

**Appendix A: Medium-Term Financial Strategy 2020/21 to 2022/23**

	2019/20	2020/21						2021/22						2022/23						
	Budget	Pay	Non Pay	Other	Growth	Savings	Budget	Pay	Non Pay	Other	Growth	Savings	Estimate	Pay	Non Pay	Other	Growth	Savings	Estimate	
	£m	Virements £m	Inflation £m	Inflation £m	Adjustments £m	£m	£m	£m	Inflation £m	Inflation £m	Adjustments £m	£m	£m	£m	£m	Inflation £m	Inflation £m	Adjustments £m	£m	£m
Chief Executive's Directorate	1.953	(0.804)	0.035		0.025		(0.075)	1.134	0.036	0.000			(0.075)	1.095	0.036	0.000				1.131
Environment and Regeneration	15.396	2.699	1.076	0.630	(0.100)	0.239	(2.610)	17.330	1.098	0.643	(0.075)	0.036	(2.224)	16.807	1.119	0.655			(0.375)	18.207
Housing	8.808	0.181	0.078	0.332	0.860	0.497	(0.385)	10.371	0.080	0.339	0.085	0.228	(0.165)	10.937	0.081	0.345			0.197	11.561
People - Adult Social Care	69.595	(0.403)	0.451	3.120	(10.118)	3.024	(2.120)	63.549	0.460	3.182		3.268	(2.185)	68.274	0.469	3.246			3.481	74.976
People - Children, Employment and Skills	82.688	0.354	1.043	0.697	(1.367)	3.657	(2.401)	84.671	1.064	0.711	(0.330)	1.353	(2.198)	85.271	1.085	0.725	(0.040)		1.142	88.183
People	152.283	(0.049)	1.494	3.817	(11.485)	6.681	(4.521)	148.220	1.524	3.893	(0.330)	4.621	(4.383)	153.545	1.554	3.971	(0.040)		4.623	163.159
Public Health	0.000				0.224		(0.224)	0.000					(0.359)	(0.359)						(0.359)
Resources Directorate	38.971	(1.417)	0.861	0.760	1.200		(1.046)	39.329	0.878	0.775	(0.014)		(0.928)	40.040	0.896	0.791				39.902
<b>NET COST OF SERVICES</b>	<b>217.411</b>	<b>0.610</b>	<b>3.544</b>	<b>5.539</b>	<b>(9.276)</b>	<b>7.417</b>	<b>(8.861)</b>	<b>216.384</b>	<b>3.615</b>	<b>5.650</b>	<b>(0.334)</b>	<b>4.885</b>	<b>(8.134)</b>	<b>222.066</b>	<b>3.687</b>	<b>5.763</b>	<b>(0.040)</b>	<b>4.820</b>	<b>(2.695)</b>	<b>233.601</b>
Other Corporate Income/Expenditure	(0.013)	1.907			0.541	0.070		2.505			(0.925)	0.030		1.610						1.610
Prior Agreed Cross-Cutting Savings	(1.100)	0.190					(0.802)	(1.712)			0.200		(3.100)	(4.612)						(4.612)
Corporate Financing Account	(25.043)				(3.479)	0.653		(27.869)			0.780	0.041		(27.048)			0.292			(26.756)
Central Pensions Costs	9.348							9.348						9.348						9.348
Corporate Levies	19.962			0.110				20.072		1.257				21.329		0.560				21.889
Special Expense - Lloyd Square	0.017				0.002			0.019						0.019						0.019
<b>NET OPERATING EXPENDITURE</b>	<b>220.582</b>	<b>2.707</b>	<b>3.544</b>	<b>5.649</b>	<b>(12.213)</b>	<b>8.140</b>	<b>(9.663)</b>	<b>218.746</b>	<b>3.615</b>	<b>6.907</b>	<b>(0.279)</b>	<b>4.956</b>	<b>(11.234)</b>	<b>222.711</b>	<b>3.687</b>	<b>6.323</b>	<b>0.252</b>	<b>4.820</b>	<b>(2.695)</b>	<b>235.098</b>
Contingency	5.080	(2.707)			3.082			5.455						5.455						5.455
Transfer to/(from) Earmarked Reserves	(4.207)				13.714			9.507			(10.916)			(1.409)						(1.409)
Transfer to/(from) General Balances	0.000				0.434			0.434			(0.434)			0.000						0.000
New Homes Bonus Grant	(5.051)				(0.218)			(5.269)			4.090			(1.179)			0.530			(0.649)
LCTS administration subsidy grant	(0.565)				(0.005)			(0.570)						(0.570)						(0.570)
<b>NET BUDGET REQUIREMENT</b>	<b>215.839</b>	<b>0.000</b>	<b>3.544</b>	<b>5.649</b>	<b>4.794</b>	<b>8.140</b>	<b>(9.663)</b>	<b>228.303</b>	<b>3.615</b>	<b>6.907</b>	<b>(7.539)</b>	<b>4.956</b>	<b>(11.234)</b>	<b>225.008</b>	<b>3.687</b>	<b>6.323</b>	<b>0.782</b>	<b>4.820</b>	<b>(2.695)</b>	<b>237.925</b>
Revenue Support Grant	0.000				(24.459)			(24.459)						(24.459)						(24.459)
Business Rates Baseline	(129.815)				47.359			(82.456)						(82.456)						(82.456)
(Top-up)/Tariff	21.861				(24.659)			(2.798)						(2.798)						(2.798)
<b>SETTLEMENT FUNDING ASSESSMENT</b>	<b>(107.954)</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>(1.759)</b>	<b>0.000</b>	<b>0.000</b>	<b>####</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>(109.713)</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>(109.713)</b>
Additional business rates retention income	(10.207)				(2.575)			(12.782)						(12.782)						(12.782)
Share of net benefit from London Pool	(2.948)				2.948			0.000						0.000						0.000
Collection Fund (Surplus)/Deficit:																				
- Business Rates	(1.067)				(5.539)			(6.606)			6.606			0.000						0.000
- Council Tax	(0.669)				0.235			(0.434)			0.434			0.000						0.000
<b>COUNCIL TAX REQUIREMENT</b>	<b>92.994</b>	<b>0.000</b>	<b>3.544</b>	<b>5.649</b>	<b>(1.896)</b>	<b>8.140</b>	<b>(9.663)</b>	<b>98.768</b>	<b>3.615</b>	<b>6.907</b>	<b>(0.499)</b>	<b>4.956</b>	<b>(11.234)</b>	<b>102.513</b>	<b>3.687</b>	<b>6.323</b>	<b>0.782</b>	<b>4.820</b>	<b>(2.695)</b>	<b>115.430</b>