

Report to: Executive Board 2nd December 2002
Council 9th December 2002

Indicative Budget 2003/4 for Consultation and Three Year Budget Forecast

<p>Report of: Director of Finance and Corporate Services</p> <p>Report Author: Mark Luntley/Leader of the Council</p> <p>Lead Member: Cllr. Hollingsworth Responsible:</p> <p>Overview and Scrutiny Committee Responsibility: Finance and Performance</p> <p>Key Decision: YES</p>	<p>WARDS AFFECTED All</p>
<p>SUMMARY AND RECOMMENDATIONS</p> <p>The report sets out the corporate budget pressures and likely levels of resources available to the general fund in 2003-4 and subsequent years.</p> <p>If these initial estimates of inflation and external grant prove accurate, the Council has financing of £24,260,000 to spend. The portfolio holders have allocated the available funding to Business Units. Business Managers have been charged with managing their budgets within that allocation and putting forward options for discussion with portfolio holders on how this might be achieved.</p> <p>Executive Board are asked to:</p> <ol style="list-style-type: none"> a) note the corporate pressures included in the budget b) recommend the proposed budget to Council (in Appendix A) as the indicative consultation budget c) note that Business Managers are being asked to manage their services within the allocated budget d) task officers with reviewing the proposals put forward by Business Managers to ensure deliverability e) task officers with advising on the grant settlement f) note that a programme of reviews of Business Unit services and spending, starting with the major recharging business units, will be put before the Executive Board in the New Year 	

THIS REPORT HAS BEEN SEEN AND APPROVED BY:
Leader of the Council, Chief Executive, S151 Officer

Background papers:

- Medium Term Financial Strategy (23rd April Executive Board),
- Spending Priorities and Funding Report (8th July Executive Board),
- Formula Grant Consultation Paper (ODPM),
- Pension Fund Actuarial Valuation papers.
- 5 Year Plan (Dec 2001),
- Correspondence with Personnel and other Business Managers.
- Report to Finance Overview and Scrutiny Committee - September 2002

Introduction

This report identifies potential spending pressures, together with an estimate of likely resources available. This report deals with General Fund revenue spending; a parallel paper discusses the pressures on the Housing Revenue Account.

Most of our income comes from grants from central government. We will probably get provisional information about next year's grants "grant settlement" in the first week in December.

This report covers a 3 year budget period. This encourages better longer term planning linked to Capital investment and allows the business managers to plan ahead for changes in services and resources.

The revenue budget is summarised below. Officers estimate that there is a potential difference between spending and resources of up to £2.6m. However this includes £1.255m of potential pressures within Business Units identified by Managers in the earlier saving exercise in this year.

Table 1 - Revenue Budget summary

	2003-4 £000	2004-5 £000	2005-6 £000
Revenue Budget (including £1.2m Business Manager bids)	26,915,400	28,338,400	29,569,400
Likely Funding Available	24,260,000	24,916,000	25,594,000
Budget gap	2,655,400	3,422,400	3,975,400

Source: Accountancy working papers

Current spending

Oxford City's budget for the current year is £24.5m¹. This total does not include capital spending or most money spent on council houses, as these are funded from different sources (borrowing and rents).

¹ £500k of new initiatives and £340k of "one off" items carried forward from last year were one off items. Business Managers must find the funding from within their own resources.

Oxford has made substantial reductions in its spending in order to ensure its spending is within its budget. This report assumes that we spend in line with the current projections. A concurrent budget monitoring paper looks at this.

Next year's budget

Business Managers are responsible for managing their budgets. If they identify a cost pressure in their service, the starting assumption is that they will manage this pressure from within their services. That said, there are some pressures which are genuinely "corporate" and it makes sense to budget for these costs at an authority-wide level.

In the 2002-3 mid year budget review Business Managers identified £1.225m of potential net spending pressures which they proposed as bids². Council noted these.

Starting with the current year's £23.6m base budget we have estimated inflation, unavoidable cost pressures and bids previously noted by Council. These are summarised below.

Table 2 – Increases in spending 2003-4

	£	£
Original 2002-3 budget		23,644,000
<u>Plus</u> inflation (table 3)	1,103,700	
<u>Plus</u> other unavoidable wage related costs (table 4)	345,300	
<u>Plus</u> corporate pressures identified in 2 nd quarter monitoring report	344,000	
<u>Plus</u> Reverse one-off savings from 2002-3 budget	207,000	
<u>Plus</u> other adjustments	<u>16,000</u>	
<u>Equals</u> 2003-4 spending + corporate pressures		2,016,000
<u>Plus</u> Business Unit bids (noted at Council in October)		1,255,400
<u>Equals</u> spending if bids are included		26,915,400

Inflation

One of the largest single cost pressures each year is wage inflation. This is because much of our costs are salary related, and wage inflation tends to run ahead of general price increases. We spend £19m on general fund salaries.

² Most of these budget pressures were within Leisure and Transport Business Units

The 2002-3 pay settlement comprises 3% from April 1st, a further 1.0% from 1st October and 3.5% in 2003-4. We provisionally estimate the proposed settlement will add £1,005,500 to next year's costs. We also have to pay higher prices on supplies and services, transport, agency services and the like. We have budgeted for a general price inflation³ of 2% on these budgets. This will add a further £258,200 to our costs.

We also make charges for different services. We have assumed we will increase fees and charges by 5%⁴.

Table 3 - Inflation in 2003-4

	£
Pay	1,005,500
Price (General Fund)	258,200
Income	(160,000)
Total	1,103,700

Other employee cost pressures

The 4% 2002-3 pay settlement was more than initially estimated. This means at April 2003 our monthly wage bill is higher. Consequently next year's wage increase is applied to a higher figure. This results in additional costs of £94,400.

Our pension provider (the County Council) has indicated that, after an actuarial review in 2001, our pension contributions will increase by £185,400 in 2003-4. Further increases in subsequent years are likely.

The government has announced that, next year, employers' national insurance contributions will rise by 1%. This will add £65,500 to our costs.

Table 4 - Other wage related pressures in 2003-4

	£
Full year effect of 2002 pay award on base budgets.	94,400
Increase in employer pension contributions	185,400
Increase in employers' national insurance contributions	65,500
Total	345,300

³ Retail price inflation estimates are slightly below this, but much of our spending is on services, and we believe their prices will increase by slightly more than the general RPI.

⁴ Excludes property rents and car park charges.

Other corporate cost pressures (and savings)

Table 5 –Corporate Pressures in 2nd Quarter monitoring report

	£
Print Unit Income Loss	160,000
Ongoing Redundancy Costs	134,000
Unachieved Energy Savings	50,000
Total	344,000

The Council holds about £30m of money on deposit. This money has largely been made from sale of council houses. The rules about how these sale proceeds can be used are complex. In short the Government does not allow us to spend this money directly. The cash is held on deposit and we use the interest we earn to fund spending. Interest into the Council has been thoroughly examined and there is no anticipated budget pressure in this area.

Uncertainties

There are major capital investment proposals that may have revenue implications. These will be investigated fully during the consultation period.

The City also benefits from rent from its property portfolio. Clearly any slowdown in the local economy could affect that income. Officers will be keeping this area under close review.

External Finance

Revenue Support Grant

In common with other local authorities, the bulk of the City's external finance comes from external grants, with the balance being made up by Council Tax. Grants are based on a complex Standard Spending Assessment formula defined by Government.

The Government periodically considers changes to this SSA formula. The Office of the Deputy Prime Minister has recently published a set of options for proposed changes. All of these options would substantially reduce the City's SSA.

Oxford City has made robust representations as to why these changes are not appropriate. However we will not know how successful those representations have been until the provisional grant settlement is announced; probably in the first week of December 2002.

We understand that if changes to SSA formulas are agreed they will be phased in over a number of years. This means every authority will probably receive a minimum increase in external funding, set in relation to the Retail Price Index.

This minimum increase in external funds is likely be set at about 2%. In advance of the settlement announcement, and in the light of the potential changes to SSAs, it seems reasonable to assume we receive this increase.

In the current year (2002-3) Oxford City will receive £15.4m in external finance⁵. A 2% increase would mean our 2003-4 funding would be in the region of £15.7m.

Council Tax

The increase in council tax is for Members to decide upon. However as only 34% of resources come from this source, significant percentage increases in Council Tax only generate relatively modest amounts of additional income. The consultation budget proposes a 4% increase in Council Tax in 2003-4 and subsequent years.

Table 6 – Effects of Council Tax Increases at Oxford City Council

	Council Tax Band D	Generates income of
Current City Council tax	£199.65	
A 2% increase	£203.64	£167,000
A 4% increase	£207.64	£336,000
A 6% increase	£211.63	£503,000

The City Council still sets a higher council tax than the neighbouring district authorities. However this gap has started to narrow as several neighbouring authorities have increased their Council Tax demands.

Table 7 – Council Tax in Oxfordshire in 2002-3

Authority	Council Tax	Increase since 98/99 (4 years)
Oxford City	£199.65	19.0%
Cherwell	£136.72	39.9%
South Oxfordshire	£150.37	28.9%
Vale of White Horse	£112.72	31.8%
West Oxfordshire	£78.22	14.6%

Looking Further Ahead - the 3 year picture

External finance

The potential changes in SSA formulas will affect the resources available to the City for a number of years to come. The following table shows the current year (2002-3) and shows the effects of an annual 2% increase in Revenue Support Grant and 4% increase in Council Tax.

⁵ Revenue Support Grant and pooled Non Domestic Rate income

Table 8 – Likely funding over three years

	2002-3 £000	2003-4 £000	2004-5 £000	2005-6 £000
External Finance	15,354	15,661	15,974	16,294
Council Tax	8,386	8,722	9,070	9,433
Less assumed parish precept	(118)	(123)	(128)	(133)
Other item	14			
Funding available	23,636	24,260	24,916	25,594
Add adjustment for late funding change	8			
Budget	23,644			
Funding increase		616	656	678

Expenditure Pressures

The following table identifies known changes in expenditure that it is possible to identify now and to plan for as part of 3 year business planning.

Table 9 - Spending Pressures 2002-03 to 2005/06

Inflation	2003/04 £000	2004/05 £000	2005/06 £000
Pay	1,005	965	993
Price (GF)	258	412	425
Income	(160)	(178)	(187)
Inflation total	1,103	1,199	1,231
Other Certain Pressure			
Full year effect 2002-03 pay award	95		
Additional pension costs	185	224	?
National insurance	66		
Total	1,449	1,423	1,231

Salaries and wages remain our largest single item of expenditure, and salaries tend to rise faster than general inflation. This will put continuing pressure on budgets.

It is likely that in the medium term, the Council will need to implement a job evaluation exercise. This abolishes the current distinction between "manual" and "clerical" staff and instead matches up the salaries of all employees against a single scale. We have been advised the exercise could add 3% to the Council's paybill (possibly £1m)

Level of Council Balances

The General Fund Budgetary Position on this report indicates that balances at 31st March 2003 are likely to be about £3.3m. The minimum level of general fund balances suggested by District Audit is approximately £2m.

The Consultation Budget 2003 to 2006

The Administration have noted these pressures and bids in their deliberations. They have tackled budgets with a "ground up" approach. In doing so they have set priorities based on their key aims and feedback from the community consultation exercise. For instance among the areas of growth it is proposed that:

- more funds are directed to City Works' street cleaning function - in order to ensure clean open spaces.
- a properly funded central budget for Staff training is created - in order to maintain a skilled workforce in a time of considerable change.
- the impact of the leisure investment programme is properly planned for, with reductions in revenue in the 2002/2003 Budget more than matched by increases in income in future years

The Administration's aim is to move away from a "bids and savings" based approach to budgeting to one where Managers and Portfolio Holders work together to deliver corporate objectives within tight financial constraints reviewing all of the services and budgets with each Business Unit, not just a fraction of them.

This means the Business Unit totals are the full amount each manager has available to deliver their services. **This budget must cover all inflationary pressures and service changes.**

Budgets are shown for the next three years. The Budgets set for 2004/2005 and 2005/2006 will be reviewed on an ongoing basis, but at this stage the budgets shown are those within which services have to be delivered.

The proposed funding allocations to Business Units have been agreed by Portfolio Holders and are now recommended to the Executive Board. These are shown in Appendix A.

Business managers are now tasked with examining all options for managing their services within the proposed budgets. The Business managers have produced 3 year business plans that indicate the way forward for their units; these will need to be adjusted in the light of this funding.

Business Managers, in consultation with Directors, staff, and members, have discretion over the precise allocation of budgets within the totals proposed. The level of budget set does not presuppose the inclusion or exclusion of any post, project or item within that business function or Business Unit.

The impact on balances of the 2002/2003 Budget is a reduction of £200k. This would reduce balances from their currently predicted level at 31st March 2003 from £3.3m to £3.1m by 31st March 2004. The 2004/2005 and 2005/2006 Budgets both currently show a predicted surplus, which is prudent at this stage in the financial planning process.

The Next Steps

This budget will be released as the indicative budget for consultation. During the consultation period, Business Managers will be working closely with the Portfolio Holders on proposals for changes in services. At the same time the Section 151 officer will closely examine all proposals to ensure that they are properly assessed and the financial consequences examined.

Proposals for consultation for the Housing Revenue Account (HRA) and the Capital Programme appear elsewhere on this agenda. Any amendments to those budgets may have consequences for the General Fund revenue budget, and these will need to be taken into account at the end of the review of the process.

The results of the consultation process, the confirmation of the level of external funding, the detailed examination of the Section 151 officer and the detailed proposals of officers will all be considered by the Executive Board in February 2003 and a reviewed and revised budget will be recommended to Council for acceptance.

As part of the longer term planning, there are a series of Best Value reviews and other reviews of key areas. The reviews undertaken of Homelessness and Oxford Building Solutions in 2002-3 have fed into the budget proposals in this report.

As noted in the Financial Management Business Plan a review of the Service Level Agreements that govern the levels of internal recharges will be completed by the end of the 2002/2003 financial year. It is proposed that as a result of this process each of the major recharging Business Units will be considered in detail, and the level of service and the cost of that service will be reviewed and recommendations made to the Executive Board.

The full programme of reviews will be presented to Executive Board in the New Year.

PROPOSED CONSULTATION BUDGET				
GENERAL FUND				
Business Unit	Functions	Proposed Budget		
		03/04	04/05	05/06
		£	£	£
Strategic Policy & Research				
	Strategic Policy	490,320	490,320	490,320
	Economic Development	186,384	186,384	186,384
	Partnerships	319,743	319,743	319,743
	Scrutiny and Review	95,178	95,178	95,178
	Tourist Information Centre	96,287	96,287	96,287
	Internal Recharges	-438,714	-438,714	-438,714
	Total	749,198	749,198	749,198
Human Resources				
	Unison/Whitley Admin	8,310	8,310	8,310
	Central Training Budget	140,000	325,000	450,000
	Job Evaluation	0	0	800,000
	Recruitment	15,000	0	0
	Redeployment	44,429	44,429	44,429
	Positive Action	9,902	18,402	26,902
	Employee Services	526,398	546,398	566,398
	Occupational Health	42,181	42,181	42,181
	Regularising Casuals	51,750	51,750	51,750
	Internal Recharges	-473,796	-473,796	-473,796
	Total	364,174	562,674	1,516,174
Chief Executive				
	Chief Exec, Directors	532,816	532,816	532,816
	Internal Recharges	-580,787	-580,787	-580,787
	Total	-47,971	-47,971	-47,971
Corporate & Democratic Core		3,391,437	3,391,437	3,391,437
Financial Management				
	Business Manager	126,053	86,053	86,053
	Accountancy	708,153	708,153	708,153
	Payments and Parking Shop	235,298	235,298	235,298
	Payroll	110,000	110,000	110,000
	Corporate Finance	376,874	376,874	376,874
	Misc Savings	0	-38,000	-38,000
	Internal Recharges	-1,416,586	-1,416,586	-1,416,586
	Total	139,792	61,792	61,792
Fin Man - Property				
	Commercial Properties	980,285	817,285	800,285
	Asset Management (strategic)	-15,534	-37,534	-31,534
	Asset Management (contract)	47,713	53,713	59,713
	Markets	-196,102	-206,102	-201,102
	Internal Recharges			
	Total	816,362	627,362	627,362
Revenues & Benefits				
	Benefits	771,748	791,748	626,748
	Revenues	704,922	704,922	604,922
	Local Cost of Benefits	1,200,200	1,200,200	1,200,200
	Internal Recharges	1,698,906	1,698,906	1,698,906
	Total	4,375,776	4,395,776	4,130,776

Business Unit	Functions	03/04	04/05	05/06
		£	£	£
Legal Services				
	Legal	876,065	876,065	876,065
	Land Charges	-301,515	-301,515	-301,515
	Committees	447,331	427,331	407,331
	Area Co-ordinators	187,603	187,603	187,603
	Member Services	393,222	383,222	373,222
	Election Services	108,054	158,054	158,054
	Monitoring Officer	10,450	10,450	10,450
	Internal Recharges	-1,509,365	-1,509,365	-1,509,365
	Total	211,845	231,845	201,845
Internal Audit				
	Audit	218,077	218,077	218,077
	Benefit Investigation	105,142	105,142	105,142
	Risk Management	39,472	39,472	39,472
	Emergency Planning	35,621	35,621	35,621
	Internal Recharges	-311,160	-311,160	-311,160
	Total	87,152	87,152	87,152
Information Systems				
	Business Systems	207,520	207,520	207,520
	Infrastructure	149,838	181,838	211,838
	Performance Development	164,155	114,155	114,155
	IT Staff/Unit Costs	986,838	986,838	986,838
	Internal Recharges	-1,490,298	-1,490,298	-1,490,298
	Total	18,053	53	30,053
Facilities Management				
	Administrative Support	283,611	263,611	243,611
	Caretaking	345,228	329,170	329,170
	Town Hall Civic Management	132,158	122,158	112,158
	Town Hall Catering	-41,451	-49,651	-49,651
	Archives and Switchboard	164,947	173,947	169,947
	Internal Recharges	-850,003	-850,003	-850,003
	Total	34,490	-10,768	-44,768
Customer Services				
	Customer Services	787,786	792,786	792,786
	CS Systems (GF)	182,861	182,861	182,861
	Internal Recharges	-661,175	-661,175	-661,175
	Total	309,472	314,472	314,472
Neighbourhood Renewal				
	Community Development	140,098	146,098	146,098
	Community Centres	1,180,458	1,130,458	1,130,458
	Community Training	224	224	224
	Grants/Partnerships	950,000	950,000	950,000
	Housing Development	138,592	75,678	75,678
	Housing Grants	850,000	850,000	850,000
	International Exchange	39,515	41,046	41,046
	Management/Admin	69,255	71,907	71,907
	Rough Sleepers	30,176	31,109	31,109
	Sure Start	48,404	48,404	48,404
	City Centre CCTV	136,024	136,024	136,024
	Street Wardens	265,000	277,000	0
	SRB	711,838	216,484	0
	Healthy Living	144,448	118,400	3,036
	External Rev for SRB etc	-1,121,286	-611,884	-3,036
	CANACT (to Gen Fund)	246,000	246,000	246,000
	Internal Recharges	611,516	611,516	611,516
	Total	4,440,262	4,338,464	4,338,464

Business Unit	Functions	03/04	04/05	05/06
		£	£	£
Environmental Health				
	Occupational and Public Health	276,643	276,643	276,643
	Food Safety	252,156	252,156	284,156
	Pollution, Noise & Licensing	315,744	352,744	382,744
	HMO Team	433,562	433,562	433,562
	Grants, Energy & Enforcement	253,871	253,871	253,871
	Internal Recharges	-303,768	-303,768	-303,768
	Total	1,228,208	1,265,208	1,327,208
Housing Services				
	Recharge for Waiting List	286,764	286,764	286,764
	Grants for Private Sector	4,428,444	4,428,444	4,428,444
	Homelessness Service	4,156,335	4,147,500	4,147,500
	Internal Recharges	0	0	0
	Total	8,871,543	8,862,708	8,862,708
Built Environment				
	Building Control (BN64)	-122,700	-122,700	-122,700
	Building Control (BN65)	117,644	117,644	117,644
	Development/PRS	205,151	205,151	205,151
	Highways Residual	8,000	8,000	8,000
	Disability and Shopmobility	87,511	87,511	87,511
	Admin Buildings	704,445	704,445	704,445
	Building Design	345,001	345,001	345,001
	Property Maintenance	170,500	170,500	170,500
	Internal Recharges	-1,478,425	-1,478,425	-1,478,425
	Total	37,127	37,127	37,127
City Works				
	Public Conveniences	600,632	600,632	600,632
	Street Cleansing	1,855,399	1,855,399	1,855,399
	Refuse Collection	1,325,185	1,325,185	1,325,185
	Recycling	777,960	777,960	917,960
	Street Furniture	112,759	112,759	112,759
	Highways	261,874	261,874	261,874
	Former Street Services	0	0	0
	Internal Recharges	-50,000	-50,000	-50,000
	Total	4,883,809	4,883,809	5,023,809
Planning				
	Local Plan	41,800	80,535	159,480
	Planning Policy	480,555	480,555	480,555
	Planning Control	209,332	209,332	209,332
	Management and Support	256,899	256,899	256,899
	Internal Recharges	615,425	615,425	615,425
	Total	1,604,011	1,642,746	1,721,691
City Centre Management		60,277	36,944	13,611
Transport & Parking				
	Off Street Parking	376,419	376,419	376,419
	Westgate Car Park	-289,425	-289,425	-289,425
	Park and Ride Security	-36,986	-36,986	-36,986
	Park and Ride non-Security	470,479	500,479	500,479
	Concessionary Fares	1,265,000	1,265,000	1,265,000
	Public Transport	48,011	48,011	48,011
	Gloucester Green	188	188	188
	Taxis	-39,821	-39,821	-39,821
	Internal Recharges	299,149	299,149	299,149
	Total	2,093,014	2,123,014	2,123,014

Business Unit	Functions	03/04	04/05	05/06
		£	£	£
Sports, Leisure & Culture				
	Central Management	205,197	206,066	206,066
	Slice Card Administration	114,439	80,316	55,316
	Central Maintenance	317,137	317,137	317,137
	Oxford Ice Rink	251,205	257,157	259,122
	Ferry Sports Centre	671,078	428,902	276,875
	Hinksey Pool	255,173	259,431	263,631
	Temple Cowley Pool	543,625	636,035	463,411
	Blackbird Leys Pool	82,234	68,888	69,279
	BBL Leisure Centre	474,054	467,576	471,539
	Peers Sports Centre	132,141	110,386	43,563
	Central Support	30,885	30,885	30,885
	Internal Recharges	-14,346	-14,346	-14,346
	Total	3,062,822	2,848,433	2,442,478
Culture				
	Museum and Carfax Tower	100,000	100,000	100,000
	Arts and Dance Development	49,867	49,867	49,867
	Internal Recharges	135,835	135,835	135,835
	Total	285,702	285,702	285,702
Parks and Green Spaces				
	Parks Management	489,397	489,397	489,397
	Burial Service	-52,709	-52,709	-52,709
	Countryside	207,647	207,647	207,647
	Events	42,094	42,094	42,094
	Oxford in Bloom	20,383	20,383	20,383
	Garden Scheme	94,935	94,935	94,935
	Grounds and Sports	1,574,597	1,574,597	1,574,597
	Landscape and Play	382,268	382,268	382,268
	Park Attendants	126,140	126,140	126,140
	Sports Development	72,738	72,738	72,738
	Tree Maintenance	166,264	166,264	166,264
	Nursery	119,999	119,999	119,999
	Xmas Lights	45,672	45,672	45,672
	Allotments	13,626	13,626	13,626
	Port Meadow	-8,439	-8,439	-8,439
	St Giles Fair	-13,509	-13,509	-13,509
	Internal Recharges	-89,732	-89,732	-89,732
	Total	3,191,371	3,191,371	3,191,371
Administration				
	Administration	68,166	68,166	68,166
	Internal Recharges	-	-	-
	Total	68,166	68,166	68,166
Highways Holding				
AMRA		325,592	325,592	325,592
Unallocated		-7,011,777	-7,011,777	-7,011,777
Area Committees		0	0	0
	Area Committees (additional)	0	0	0
	Internal Recharges	0	0	0
	Total	0	0	0
Total		33,589,907	33,271,556	33,801,046

Business Unit	Functions	03/04	04/05	05/06
		£	£	£
Total		33,589,907	33,271,556	33,801,046
<u>Inflation, NI, Super future years</u>				
Inflation			1,199,000	2,430,000
NI			0	0
Super			224,000	224,000
Revised Total Expenditure		33,589,907	34,694,556	36,455,046
less Resources Acc		-9,249,843	-9,249,843	-9,249,843
Revised Total Expenditure		24,340,064	25,444,713	27,205,203
FUNDING AVAILABLE				
External Funding		15,661,000	15,974,000	16,294,000
Council Tax (4% p/a)		8,722,000	9,070,000	9,433,000
less assumed parish precept		-123,000	-128,000	-133,000
Total Funding Available		24,260,000	24,916,000	25,594,000
Budget Deficit: Subtotal		80,064	528,713	1,611,203
Corporate pressures		344,000	344,000	344,000
Total Budget Deficit		424,064	872,713	1,955,203
Corporate Reductions				
	Charge fees to capital	325,000	325,000	325,000
	Inflation as efficiency		1,199,000	2,430,000
	Super as efficiency		224,000	224,000
	Accommodation costs			250,000
	Efficiencies to HRA	-100,000	-100,000	-100,000
Subtotal		225,000	1,648,000	3,129,000
Total Surplus/Deficit				
		199,064	-775,287	-1,173,797