



ADUR & WORTHING
COUNCILS

Joint Overview & Scrutiny Committee
Date: 30th November, 2017
Agenda Item 10

Joint Strategic Committee
Date: 5th December, 2017
Agenda Item xx
Key Decision : No
Ward(s) Affected:

SUSTAINABLE COUNCILS: 5 YEAR FORECAST 2018/19 – 2022/23 AND SAVINGS PROPOSALS

REPORT BY THE DIRECTOR FOR DIGITAL AND RESOURCES

EXECUTIVE SUMMARY

1. PURPOSE

- 1.1 This report provides an overview of the continuing success of our sustainable councils financial strategy, along with detail of proposals for 2018/19 that will deliver a balanced budget.
- 1.2 The report outlines the medium term financial challenge through to 2022/23, and sets out performance in the key strategic areas of commercialisation, digital transformation and strategic property investment.
- 1.3 Significant transformations are being undertaken at our councils, and not all of these deliver direct savings. They may be designed to help meet rising demand by improving productivity, such as in housing, or improve the customer experience, as achieved with digital waste management. An overview of the whole strategic programme will be provided in the Platforms for Our Places update in January 2018. In this report, specific proposals are made to deliver efficiency and other savings for 2018/19 and members are asked to support these.
- 1.4 The following appendices have been attached to this report:
 - (i) **Appendix 1** (a) 5 year forecast for Adur District Council
(b) 5 year forecast for Worthing Borough Council
 - (ii) **Appendix 2** Committed growth items
 - (iii) **Appendix 3** Summary of savings proposals

EXECUTIVE SUMMARY

1. PURPOSE

- (iv) **Appendix 4** Summary of savings delivered via the digital programme.
- (v) **Appendix 5** Summary of savings delivered via the commercial programme.

2. RECOMMENDATIONS

- 2.1 The Joint Overview and Scrutiny Committee is asked to consider the report and make comment on the savings proposals for Worthing Borough Council to the Joint Strategic Committee.
- 2.2 The Joint Strategic Committee is recommended to:
 - (i) Note the current 5 year forecast;
 - (ii) Note the committed growth items as set out in appendix 2;
 - (iii) Approve the proposed savings as set out in appendix 3;
- 2.3 The Joint Strategic Committee is asked to recommend to Council to use the following capital receipts to fund redundancy costs associated with the savings proposals outlined in appendix 3:

Adur: £14,000

Worthing: £300,000
- 2.4 The Joint Strategic Committee is asked to delegate to the Executive Member for Resources to release the funding when any redundancy proposals which generate savings to the revenue budget are approved.

2.0 CONTEXT

- 2.1 The Joint Strategic Committee considered the outline 5-year forecast for 2018/19 to 2022/23 and the Budget Strategy on 11th July 2017, which was subsequently adopted by full Council on 20th July 2017 (Adur District Council) and 18th July 2017 (Worthing Borough Council). The report identified the following cumulative shortfalls in funding for the respective General Funds:

2.0 CONTEXT

	2017/18	2018/19	2019/20	2020/21	2021/22
	£'000	£'000	£'000	£'000	£'000
Adur	1,486	1,848	3,120	3,357	3,824
Worthing	1,485	2,301	3,957	4,463	5,303

2.2 The report built on the strategy first proposed last year whose strategic aim was to ensure that the Councils would become community funded by 2020 reliant, by then, only on income from trading and commercial activities, council tax income and business rate income.

2.3 With this strategy in mind, the Councils have set-up several strategic programmes which are responsible for taking forward key initiatives aimed at delivering savings for the future:

1. The Major Projects Board will lead on delivering regeneration projects to increase employment space and additional housing;
2. The Digital Programme will lead on the delivery of the Digital Strategy and ensure that the benefits are realised from this programme of work;
3. The Strategic Asset Management Programme will lead on delivering the income growth associated with the Strategic Property Fund and any proposed new developments; and
4. The Commercial Programme will lead on the delivery of the income growth from commercial services and seek to improve the customer experience.

2.4 For 2018/19 the Digital Programme, the Commercial Programme and the Strategic Asset Management Programmes were again set explicit targets as part of the budget strategy.

a. Digital Programme (DP)

The Digital Programme successfully delivered £379k annual savings the first two years saving targets (£198k in 2016/17 and in £181k in 2017/18) as part of a three year programme which sought to deliver savings of £200k per year following the significant investment in the Council's digital strategy. To achieve savings so quickly is a significant achievement, and it is believed that the programme will continue to deliver savings over the medium term. It has now been set the following target for 2018/19 and beyond:

	2018/19	2019/20	2020/21	2021/22 and beyond
	£'000	£'000	£'000	£'000
Annual Savings	200	200	200	-
Cumulative impact	200	400	600	600

2.0 CONTEXT

a. Digital Programme (DP)

The digital programme is now being re-scoped into a service design programme, in recognition of the maturing approach at Adur & Worthing. This is successfully helping service areas undertake more fundamental customer-centred change, such as in the current preventing homelessness project. With digital capabilities now established (the ability to design and build our own digital products) our projects are becoming about deeper, customer-centred service change, which almost always require significant digital transformations.

b. Commercial Programme (CP)

The commercial programme involves close monitoring of key existing income streams, and progress against the annual growth target of £600k per annum.

Over the past two years income has grown by £1,484k (£798k in 2016/17 and £686k in 2017/18), well exceeding target.

	2018/19	2019/20	2020/21	2021/22	2022/23
	£'000	£'000	£'000	£'000	£'000
Annual Savings	600	600	600	600	600
Cumulative impact	600	1,200	1,800	2,400	3,000

The commercial programme has recently begun three initiatives to help drive further success, including the development of new business opportunities. In October 2017, our commercial managers received input and training from the specialist advisor who supported Aylesbury Vale DC with its commercial strategy, and this group of managers are now developing the ideas that emerged further.

The Director for Digital & Resources has also commissioned a 'health check' analysis of our existing income streams to test against market conditions, establish a more accurate medium term forecast and risk analysis, and identify any opportunities to drive growth further.

A third initiative will develop a stronger, and earlier-in-the-cycle business planning approach, and this will be commenced early in the new year, building on our existing Service Planning approach. This initiative aims to support our managers to focus more on driving up income, and managing down direct costs, as with any business. But our approach will also embed the importance of driving social and environmental outcomes, to ensure we fulfill our longer term ambitions for our places.

2.0 CONTEXT

c. Strategic Asset Management Programme (SAMP)

Both Councils have committed to significant investment in Commercial property either through direct purchase or by development over the next five years with the aim of increasing income from the Councils' property portfolio.

This investment is estimated to produce net additional income as follows for the two Councils:

	2018/19	2019/20	2020/21	2021/22	2022/23
	£'000	£'000	£'000	£'000	£'000
Adur District Council:					
Annual Savings	493	200	305	200	150
Cumulative impact	493	693	998	1,198	1,348
Worthing Borough Council:					
Annual Savings	470	210	210	160	160
Cumulative impact	470	680	890	1,050	1,210

To date this year two properties for Worthing Borough Council have been purchased which will deliver net additional income of £176k per year.

One property has been purchased for Adur District Council which will deliver net additional income of £236k per year.

Members should be aware that the success in delivering the savings identified for 2018/19 are dependent on two factors:

- (i) Identifying suitable properties to purchase
- (ii) The current legislative framework remaining unchanged. The Treasury may prohibit borrowing for out of area acquisitions solely for investment purposes. We are still awaiting firm information on the new proposals. However, many of our purchases meet a dual purpose of both supporting economic regeneration projects and generating income.

The budget for 2018/19 assumes that only half of the funds released each year will be spent in year. This will be closely monitored and if the target is at risk then the Council will need to take corrective action to lever in the savings identified.

The overall success in delivering the savings targets are detailed at appendix 4 (DPB) and 5 (CB)

2.0 CONTEXT

- 2.5 The forecast has also been updated by information captured on “Service Plans” that have been introduced to forge a link between service planning and financial planning. The guidance was circulated to, and completed by, the Service Managers during the summer, and have been used to identify potential savings and committed growth items.
- 2.6 There has been no detailed budget consultation exercise this year as the current budget strategy was subject to a detailed consultation in 2016/17 and no substantive changes to this strategy are planned at this time.
- 2.7 This report represents the stage of the budgetary forecasting process whereby the Joint Overview and Scrutiny Committee are asked to consider and comment upon the progress in balancing the Worthing Borough Council budget before the Joint Strategic Committee consider and agree proposals for savings identified to date. Members of the Committee should be aware that at the time of writing some of the savings were still being verified and so the saving for each Council as a result of the options presented may change marginally. The minutes of the Joint Overview and Scrutiny Committee will be available for members of the JSC at the meeting.
- 2.8 There will be a further report after Christmas which will detail the final proposed budgets for the year, any further savings identified, and requests for investment into services and the amount to be drawn from reserves, if any. The proposed Council Tax increase for 2018/19 is scheduled to be considered by the respective Cabinets on 6th February 2018 (Adur District Council) and 5th February 2018 (Worthing Borough Council).

3.0 UPDATE OF OUTLINE 5-YEAR FORECAST

- 3.1 The updated forecast for the General Fund for both Councils is attached at Appendix 1. This has been revised in the light of latest information from Government, inflationary pressures, interest rates, and unavoidable service growth, offset by compensatory savings. This overall forecast will continue to change in the coming months as the detailed work on the budget progresses and once the details of the settlement to Local Government is known. As a result, the overall position will inevitably change over the next two months.
- 3.2 The likely shortfall in resources necessary to balance the budget over the five years, before consideration of any savings or growth proposals is now in the region of:

	2018/19	2019/20	2020/21	2021/22	2022/23
	£'000	£'000	£'000	£'000	£'000
Adur					
July Forecast	1,486	1,848	3,120	3,357	3,824
November Forecast	1,402	1,807	3,107	3,319	3,736
Reduction (-) / increase (+) in shortfall forecast	-84	-41	-13	-38	-88

3.0 UPDATE OF OUTLINE 5-YEAR FORECAST

	2018/19	2019/20	2020/21	2021/22	2022/23
	£'000	£'000	£'000	£'000	£'000
Worthing					
July Forecast	1,485	2,301	3,957	4,463	5,303
November Forecast	1,944	3,029	4,882	5,586	6,379
Reduction (-) / increase (+) in shortfall forecast	459	728	925	1,123	1,076

The main changes to the forecast for 2018/19 are summarised in the table below, which shows the changes since the last forecast.

Changes in Budgetary Shortfall/Savings since report to Joint Strategic Committee on 11th July 2017		
	Adur	Worthing
	£'000	£'000
Original 2018/19 budget shortfall	1,486	1,485
(a) Improvements to the income from Council Tax	-51	-144
(b) Further increase in the cost of the homelessness accommodation and support	7	122
(c) Reduction in expected level of New Homes Bonus	26	44
(d) Reduction in capital programme financing costs reflecting latest monitoring information.	-7	-15
(e) Reduction in Government Grant for Housing Benefit Administration and Council Tax Support Scheme	-	73
(f) Impact of major developments in Worthing Town Centre	-	247
(g) Net committed growth items identified by Service Heads (See Appendix 2)	62	289
(h) Removal of contingency budgets	-130	-170
Revised Budget Shortfall	1,393	1,931
(i) Potential savings identified to date (see Appendix 3)	-873	-1,552
(j) Expected income from Strategic Property Investment Fund	-493	-470
Resources in hand (-) / current shortfall	27	-91

3.0 UPDATE OF OUTLINE 5-YEAR FORECAST

3.3 Explanations of the movements shown in the table above are as follows:

(a) Council Tax base for 2018/19:

Following the completion of the Council Tax Base return (CTB1) for each Council, the Council Tax Base calculation has now been revisited. Both Council Tax bases are showing a higher level of growth than originally expected. This is largely due to three factors:

- i) Falling cost of Council Tax Support.
- ii) Greater than expected number of new dwellings completed particularly in the Worthing area (60 additional units in Adur and 21 additional units in Worthing)
- iii) Significant reduction in the number of Single Person Discounts awarded by Worthing Borough following a comprehensive review of all customers who were claiming the discount.

The Councils' Collection Funds are also expected to be in surplus at the year-end due to the level of property growth and the impact of falling discounts.

	Adur	Worthing
	£'000	£'000
Surplus expected by 31 st March 2018	25	393
Council share of surplus	4	54

(b) Increase in the costs associated with temporary and emergency accommodation:

There are two factors which are influencing the cost to the Councils.

- i) There has recently been a further increase in the caseload associated with homelessness. This trend is being experienced throughout the region and has led to an increase in competition for affordable housing solutions. This is a particular problem within the Worthing area.
- ii) The impact of the new Homelessness Reduction Act 2017 which places significantly more duties on the council in terms of assessment and accommodation. Whilst the Council has received some grant funding towards the impact of the new responsibilities. The funding released is unlikely to be sufficient to deal with cost pressures emerging as a result of the new responsibilities.

3.0 UPDATE OF OUTLINE 5-YEAR FORECAST

- (b) Increase in the costs associated with temporary and emergency accommodation:

	Adur	Worthing
	£'000	£'000
Expected additional cost	34	91
Less: Grant awarded	-27	-44
Net cost	7	47

- (c) Reduction in New Homes Bonus:

Following the completion of the Council Tax return, it is now possible to predict the amount of New Homes Bonus that the Councils are likely to receive. This is lower than expected and is due to a lower number of units being delivered by the end of September than expected coupled with an increase in the number of long-term empty properties.

Members are reminded that New Homes Bonus is now only awarded for properties built over a threshold which equals 0.4% of total Band D equivalent properties.

	Adur	Worthing
Number of new dwellings	110	374
Less: Increase in long-term empty properties	-37	-12
Net dwellings	73	362
Threshold below which New Homes Bonus is not paid	102	182
	£'000	£'000
New Homes Bonus:		
Updated forecast of New Homes Bonus	0	186
Original forecast	26	230
Reduction in grant	26	44

- (d) Capital Financing Costs

The cost of financing the capital programme has been recently reassessed following the most recent monitoring report. Re-profiling of some schemes into 2018/19 will reduce the expected cost of financing. The cost of financing the capital programme will be reassessed again in December.

- (e) Housing Benefit Grant – Worthing Borough Council

Housing Benefit and Council Tax Support Administration Grant continues to be reduced.

3.0 UPDATE OF OUTLINE 5-YEAR FORECAST

(f) Impact of major developments within Worthing town centre

Platforms for our Places outlines some key commitments with respect to major sites throughout Adur and Worthing, The Councils are committed to 'Investment in and delivery of Major Projects and key infrastructure'.

As part of this commitment, Worthing Borough Council has recently considered three potential projects:

- i) Actions required to facilitate the development of the Union Place site.
- ii) The development of a new health and wellbeing centre based on the car park at Worthing Town Hall.
- iii) The potential redevelopment of the Grafton site including the multi-story car park

Each of the projects will require funding in the short to medium term. The Grafton site, in particular, is the location of a number of council-owned income generating assets. The annual income from assets in the vicinity of Grafton car park is in excess of £750,000 per year, the car park alone generates over £425,000 per year

To ensure that the Council is well positioned to resource these projects and absorb the loss of any income as assets are temporarily closed or disposed of, the following amounts have been built into the Worthing budget:

	2018/19	2019/20	2020/21	2021/22	2022/23
	£'000	£'000	£'000	£'000	£'000
Worthing	247	447	647	847	847

Any resources that are not utilised in year will be used to fund the capital programme, reducing down the Council's requirement to borrow and thereby lowering the cost of financing the capital programme.

(g) Net Committed Growth Items Identified by Service Heads:

This is the sum total of financial effects identified via the Service Pro-formas. A full breakdown of the items identified is included within Appendix 2.

(h) Removal of contingency budget.

(i) Savings Identified by Service Heads:

This is the sum total of the savings proposals identified via the Service pro-formas. A full breakdown of the items identified is included within Appendix 3.

4.0 FUTURE STRANDS OF WORK

4.1 There are a number of strands of financial work still to be completed which will influence the final 2018/19 budget as follows:

(a) Settlement - Revenue support grant and New Homes Bonus:

The Local Government Finance Settlement is unlikely to be announced until late December. Consequently, the Council will not have final confirmation of the amount of grant that it will receive until late December or early January. However, the Council has submitted a four year efficiency plan to DCLG to secure certainty over government funding levels for the next two years.

Any New Homes Bonus will be confirmed as part of settlement.

(b) Business Rate Retention Scheme:

There was a revaluation of the business rates base in 2016/17. The Councils were expecting to see a high level of appeals in 2017/18, however to date few appeals are being made under the 'Check, Challenge, Appeal' process. As usual, much depends on the level of business rates appeals which remain difficult to predict.

A full reassessment of the business rate income will be made later in the year when a better estimate of the impact of the appeals can be made.

(c) Council Tax income:

The Councils will need to consider what level increase is to be made to Council Tax. The current forecast assumes a 2.0% increase for 2018/19. This is equivalent to an average (Band C) annual increase in the Councils' part of the Council Tax bill of £5.02 for a property in Adur District Council and £3.99 for a property in Worthing Borough Council.

4.2 A full update on these issues will be included in the January report.

5.0 CONSULTATION

5.1 The Council previously undertook a full consultation exercise to establish public support for the current budget strategy. In the light of this, no consultation exercise has been carried out this year.

5.2 Officers and members have been consulted on the development of the savings proposals contained within the report.

6.0 SAVING PROPOSALS

6.1 The proposed savings are attached at Appendix 3 for consideration. The total savings identified to date are:

	2018/19	2019/20	2020/21	2021/22	2022/23
	£'000	£'000	£'000	£'000	£'000
Adur					
Budget shortfall (as per appendix 1)	1,392	1,797	3,097	3,309	3,726
Savings identified to date	-1,366	-1,527	-1,832	-2,032	-2,182
Revised budget shortfall / Surplus (-)	26	270	1,265	1,277	1,544

	2018/19	2019/20	2020/21	2021/22	2022/23
	£'000	£'000	£'000	£'000	£'000
Worthing					
Budget shortfall (as per appendix 1)	1,931	3,016	4,869	5,573	6,366
Savings identified to date	-2,022	-2,264	-2,533	-2,752	-2,912
Revised budget shortfall / Surplus (-)	-91	752	2,336	2,821	3,454

6.2 This has been a successful savings exercise to date and the Councils are well positioned to set balanced budgets. The Councils have identified a significant amount of savings to meet the initial target; however Members should be aware that there is still some work to be completed which may impact on the final position.

6.3 The Councils have continued with the strategy comprising of three specific strands:

1. Investing in property
2. Commercialisation of services; and
3. Digitisation of services.

6.0 SAVING PROPOSALS

Both the Commercial and Digital Programmes have delivered the savings expected for 2018/19:

	Target	Actual	Under (-) / Over target
	£'000	£'000	£'000
Digital Programme	200	181	-19
Commercial Programme	600	707	107
TOTAL	800	888	88

6.4 Looking ahead to 2019/20 and beyond, the continuing financial pressure is not likely to ease, however the proposed strategy will contribute significantly to meeting this challenge easing the burden on individual services as follows:

	2019/20	2020/21	2021/22	2022/23
	£'000	£'000	£'000	£'000
Cumulative Budget shortfall (Appendix 1)				
Adur	1,392	1,797	3,097	3,309
Worthing	1,931	3,016	4,869	5,573
Total savings to be identified	3,323	4,813	7,966	8,882
Less: Savings identified for 2018/19	-3,388	-3,388	-3,388	-3,388
Savings yet to be identified	1,425	4,578	5,494	6,704
Future savings targets:				
Strategic Asset Management Programme	-401	-852	-1,203	-1,503
Commercial Programme	-600	-1,200	-1,800	-2,400
Digital Programme	-200	-400	-400	-400
Savings to be identified by Heads of Service	224	2,126	2,091	2,401
Annual savings to be identified by Heads of Service	224	1,902*	-36	310

* The financial pressure in 2020/21 reflects the identified need to invest in meeting the 2020 recycling targets, the expected withdrawal of funding for homelessness and the impact of the reduction in New Homes Bonus.

6.5 Funding the delivery of the savings proposals:

6.5.1 In the Autumn Statement 2015, the Chancellor announced that Councils would have the ability to fund initiatives designed to generate ongoing revenue savings in the delivery of public services from capital receipts (excluding Right to Buy receipts). The receipts had to be generated in the period 2016/17 to 2018/19. Full Council is required to approve the use of receipts for such a purpose.

6.0 SAVING PROPOSALS

6.5 Funding the delivery of the savings proposals:

6.5.2 A number of the proposals outlined in Appendix 3 will result in redundancy costs. In the past, the Council has funded these costs via the reserves. However, the reserves are more restricted now, and so it is proposed to fund some of these costs through the use of capital receipts.

6.5.3 Adur District Council has £14,000 capital receipts and Worthing Borough Council have £507,700 that could be used for this purpose and it is proposed that the following amounts are recommended to Council to be released to deliver the savings outlined in Appendix 3 of this report:

Adur District Council £14,000

Worthing Borough Council £300,000

7.0 OTHER BUDGET ISSUES

7.1 Housing Revenue Account

A full report on the Housing Revenue Account and the recommended rent levels will be considered by the Adur Executive in February 2018. It is intended that any savings identified by the Service Heads outlined within this report and identified by the Head for Housing will be the subject of consultation with the Executive Member for Customer Services, the Housing Management Board and the Adur Consultative Forum in the coming months.

8.0 CONCLUSION

8.1 The Councils continue to deal with the withdrawal of Government funding with no prospect of any easing of the financial pressure for the next few years. We await the Autumn Budget and the local Government Settlement in late November and early December which will give the Councils a strong indication of the direction of travel for the next few years.

8.2 The Councils are in a fairly strong position to set a balanced budget with minimal use of reserves for 2018/19 depending on the outcome of the settlement. The report to be presented to members after Christmas will bring together any last changes to the revenue budget, the impact of Comprehensive Spending Review, the final implications of settlement and the final forecast of business rate income.

9.0 FINANCIAL IMPLICATIONS

9.1 The financial implications associated with the development of the budgets are detailed throughout the report.

Finance Officer: Sarah Gobey

Date: 15th November 2017

10.0 LEGAL IMPLICATIONS

10.1 The Local Government Act 2003 requires that the Councils set a balanced budget. This report demonstrates how the Councils intend to meet that requirement for 2018/19

10.2 The Local Government Act 2003, Sections 16(2)(b) and 20: Treatment of costs as capital expenditure allows Councils to use any capital receipts generated in 2016/17 – 2018/19 to fund revenue expenditure which will generate an on-going saving via a direction from the Secretary of State which was issued on 17th December 2015.

Legal Officer: Richard Burraston

Date: 21st November 2017

Local Government Act 1972

Background Papers: 'Towards a Sustainable Future - Budget Strategy for the 2018/19 Budget' report to the Joint Strategic Committee on 13th July, 2017.

'Grafton Multi-Storey Car Park Redevelopment' report to the Joint Strategic Committee on 7th November, 2017.

'Health Related Development on Worthing Town Hall Car Park' report to the Joint Strategic Committee on 10th October, 2017.

Final Guidance of the Flexible Use of Capital Receipts – Department of Communities and Local Government

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SUSTAINABILITY AND RISK ASSESSMENT

1. ECONOMIC

Matter considered and no issues identified

2. SOCIAL

2.1 Social Value

Matter considered and no issues identified

2.2 Equality Issues

Matter considered and no issues identified

2.3 Community Safety Issues (Section 17)

Matter considered and no issues identified

2.4 Human Rights Issues

Matter considered and no issues identified

3. ENVIRONMENTAL

Matter considered and no issues identified

4. GOVERNANCE

Matter considered and no issues identified

ADUR DISTRICT COUNCIL - APPENDIX 2
Revenue Budget Summary Statement 2017/18 - 2022/23

	2017/18 Base	2018/19	2019/20	2020/21	2021/22	2022/23
	£'000	£'000	£'000	£'000	£'000	£'000
Net Spending to be Financed from Taxation						
Base budget	9,166	9,166	9,166	9,166	9,166	9,166
Annual Inflation						
Estimated inflation		324	644	961	1,265	1,572
One -off / non-recurring items						
Local Elections (held every other year)		43	(25)	45	(26)	47
Committed Growth						
Impact of Pension contribution changes		(33)	(30)	(31)	(32)	(33)
Loss of Housing Benefit Administration Grant		53	-	-	-	-
Impact of new arrangements for funding homelessness		-	-	184	184	184
Reduction in PCN income		65	65	65	65	65
New 2020 recycling targets		-	200	400	400	400
Additional waste and recycling round		91	91	91	91	91
Impact of Homelessness Reduction Act		7	7	7	7	7
Committed growth items identified by Heads of Service (see appendix 2)		61	61	61	61	61
Contingency		-	70	140	210	280
Impact of capital programme						
Financing costs		201	225	389	466	605
Additional income						
Investment income		(35)	(35)	(53)	(97)	(141)
Reopening of Riverside Car Park		-	(20)	(20)	(20)	(20)
Approved Growth items						
Provision for new growth items		-	60	120	180	240
Total Cabinet Member Requirements	9,166	9,943	10,479	11,525	11,920	12,524
Total Cabinet Member Requirements B/fwd	9,166	9,943	10,479	11,525	11,920	12,524
Baseline funding	1,650	1,703	1,764	1,799	1,835	1,872
Add: Retained additional business rates	405	615	639	327	334	340
Add: Share of previous year's surplus / (deficit)	331					
Adjusted Baseline funding	2,386	2,318	2,403	2,126	2,169	2,211
Revenue Support Grant	271	-	-	-	-	-
Council Tax						
Adjusted Council Tax income	5,849	6,027	6,163	6,301	6,442	6,587
Other grants						
Transitional Grant	73	-	-	-	-	-
New homes bonus (2013/14 - 2018/19)	244	-	-	-	-	-
New homes bonus (2014/15 - 2019/20)	107	-	-	-	-	-
New homes bonus (2015/16 - 2020/21)	86	86	-	-	-	-
New homes bonus (2016/17 -2019/20)	115	115	115	-	-	-
New homes bonus (2017/18 - 2020/21)	1	1	1	1	-	-
New homes bonus (2018/19- 2021/22)	-	-	-	-	-	-
Total NHB	553	202	116	1	-	-
Collection fund surplus/deficit (-)	34	4	-	-	-	-
Total other grants and contributions	660	206	116	1	-	-
Total Income from Grants and Taxation	9,166	8,551	8,682	8,428	8,611	8,798

ADUR DISTRICT COUNCIL - APPENDIX 2
Revenue Budget Summary Statement 2017/18 - 2022/23

(Surplus) / Shortfall in Resources	-	1,392	1,797	3,097	3,309	3,726
Contribution to (-) / Use of Reserves to Balance						
Capacity issues reserve	-	-	-	-	-	-
Total Income from Reserves	-	-	-	-	-	-
AMOUNT REQUIRED TO BALANCE BUDGET	-	1,392	1,797	3,097	3,309	3,726
Savings identified to date:						
Strategic Property Investment Fund						
Recent Acquisitions		77	77	77	77	77
Future property purchases		216	516	816	1,066	1,266
Proposed increase to 2017/18 programme		200	200	200	200	200
New office block		-	-	55	55	55
Provision for future voids			(100)	(150)	(200)	(250)
Commercial activities and commissioning						
Commercial and Property Board		236	236	236	236	236
Efficiency Measures						
Digital strategy		72	72	72	72	72
Restructures and service plan savings not included above		565	526	526	526	526
Total future initiatives identified		1,366	1,527	1,832	2,032	2,182
Cumulative savings still to be found/ (surplus)		26	270	1,265	1,277	1,544
Annual savings still to be found		26	244	995	12	267
Council Tax increase		2.00%	2.00%	2.00%	2.00%	2.00%
Average annual increase (Band D property)		£5.65	£5.76	£5.88	£5.99	£6.11
Average weekly increase (Band D property)		£0.11	£0.11	£0.11	£0.12	£0.12
Savings required in each year		1,392	405	1,300	211	418

WORTHING BOROUGH COUNCIL - APPENDIX 2
Revenue Budget Summary Statement 2017/18 - 2022/23

	2017/18 Base	2018/19	2019/20	2020/21	2021/22	2022/23
	£'000	£'000	£'000	£'000	£'000	£'000
Net Spending to be Financed from Taxation						
Base budget	13,468	13,468	13,468	13,468	13,468	13,468
(a) Annual Inflation						
Estimated inflation		533	1,064	1,592	2,099	2,607
(b) One -off / non-recurring items						
Local Elections (not held once every four years)		76	78	80	(50)	83
(c) Committed Growth / Cost reductions						
Impact of Pension Fund Triennial valuation		(212)	(272)	(275)	(281)	(287)
Impact of pension valuation for SDLT - Fall out of pension costs.		(18)	(36)	(54)	(72)	(72)
Additional waste and recycling round		164	164	164	164	164
Impact of increasing costs of homelessness		175	175	295	295	295
Impact of Homelessness Reduction Act		47	47	47	47	47
Planning income shortfall		50	50	50	50	50
New 2020 recycling targets		-	300	600	600	600
Loss of Housing Benefit Administration Grant		73	73	73	73	73
Committed growth items identified by Heads of Service		289	289	289	289	289
Contingency		-	80	160	240	320
(d) Impact of capital programme						
Financing costs - General Programme		386	397	433	512	660
Impact of land acquisitions and new developments at Union Place, Grafton, and town hall car park		247	447	647	847	847
(e) Additional income						
Investment income		(32)	(44)	(68)	(116)	(173)
(f) Approved Growth items						
Provision for new growth items		-	90	180	270	360
Total Cabinet Member Requirements	13,468	15,246	16,370	17,681	18,435	19,331
Baseline funding	2,514	2,595	2,687	2,741	2,796	2,852
Add: Net retained additional business rates	506	682	607	312	319	325
Add: Share of surplus /deficit (-)	-					
Adjusted Baseline funding	3,020	3,277	3,294	3,053	3,115	3,177
Revenue Support Grant	453	8	-	-	-	-
Council Tax income						
Adjusted Council Tax income	8,498	8,791	9,002	9,219	9,441	9,669
Transitional Grant	100	-	-	-	-	-
New homes bonus (2013/14 - 2018/19)	220	-	-	-	-	-
New homes bonus (2014/15 - 2019/20)	170	-	-	-	-	-
New homes bonus (2015/16 - 2020/21)	246	246	-	-	-	-
New homes bonus (2016/17 -2019/20)	518	518	518	-	-	-
New homes bonus (2017/18 - 2020/21)	234	234	234	234	-	-
New homes bonus (2018/19- 2021/22)	-	186	186	186	186	-
New homes bonus (2019/20 - 2022/23)	-	-	120	120	120	120
Total New Homes Bonus	1,388	1,184	1,058	540	306	120

WORTHING BOROUGH COUNCIL - APPENDIX 2
Revenue Budget Summary Statement 2017/18 - 2022/23

	2017/18 Base	2018/19	2019/20	2020/21	2021/22	2022/23
	£'000	£'000	£'000	£'000	£'000	£'000
Total other grants and contributions	1,497	1,239	1,058	540	306	120
Total Income from Taxation	13,468	13,315	13,354	12,812	12,862	12,966
(Surplus) / Shortfall in Resources	-	1,931	3,016	4,869	5,573	6,366
AMOUNT REQUIRED TO BALANCE BUDGET	-	1,931	3,016	4,869	5,573	6,366
Savings identified to date:						
Strategic Property Investment Fund						
Recent Acquisitions		54	63	72	81	91
Future property purchases		216	517	768	969	1,169
Proposed increase to 2017/18 programme		200	200	200	200	200
Provision for future voids		-	(100)	(150)	(200)	(250)
Commercial activities and commissioning						
Commercial and Customer Board		592	592	592	592	592
Efficiency Measures						
Digital Strategy Board		108	108	108	108	108
Restructures and service plan savings not included above		852	809	809	809	809
Development of temporary accommodation supply (15 units of 1/2 bed)		-	-	59	118	118
Potential annual reduction in SDLT fees		-	75	75	75	75
		2,022	2,264	2,533	2,752	2,912
Cumulative savings still to be found		(91)	752	2,336	2,821	3,454
Annual savings still to be found		(91)	843	1,584	485	633
Council Tax increase		2.00%	2.00%	2.00%	2.00%	2.00%
Average annual increase (Band D property)		£4.49	£4.58	£4.67	£4.77	£4.86
Average weekly increase (Band D property)		£0.09	£0.09	£0.09	£0.09	£0.09
Savings required in each year		1,931	1,085	1,853	704	793

<u>Committed growth items</u>	2018/19					2019/20	2020/21	APPENDIX 2 Notes:	
	Joint	Adur		Worthing	Grand Total				
	(Memo)	General fund	HRA	Total					
£	£	£	£	£	£	£	£		
COMMUNITIES									
Environment / Waste and Cleansing									
Increased disposal costs associated with trade waste		36,000		36,000	84,000	120,000	120,000	120,000	Above inflation increase in tipping charges together with an increase in increasing tonnage associated with additional business.
Income loss due to changes to franchise / concession					20,000	20,000	20,000	20,000	The loss of income in Parks is for Church House Grounds Tennis, Beach house Park and Marine Gardens Putting.
Loss of income to the Crematorium					120,000	120,000	120,000	120,000	Competition from funeral directors for Chapel services leading to a reduction in full service fees and an increase in cremation only fees
Wellbeing									
Delay in delivery of saving on the licencing service	25,000	10,000		10,000	15,000	25,000	0	0	Delay to delivery of new digital licencing service
Total for Communities Directorate	25,000	46,000	0	46,000	239,000	285,000	260,000	260,000	

<u>Committed growth items</u>	2018/19					2019/20	2020/21	APPENDIX 2 Notes:	
	Joint	Adur			Worthing				Grand Total
	(Memo)	General fund	HRA	Total					
	£	£	£	£	£				£
DIGITAL & RESOURCES									
Finance									
Annual contribution to WSCC refugee co-ordinator post		10,000		10,000	10,000	20,000	20,000	20,000	
Contribution to Safeguarding Boards	4,000	2,000		2,000	2,000	4,000	4,000	4,000	
Net increase in pension strain costs		0		0	5,290	5,290	5,290	5,290	
Net impact of the fall out of the loan arrangement fee net of the full year impact of interest income.		0		0	27,000	27,000	27,000	27,000	
Legal									
Increase costs arising from the reprocurment of IKEN	9,000	3,600		3,600	5,400	9,000	9,000	9,000	
Total for Digital and Resources Directorate	13,000	15,600	0	15,600	49,690	65,290	65,290	65,290	
Total Committed Growth identified	38,000	61,600	0	61,600	288,690	350,290	325,290	325,290	
Allowance in budget	-50,000	-70,000		-70,000	-80,000	-150,000	-150,000	-150,000	
Over (-) / under provision	-12,000	-8,400	0	-8,400	208,690	200,290	175,290	175,290	

A one-off arrangement fee was charged in 2017/18 as part loan arrangement with Worthing Homes

Summary of savings received to date:

Savings	2018/19					Grand Total	2019/20	2020/21	Notes:
	Joint	Adur		Worthing					
	(Memo)	General fund	HRA	Total					
£	£	£	£	£	£	£	£		
CHIEF EXECUTIVE									
Fee income	12,000	4,800		4,800	7,200	12,000	12,000	12,000	
	12,000	4,800	0	4,800	7,200	12,000	12,000	12,000	
COMMUNITIES									
Director - Leisure support									
Net annual reduction in ACL expenditure		10,000		10,000		10,000	20,000	30,000	Recent renegotiations has confirmed that an annual reduction of £10k will continue to be delivered. £15k in 2018/19 but offset by potential additional maintenance costs of £5k.
	0	10,000	0	10,000	0	10,000	20,000	30,000	
Head of Environment / Head of Waste and Cleansing									
Floral display budget adjustment		2,500	0	2,500	7,500	10,000	10,000	10,000	New contract being let with reduced bedding in outlying areas which are being replaced with wildflower meadows. Town centre displays will remain unchanged.
Merger of the Environment and Waste Management teams	288,930	115,570		115,570	173,360	288,930	288,930	288,930	
Joint vehicle savings due to restructure	25,000	10,000		10,000	15,000	25,000	25,000	25,000	
Joint agency staff savings due to restructure	50,000	20,000		20,000	30,000	50,000	50,000	50,000	

Summary of savings received to date:

Savings	2018/19					Grand Total	2019/20	2020/21	Notes:
	Joint	Adur		Worthing					
	(Memo)	General fund	HRA	Total					
£	£	£	£	£	£	£			
Joint supplies & services savings	80,000	32,000		32,000	48,000	80,000	80,000	80,000	
Charge for delivery of bins for domestic refuse est 100x£10	1,000	360		360	640	1,000	1,000	1,000	
Charge for delivery of bins for recycling est 300 x £10.00	3,000	1,090		1,090	1,910	3,000	3,000	3,000	
Increase in net income from trade waste		31,650		31,650	73,850	105,500	105,500	105,500	
Incr'se in parks & rec. grounds fees & charges income		10,100		10,100	12,000	22,100	22,100	22,100	
Increase in beach hut rental income		8,000		8,000	0	8,000	8,000	8,000	
New rental income for recreation grounds		20,000		20,000	5,500	25,500	25,500	25,500	Adur Outdoor Activity Centre
Allotment rental income		0		0	4,600	4,600	4,600	4,600	
Increase in compound and land rentals		0		0	10,000	10,000	10,000	10,000	
Increase in price of Garden Waste Bins from £70 - £75	115,500	42,040		42,040	73,460	115,500	115,500	115,500	
Increase take up of new bins - 1000 extra bins	80,000	29,120		29,120	50,880	80,000			
Increase Garden sack from £1.00p to £1.20p	28,900	10,520		10,520	18,380	28,900	28,900	28,900	
Bulky waste price increase above 2.5% inflationary allowance	1,440	520		520	920	1,440	1,440	1,440	
Increase in coast protection fees	10,000	4,000		4,000	6,000	10,000	10,000	10,000	
Reduced grounds maintenance costs		20,000		20,000		20,000	20,000	20,000	
Proposed increase in cremation fees					120,000	120,000	120,000	120,000	
	683,770	357,470	0	357,470	652,000	1,009,470	929,470	929,470	

Summary of savings received to date:

Savings	2018/19					Grand Total	2019/20	2020/21	Notes:
	Joint	Adur		Worthing					
	(Memo)	General fund	HRA						
£	£	£	£	£	£	£	£		
Head of Wellbeing Out-of- hours service		2,480		2,480	14,020	16,500	16,500	16,500	This contract was retendered and as a result savings on the value of this service were achieved for 17/18 and 18/19 and have been identified as savings for 18/19. The current budget for this service is £65,070 (Worthing £40,830, Adur £24,240) and is under review. It has been identified that this service is not meeting the requirements of all our communities and will be one of the projects that is developed as part of the co-design programme. The current grant budget for Adur Grants is £77,390 and is granted to voluntary organisations who meet/ address the outcomes identified in Councils priorities. The identified saving would reduce this fund by £50,000, which would still allow a programme of grants, just at a reduced scale in line with current demand for this type of funding. Consideration would also need to be given to the £10K currently top sliced to Guild Care as this would reduce the available grant funds to £17,390 that organisations could apply for. Therefore £50K is offered as savings.
Dial-a-ride		4,240		4,240	10,830	15,070	15,070	15,070	
Adur Grants		50,000		50,000	0	50,000	50,000	50,000	

Summary of savings received to date:

Savings	2018/19				Worthing	Grand Total	2019/20	2020/21	Notes:
	Joint	Adur		Total					
	(Memo)	General fund	HRA						
£	£	£	£	£	£	£	£		
Guild Care				0	8,990	8,990	8,990	8,990	<p>The current budget for this grant is £24k (Worthing), (£10k Adur), together with £73K from the Wellbeing Hubs and is under contract until March 18 (£107K in Total). The fund provides for service provision around isolation and ill health of those aged over 65 years (Incl. slips, trips and falls).</p> <p>In the Communities & Wellbeing intelligence & evidence framework we identified that isolation should be considered for all ages and therefore there is a need to review the beneficiaries of this service.</p> <p>It should be noted that approx. £73K in addition to the Worthing grant is given to this service from the Wellbeing Hubs, which will see a reduction in their grant in 18/19 to fund this service. Please also see note above under Adur Grants re: additional £10K that is awarded for this service</p> <p>Therefore the service provision is being reviewed to incorporate all age isolation/ loneliness and that from Worthing a saving of £8,990 is offered.</p>

Summary of savings received to date:

Savings	2018/19				Worthing	Grand Total	2019/20	2020/21	Notes:
	Joint (Memo)	Adur		Total					
	£	£	£	£	£	£	£	£	
Council Rooms				0	2,790	2,790	2,790	2,790	The hiring of rooms by voluntary/charity organisations and the rates charged for this has been reviewed with a Council policy for Worthing being put in place. Therefore here is no longer a need to provide funding to subsidise this activity and is offered as savings.
Potential restructuring savings	66,330	26,530		26,530	39,800	66,330	66,330	66,330	A salary saving of £15,842 has already been identified already due to an Environmental Health Technician reducing from full-time hours to part-time. The remainder of this salary saving will be found from a review of the staffing costs across the teams.
	66,330	83,250	0	83,250	76,430	159,680	159,680	159,680	
Total for Communities Directorate	750,100	450,720	0	450,720	728,430	1,179,150	1,109,150	1,119,150	

Summary of savings received to date:

Savings	2018/19					Grand Total	2019/20	2020/21	Notes:
	Joint	Adur		Worthing					
	(Memo)	General fund	HRA	Total					
£	£	£	£	£	£	£	£		
DIGITAL & RESOURCES									
Head of Finance									
Reduction in pension payments		19,550		19,550		19,550	19,550	19,550	Fall out of pension costs
Review of corporate budgets		21,040	6,640	27,680	21,700	49,380	49,380	49,380	Deletion of unused budgets
Deletion of subscription to SE employers		3,190	1,010	4,200	5,030	9,230	9,230	9,230	
Deletion of Splashpoint maintenance budget				0	10,500	10,500	10,500	10,500	Site now sold
Increase in Worthing HB overpayment income				0	80,000	80,000	80,000	80,000	New integrated approach to debt recovery proposed - transfer of legal staff to facilitate improved working. Based on current improved performance
Exchequer - Review of structure	27,740	11,100		11,100	16,640	27,740	27,740	27,740	The implementation of the new FMS system should transform how the service is delivered
Creation of apprentice post in accountancy	1,290	520		520	770	1,290	1,290	1,290	Reconfiguration of vacant post
Extension of SDLT payroll services contract for 6 - 9 months	20,270	8,110		8,110	12,160	20,270	0	0	Extended to December 2018
Deletion of unused internal audit budgets	490	200		200	290	490	490	490	
Treasury management - Joint service with another Council	15,000	6,000		6,000	9,000	15,000	15,000	15,000	
	64,790	69,710	7,650	77,360	156,090	233,450	213,180	213,180	

Summary of savings received to date:

Savings	2018/19					Grand Total	2019/20	2020/21	Notes:
	Joint	Adur		Worthing					
	(Memo)	General fund	HRA						
£	£	£	£	£	£	£	£		
Head of Legal Increased income from legal work undertaken for other external bodies including Crawley Borough Council, Arun District Council and Mid Sussex District Council	8,000	3,200		3,200	4,800	8,000	8,000	8,000	
Increased income from legal work undertaken for Housing and funded by the Housing Revenue Account.	15,000	6,000		6,000	9,000	15,000	15,000	15,000	
	23,000	9,200	0	9,200	13,800	23,000	23,000	23,000	
Head of Digital and Design Changes to maintenance budgets following the dissolution of CenSus and the move to the Cloud	153,000	61,200		61,200	91,800	153,000	153,000	153,000	
	153,000	61,200	0	61,200	91,800	153,000	153,000	153,000	
Head of People Deletion of Business Support Officer	11,580	4,630		4,630	6,950	11,580	11,580	11,580	
	11,580	4,630	0	4,630	6,950	11,580	11,580	11,580	

Summary of savings received to date:

Savings	2018/19					Grand Total	2019/20	2020/21	Notes:
	Joint	Adur		Worthing					
	(Memo)	General fund	HRA						
£	£	£	£	£	£	£	£		
Head of Business and Technical Services									
Bus shelter cleaning		2,000		2,000	0	2,000	2,000	2,000	
Restructure of engineering and surveying services combined with a review of amount charged to capital programme	94,780	37,910		37,910	56,870	94,780	94,780	94,780	
Review of budgets	10,130	4,050		4,050	6,080	10,130	10,130	10,130	
	104,910	43,960	0	43,960	62,950	106,910	106,910	106,910	
Head of Customer Engagement									
Review of validation deal in MSCP car parks increasing all day parking from £4 to £5 for people working in the BN11 area		0		0	47,000	47,000	47,000	47,000	
Interim Tariff review MSCPs to fund a programme of improvement works.		0		0	102,000	102,000	102,000	102,000	The Council is undertaking a programme of improvement works to the car parks over the next three years.
Review of surface car park tariff (town centre/ long stay sites)		0		0	22,650	22,650	22,650	22,650	

Summary of savings received to date:

Savings	2018/19					Grand Total	2019/20	2020/21	Notes:
	Joint	Adur		Worthing					
	(Memo)	General fund	HRA						
£	£	£	£	£	£	£	£		
Head of Customer Engagement									
Customer Service Reorganisation (completed)	22,000	8,800		8,800	13,200	22,000	22,000	22,000	
Parking Service Reorganisation	16,000	6,400		6,400	9,600	16,000	16,000	16,000	
Deletion of Commercial Manager Post (Vacant).	40,000	16,000		16,000	24,000	40,000	40,000	40,000	
	78,000	31,200	0	31,200	218,450	249,650	249,650	249,650	
Head of Revenues and									
Creation of a joint Adur-Worthing Revenues & Benefits Service		37,000		37,000		37,000	37,000	37,000	
Additional income from Adur HB overpayments		11,000		11,000		11,000	11,000	11,000	New integrated approach to debt recovery proposed, combined with sharing of good practice from Worthing BC
	0	48,000	0	48,000	0	48,000	48,000	48,000	
Total for Digital and Resources Directorate	412,280	258,700	7,650	266,350	536,240	802,590	782,320	782,320	

Summary of savings received to date:

Savings	2018/19					Grand Total	2019/20	2020/21	Notes:
	Joint	Adur		Worthing					
	(Memo)	General fund	HRA						
£	£	£	£	£	£	£	£		
ECONOMY									
Head of Growth									
Further saving from digitisation of service	10,000	4,000		4,000	6,000	10,000	10,000	10,000	
Increase in pre-application fees	20,000	8,000		8,000	12,000	20,000	20,000	20,000	
Reduction in operational costs to offset shortfall in resources in Worthing				0	50,000	50,000	50,000	50,000	
	30,000	12,000	0	12,000	68,000	80,000	80,000	80,000	
Head of Place & Investment									
Additional salary savings from restructure - now completed	18,460	7,380		7,380	11,080	18,460	18,460	18,460	
Additional rental income from commercial property portfolios		5,000		5,000	6,000	11,000	11,000	11,000	
	18,460	12,380	0	12,380	17,080	29,460	29,460	29,460	

Summary of savings received to date:

Savings	2018/19					Grand Total	2019/20	2020/21	Notes:
	Joint	Adur		Worthing					
	(Memo)	General fund	HRA						
£	£	£	£	£	£	£	£		
Head of Culture									
Additional income				0	8,000	8,000	8,000	8,000	
	0	0	0	0	8,000	8,000	8,000	8,000	
Head of Building Control and Land Charges									
Re-structure of building control to address savings and offset under recovery of fee's (salary savings and continuation of underspend)	86,000	34,400		34,400	51,600	86,000	86,000	86,000	
Deletion of BC Support post	14,000	5,600		5,600	8,400	14,000	14,000	14,000	
Removal of unused overtime budget	5,000	2,000		2,000	3,000	5,000	5,000	5,000	
	105,000	42,000	0	42,000	63,000	105,000	105,000	105,000	
Total for Economy Directorate	153,460	66,380	0	66,380	156,080	222,460	222,460	222,460	

Summary of savings received to date:

Savings	2018/19					Grand Total	2019/20	2020/21	Notes:
	Joint	Adur		Worthing					
	(Memo)	General fund	HRA						
£	£	£	£	£	£	£	£		
Corporate savings									
Chief Executive secondment	61,000	30,500		30,500	30,500	61,000	0	0	Secondment for 2 days a week
Rationalisation of senior management team	155,360	62,140		62,140	93,220	155,360	155,360	155,360	Vacant director and PA posts. Some resources held back for re-evaluation of existing posts.
Total Corporate initiatives	216,360	92,640	0	92,640	123,720	216,360	155,360	155,360	
OVERALL TOTAL	1,544,200	873,240	7,650	880,890	1,551,670	2,432,560	2,281,290	2,291,290	

Savings identified by the Digital Programme

	2018/19						2019/20	2020/21
	Joint	Adur			Worthing	Grand Total		
	(Memo)	General fund	HRA	Total				
£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Exchequer - Review of structure	27,740	11,100	0	11,100	16,640	27,740	27,740	27,740
Changes to maintenance budgets following the dissolution of CenSus and the move to the Cloud	153,000	61,200	0	61,200	91,800	153,000	153,000	153,000
	180,740	72,300	0	72,300	108,440	180,740	180,740	180,740
Target						200,000	400,000	600,000
Over / Under (-) target						-19,260	-219,260	-419,260

Savings identified by the Commercial Programme

APPENDIX 5

	2018/19						2019/20	2020/21
	Joint	Adur			Worthing	Grand Total		
	(Memo)	General fund	HRA	Total				
	£'000	£'000	£'000	£'000	£'000	£'000		
Development of existing businesses								
Fee income for communications	12,000	4,800	0	4,800	7,200	12,000	12,000	12,000
Charge for delivery of bins for domestic refuse est 100x£10	1,000	360	0	360	640	1,000	1,000	1,000
Charge for delivery of bins for recycling est 300 x £10.00	3,000	1,090	0	1,090	1,910	3,000	3,000	3,000
Increase in net income from trade waste	0	31,650	0	31,650	73,850	105,500	105,500	105,500
Incr'se in parks & rec. grounds fees & charges income	0	10,100	0	10,100	12,000	22,100	22,100	22,100
Increase in beach hut rental income	0	8,000	0	8,000	0	8,000	8,000	8,000
New rental income for recreation grounds	0	20,000	0	20,000	5,500	25,500	25,500	25,500
Allotment rental income	0	0	0	0	4,600	4,600	4,600	4,600
Increase in compound and land rentals	0	0	0	0	10,000	10,000	10,000	10,000
Increase in price of Garden Waste Bins from £70 - £75	115,500	42,040	0	42,040	73,460	115,500	115,500	115,500
Increase take up of new bins - 1000 extra bins	80,000	29,120	0	29,120	50,880	80,000	0	0
Increase Garden sack from £1.00p to £1.20p	28,900	10,520	0	10,520	18,380	28,900	28,900	28,900
Bulky waste price increase above 2.5% inflationary allowance	1,440	520	0	520	920	1,440	1,440	1,440
Increase in coast protection fees	10,000	4,000	0	4,000	6,000	10,000	10,000	10,000
Proposed increase in cremation fees	0	0	0	0	120,000	120,000	120,000	120,000
Less: Expected income loss due to competition from funeral directors					-120,000	-120,000	-120,000	-120,000
Review of validation deal in MSCP car parks increasing all day parking from £4 to £5 for people working in the BN11 area	0	0	0	0	47,000	47,000	47,000	47,000
Interim Tariff review MSCPs to fund a programme of improvement works.	0	0	0	0	102,000	102,000	102,000	102,000
Review of surface car park tariff (town centre/ long stay sites)	0	0	0	0	22,650	22,650	22,650	22,650
Extension of SDLT payroll services contract for 6 - 9 months	20,270	8,110	0	8,110	12,160	20,270	0	0
Increased income from legal work undertaken for other external bodies including Crawley Borough Council, Arun District Council and Mid Sussex District Council	8,000	3,200	0	3,200	4,800	8,000	8,000	8,000
Increase in pre-application fees	20,000	8,000	0	8,000	12,000	20,000	20,000	20,000
Theatres additional income	0	0	0	0	8,000	8,000	8,000	8,000

Savings identified by the Commercial Programme

APPENDIX 5

	2018/19					2019/20	2020/21	
	Joint	Adur			Worthing			Grand Total
	(Memo)	General fund	HRA	Total				
	£'000	£'000	£'000	£'000	£'000			£'000
Recommissioning of services								
Review of Revenues and Benefits Service	0	37,000	0	37,000	0	37,000	37,000	
New Business Opportunities								
Treasury management - Joint service with another Council	15,000	6,000	0	6,000	9,000	15,000	15,000	
	315,110	224,510	0	224,510	482,950	707,460	607,190	
Target						600,000	1,200,000	
Over / Under (-) target						107,460	-592,810	