263,290)	(263,290)
Borough Markets Net Expenditure	81,680	86,160	92,930	102,270
Planning and Regeneration Net Expenditure	1,201,960	1,139,430	1,344,560	1,444,740

Planning and Regeneration Portfolio

Variation Statement 2022/2023 to 2024/2025

	2022/2023 Indicative	Real Terms / Efficiency Variations	2022/2023 Budget	2023/2024 Indicative	Real Terms / Efficiency Variations	2023/2024 Budget	Inflation	Real Terms / Efficiency Variations	2024/2025 Budget
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
Employee Costs	2,190	11	2,201	2,204	12	2,216	39	27	2,282
Premises Related Costs	1,095	- 17	1,078	1,117	- 13	1,104	27	-	1,131
Transport Related Costs	65	- 6	59	65	- 6	59	-	-	59
Supplies and Services	610	173	783	675	- 50	625	-	60	685
Third Party Payments	568	2	570	583	1	584	-	7	591
Total Expenditure	4,528	163	4,691	4,644	- 56	4,588	66	94	4,748
Income	- 4,184	632	- 3,552	- 4,099	856	- 3,243	-	- 60	- 3,303
Net Expenditure	344	795	1,139	545	800	1,345	66	34	1,445

Planning and Regeneration Portfolio

Proposed Real Terms / Efficiency Variations

2022/23 Change

	£'000	£'000
<u>Real Term Variations</u>		
NI Increase		11
Utilities Uplift		5
Rates Freeze		-22
Leased Car		-6
Local Plan Expenditure & Rephasing		
Supplies	174	
Income	-174	-
Reduction in car parking income		559
Parking Income provision moved from Resources		247
minor variations		1
		<u>795</u>

2023/24 Change

	£'000	£'000
<u>Real Term Variations</u>		
NI Increase		11
Utilities Uplift		10
Rates Freeze		-22
Leased Car		-6
Local Plan Expenditure & Rephasing		
Supplies	-50	
Income	50	-
Reduction in car parking income		682
Parking Income provision moved from Resources		124
Minor variations		1
		<u>800</u>

2024/25 Change

	£'000	£'000
<u>Inflation</u>		
Pay Award 2%		39
Utilities Uplift		18
Rates Freeze Adjustment		9
		<u>66</u>
<u>Real Term Variations</u>		
Increase in pension costs		29
Building Control Shared Service Adjustment		7
Local Plan Expenditure & Rephasing		
Supplies	60	
Income	<u>-60</u>	-
Minor variations		-2
		<u>34</u>

GENERAL FUND CAPITAL PROGRAMME 2021/22 TO 2024/25

	2021/22	2022/23	2023/24	2024/25	Programme but not allocated
	£000	£000	£000	£000	£000
PLANNING AND REGENERATION					
Growth Point capital	7	43			-
Stafford Town Centre Enhancement	19	-			-
Pearl Brook Path Improvements	-	75			-
Stafford Western Access Route	-	-			-
Victoria Street Car Park Improvements	-	-			48
New Gypsy & Traveller Site	150	-			-
Station Gateway					3,500
Future High Streets Fund	1,000	14,401	3,078	1,269	-
Total	1,176	14,519	3,078	1,269	3,548

Resources

	Outturn 2021-2022 £	Budget 2022-2023 £	Budget 2023-2024 £	Budget 2024-2025 £
1 Public Buildings				
Employee Expenses	65,930	67,810	69,570	71,580
Premises Related Expenditure	1,235,650	1,243,890	1,269,230	1,285,240
Transport Related Expenditure	30	30	30	30
Supplies & Services	133,270	137,660	140,080	140,080
Total Expenditure	1,434,880	1,449,390	1,478,910	1,496,930
Income	(499,260)	(603,770)	(641,100)	(641,100)
Total Income	(499,260)	(603,770)	(641,100)	(641,100)
Public Buildings Net Expenditure	935,620	845,620	837,810	855,830
2 Facilities Management				
Employee Expenses	197,530	212,600	219,810	226,600
Transport Related Expenditure	7,380	7,380	7,380	7,380
Supplies & Services	3,840	3,840	3,840	3,840
Total Expenditure	208,750	223,820	231,030	237,820
Facilities Management Net Expenditure	208,750	223,820	231,030	237,820
3 Executive Management				
Employee Expenses	180,600	187,750	193,670	199,810
Transport Related Expenditure	2,600	2,600	2,600	2,600
Supplies & Services	30,870	30,870	30,870	30,870
Total Expenditure	214,070	221,220	227,140	233,280
Executive Management Net Expenditure	214,070	221,220	227,140	233,280
4 Corporate Business and Partnerships				
Employee Expenses	299,200	312,770	324,300	335,290
Transport Related Expenditure	2,280	2,280	2,280	2,280
Supplies & Services	34,470	34,860	34,860	34,860
Total Expenditure	335,950	349,910	361,440	372,430
Corporate Business and Partnerships Net Expenditure	335,950	349,910	361,440	372,430
5 Communications				
Employee Expenses	133,700	138,830	143,360	147,870
Transport Related Expenditure	80	80	80	80
Supplies & Services	25,140	25,140	25,140	25,140
Total Expenditure	158,920	164,050	168,580	173,090
Communications Net Expenditure	158,920	164,050	168,580	173,090
6 Customer Services				
Employee Expenses	319,090	362,350	372,770	383,680
Supplies & Services	19,610	19,610	19,610	19,610
Total Expenditure	338,700	381,960	392,380	403,290
Customer Services Net Expenditure	338,700	381,960	392,380	403,290
7 Out of Hours Service				
Supplies & Services	6,980	6,980	6,980	6,980
Total Expenditure	6,980	6,980	6,980	6,980
Out of Hours Service Net Expenditure	6,980	6,980	6,980	6,980

Resources

	Outturn 2021-2022 £	Budget 2022-2023 £	Budget 2023-2024 £	Budget 2024-2025 £
8 Law and Administration				
Employee Expenses	1,189,390	1,297,360	1,338,060	1,379,140
Premises Related Expenditure	2,380	2,430	2,480	2,480
Transport Related Expenditure	7,260	7,260	7,260	7,260
Supplies & Services	140,270	140,580	140,900	140,900
Third Party Payments	37,680	38,650	39,560	40,480
Total Expenditure	1,376,980	1,486,280	1,528,260	1,570,260
Income	(397,320)	(411,270)	(422,590)	(431,220)
Total Income	(397,320)	(411,270)	(422,590)	(431,220)
Law and Administration Net Expenditure	979,660	1,075,010	1,105,670	1,139,040
9 Finance				
Supplies & Services	9,880	1,560	1,560	1,560
Third Party Payments	621,780	633,780	696,390	718,300
Total Expenditure	631,660	635,340	697,950	719,860
Finance Net Expenditure	631,660	635,340	697,950	719,860
10 Human Resources Services				
Employee Expenses	588,620	603,590	624,210	644,570
Transport Related Expenditure	11,950	11,950	11,950	11,950
Supplies & Services	149,030	122,110	122,110	122,110
Total Expenditure	749,600	737,650	758,270	778,630
Income	(287,830)	(278,930)	(282,860)	(291,690)
Total Income	(287,830)	(278,930)	(282,860)	(291,690)
Human Resources Services Net Expenditure	461,770	458,720	475,410	486,940
11 Technology				
Employee Expenses	1,047,850	1,092,100	1,129,860	1,166,180
Transport Related Expenditure	17,660	17,660	17,660	17,660
Supplies & Services	641,140	641,140	641,140	641,140
Total Expenditure	1,706,650	1,750,900	1,788,660	1,824,980
Income	(802,060)	(826,930)	(848,530)	(868,540)
Total Income	(802,060)	(826,930)	(848,530)	(868,540)
Technology Net Expenditure	904,590	923,970	940,130	956,440
12 Members Services				
Employee Expenses	4,000	4,000	4,000	4,000
Transport Related Expenditure	10,000	10,000	10,000	10,000
Supplies & Services	273,690	295,620	301,100	301,100
Total Expenditure	287,690	309,620	315,100	315,100
Members Services Net Expenditure	287,690	309,620	315,100	315,100

Resources

	Outturn 2021-2022 £	Budget 2022-2023 £	Budget 2023-2024 £	Budget 2024-2025 £
13 Revenues & Benefits				
Supplies & Services	94,820	94,820	94,820	94,820
Third Party Payments	1,384,780	1,433,710	1,475,840	1,521,170
Total Expenditure	1,479,600	1,528,530	1,570,660	1,615,990
Income	(733,370)	(802,140)	(802,150)	(802,150)
Total Income	(733,370)	(802,140)		(802,150)
Revenues & Benefits Net Expenditure	746,230	726,390	768,510	813,840
14 Housing Benefit Payments				
Supplies & Services	10,000	10,000	10,000	10,000
Transfer Payments	16,294,420	15,846,770	14,535,030	13,330,860
Total Expenditure	16,304,420	15,856,770	14,545,030	13,340,860
Income	(16,504,420)	(16,056,770)	(14,745,030)	(13,540,860)
Total Income	(16,504,420)	(16,056,770)	(14,745,030)	(13,540,860)
Housing Benefit Payments Net Expenditure	(200,000)	(200,000)	(200,000)	(200,000)
15 Parish Councils				
Supplies & Services	51,000	51,000	51,000	51,000
Total Expenditure	51,000	51,000	51,000	51,000
Parish Councils Net Expenditure	51,000	51,000	51,000	51,000
16 Corporate and Democratic Core				
Supplies & Services	126,770	126,770	126,770	126,770
Total Expenditure	126,770	126,770	126,770	126,770
Corporate and Democratic Core Net Expenditure	126,770	126,770	126,770	126,770
17 Non-Distributed Costs				
Employee Expenses	233,300	262,860	268,120	268,120
Third Party Payments	40,800	41,620	42,450	43,300
Total Expenditure	274,100	304,480	310,570	311,420
Non-Distributed Costs Net Expenditure	274,100	304,480	310,570	311,420
18 Asset Management/Energy Conservation				
Supplies & Services	43,120	32,560	32,560	32,560
Total Expenditure	43,120	32,560	32,560	32,560
Asset Management/Energy Conservation Net Expenditure	43,120	32,560	32,560	32,560
19 Electoral Registration				
Employee Expenses	2,150	2,150	2,150	2,150
Supplies & Services	41,050	41,050	41,050	41,050
Total Expenditure	43,200	43,200	43,200	43,200
Electoral Registration Net Expenditure	43,200	43,200	43,200	43,200

Resources

	Outturn 2021-2022 £	Budget 2022-2023 £	Budget 2023-2024 £	Budget 2024-2025 £
20 Elections				
Employee Expenses	-	-	118,350	-
Premises Related Expenditure	-	-	49,470	-
Supplies & Services	39,500	39,500	78,100	39,500
Total Expenditure	39,500	39,500	245,920	39,500
Income	-	-	(206,420)	-
Total Income	-	-	(206,420)	-
Elections Net Expenditure	39,500	39,500	39,500	39,500
21 Items to be Allocated				
Employee Expenses	(110,000)	(110,000)	(110,000)	(110,000)
Supplies & Services	800,000	400,000	200,000	200,000
Total Expenditure	690,000	290,000	90,000	90,000
Income	72,000	66,000	10,000	10,000
Total Income	72,000	66,000	10,000	10,000
Items to be Allocated Net Expenditure	762,000	356,000	100,000	100,000
22 Audit, Risk, Resilience and Procurement				
Supplies & Services	150	150	150	150
Third Party Payments	241,020	248,900	255,560	262,350
Total Expenditure	241,170	249,050	255,710	262,500
Audit, Risk, Resilience and Procurement Net Expenditure	241,170	249,050	255,710	262,500
23 Insurance Premiums				
Third Party Payments	179,420	183,010	186,670	190,400
Total Expenditure	179,420	183,010	186,670	190,400
Insurance Premiums Net Expenditure	179,420	183,010	186,670	190,400
Resources Net Expenditure	7,770,870	7,508,180	7,474,110	7,671,290

Resources

	Outturn 2021-2022	Budget 2022-2023	Budget 2023-2024	Budget 2024-2025
	£	£	£	£
Grand Total	15,561,520	15,474,860	15,717,100	16,308,970

Resources Portfolio

Variation Statement 2022/2023 to 2024/2025

	2022/2023 Indicative	Real Terms / Efficiency Variations	2022/2023 Budget	2023/2024 Indicative	Real Terms / Efficiency Variations	2023/2024 Budget	Inflation	Real Terms / Efficiency Variations	2024/2025 Budget
	£000	£000	£000	£000	£000	£000	£000	£000	£000
Employee Costs	4,277	157	4,434	4,541	157	4,698	75	- 54	4,719
Premises Related Costs	1,221	25	1,246	1,295	26	1,321	11	- 44	1,288
Transport Related Costs	59	-	59	59	-	59	-	-	59
Supplies and Services	2,256	-	2,256	2,103	-	2,103	-	- 39	2,064
Third Party Payments	2,565	15	2,580	2,639	57	2,696	-	80	2,776
Transfer Payments	14,946	901	15,847	13,708	827	14,535	-	- 1,204	13,331
Total Expenditure	25,324	1,098	26,422	24,345	1,067	25,412	86	- 1,261	24,237
Income	- 17,901	- 1,013	- 18,914	- 17,085	- 853	- 17,938		1,372	- 16,566
Net Expenditure	7,423	85	7,508	7,260	214	7,474	86	111	7,671

Resources Portfolio

Proposed Inflation/ Real Terms Efficiency Variations

2022/23 Change

	£'000	£'000
<u>Real Term Variations</u>		
NI Additional Rate Increase		21
Pay Freeze removal - 2% Adjustment		147
Utilities Uplift		1
Rates Freeze		-15
Environment and Resources Restructure		-11
Greengate Street Rates - prev exempt		39
Shared Service Cost Rate Increase	15	
Shared Service Rate Increase on Income	-6	9
Housing benefits review of spend following implementation of		
Expenditure	901	
Income	- 901	-
Civic Centre Rental Income		141
Parking Income provision moved to Planning		-247
		<u>85</u>

2023/24 Change

	£'000	£'000
<u>Real Term Variations</u>		
NI Additional Rate Increase		21
Pay Freeze removal - 2% Adjustment		147
Utilities Uplift		2
Rates Freeze		-15
Environment and Resources Restructure		-11
Greengate Street Rates - prev exempt		39
Shared Service Cost Rate Increase	57	
Shared Service Rate Increase on Income	<u>-7</u>	50
Housing benefits review of spend following implementation of Universal Credit		
Expenditure	827	
Income	<u>- 827</u>	-
Civic Centre Rental Income		104
Parking Income provision moved to Planning		-124
Minor variations		1
		<u>214</u>

2024/25 Change

	£'000	£'000
<u>Inflation</u>		
Pay Award 2%		75
Utilities Uplift		11
		<u>86</u>
<u>Real Term Variations</u>		
Increase in Pension Past Deficit		64
Rates		5
Housing benefits review of spend following implementation of Universal Credit		
Expenditure	- 1,204	
Income	<u>1,204</u>	-
Shared services additional cost	80	
Shared Service additional income	<u>- 37</u>	43
District Elections		
Employees	-118	
Premises	-49	
Supplies	-39	
Income	<u>206</u>	-
Minor variations		-1
		<u>111</u>

GENERAL FUND CAPITAL PROGRAMME 2021/22 TO 2024/25

	2021/22	2022/23	2023/24	2024/25	Programme but not allocated
	£000	£000	£000	£000	£000
RESOURCES					
Corporate IT equipment	92	50		50	-
Contact Centre Phone system	-	-			30
Civic Centre Generator	-	-			50
Financial Management System					-
Accommodation transformation & rationalisation	40	-			670
Total	132	50	-	50	750

APPENDIX 2

RESOURCES SCRUTINY COMMITTEE					
18 JANUARY 2022					
General Fund Revenue Budget and Capital Programme 2022-25					
DRAFT GENERAL FUND CAPITAL PROGRAMME 2021/22 TO 2024/25					
	2021/22	2022/23	2023/24	2024/25	Programmed not allocated
	£000	£000	£000	£000	£000
ENVIRONMENT					
Streetscene equipment	66	-			101
Streetscene Fleet replacement	105	-			-
Waste Contract - replacement wheeled bins	253	150	50	50	-
CCTV Operating system					-
Riverway Site Improved Depot Facilities	-	-			101
Total	424	150	50	50	202
COMMUNITY					
Disabled Facilities Grants	1,446	2,178	1,341	1,341	2,034
Private Sector Housing Assistance	21	110			-
Improvements at Glover St caravan site	124	-			-
Empty Homes	36	120			-
Total	1,627	2,408	1,341	1,341	2,034
LEISURE					
Stone Leisure Strategy (part s106)	45	418			-
Stone Leisure Strategy Phase 2 (part s106)	-	1,898			-
Stafford Castle - H&S Works	-	-			16
Victoria Park Refurbishment	69	-			-
Victoria Park Pedestrian Bridge	1	90			-
Charnley Road Destination Park (s106)	14	-			-
Gatehouse - MET rigging	76	-			-
Holmcroft Leisure Facilities (part s106)	53	-			-
Jubilee Playing Field Leisure Facilities (s106)	104	-			-
Gnosall Leisure Facilities	37	-			-
Yarnfield Recreational Facilities	17				-
Total	416	2,406	-	-	16
PLANNING AND REGENERATION					
Growth Point capital	7	43			-
Stafford Town Centre Enhancement	19	-			-
Pearl Brook Path Improvements	-	75			-
Victoria Street Car Park Improvements	-	-			48
New Gypsy & Traveller Site	150	-			-
Station Gateway					3,500
Future High Streets Fund	1,000	14,401	3,078	1,269	-
Total	1,176	14,519	3,078	1,269	3,548
RESOURCES					
Corporate IT equipment	92	50		50	-
Contact Centre Phone system	-	-			30
Civic Centre Generator	-	-			50
Accommodation transformation/rationalisation	40	-			670
Total	132	50	-	50	750
TOTAL CAPITAL PROGRAMME	3,775	19,533	4,469	2,710	6,550

APPENDIX 3

RESOURCES SCRUTINY COMMITTEE						
18 JANUARY 2022						
General Fund Revenue Budget and Capital Programme 2022-25						
Business Rates Retention						
				2022-23	2023-24	2024-25
				50% Scheme		
<u>A.Business Rates Collection Fund</u>				£	£	£
Gross Rates				-61,629,690	-63,258,420	-64,523,590
<u>Less Reliefs etc.</u>						
Mandatory Relief				7,138,750	7,281,520	7,427,150
Discretionary relief				375,000	382,500	390,150
Exemptions				1,232,920	1,257,570	1,282,720
Cost Of Collection				170,680	174,090	177,570
Losses on collection				2,683,420	2,737,090	2,791,830
Business Rates Collectable				-50,028,920	-51,425,650	-52,454,170
<u>Less amount due to</u>						
Government				25,014,460	25,712,830	26,227,090
County				4,502,600	4,628,310	4,720,880
Fire				500,290	514,260	524,540
Net Business attributable to SBC				-20,011,570	-20,570,250	-20,981,660
<u>B. General Fund determination of retained Business Rates</u>						
Net Business Rates attributable to SBC				-20,011,570	-20,570,260	-20,981,660
less	Tariff			14,735,030	15,029,730	15,330,320
	Reset			0	1,128,750	1,151,330
Core Funding				2,824,420	2,880,910	2,938,530
	Growth			-2,452,120	-1,530,870	-1,561,480
Plus	New Burdens funding subject to Levy					
Small Business Rates Relief				-1,533,770	-1,564,440	-1,595,730
Amount subject to Pool levy				-3,985,890	-3,095,300	-3,157,210
	Pool Levy			1,992,940	1,547,650	1,578,610
Business Rates Growth				-1,992,950	-1,547,650	-1,578,600
Retained Business Rates						
	Core Funding			-2,824,420	-2,880,910	-2,938,530
	Growth			-1,992,940	-1,547,650	-1,578,610
	S&SOT Redistribution			-797,180	-619,060	-631,440
	Pooling agreement			-215,000	-215,000	-215,000
TOTAL Retained Income				-5,829,540	-5,262,620	-5,363,580

APPENDIX 4

RESOURCES SCRUTINY COMMITTEE
18 JANUARY 2022
General Fund Revenue Budget and Capital Programme 2022-25

STAFFORD BOROUGH COUNCIL - GENERAL FUND RESERVES AND BALANCES
AND CAPITAL RESOURCES 2021/22 TO 2024/25

	01/04/2022	01/04/2023	01/04/2024	01/04/2025
	£	£	£	£
<u>Contingency</u>				
Working Balances	1,000,000	1,000,000	1,000,000	1,000,000
Revenue Surplus	346,609	346,609	346,609	346,609
Insurance Reserve	564,509	564,509	564,509	564,509
VAT - Partial Exemption	195,300	195,300	195,300	195,300
Leisure Equalization Reserve	-1,002,220	-954,160	-846,700	-653,860
Business Rates Pool Equalisation	4,566,085	4,566,085	4,566,085	4,566,085
B rates Contingency	685,000	685,000	685,000	685,000
	6,355,284	6,403,344	6,510,804	6,703,644
<u>Grants</u>				
Strategic Health Delivery	2,642	2,642	2,642	2,642
Stepping Stones Unspent S&S	4,160	4,160	4,160	4,160
Homelessness Prevention	57,219	57,219	57,219	57,219
Staffordshire Warm Homes Grant	5,531	5,531	5,531	5,531
Neighbourhood Planning Grant	57,958	57,958	57,958	57,958
Stafford & Surrounds	5,723	5,723	5,723	5,723
Elector Grant	113,568	113,568	113,568	113,568
Inspire Grant	7,000	7,000	7,000	7,000
Rough Sleeping Grant	58,636	58,636	58,636	58,636
Planning Registers New Burdens	36,241	36,241	36,241	36,241
Northern Gateway Project	40,705	40,705	40,705	40,705
Housing Benefit Admin Grant	28,062	28,062	28,062	28,062
Flexible Homelessness Support Grant	145,309	145,309	145,309	145,309
Homelessness Reduction Act Grant	75,744	75,744	75,744	75,744
PCC Locality Deal Funding	4,691	4,691	4,691	4,691
EU Exit Preparation	24,968	24,968	24,968	24,968
Garden Community Grant	639,244	639,244	639,244	639,244
Eastgate Masterplan	5,309	5,309	5,309	5,309
Parks Improvement	21,153	21,153	21,153	21,153
Football Foundation Riverway ATP	8,849	8,849	8,849	8,849
DCLG Cyber Security Grant	250,000	250,000	250,000	250,000
Test and Trace	113,000	113,000	113,000	113,000
Revs and Bens Grants	5,820	5,820	5,820	5,820
Council Tax Hardship Fund	106,784	106,784	106,784	106,784
Covid Grants	234,789	234,789	234,789	234,789
	2,053,106	2,053,106	2,053,106	2,053,106

	01/04/2022	01/04/2023	01/04/2024	01/04/2025
	£	£	£	£
<u>Donations</u>				
Loans to Sports Clubs	22,088	22,088	22,088	22,088
Grants Sports Clubs	4,489	4,489	4,489	4,489
Castle Donations	9,628	9,628	9,628	9,628
High House Donations	23,072	23,072	23,072	23,072
	59,277	59,277	59,277	59,277
<u>Shared Services</u>				
HR Shared Service	17,803	17,803	17,803	17,803
IT Shared Service	104,817	104,817	104,817	104,817
Legal Shared Service	35,082	36,582	38,082	39,582
Shared Services Transformation	365,398	365,398	365,398	365,398
	523,101	524,601	526,101	527,601
<u>Rolling Programme</u>				
Housing Needs Survey	52,770	52,770	52,770	52,770
Elections	158,945	198,445	43,035	82,535
	211,715	251,215	95,805	135,305
<u>Community</u>				
Home Energy Conservation	16,700	16,700	16,700	16,700
Private Sector Housing	12,596	12,596	12,596	12,596
Earned Autonomy Community safety	25,000	25,000	25,000	25,000
Empty Homes Officer	25,000	5,000	5,000	5,000
	79,296	59,296	59,296	59,296
<u>Corporate</u>				
Training	75,920	75,920	75,920	75,920
Climate Change	7,228	7,228	7,228	7,228
Provision for Future Maintenance	23,130	23,130	23,130	23,130
Pensions Reserve	381,040	342,040	303,040	264,040
Rollovers 18-19	89,094	89,094	89,094	89,094
Budget support	56,000	778,100	778,100	778,100
Covid 19 Reallocation	1,258,486	1,258,486	1,258,486	1,258,486
Corporate Pot	583,449	583,449	583,449	583,449
Anchor Org for Clinically Vulnerable	43,800	33,570	33,570	33,570
Building Maintenance	114,000	114,000	114,000	114,000
Rollovers 20-21	31,427	31,427	31,427	31,427
	2,663,574	3,336,444	3,297,444	3,258,444
<u>Environment</u>				
Streetscene Transformation	54,700	82,050	109,400	136,750
CAMEO - emissions trading scheme	57,768	57,768	57,768	57,768
Stewardship Rural Payments Agency	25,774	25,774	25,774	25,774
Cremator Maintenance Plan	80,453	80,453	80,453	80,453
Environmental Fines	8,247	8,247	8,247	8,247
Streetscene Trading	136,109	136,109	136,109	136,109
Taxi Licences	63,912	63,912	63,912	63,912
Operations Project Management	1,531	1,531	1,531	1,531
Maintenance of SBC Trees	199,021	199,021	199,021	199,021
Strategic Health Delivery Ctrb to Reserv	29,412	4,292	4,292	4,292
	656,926	659,156	686,506	713,856

	01/04/2022	01/04/2023	01/04/2024	01/04/2025
	£	£	£	£
<u>Leisure</u>				
Football development fund	8,000	16,000	24,000	32,000
HLF Vict Park - equalisation reserve	14,780	8,320	13,350	13,350
Freedom Performance Bond	25,000	50,000	75,000	100,000
Leisure Management Contract Reserve	198,296	198,296	198,296	198,296
Riverway - SBC 50% retained	80,000	80,000	80,000	80,000
	326,076	352,616	390,646	423,646
<u>Planning</u>				
LDF	225,738	75,848	78,468	75,848
CIL Reserve	-20,250	-20,250	-20,250	-20,250
Dev Mgmt. Equalisation	224,576	102,076	79,026	55,976
20% Planning Increase	487,681	607,241	733,471	804,821
Stafford TC Strategic Review	73,563	73,563	73,563	73,563
Station Gateway	70,075	70,075	70,075	70,075
Economic Growth Strategy	80,000	80,000	80,000	80,000
	1,141,382	988,552	1,094,352	1,140,032
<u>Resources</u>				
Health & Safety	10,000	5,000	5,000	5,000
HR future shared service development	48,278	42,668	37,058	31,448
Localisation of Council Tax Support	275,793	248,613	221,433	194,253
R12 Employee Survey Outcomes	20,000	20,000	20,000	20,000
R13 Organisation Development Plan	40,000	40,000	40,000	40,000
Entrust Supporting Schools	10,000	10,000	10,000	10,000
	404,070	366,280	333,490	300,700
<u>Section 106</u>				
Section 106 commuted sums	447,136	415,576	384,016	352,456
Cannock SAC contributions	120,578	120,578	120,578	120,578
S106 Sports cts/hall	28,066	28,066	28,066	28,066
S106 Artificial Turf	4,182	4,182	4,182	4,182
Cannock SAC Partnership	466,289	398,589	384,639	370,759
HLF Victoria Park	34	34	34	34
	1,066,284	967,024	921,514	876,074
Revenue	15,540,090	16,020,910	16,028,340	16,250,980
<u>Capital Programme Funding</u>				
Revenue Surplus	14,380	14,380	14,380	14,380
RCCO GF	813,300	300	90,300	80,300
Invest to Save	8,414	8,414	8,414	8,414
Budget support	115,961	15,961	15,961	15,961
De Minimis Capital Spending	72,166	72,166	72,166	72,166
New Homes Bonus	843,556	723,556	723,556	723,556
VAT Shelter	100,562	100,562	100,562	100,562
	1,968,338	935,338	1,025,338	1,015,338
<u>Rollovers</u>				
Rollovers 19-20	95,031	95,031	95,031	95,031
	95,031	95,031	95,031	95,031

	01/04/2022	01/04/2023	01/04/2024	01/04/2025
	£	£	£	£
<u>Capital Contingency</u>				
RCCO HSF/SG	3,788,781	3,788,781	3,788,781	3,499,781
Working Balance Transfer	980,000	980,000	980,000	0
Economic Development	912,000	912,000	912,000	912,000
New Homes Bonus	782,431	431	431	431
	6,463,212	5,681,212	5,681,212	4,412,212
<u>Capital Sinking Fund</u>				
Cremator Sinking Fund	700,000	750,000	800,000	850,000
Pest Control Vehicles	130,800	147,200	163,600	180,000
Sweepers Sinking Fund	719,999	789,999	859,999	929,999
Rowley Park 3G Pitch Sinking Fund	135,000	150,000	165,000	180,000
Riverway	125,000	150,000	175,000	200,000
Victoria Park Safety Surface	30,000	30,000	30,000	30,000
Tenterbanks Car Park	60,300	60,300	60,300	60,300
CRM replacement reserve	74,000	74,000	74,000	74,000
	1,975,099	2,151,499	2,327,899	2,504,299
Capital	10,501,680	8,863,080	9,129,480	8,026,880
Earmarked	26,041,769	24,883,989	25,157,819	24,277,859

RESOURCES SCRUTINY COMMITTEE**18 JANUARY 2022****General Fund Revenue Budget and Capital Programme 2022-25****Report of the Chief Finance Officer on the Robustness of the Budget Estimates and the Adequacy of the Council's Reserves****Introduction**

Section 25 of the Local Government Act 2003 places a duty on the Chief Financial Officer (or Section 151 Officer, the Head of Finance) to make a report to the Council on the robustness of budget estimates and the adequacy of the Council's reserves. The Council must have regard to this report when making its decisions about budgets and council tax for the forthcoming year. This is because the Council is setting the council tax before the commencement of the year and cannot increase it during the year. An understanding of the risks of increased expenditure during the year in terms of likelihood and impact is therefore important.

Robustness of Budget Estimates

The Council's budget estimates for 2022-23, including the forecast outturn for 2021-22, have been prepared by appropriately qualified and experienced staff in consultation with service managers. Budgets have been discussed and fully managed by the Leadership Team.

The budget for 2022-23 has been constructed based upon the maintenance of existing level of service, adjusted for known changes in 2022-23. It is considered to accurately reflect likely expenditure in 2022-23, being based on historic information, experience of expenditure in previous years and latest projections where appropriate.

The indicative budgets for 2023-24 and 2024-25 are similarly based upon the best information available at this moment in time.

The full risk assessment of the Council's Budget 2022-23 has been carried out and is included in **APPENDIX 7**.

The Pay Award for 2021-22 has not yet been agreed. Provision has been included for this and a further pay award for 2022-23. The impact of the National Living Wage has been incorporated into the budget, as has the increase in National Insurance rates. Allowance has also been made for staff incremental progression. Sufficient provision has been built in for current employer pension contributions, in line with the 2019 actuarial valuation. Different vacancy rates have been assumed for Council services based on past experience.

Inflation on contractor costs has been allowed based on the projected retail/consumer prices index increases and on energy budgets based on anticipated tariff increases. Any differential inflationary uplift as required by contracts has been reflected. No other inflation has been provided for other expenditure budgets.

Some fees and charges have been increased from January 2022. Given the demand-led nature of some of the more significant income budgets, such as for parking, development control and land charges, prudent but realistic assumptions have been made about estimated income. A separate budget provision has been created in relation to the potential ongoing impact on Fees and Charges. Major sources of income will continue to be closely monitored throughout the year with a view to protecting overall income to the Council as far as possible.

Investment income of £50,000 has been included within 2022-23 budgets. This has been based on current projections of bank rate which are anticipated to remain close to or slightly above 0% as an impact of Covid. Prudent assumptions about cash flow have been made and the advice of the Council's treasury management consultants has been taken into account in determining the average rate of return.

No specific contingency budget is provided in 2022-23 as it is considered that the Council's overall revenue balances are sufficient to act as an overall contingency (see below). However, robust budget monitoring arrangements, including Business Rates monitoring, are in place and will continue throughout the year. In addition to budget monitoring by officers, all Cabinet members will receive a monthly update and there will be quarterly reports to the Cabinet and Scrutiny Committees via "Performance Reports".

Significant expenditure and income budgets will be monitored closely during the year. Any projected variances will be addressed in a timely manner.

The Council has a Risk Management Strategy and has identified its key corporate risks. Significant financial risks will be managed appropriately. In addition, some financial risks will be mitigated by the Council's insurance arrangements.

I can therefore confirm that the budget estimates as presented are robust.

Adequacy of the Council's Reserves

The Chartered Institute of Public Finance and Accountancy (CIPFA) has issued guidance on local authority reserves and balances. It sets out three main purposes for which reserves are held: -

- A working balance to help cushion the impact of uneven cash flows and avoid unnecessary temporary borrowing.
- A contingency to cushion the impact of unexpected events or emergencies.
- A means of building up funds to meet known or predicted liabilities, known as earmarked reserves.

The Council is projected to hold total General Fund reserves of a £26.042 million at 31 March 2022 and £24.884 million at 31 March 2023.

The Council also has a planned four-year capital programme which is financially sustainable based on current capital resources and a prudent assessment of future capital resources. The financial strategy includes the use of unallocated reserves and a Revenue Contribution to Capital Outlay to supplement capital resources and mitigate any borrowing requirement; nevertheless, Prudential Borrowing to finance the Council's capital programme will be used where there is a robust business case.

The Council has set a policy of a minimum level of general reserves of £1 million. The Budget for 2022-23 has been constructed on the basis that there will be a level of general reserves in excess of £1 million.

I can therefore confirm that the Council's reserves are adequate.

Tim Willis
Interim Head of Finance and s151 Officer
22 December 2021

RESOURCES SCRUTINY COMMITTEE**18 JANUARY 2022****General Fund Revenue Budget and Capital Programme 2022-25**

Parish	2022-23 Tax Base
ADBASTON	222.07
BARLASTON	1,031.43
BERKSWICH	798.51
BRADLEY	223.68
BROCTON	557.62
CHEBSEY	254.97
CHURCH EATON	286.75
COLWICH	1,844.65
CRESWELL	660.47
DOXEY	1006.63
ECCLESHALL	2,168.75
ELLENHALL	61.48
FORTON	141.62
FRADSWELL	86.53
FULFORD	2,319.10
GAYTON	74.35
GNOSALL	2030.86
HAUGHTON	459.86
HIGH OFFLEY	391.04
HILDERSTONE	272.08
HIXON	745.16
HOPTON AND COTON	858.42
HYDE LEA	188.22
INGESTRE	85.73
MARSTON	89.49
MILWICH	201.00
NORBURY	202.12
RANTON	183.17
SALT AND ENSON	193.49
SANDON AND BURSTON	163.64
SEIGHFORD	778.42
STAFFORD	18,977.63
STANDON	337.61
STONE	6,296.62
STONE RURAL	732.59
STOWE-BY-CHARTLEY	196.79
SWYNNERTON	1,364.49
TIXALL	130.03

Parish	2022-23 Tax Base
WESTON	480.17
WHITGREAVE	90.15
YARNFIELD & COLD MEECE	824.50
MOD	478.5
	48,490.39

RESOURCES SCRUTINY COMMITTEE**18 JANUARY 2022****General Fund Revenue Budget and Capital Programme 2022-25****Working Balance - Financial Risks facing the Authority**

RISK	Level of risk	Explanation of risk/justification for cover
Inflation	Medium	Inflation has been included in the Financial Plan in accordance with Government policy.
Investment interest	Medium	The amount earned depends on the prevailing interest rates and the level of cash balances held. Prudent assumptions have been made.
Major income sources:		
• Planning fees	Medium	Dependent on economic conditions.
• Land charges fees	Low	Dependent on the housing market / basis of determining recoverable expenses/ proposed transfer to Land Registry.
• Car parking	High	Certain amount of volatility based on demand.
• Borough Markets	High	Dependent on occupancy levels.
• Environmental services	Low	Licensing income dependent on renewals.
• Bereavement services	Medium	Some risk as it is a major source of income.
• Garden waste	Medium	Some risk as it is still a fairly new source of income.
Spending pressures:		
• Waste and recycling targets	Low	The Council will need to reach recycling targets in order to maximise income from recycling credits and avoid penalties. Recycling Credit regime operated by County Council
Funding Sources		
• New Homes Bonus	High	Although allocations for 2022-23 can be predicted accurately, the future level of funding is now not only dependent upon completions of new properties but what incentive scheme will exist instead of New Homes Bonus. A prudent approach has been set for the outcome of the scheme with only legacy payments going forward.

RISK	Level of risk	Explanation of risk/justification for cover
<ul style="list-style-type: none"> Business Rates Scheme and Resets 	High	<p>A new scheme is proposed to be introduced in April 2023. In addition, a reset of growth achieved under the current system is likely to take place around the same time. The council is a high growth achiever hence how the reset is implemented could have material implications.</p>
<ul style="list-style-type: none"> Volatility in Business Rates 	High	<p>The Council will be exposed to volatility or reduction in its business rates due to the failure or temporary closure of a key businesses and successful backdated appeals against Rateable Values. Greater control of Business Rates gives councils greater freedoms and removes dependency on central funding, but it passes on a greater risk to core funding if Business Rates income falls.</p>

ITEM NO 7(b)**ITEM NO 7(b)**

Report of:	Head of HR and Property Services and Deputy Chief Executive
Contact Officer:	Wendy Jennings
Telephone No:	01785 619224
Ward Interest:	Nil
Report Track:	Resources 18/01/2022 (Only)

RESOURCES SCRUTINY COMMITTEE**18 JANUARY 2022****Gender Pay Reporting****1 Purpose of Report**

- 1.1 To compare the Council's Gender Pay Reports for 31 March 2020 and 31 March 2021 (see **APPENDIX 1** - 2020 Gender Pay Report and **APPENDIX 2** - 2021 Gender Pay Report, yet to be published).

2 Recommendation

- 2.1 To receive the report for information which supports the ongoing management of its employees to ensure that we are able to recruit and retain females in technical, professional and senior management roles to ensure that we continue to reduce the Gender Pay Gap as we are able to under the statutory regulations. We will adopt an inclusive approach to recruitment in order to attract the most qualified and experienced persons with the best skills sets to meet the needs of all roles within the Council.

3 Key Issues and Reasons for Recommendation

- 3.1 The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 require those employers who employ more than 250 employees to publish their data on the Government website as well as their own website.
- 3.2 It should be noted that whilst the Council no longer meets the criteria for reporting based on employee numbers, it is considered best practice to continue to do so and in doing so enables the Council to continue to monitor the make-up of its workforce with respect to the regulations.

4 Relationship to Corporate Business Objectives

- 4.1 Linked to Business Objective 4 - To be a well run, financially sustainable and ambitious organisation, responsive to the needs of our customers and communities and focussed on delivering our objectives.

5 Report Detail

- 5.1 There has been a small reduction in employee numbers which can be directly attributed to the TUPE transfer of Together Active (previously SASSOT employees), which was predominantly a female led, part time workforce.
- 5.2 Our workforce continues to be split fairly equal in terms of gender (Male =110/Female =107 as of 31 March 2021) and this has been the case for a considerable period of time. We benefit from having a nationally recognised Job Evaluation Scheme so we are confident that all employees are paid in accordance with their duties and responsibilities of the role which are key factors in reducing and maintaining any Gender Pay Gap.
- 5.3 However, as a small Council any minor changes in the gender make up of our workforce due to turnover will therefore, have a more pronounced effect on both the Median and Mean figures and can bring about a fluctuation in both of these as can be evidenced from the summary since the implementation of the regulations.

	31/3/2018 (223 employees)	31/3/2019 (224 employees)	31/3/2020 (230 employees)	31/3/2021 (217 employees)
Mean Male (£ per hr)	14.51	14.74	15.05	15.67
Mean Female (£ per hr)	13.41	13.74	14.67	14.99
Mean Gender Pay Gap %	7.58%	6.78%	2.52%	4.33%
Median Male (£ per hr)	11.84	12.36	12.84	13.20
Median Female (£ per hr)	12.12	11.73	13.18	12.68
Median Gender Pay Gap %	-2.36%	5.09%	-2.64%	3.93%

- 5.4 One of the key factors which helps in maintaining a relatively small Gender Pay Gap is the fact that the large majority of our job roles are made up of a high proportion of professional and managerial roles (96 employees or 44% of workforce), which in turn are naturally paid at a higher rate. In addition, the make up of our Supervisory and Professional roles (2021 report) is currently populated by a larger percentage of females (57.53%) against 42.47% male representation in this group. This is comparable with the 2020 report of female (57.14%) against male (42.46%) representation in this group

- 5.5 We continue to look at opportunities to develop talent within the organisation by offering development opportunities and creating career progression as has been the case in Development Management whereby individuals are encouraged and supported to attend university courses and progress to become qualified planners. This scheme has been attractive with both male and female applicants and has enabled us to 'grow our own' Planning Officers and thereby goes some way to fill the recruitment issues which have arisen in this area. Recruitment to qualified posts continues to be a challenge in this area but we have recently promoted and recruited females into the department.
- 5.6 In terms of recruitment we are keen to be seen as an 'employer of choice' and are continuously looking at ways of meeting the increasing expectations of the best candidates. In some ways the pandemic has assisted us in some recent recruitment with a positive offer of flexible working which is seen as an expectation of younger people in particular. This is also of particular importance given the general aging nature of our workforce.

To enhance our recruitment offer we proactively include key information about the health and well-being benefits we can offer in all our adverts for job roles. This has evolved to include an Employee Assistance Programme (EAP) and benefits package called VIVUP which includes access to online and customer discounts. The EAP gives employees access to online health and wellbeing support as well as a 24-hour counselling support helpline. This along with other health and wellbeing support has been positively received and we are aware of increasing numbers of employees accessing these support packages.

- 5.7 With respect to both Technical and Front line and Support roles we have seen a reduction in the male female ratios in Technical roles with 40% female against 60% male in Technical roles, but little change in the Front line and support roles with 49.3% female against 50.7% for the report based on 31 March 2021. In comparison, the March 2020 report had 48.15% female against 51.85% male in technical roles and 50.65% female against 49.35% males in Front line and support roles.

As previously indicated a small change in number in each of the groups will have a more profound impact on the percentages.

6	Implications
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6.1	Financial	Nil
	Legal	Compliance with Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.
	Human Resources	Compliance with Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.
	Human Rights Act	Nil
	Data Protection	Nil as data is anonymous in its detail
	Risk Management	Nil

6.2	Community Impact Assessment Recommendations	Impact on Public Sector Equality Duty: Ensure that recruitment and retention practices are inclusive to all candidates Wider Community Impact: N/A
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Previous Consideration - Nil

Background Papers – File available in Human Resources



Gender Pay Gap Report 31 March 2020

Stafford Borough Council

(Published November 2020)

What is the Gender Pay Gap?

The gender pay gap is defined as the difference between the mean or median hourly rate of pay that male and female colleagues receive.

The mean pay gap is the difference between average hourly earnings of men and women. The median pay gap is the difference between the midpoints in the ranges of hourly earnings of men and women. It takes all salaries in the sample, lines them up in order from lowest to highest, and picks the middle-most salary.

Stafford Borough Council had 230 employees as at 31 March 2020, who were Gender Pay Relevant. Our gender pay gap analysis is based on the head count of these employees as opposed to full time equivalent numbers.

Stafford Borough Council is confident that men and women are paid equally for doing the same job. The Council uses the nationally recognised Job Evaluation Scheme for Local Government; Gauge to evaluate all roles within the authority.

Headline gender pay gap figures at 31 March 2020

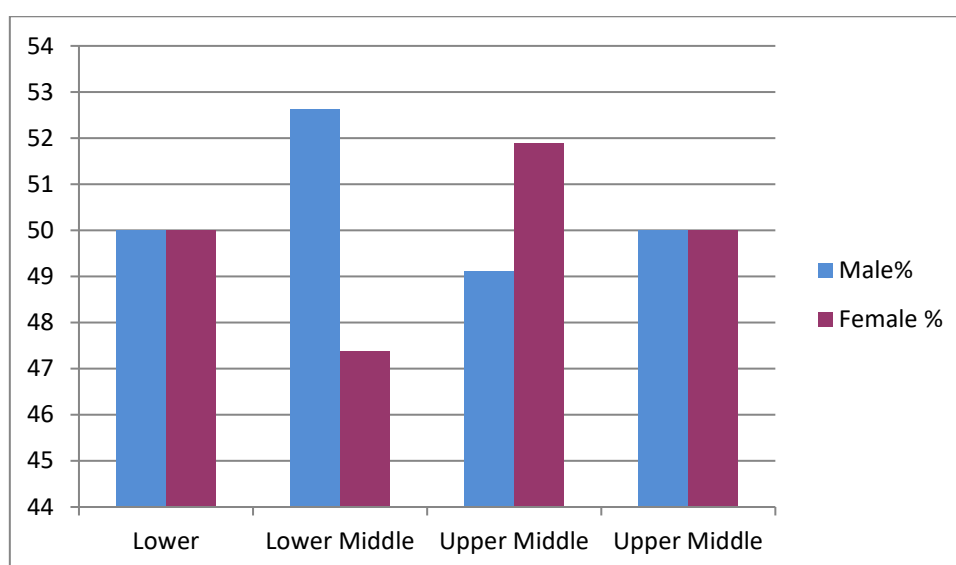
The table below sets out the Council's headline gender pay gap figures at 31 March 2020. Using this information along with other data gathered as part of the gender pay gap analysis we will demonstrate the current profile of the workforce.

Mean for Male (£ per hour)	15.05	Mean for Female (£ per hr)	14.67	Mean Gender Pay Gap (%)	2.52
Median for Male (£ per hour)	12.84	Median for Female (£ per hr)	13.18	Median Gender Pay Gap (%)	-2.64

Proportion of male and female colleagues in each pay quartile

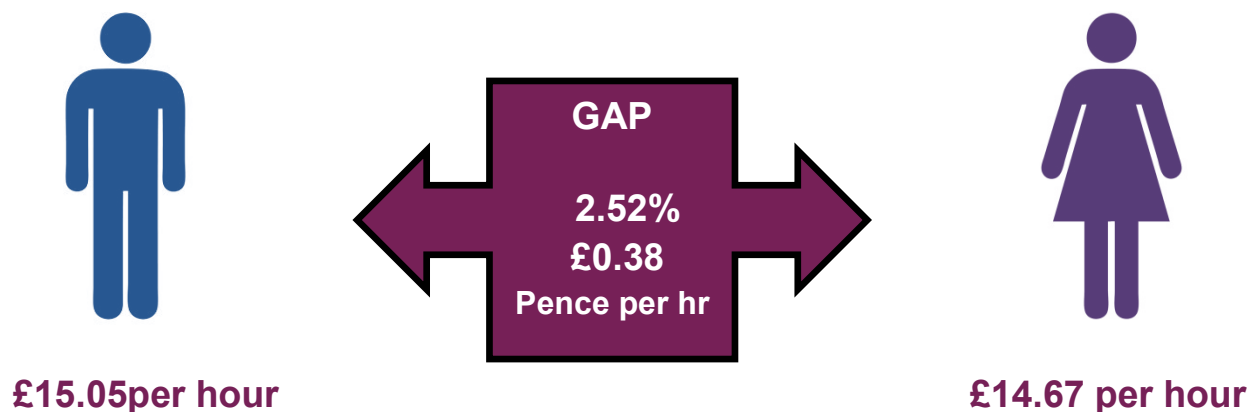
The table and charts below show the gender split for pay in each of the four quartiles.

Quartile	Total Staff	Male	Female	Male %	Female %
Lower	58	29	29	50.00	50.00
Lower Middle	57	30	27	52.63	47.37
Upper Middle	57	28	29	49.12	51.88
Upper	58	29	29	50.00	50.00



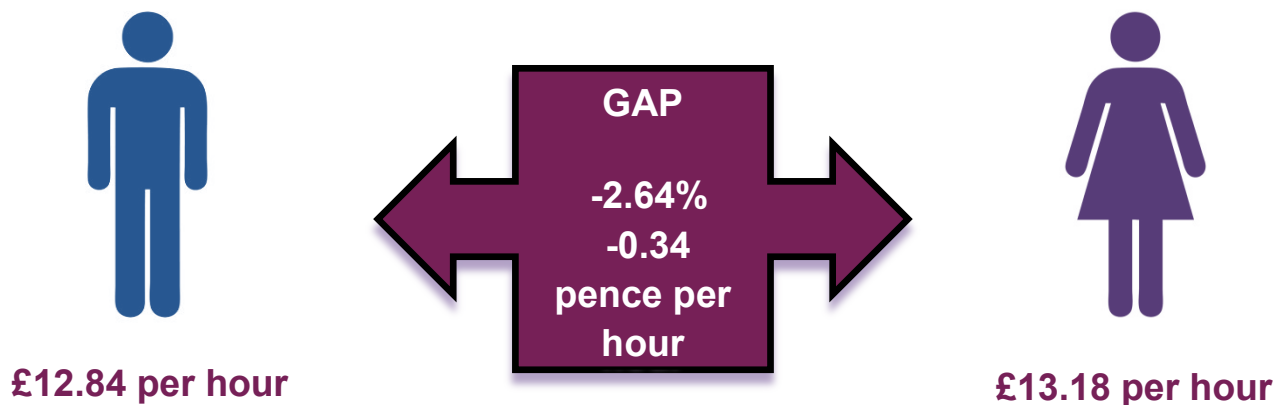
Mean Gap at 31 March 2020

(Average hourly rate of pay and the percentage difference between them)

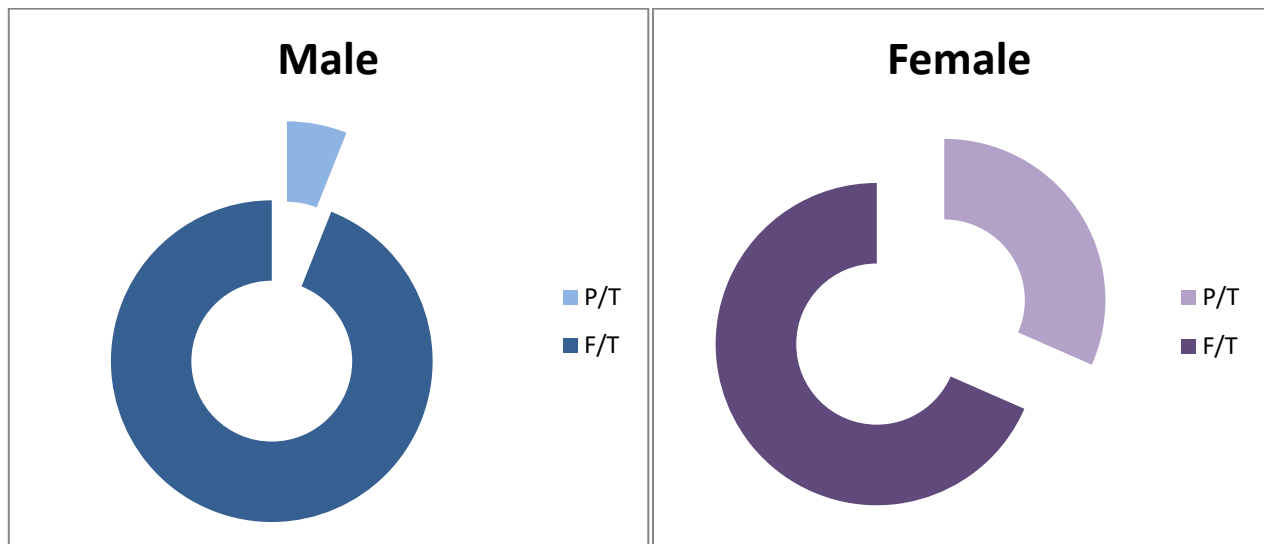


Median Gap at 31 March 2020

(Middle hourly rate of pay and the percentage difference between them)



Proportion of male and female colleagues by working pattern



6.03%

Percentage of men working part time hours

31.58%

Percentage of women working part time hours

The diagrams above demonstrate the split between men and women in terms of working patterns. The Council has a combined part time workforce of 37.61%, which has reduced slightly over the past 12 months. Of all men employed, 6.03% of them work part time whereas 31.58% of women undertake work on a part time basis.

The Council positively considers requests for flexible working across its workforce and aims to accommodate requests (through reduced hours, revised patterns of work and or home working) wherever possible in line with statutory guidance.

Proportion of men and women receiving bonuses

Stafford Borough Council does not operate any performance related pay or bonus scheme and as such has no bonus related gender pay gap.

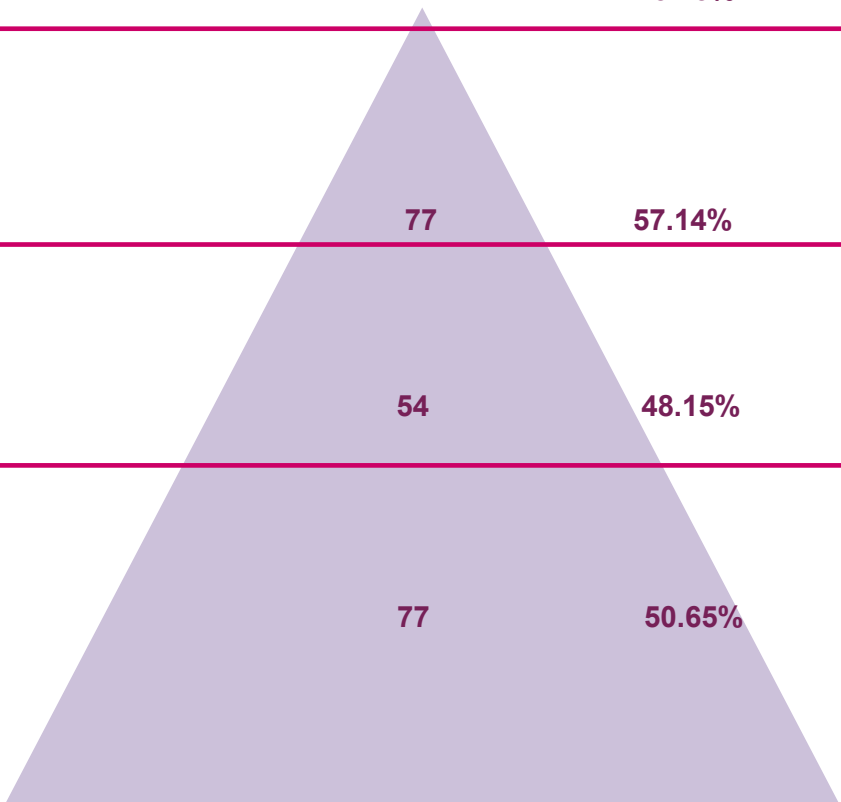
Bonus Gap = 0%

Demographic across the organisation

As a local authority we are responsible for ensuring a wide range of services are provided to residents of the borough. In order to do this we employ officers from a range of different backgrounds with varying degrees of technical and professional competence. Our in house service provision include maintenance of formal parks, gardens and street cleansing within our borough, considering planning applications and environmental health services as well as a range of support services including legal, ICT & HR.

On this basis we have shown below the gender split across the authority by category of role

Category	Total people	%age female	%age male
Senior Managers	22	45.45%	54.55%
Supervisory and Professional	77	57.14%	42.86%
Technical	54	48.15%	51.85%
Front Line & Support	77	50.65%	49.35%



Why we have a Gender Pay Gap?

Our Mean Gender Pay Gap has reduced from 7.58% to 2.52% since 2017. Our Median Pay Gap was negative (-2.36%) in 2018 but increased slightly to 5.09% in 2019 but has reduced again this year to -2.52%. As a smaller organisation we know that a few minor changes in terms of our male to female ratios at each level can have a significant impact in terms of gender pay.

How are we aiming to reduce the gap?

We are committed to both reducing and where possible maintaining our relatively small median pay gaps and mean gender pay gaps. The Council needs to continue to attract and/or promote an equal number of women to higher paid, technical and operational roles within the organisation.

What are we doing?

- a) We developed a career progression scheme within our Development Management service, which has enabled us to 'grow our own talent'. This has been in place for a number of years and we are now seeing the benefits of this investment which has been beneficial in some part with recruitment in this area being of particular difficulty. We are looking at other service areas to see whether this approach might be beneficial, especially if recruitment is problematic.
- b) We are actively promoting the benefits which we are able to offer to candidates, accepting the limitations of local government and the pressure on budgets.
- c) We will continue to offer flexible working options to enable individuals to have choice in their lives to support a healthy worklife balance for them and their families.
- d) We will wherever possible aim to recruit and/or promote more females to front line & technical roles and senior management roles as and when vacancies arise but equally we will focus on the need to recruit the most qualified and experienced persons with the best skills mix to fulfil these roles.



Gender Pay Gap Report 31 March 2021 Stafford Borough Council

What is the Gender Pay Gap?

The gender pay gap is defined as the difference between the mean or median hourly rate of pay that male and female colleagues receive.

The mean pay gap is the difference between average hourly earnings of men and women. The median pay gap is the difference between the midpoints in the ranges of hourly earnings of men and women. It takes all salaries in the sample, lines them up in order from lowest to highest, and picks the middle-most salary.

Stafford Borough Council had 221 employees as at 31 March 2021, of which 217 were Gender Pay relevant. Our gender pay gap analysis is based on the head count of these employees as opposed to full time equivalent numbers.

Stafford Borough Council is confident that men and women are paid equally for doing the same job. The Council uses the nationally recognised Job Evaluation Scheme for Local Government; Gauge to evaluate all roles within the authority.

Headline gender pay gap figures at 31 March 2021

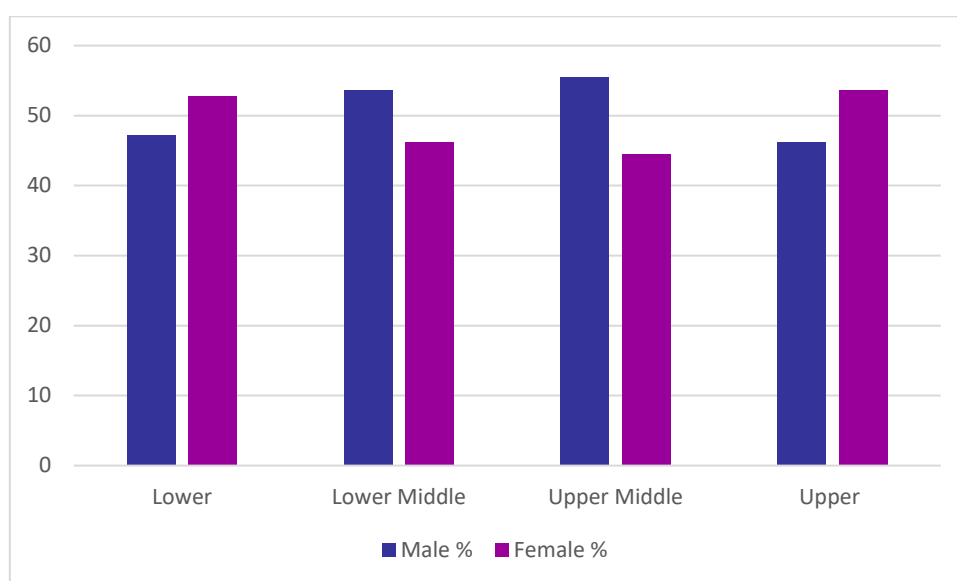
The table below sets out the Council's headline gender pay gap figures at 31 March 2021. Using this information along with other data gathered as part of the gender pay gap analysis we will demonstrate the current profile of the workforce.

Mean for Male (£ per hour)	15.67	Mean for Female (£ per hr)	14.99	Mean Gender Pay Gap (%)	4.33
Median for Male (£ per hour)	13.20	Median for Female (£ per hr)	12.68	Median Gender Pay Gap (%)	3.93

Proportion of male and female colleagues in each pay quartile

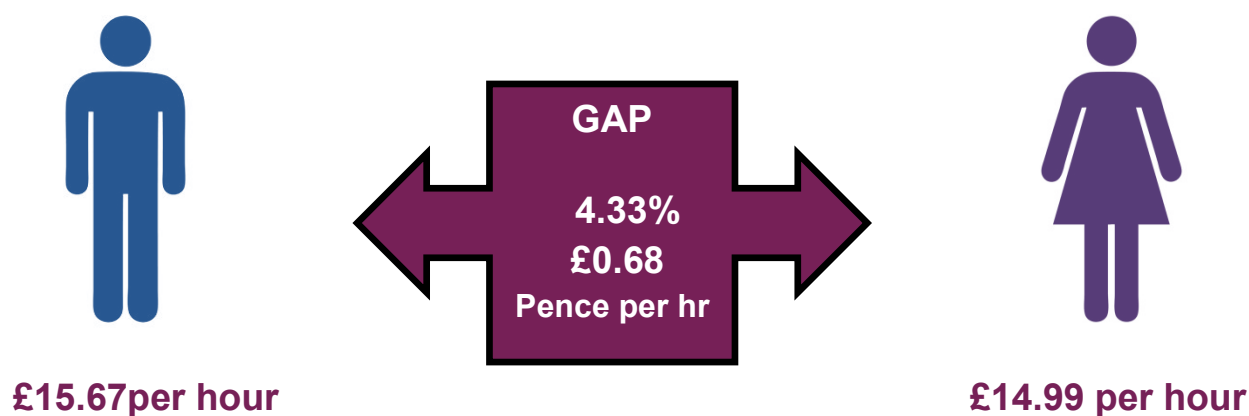
The table and charts below show the gender split for pay in each of the four quartiles.

Quartile	Total Staff	Male	Female	Male %	Female %
Lower	55	26	29	47.27	52.73
Lower Middle	54	29	25	53.70	46.30
Upper Middle	54	30	24	55.55	44.45
Upper	54	25	24	46.30	53.70



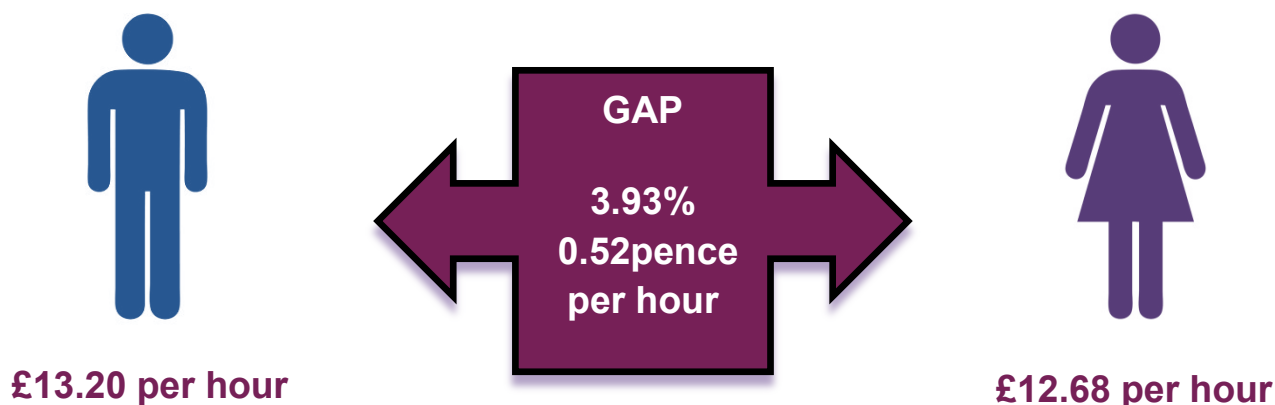
Mean Gap at 31 March 2021

(Average hourly rate of pay and the percentage difference between them)

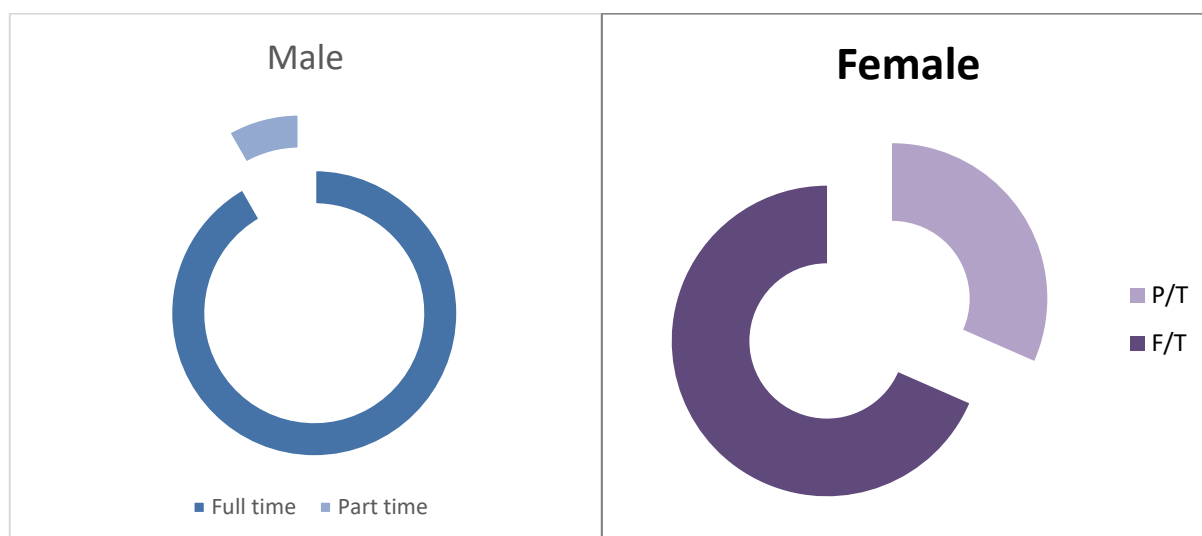


Median Gap at 31 March 2021

(Middle hourly rate of pay and the percentage difference between them)



Proportion of male and female colleagues by working pattern



8.18%

Percentage of men working part time hours

25.23%

Percentage of women working part time hours

The diagrams above demonstrate the split between men and women in terms of working patterns. The Council has a combined part time workforce of 33.41%, which has reduced slightly over the past 12 months from 37.61%. Of all men employed, 8.18 % of them work part time whereas 25.23% of women undertake work on a part time basis. Interestingly the number of male employees working part time has increased from 6.03% whilst the number of females working part time has decreased from 31.58%.

The Council positively considers requests for flexible working across its workforce and aims to accommodate requests (through reduced hours, revised patterns of work and or home working) wherever possible in line with statutory guidance.

Proportion of men and women receiving bonuses

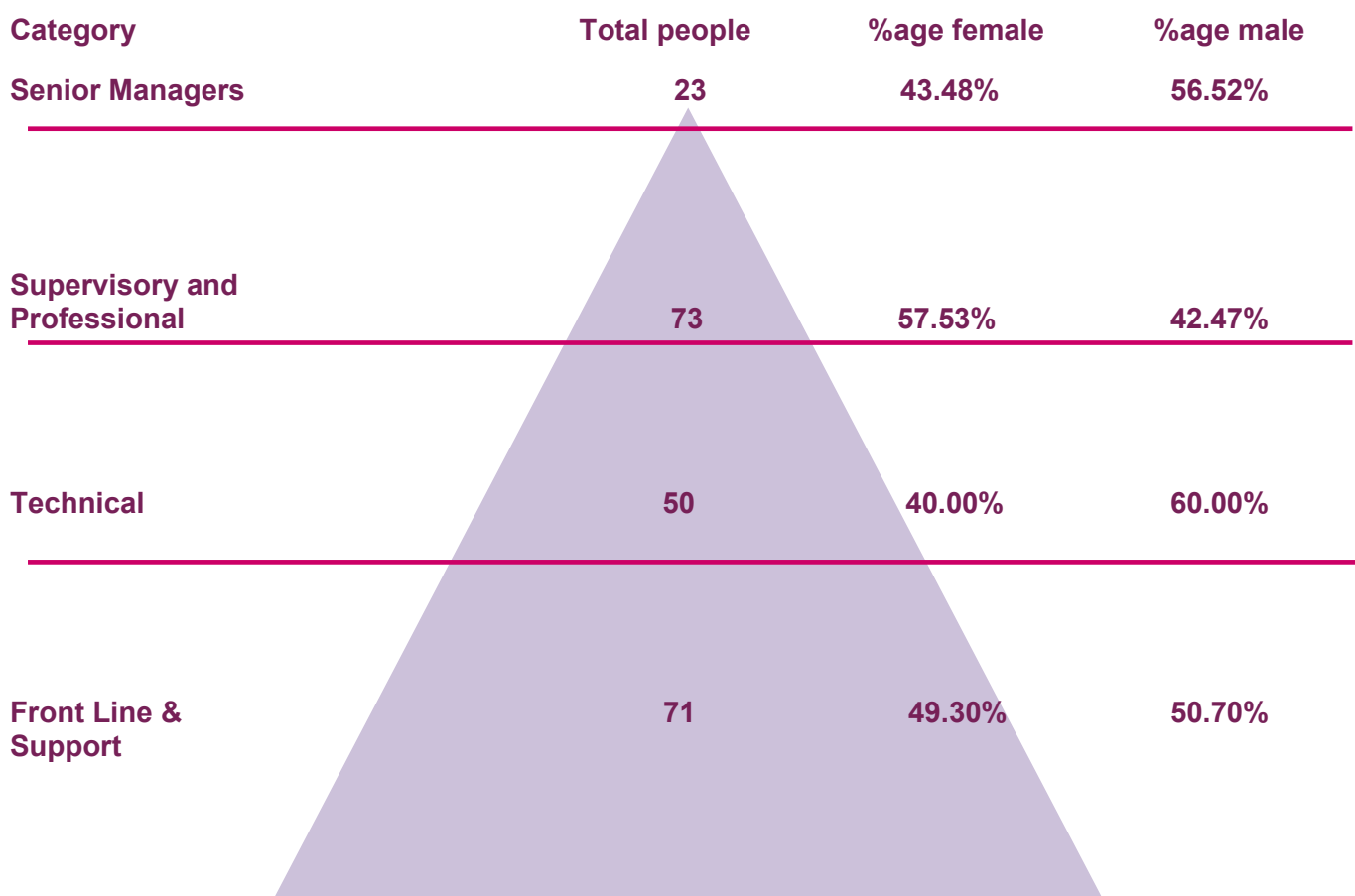
Stafford Borough Council does not operate any performance related pay or bonus scheme and as such has no bonus related gender pay gap.

Bonus Gap = 0%

Demographic across the organisation

As a local authority we are responsible for ensuring a wide range of services are provided to residents of the borough. In order to do this we employ officers from a range of different backgrounds with varying degrees of technical and professional competence. Our in house service provision include maintenance of formal parks, gardens and street cleansing within our borough, considering planning applications and environmental health services as well as a range of support services including legal, ICT & HR.

On this basis we have shown below the gender split across the authority by category of role



Why we have a Gender Pay Gap?

Both our Mean and Median pay gaps have increased slightly over the past 12 months. As a smaller organisation we know that a few minor changes in terms of our male to female ratios at each level can have a significant impact in terms of gender pay, which has been the case in this instance. The TUPE transfer of our colleagues from SASSOT to the newly formed Together Active organisation has had an impact both in terms of highly paid females leaving the organisation and the fact that a large proportion of these individuals also worked part time.

How are we aiming to reduce the gap?

We are committed to both reducing and where possible maintaining our relatively small median pay gaps and mean gender pay gaps. We are however fortunate that our workforce continues to remain stable in terms of male and female representation overall, with 109 males and 108 females.

What are we doing?

- We are actively promoting the benefits which we are able to offer to candidates, including the provision of flexible working which has obviously grown out of the pandemic and supports a healthy work life balance to all, as well Vivup, the new benefit package which has recently been implemented and is growing in terms of engagement month by month.
- We provide development and secondment opportunities where appropriate, whether this is to work on projects, cover long term absence and maternity leave as well supporting succession planning.
- We will wherever possible aim to recruit and/or promote more females in technical roles and senior management roles as and when vacancies arise but equally we will focus on the need to recruit the most qualified and experienced persons with the best skills mix to fulfil these roles.

ITEM NO 7(c)**ITEM NO 7(c)**

Report of:	Head of Law and Administration
Contact Officer:	Andrew Bailey
Telephone No:	01785 619212
Ward Interest:	Nil
Report Track:	Resources 18/01/2022 (Only)

RESOURCES SCRUTINY COMMITTEE**18 JANUARY 2022****Work Programme - Resources Scrutiny Committee****1 Purpose of Report**

- 1.1 The purpose of this report is to present the Resources Scrutiny Committee's Work Programme.

2 Recommendation

- 2.1 That the Resources Scrutiny Committee considers and comments upon their Work Programme.

3 Key Issues and Reasons for Recommendation

- 3.1 The first stage in achieving a Member-led Overview and Scrutiny process is to develop a Work Programme for the Members of the Committee to own.
- 3.2 Accordingly, an up-to-date copy of the Resources Scrutiny Committee's Work Programme is provided for Members to consider or amend as appropriate.

4 Relationship to Corporate Business Objectives

- 4.1 This report is most closely associated with the following Corporate Business Objective 3:-

To be a well-run, financially sustainable and ambitious organisation responsive to the needs of our customers and communities and focussed on delivering our objectives.

5 Report Detail

- 5.1 Members will recall that one of the fundamental philosophies behind the creation of Overview and Scrutiny is that the process should be Member-led and the first stage in achieving this is to develop a Work Programme that is:-
- Owned by all Members of the Scrutiny Committee;
 - Flexible to allow the Committee to react to urgent items;
 - Contain aspects of both Overview and Scrutiny.
- 5.2 Therefore, at each scheduled meeting of the Resources Scrutiny Committee, an up-to-date copy of the Work Programme will be provided for Members to consider or amend as appropriate.
- 5.3 The Work Programme includes provision for the Committee to scrutinise appropriate items delivered through the Council's Service Delivery Plan up to twelve months in advance, whilst maintaining the flexibility to respond to any issues that may arise.
- 5.4 Accordingly, attached at **APPENDIX** is the Resources Scrutiny Committee's current Work Programme to consider or amend as appropriate.

6 Implications

6.1 Financial	Nil
Legal	Nil
Human Resources	Nil
Human Rights Act	Nil
Data Protection	Nil
Risk Management	Nil

6.2 Community Impact Assessment Recommendations	<p>Impact on Public Sector Equality Duty:</p> <p>The Borough Council considers the effect of its actions on all sections of our community and has addressed all of the following Equality Strands in the production of this report, as appropriate:-</p> <p>Age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, sexual orientation.</p> <p>Recommendations Wider Community Impact:</p> <p>Detailed above.</p>
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Previous Consideration - Nil

Background Papers - File available in Law and Administration

APPENDIX

RESOURCES SCRUTINY COMMITTEE

18 JANUARY 2022

Work Programme - Resources Scrutiny Committee

TUESDAY 15 FEBRUARY 2022 AT 6.30PM

Minutes of Last Meeting:	18 January 2022
Officer Items by:	Monday 31 January 2022
Call-in Deadline:	Tuesday 15 February 2022
Member/Public Items by:	Thursday 3 February 2022
Agenda Despatch on:	Monday 7 February 2022
Officer Reports:	<ul style="list-style-type: none"> • Review of the Constitution (If available by then) Head of Law and Administration • Performance Update /Budget Monitoring Report Corporate Business and Partnerships Manager /Head of Finance • Work Programme Scrutiny Officer

FUTURE ITEMS

- **Freedom Leisure Annual Report (August 2022)**
Freedom Leisure

TASK AND FINISH REVIEW

- **Review of the Constitution**