



Lichfield
District Council

Annual budget book

2024/25

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Introduction

The purpose of the **Annual Budget Book** is to inform residents, customers, Members and other interested parties how Lichfield District Council proposes to spend its revenue and capital budgets on services. It also provides an understanding of the current financial position facing the Council both for the coming year and looking towards the future.

The information presented in this document is based on controllable budgets and therefore excludes any recharges between different areas within the Council. The Budget Book provides an overall summary of the revenue budget, details of the approved council tax for the year, treasury management, the capital programme (budget), and information relating to the Council's reserves. It also shows the main components of the budget for each Service Area and for each Strategic Priority.

The document is produced in a manner that is intended to be easy to understand and shows how the Council will use its resources to deliver the outcomes set out in **the Lichfield District Council Strategic Plan**.

The revenue and capital budgets for 2024/25, included in the **Medium Term Financial Strategy (MTFS)**, were **approved by Full Council at its meeting on 27 February 2024**. The same meeting also set the council tax for 2024/25.

This approval was undertaken following final scrutiny of the MTFS by Overview and Scrutiny Committee on 30 January 2024, the Treasury Management Strategy by Audit and Member Standards Committee on 1 February 2024 and approval by Cabinet on 6 February 2028. The full process is explained below:

	Date	Meeting	Topics
Budget Consultation (July to December)	04/07/2023	Cabinet	Budget timetable, Budget principles, MTFS update, Budget consultation and Budget assumptions for 2024/25
	14/09/2023	Overview and Scrutiny	To review the Draft Medium Term Financial Strategy
	10/10/2023	Cabinet	An update on the Draft Medium Term Financial Strategy
	14/11/2023	Overview and Scrutiny	To review the Draft Medium Term Financial Strategy
	05/12/2023	Cabinet	Set the Council Taxbase for 2024/25
	19/12/2023	Overview and Scrutiny	Meeting to consider Service and Financial Planning Proposals (Deferred due to Settlement Date)
	30/01/2024	Overview and Scrutiny	To review the Draft Medium Term Financial Strategy
	01/02/2024	Audit Committee	To review the Treasury Management Strategy Statement
	06/02/2024	Cabinet	To recommend the Medium Term Financial Strategy and Council Tax increase to Council
	27/02/2024	Council	Approve the Medium Term Financial Strategy and set the Council Tax

The MTFS identifies the investment and resources necessary to deliver the Strategic Plan. One of the key functions of the Finance and Commissioning Team is to produce, update and monitor the Council's Medium Term Financial Strategy (MTFS).

In terms of Governance, Overview and Scrutiny Committee scrutinise the Revenue Budget, Capital Programme and Reserve Levels and Audit and Member Standards Committee scrutinise the Treasury Management Strategy, Capital Programme and Financing prior to approval by Cabinet and Full Council.

The activities and budgets assigned to each service area are based on the Target Operating Model. Therefore, any subsequent changes within the model will result in activities and their associated budgets being transferred.

The Financial management process and its Governance is key in terms of the Finance Team’s work, and this is shown diagrammatically below:



The Medium Term Financial Strategy (MTFS)

The ability to deliver the outcomes set out in the **Strategic Plan** is dependent on the resources available over the life of the plan. Therefore, the Council prepares a **Medium Term Financial Strategy (MTFS)**. This covers how we will use reserves, our investments, and our approach to council tax and how we deploy our capital. It also looks at the medium term given the cost pressures we are likely to face and how these could be financed. The MTFS covers revenue and capital expenditure for the four financial years **2024/25, 2025/26, 2026/27 and 2027/28**. It was approved by Full Council on 27 February 2024.

MTFS Budget Principles and Assumptions

To assist in preparing the Medium Term Financial Strategy, in common with a number of Councils, a set of principles were established to guide the preparation and management of the MTFS.

Council, on 15 October 2019, approved the budget principles identified below:

- Council will consider the medium term outlook when setting the level of Council Tax to ensure that a sustainable budget position is maintained.
- Council will prioritise funding for statutory and regulatory responsibilities to ensure these are delivered in a way that meets our legal requirements and customer needs.
- Council will continue to seek continuous improvement to enable further savings, efficiencies and income gains and provide budgets that are appropriate to service needs.
- Council will ensure that all growth in the staffing establishment will be fully understood through robust business cases in order to ensure our resources match service and customer needs. Growth will usually be allowed where costs are offset by external funding, savings or additional income.
- Council will not add to other ongoing revenue budgets unless these are unavoidable costs or corresponding savings are identified elsewhere.
- Council will use robust business cases to prioritise capital funding so that we have a sustainable Capital Programme that meets statutory responsibilities, benefits the Council's overall revenue budget position, and ensures that existing assets are properly maintained.
- Council will maintain an overall level of revenue reserves that are appropriate for the overall level of risks that the organisation faces, in order to overcome any foreseeable financial impact.

The Provisional and Final Local Government Finance Settlement for 2024/25

Introduction

The 2024/25 local government finance settlement was received on 18 December 2023, is for one year only and is based on the Spending Review 2021 (SR21) funding levels, updated for the 2023 Autumn Statement announcements.

The main headlines impacting this Council are set out below:

- **Council Tax** – As previously announced, the council tax referendum limit will be 2.99% for local authorities, with social care authorities allowed an additional 2% social care precept. The provisional settlement confirmed that districts will be allowed to apply the higher of the referendum limit of **2.99%** or £5 (**2.66%**).
- **Settlement Funding Assessment** – The September CPI figure of 6.7% has been applied to increase the local government funding amount within the business rates retention scheme and Revenue Support Grant.
- **Local Government Funding Reform** – No announcements were made regarding funding reform.

Specific Grants

- **No Change: Improved Better Care Fund** – The funding remains at £2.140m. An element of this funding provided to County Councils is distributed to District Councils to fund Disabled Facilities Grants in the Capital Programme.
- **No change: New Homes Bonus** - The 2024/25 allocations have been announced at £291m (£291m in 2023/24 also – coincidence only).
- **Increased: Funding Guarantee** – *The cost of the 3% funding guarantee has increased by £64m from £133m to £197m for 2024/25.*
- **Reduced: Services Grant** – This grant has reduced from £483m to £77m, a reduction of £406m. The funding has been reduced after *“factoring in the costs of using some of the remaining Services Grant to fund increases to other settlement grants and equalisation of the adult social care precept”*. A small proportion has also been held back as a contingency.
- **No Change: Rural Services Delivery Grant** – There has been no change to the national grant (£95m) or local allocations for 2024/25.

Government Core Spending Power Analysis

The Government analyses Local Government Funding using its preferred measure of Core Spending Power. There are several key points to make in relation to this measure:

- It excludes any Business Rate Growth above the Government Set Baseline.
- It assumes average Council Tax base growth and that all Councils will utilise the maximum available Council Tax increase – for this Council in 2024/25 it is 3% (2.99% for modelling purposes).
- It excludes any other local income sources such as the benefits of Business Rate Pooling and previous year Collection Fund surpluses or deficits.

The comparison of the Core Spending Power using the comparative Settlement for 2023/24 to the Provisional and Final Settlements in 2024/25 are shown below:

	Core Spending Power Comparative 2023/24	Core Spending Power Provisional 2024/25	Core Spending Power Final 2024/25	MTFS Projection O & S 14/11/2023 2024/25
Retained Business Rates - Baseline	£2,195,966	£2,296,616	£2,296,616	£2,196,000
Assumed Council Tax	£7,614,387	£7,969,646	£7,969,646	£7,858,000
Other Grants including Funding Guarantee Grant	£1,123,491	£1,061,009	£1,180,272	£1,406,000
New Homes Bonus	£992,453	£1,188,722	£1,188,722	£844,000
Core Spending Power Elements	£11,926,297	£12,515,993	£12,635,256	£12,304,000
Variance		£589,696	£708,959	
% Increase in Core Spending Power		4.9%	5.9%	

The Provisional Settlement was subject to the outcome of consultation and the Council responded to this consultation on **9 January 2024** in advance of the deadline of 15 January 2024.

The Provisional Settlement outcome was in line with the assumptions used in the Draft MTFS presented to Cabinet on 10 October 2023 of (**£12,304,000¹**). This means that the level of uncertainty for 2024/25 can remain at **Medium**.

On 24 January 2024, the Department for Levelling Up, Housing and Communities published details of additional funding which councils can expect in the final Local Government Finance Settlement (LGFS).

The key announcements are summarised below:

- The minimum funding guarantee will be increased from 3% to 4%.
- £15m increase to the Rural Services Delivery Grant, making the total size of the fund £110m.
- £3m one-off additional funding to support councils most affected by Internal Drainage Board levies, accompanied by a commitment to work with DEFRA to implement a long-term solution.
- Council tax referendum limit remains at 2.99% or £5 for districts.
- The Government will ask all local authorities to publish a productivity plan before summer recess setting out how they will ‘improve service performance and reduce wasteful expenditure’.
- The Government will set up a new expert advisory panel to advise it on financial sustainability in the sector and to review the productivity plans.

The only additional funding the Council is likely to receive relates to the increase in the minimum funding guarantee from 3% to 4%. The initial estimate is that this will mean (**£100,000**) of additional grant in 2024/25. This estimated additional grant has now been included in this version of the MTFS. However, the financial benefits at this stage, impact on 2024/25 and potentially 2025/26. Most key income streams (Business Rates, Review of Needs and Resources/Fair Funding and New Homes Bonus) will be reviewed for implementation potentially in 2025/26 but more likely in 2026/27 (assumed in the MTFS) or later. Therefore, the level of uncertainty from **2025/26** remains as **High**.

¹ Total Funding for 2024/25 assuming a Council Tax increase of 1.99% was projected to be (£14,123,000) less the local elements of Collection Fund Surplus of (£474,000) and Business Rates Growth of (£1,345,000).

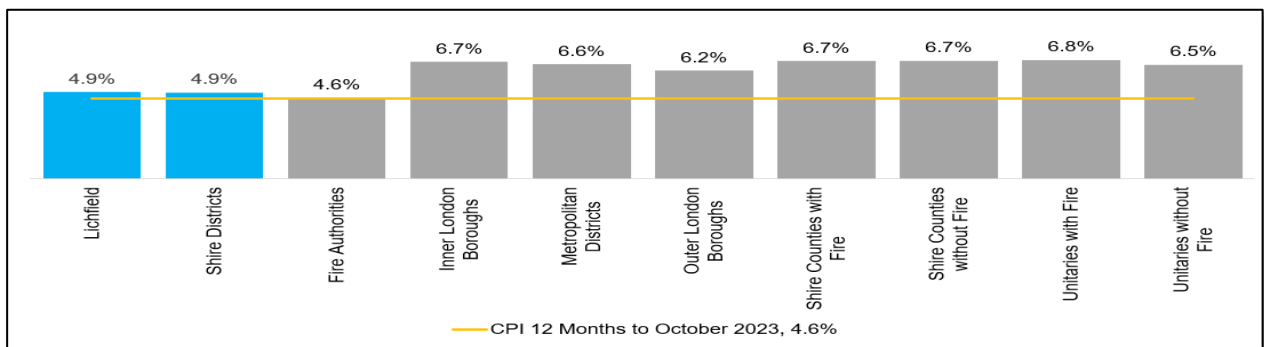
Government Core Spending Power Analysis

The Government analyses Local Government Funding using its preferred measure of Core Spending Power. There are several key points to make in relation to this measure:

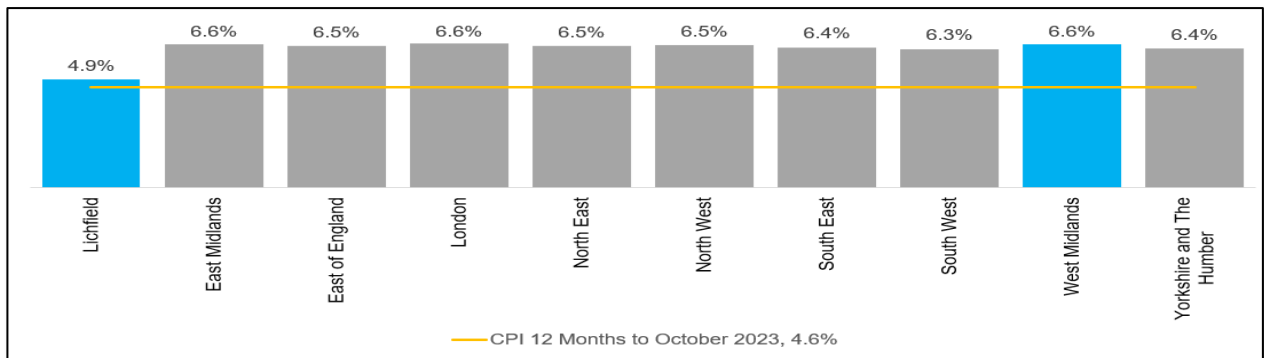
- It excludes any Business Rate Growth above the Government Set Baseline.
- It assumes average Council Tax base growth and that all Councils will utilise the maximum available Council Tax increase – for this Council in 2023/24 it is 3% (2.99% for modelling purposes).
- It excludes any other local income sources such as the benefits of Business Rate Pooling and previous year Collection Fund surpluses or deficits.

The Council's Core Spending Power increase to other comparators is shown below:

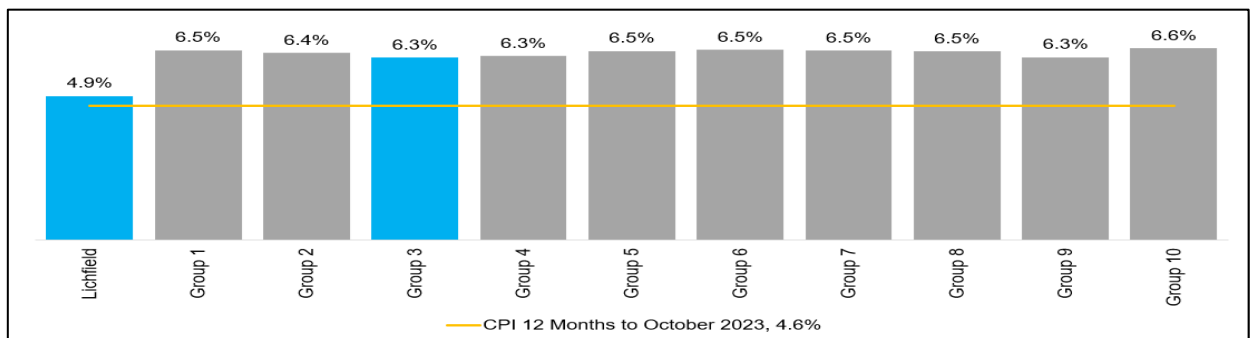
Change in Core Spending Power by Authority Type



Change in Core Spending Power by Region



Change in Core Spending Power by level of Deprivation (IMD deciles)



The Revenue Budget

The Revenue Budget was updated to reflect:

- The inclusion of updated projections from the 8 month Money Matters Report.
- The inclusion of financial implications from any further Approved Reports.
- The Provisional and Final Local Government Finance Settlement with the 'windfall' benefit recommended to be transferred to the Strategic Priorities earmarked reserve.
- Any significant inflationary or other changes identified from the detailed review of base budgets.

As in previous years, three funding scenarios have been prepared based on the following assumptions:

Funding Stream	Key Assumptions
Business Rates & Grants	
Business Rates Baseline Funding Level	Projected by expert with Finance Reform from 2026/27
Business Rates Growth	Council Business Rate income projections
Services Grant, Funding Guarantee Grant and Transitional Funding	From 2026/27 transitional funding is provided to mitigate the impact of Finance Reform The funding is triggered when there is a change in Core Spending Power (funding) of more than an assumed % between any year
New Homes Bonus	
Central	Retained until 2026/27, central housing growth and then abolished
More Optimistic	Retained in its current format with higher levels of housing growth
More Pessimistic	Retained until 2026/27, lower housing growth and then abolished
Council Tax	
Central	Projected housing growth and Taxbase change of 1.61% in 24/25, 0.86% in 25/26, 1.38% in 2026/27 and 1.29% in 2027/28. Council Tax increases of £5 in 2024/25 and then 1.99% annually
More Optimistic	Higher housing growth and annual 2.99% Council Tax increases
More Pessimistic	Lower housing growth and annual Council Tax freezes

The estimated inflation and budget variations for all scenarios (with additional income or savings enclosed by brackets) compared to the approved Medium Term Financial Strategy are shown below:

Updated Expenditure/Income Projections	2023/24	2024/25	2025/26	2026/27	2027/28
	£000	£000	£000	£000	£000
Updated pay inflation pressures		250	263	281	297
Approved Cinema for Lichfield District funding		755	0	0	0
Revenue Contributions to the Capital Programme 2027/28		612	0	0	0
Additional income from Planning Fees (Autumn Statement)		(54)	(95)	(209)	(223)
Additional Planning Investment / Contingency		54	95	209	223
Additional income from Car Parking Fees		(150)	(150)	(150)	(150)
Additional Car Parking Investment / Contingency		150	150	150	150
Contracts Inflationary increases		274	297	287	327
Inflationary Increase in Community Grants		23	28	33	38
Enabling Regeneration Investment (to include a budget for a Burntwood Blueprint of up to £75k)		350	120	0	0
Updated Treasury Management Projections		(700)	(550)	0	0
Inclusion of a cost of living contingency budget		0	50	0	0
In year contingency/growth budget Investment (to include a budget for a Heritage Plan for the District of up to £75k)		398	250	0	0
Sub Total		1,962	458	601	662

	2023/24	2024/25	2025/26	2026/27	2027/28
	£000	£000	£000	£000	£000
Included in Approved Budget		250	263	281	297
		755	0	0	0
		612	0	0	0
		(54)	(95)	(209)	(223)
		54	95	209	223
		(150)	(150)	(150)	(150)
		150	150	150	150
		274	297	287	327
		23	28	33	38
		350	120	0	0
		(700)	(550)	0	0
		0	50	0	0
		398	250	0	0
	1,962	458	601	662	

The central scenario funding changes (with additional income enclosed by brackets) compared to the approved Medium Term Financial Strategy are shown below:

Updated Central Scenario Funding Projections	2023/24	2024/25	2025/26	2026/27	2027/28
	£000	£000	£000	£000	£000
Retained Business Rates Baseline Funding		62	(42)	(27)	(13)
Retained Business Rates Growth Allowance		(342)	(1,472)	(337)	(334)
Rolled in Grants		1	(512)	(114)	(110)
Business Rates Cap Grant		181	(512)	0	0
Services Grant		69	(13)	0	0
Funding Guarantee Grant		(14)	(1,450)	0	0
Transitional Funding		0	747	(1,159)	(64)
New Homes Bonus		(619)	0	0	0
Collection Fund (Surplus)/Deficit		(1,229)	0	0	0
Council Tax Income		(71)	(51)	(41)	(59)
Sub Total		(1,962)	(3,305)	(1,678)	(580)

Modelled Changes and their Impact on the Revenue Budget and the Funding Gap

The Revenue Budget central scenario modelled changes and their impact on the Funding Gap together with scenarios based on more optimistic and more pessimistic funding assumptions are shown in summary below:

Updated Central Scenario Funding Projections	2023/24	2024/25	2025/26	2026/27	2027/28
	£000	£000	£000	£000	£000
Approved Funding Gap		0	1,616	1,903	1,770
Updated Expenditure/Income Projections		1,962	458	601	662
Updated Central Scenario Funding Projections		(1,962)	(3,305)	(1,678)	(580)
Updated Central Scenario Budget Funding Gap		0	(1,231)	826	1,852

More Optimistic Scenario Impact on General Reserves	244	(1,764)	(162)	(49)
More Pessimistic Scenario Impact on General Reserves	1,413	444	3,446	3,965

The key features of the proposed central scenario Revenue Budget are:

- The inclusion of additional budgets to address ongoing projected budget pressures related to an increased pay award of **4%** (increased from 2%) in 2024/25.
- The inclusion of **£755,000** of funding for the Cinema for Lichfield District approved by Council on 12 December 2023 and funded by an element of the Collection Fund Surplus.
- The transfer of **£612,000** to an earmarked reserve to fund Business-as-Usual Capital Investment in 2027/28 to negate additional borrowing need.
- Planning fee income projections have been updated to:
 - Include updated projected income from local planning fee changes.
 - Take account of the Autumn Statement changes in national fees (only fees for major applications would increase to recover full cost whereas previously minor application fees were also proposed to increase).
 - Reflect income being lower than budget in 2023/24 and lower OBR projections for housing transactions in 2024/25 and 2025/26.
 - Set aside any additional income to invest in the planning service or provide income contingency due to the uncertainty around planning income and the status of the Local Plan.

- Additional Car parking income of **(£150,000)** that is higher than the budgeted level is proposed to be set aside to invest in car parking or provide income contingency.
- Additional inflationary allowances have been included in the budget based on the November 2023 Office for Budget Responsibility (OBR) forecasts contained in the Economic and Fiscal Outlook (these higher forecasts are shown in the MTFS Budget Assumptions in **APPENDIX A**).
- Inflationary increases for community grants budgets.
- Provision is included to fund planned regeneration initiatives given the existing earmarked reserve is now fully committed.
- Additional income from Treasury management is included to reflect higher interest rates and higher investment balances partly from slippage in the spend of major capital investment schemes such as the leisure centre.
- In addition to 2023/24 and 2024/25, the proposed provisional inclusion of a specific cost of living contingency budget of **£50,000** in 2025/26.
- In addition to 2023/24, a proposed increase in the in-year more general contingency/growth budget in 2024/25 of **£398,000** to **£498,000** and the proposed provisional inclusion of a budget of **£250,000** in 2025/26.
- A **Council Tax increase of £5** or **2.66%** for 2024/25 and then modelled increases of **1.99%** for each subsequent year. The impact over the four years of this approach and a maximum **2.99%** increase in 2024/25 and then annual **1.99%** increases compared to the Approved Budget is shown below:

	Total	2024/25	2025/26	2026/27	2027/28
	£000	£000	£000	£000	£000
Approved Council Tax Income (modelled increases of 1.99%)	(£33,080)	(£7,858)	(£8,124)	(£8,416)	(£8,682)
Modelled Increase		£5.00	1.99%	1.99%	1.99%
Modelled Council Tax Band D		£192.85	£196.68	£200.60	£204.59
Approved Council Taxbase		41,116	41,567	42,161	42,723
Modelled MTFS Council Tax Income @ £5 24/25 and then 1.99%	(£33,303)	(£7,929)	(£8,175)	(£8,457)	(£8,741)
(Higher) / Lower Modelled Council Tax Income	(£223)	(£71)	(£51)	(£41)	(£59)
Council Tax Income @ 2.99% 24/25 and then 1.99%	(£33,410)	(£7,955)	(£8,202)	(£8,485)	(£8,769)
(Higher) / Lower Modelled Council Tax Income	(£330)	(£97)	(£78)	(£69)	(£87)

The Revenue Budget using the Central Scenario is shown in summary below:

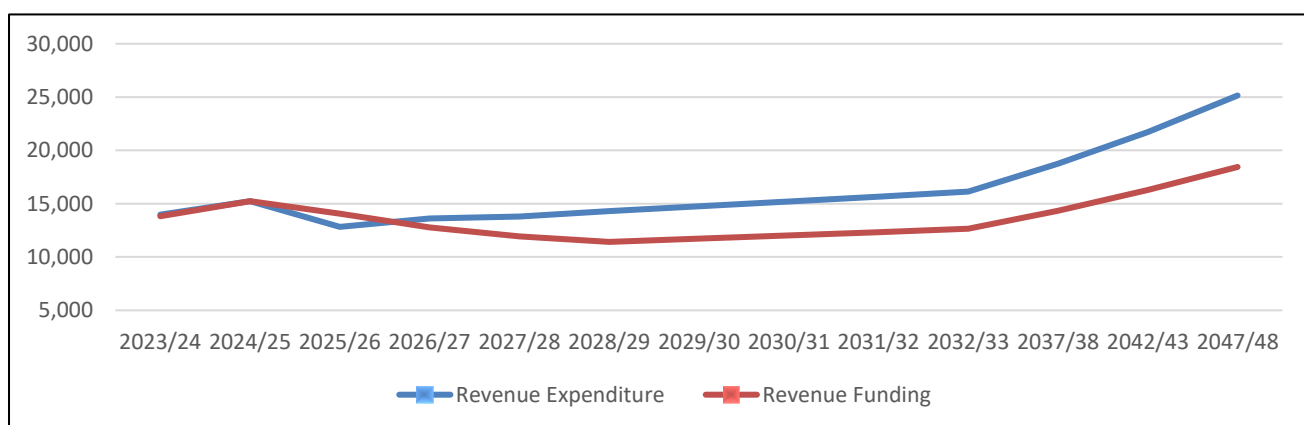
Central Scenario						
	2023/24		2024/25	2025/26	2026/27	2027/28
	Original Budget £000	Approved Budget £000				
LEVEL OF UNCERTAINTY / RISK	MEDIUM	MEDIUM	MEDIUM	HIGH	HIGH	HIGH
Projected Net Operating Cost	13,815	13,965	15,330	12,826	13,601	13,795
Retained Business Rates Baseline Funding	(2,196)	(2,196)	(2,297)	(2,329)	(2,360)	(2,392)
Retained Business Rates Growth Allowance	(1,268)	(1,268)	(1,474)	(1,472)	(337)	(334)
Rolled in Grants	(106)	(106)	(113)	(106)	320	352
Business Rates Cap Grant	(678)	(679)	(490)	(512)	0	0
Lower Tier Services Grant	0	0	0	0	0	0
Services Grant	(86)	(86)	(13)	(13)	0	0
Funding Guarantee Grant	(558)	(558)	(596)	(1,450)	0	0
Transitional Funding	0	0	0	0	(1,941)	(828)
New Homes Bonus	(993)	(992)	(1,189)	0	0	0
Collection Fund (Surplus)/Deficit	(316)	(316)	(1,229)	0	0	0
Council Tax Income	(7,614)	(7,614)	(7,929)	(8,175)	(8,457)	(8,741)
Projected Revenue Funding	(13,815)	(13,815)	(15,330)	(14,057)	(12,775)	(11,943)

Projected Budget Funding Gap	0	149	0	(1,231)	826	1,852
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Business Rates						
Business Rates Reset/Fair Funding Review	No	No	No	No	Yes	Yes
Transitional Funding	No	No	No	No	(5.00%)	(5.00%)
New Homes Bonus						
Band D Housing Growth above the Baseline	558	558	672	224	217	355
Affordable Housing growth	413	413	283	84	83	111
Council Tax						
Modelled Council Tax Increase	0.00%	0.00%	£5.00	1.99%	1.99%	1.99%
Band D Housing Growth	507	507	419	416	557	524

Longer Term Financial Planning

The updated longer term financial plan is shown in the chart below:



A funding gap is projected from 2026/27 onwards and this will mean that subject to the outcome the local government finance reforms, the identification of options to deliver further sustainable savings/additional income will remain necessary.

A summary of the **Revenue Budget for 2024/25 by Service Area** is shown in the table below, with more detail by Service Area and Strategic Priority in the later sections of this document:

	2024/25 (£000)		
	Gross Expenditure	Gross Income	Net
Chief Executive			
Chief Executive	232	0	232
Major Programmes	626	(152)	474
Chief Operating Officer			
Governance	1,099	(24)	1,075
Policy and Strategy	2,659	(1,298)	1,361
Communications and Marketing	2	0	2
Chief Operating Officer	135	0	135
IT	1,187	(46)	1,142
Assistant Director - Customer, Resident and Business Services			
Revenues and Benefits	12,704	(12,430)	274
Housing Options	593	(291)	302
Customer Services	500	(0)	500
Development Management	1,063	(1,000)	63
Equalities	45	0	45
AD Customer Resident and Business Services	116	0	116
Digital and Robotics	240	0	240
Assistant Director (Section 151) - Finance and Commissioning			
Finance	853	(18)	835
Property	1,348	(1,049)	300
Leisure Centre Management	2,725	(2,980)	(256)
AD – Finance and Commissioning	117	0	117
Corporate Finance	4,815	(2)	4,813
Commission and Procurement	227	(8)	219
Internal Audit	161	(31)	130
Assistant Director - Operations, Regulation and Enforcement			
Operations	11,652	(8,998)	2,655
HR	317	(1)	317
Health and Safety	639	(71)	568
Regulation and Enforcement	1,058	(254)	804
Building Control	1,463	(1,644)	(181)
AD Operations Regulation and Enforcement	116	0	116
Net Cost of Services	46,692	(30,296)	16,396²

A summary of the Revenue Budget for 2024/25 by type of spend is shown in the table below:

	2024/25
Employees	15,964
Premises	1,411
Transport	2,070
Supplies and Services	8,688
Transfer to Earmarked Reserves	2,927
Third Party Payments	3,767
Transfer Payments - Housing Benefits	11,864
Total Direct Expenditure	46,692
Grants and Contributions	(17,517)
Rent	(965)
Fees and Charges	(11,813)
Net Cost of Services	16,396

² Net Operating Cost of £15,330,000 is after deducting Corporate and Funding of (£1,066,000).

The Capital Strategy

The Capital Strategy sets out the Council's framework for managing the Capital Programme including:

- **Capital expenditure**, including the approval process, long-term financing strategy, asset management, maintenance requirements, planned disposals and funding restrictions.
- **Debt and borrowing and treasury management**, including projections for the level of borrowing, capital financing requirement and liability benchmark, provision for the repayment of debt, the authorised limit and operational boundary for the coming year and the authority's approach to treasury management.
- **Commercial activities**, including due diligence processes, the authority's risk appetite, proportionality in respect of overall resources, requirements for independent and expert advice and scrutiny arrangements.
- **Other long-term liabilities**, such as financial guarantees.
- **Knowledge and skills**, including a summary of that available to the authority and its link to the authority's risk appetite.

As the Council's Chief Financial Officer, I have assessed the current overall risk as **Tolerable (green)**.

The Capital Programme

The Capital Programme was updated to reflect:

- The inclusion of updated projections from the 8 month Money Matters Reports.
- The inclusion of financial implications from any further Approved Reports.
- Any other changes identified from review of the Approved Budget.

The additional capital investment projections included in the Capital Programme are:

Details	Source	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000
IT Hardware	25 year model					175
Property Maintenance	25 year model					230
Bin Purchases	25 year model					150
Vehicles	25 year model					250
Disabled Facilities Grants	25 year model					914
Projected Capital Spend			0	0	0	1,719
External Funding						(914)
Existing Revenue Budgets						(150)
Council Funding (see above)						(655)
Total Funding			0	0	0	(1,719)
Shortfall in Funding & Borrowing Need		0	0	0	0	0

The following projects have been removed from the Capital Programme:

Project	Budget	Reason
New Build Parish Office / Community Hub	£92,000	Fradley Parish Council no longer wish to go ahead with the project
Lichfield St Johns Community Link	£35,000	CIL grant agreement has expired
Falkland Road Fosseyway Canal Walk	£260,000	CIL grant agreement has expired
Fradley BMX Pumptrack	£33,000	Fradley Parish Council no longer wish to go ahead with the project

A number of projects contained in the Approved Capital Programme have revenue implications such as operating costs, the cost of debt repayment, revenue funding or savings.

The Capital Programme revenue implications contained in the Approved Budget (at the 8 month's stage of 2023/24) and the revenue implications of additional capital spend are shown below:

Revenue Implications	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000
Interest on Loan to the LA Company	0	0	0	0	0
Friary Grange - Refurbishment	135	135	0	0	0
New Leisure Centre Capital Financing Costs	0	0	373	366	359
New Leisure Centre Operating Costs	0	0	235	(11)	(85)
New Leisure Centre Sinking Fund	0	0	0	50	100
Savings Reinvested	(100)	(100)	(100)	(100)	(100)
Community Infrastructure Levy 2022	(11)	(173)	(100)	(100)	(100)
New Leisure Centre & CIL Risk/Uncertainty	111	273	0	0	0
A Cinema for Lichfield District - Income	0	0	(600)	(600)	(600)
A Cinema for Lichfield District - Sinking Fund	0	0	254	254	254
A Cinema for Lichfield District - Expenditure/Uncertainty	0	0	346	346	346
Revenue Budget - Bin Replacement	150	150	150	150	0
Revenue Budget - Corporate	173	100	565	183	0
Sub Total - Approved Budget	458	385	1,123	538	175
Revenue Budget - Corporate	0	0	0	0	0
Revenue Budget - Earmarked Reserves	0	0	0	0	612
Revenue Budget - Bin Replacement	0	0	0	0	150
Sub Total - Service and Financial Planning	0	0	0	0	762
Capital Programme Total	458	385	1,123	538	937

The Capital Programme is summarised below:

Strategic Priority	Capital Programme					
	2023/24		2024/25	2025/26	2026/27	2027/28
	Original Budget £000	Approved Budget £000	Budget £000	Budget £000	Budget £000	Budget £000
LEVEL OF UNCERTAINTY / RISK	MEDIUM	MEDIUM	MEDIUM	HIGH	HIGH	HIGH
Enabling People	9,222	4,421	10,537	3,172	1,320	1,100
Shaping Place	819	386	425	6,600	210	400
Developing Prosperity	4,931	5,493	4,649	3,999	10	0
Good Council	448	520	215	365	405	405
Capital Programme	15,420	10,820	15,826	14,136	1,945	1,905
Capital Funding	13,087	10,820	12,647	11,820	1,945	1,905
Borrowing Need	2,333	0	3,179	2,376	0	0
General Capital Receipts	(481)	(1,466)	(387)	(244)	(55)	(83)
Housing Capital Receipts	(663)	(979)	(979)	(979)	(979)	(979)
Total Capital Receipts	(1,144)	(2,445)	(1,366)	(1,223)	(1,034)	(1,062)

Treasury Management

CIPFA has defined Treasury Management as:

“The management of the organisation’s investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.”

The Council is responsible for its treasury decisions and activity. No treasury management activity is without risk. The successful identification, monitoring and control of risk are an important and integral element of its treasury management activities. The main risks to the Council’s treasury activities are:

- Liquidity Risk (Inadequate cash resources)
- Market or Interest Rate Risk (Fluctuations in interest rate levels)
- Inflation Risk (Exposure to inflation)
- Credit and Counterparty Risk (Security of Investments)
- Refinancing Risk (Impact of debt maturing in future years)
- Legal and Regulatory Risk

The Strategy also projects the impact of the Council’s Revenue Budget and Capital Programme on the Balance Sheet position, the current and projected Treasury position, the Prudential Indicators and the outlook for interest rates.

Minimum Revenue Provision Statement 2024/25

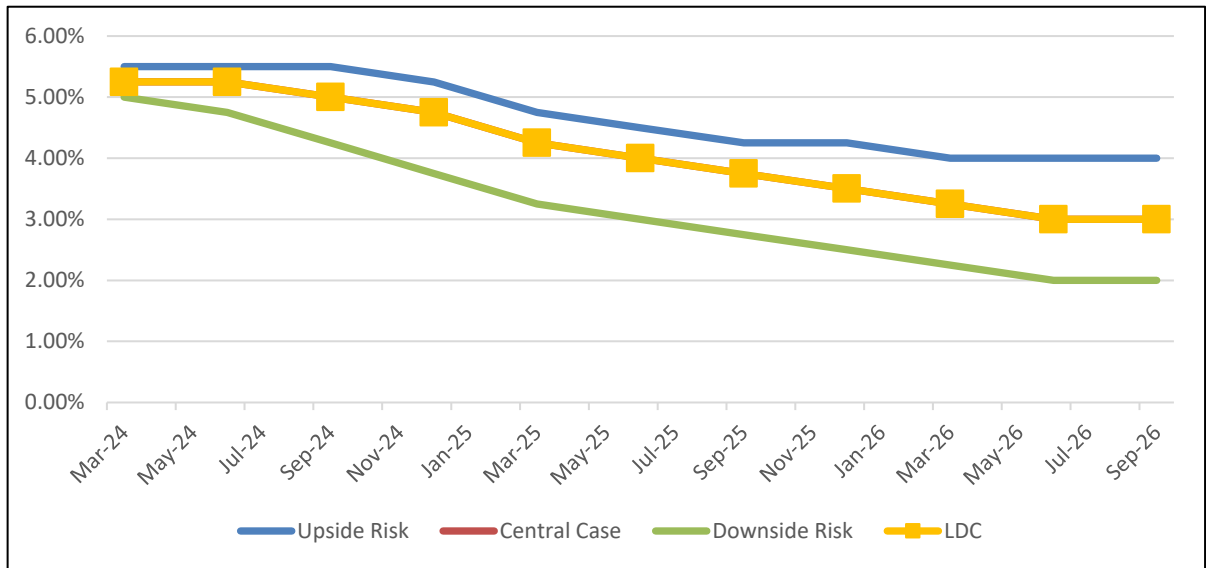
- The Council is required to make prudent provision for debt redemption (known as Minimum Revenue Provision (MRP)) and each year the Council must approve its MRP statement, and this will include an allowance for finance leases that appear on the Council’s Balance Sheet.
- As in previous years, the Council proposes to base its MRP on the estimated life of the asset.

Balance Sheet Projections

- Integrated Revenue and Capital Programme budgets are prepared. These budgets together with the actual Balance Sheet from the previous financial year are used to prepare Balance Sheet projections.
- These Balance Sheet projections are significant in assessing the Council’s Treasury Management Position in terms of borrowing requirement, investment levels and the Investment Strategy.

Treasury Management Advice and the Expected Movement in Interest Rates

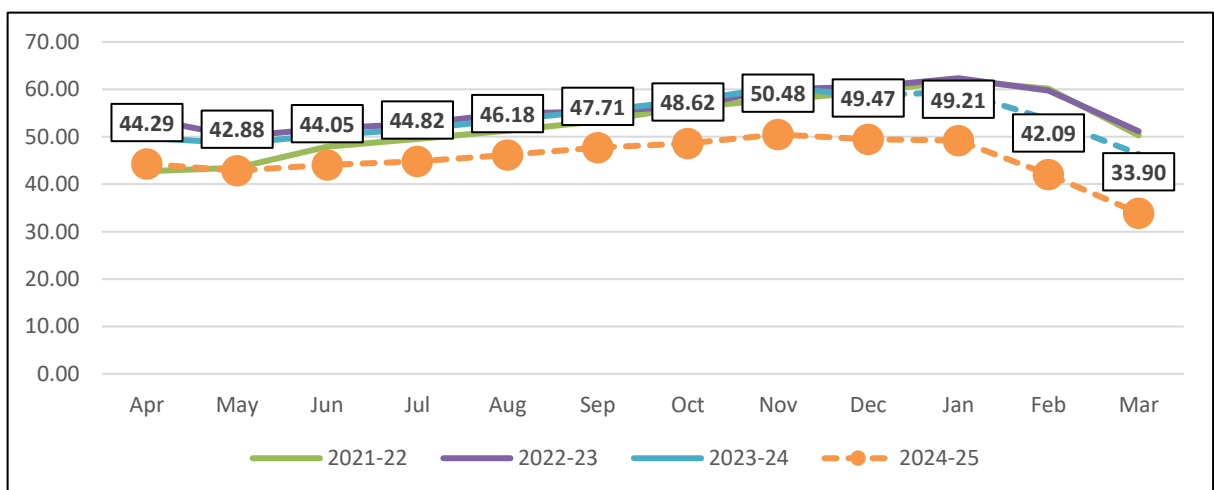
- The Official Bank Rate outlook provided by the Council’s Treasury Advisor, together with the Council’s assumption (also the central case) where interest rates will decrease from September 2024 is shown below:



- The Council assumptions have been used as the basis for preparation of the investment income including income foregone from internal borrowing for 2024/25 and future years.

Cash Flow Forecast

- Treasury Management includes the management of the Council’s cash flows as a key responsibility. The cash flow forecast takes account of the income the Council receives including Housing Benefits Grant, Council Tax and Business Rate income and expenditure such as payments to precepting bodies, employee costs and Housing Benefit Payments.
- The graph below shows average investment levels throughout the financial year with a significant reduction in February and March due to minimal Council Tax income being received.



- The planned monthly cash flow forecast for the 2024/25 financial year has been used to calculate the investment income budget. The key components of this calculation are the average level of investment balances and the rate or yield achieved.

- The Treasury Management estimates for 2024/25 for both investment income and borrowing are shown in the table below:

Treasury Management	2024/25	
	Original Budget	
	Investment Income	Borrowing
Average Balance	£45.31m	£0.96m
Average Rate ³	4.73%	2.59%

Gross Investment Income	(£2,120,000)	
Property Fund Transfer to Reserves	£22,000	
DIF Transfer to Reserves	£105,000	
Corporate Revenue funding Capital		£100,000
External Interest		£26,000
Internal Interest		£1,000
Minimum Revenue Provision (Exc. Finance Leases)		£47,000
Net Treasury Position	(£1,993,000)	£174,000
	(£1,819,000)	

- The gross investment income has been estimated as **(£2,120,000)** and this equates to **14%** of The Council's total funding of **(£15,330,000)** in 2024/25.

Investment Strategy Report for 2024/25

- The investment strategy meets the requirements of statutory guidance issued by the government in January 2018. It focuses on how the Authority invests its money to support local public services and earns investment income from any commercial investments.

³ Budgeted average rate for the entire financial year.

Reserves

There are **two types** of reserve:

- The **General Reserve** is primarily held as a contingency to provide the Council with operational funds and as a safeguard against financial risks.
- **Earmarked Reserves** have been built up over time to provide funding for specific activities in line with the Council's medium term aims and objectives. These can be for both Capital and Revenue purposes.

General Reserves

It remains prudent for the Council to maintain an adequate 'working balance' or Minimum Level that is part of its general reserves. A risk assessment approach in line with Best Practice that has been updated to take account of the challenging economic environment is used to determine the required Minimum Level and the level of general and earmarked reserves.

The Chief Finance Officer (CFO) has been involved throughout the entire budget process, including revising the MTFs, input to the drafting of the budget, the ongoing financial monitoring and reporting process, evaluation of investments and savings, engagement with Members of the Cabinet and Overview and Scrutiny Committee, advising colleagues, the strategic choices activities, challenge and evaluation activities, and scrutiny of the budget.

I am of the opinion for a Council of this size, and with our recent record of prudent spending, effective Risk Management, robust budgeting and effective Budget monitoring and control, a revised General Minimum Reserve level of **£2,000,000** is adequate.

It is important to note that the level for 2024/25 has increased because of the economic climate. This involves changes to specific risks such as a reduction in customer income and collection performance. In addition, several risks such as Business Rates have specific earmarked reserves and specific budget risk-based reductions related to income streams including sales, fees and charges have been incorporated within the MTFs.

Projected General Reserves

The total projected level of general reserves is shown below using the central scenario together with projections using the more optimistic and pessimistic budget scenarios:

	2023/24		2024/25	2025/26	2026/27	2027/28
	Original Budget £000	Approved Budget £000				
LEVEL OF UNCERTAINTY / RISK	MEDIUM	MEDIUM	MEDIUM	HIGH	HIGH	HIGH
Available General Reserves Year Start	4,175	4,085	3,936	3,836	5,067	4,241
Change in Minimum Level	0	0	(100)	0	0	0
(Funding Gap) / transfer to General Reserves	0	(149)	0	1,231	(826)	(1,852)
Available General Reserves Year End	4,175	3,936	3,836	5,067	4,241	2,389
Minimum Level	1,900	1,900	2,000	2,000	2,000	2,000
Central Scenario General Reserves	6,075	5,836	5,836	7,067	6,241	4,389
More Optimistic Scenario	6,075	5,836	5,592	7,355	7,517	7,566
More Pessimistic Scenario	6,075	5,836	4,423	3,979	533	(3,432)

There is currently a significant ongoing level of uncertainty in relation to Local Government Finance with several planned reforms. This unprecedented uncertainty has been amplified by the impact of the COVID-19 pandemic and the current economic climate.

Financial planning in these circumstances with any degree of certainty is incredibly difficult especially when it is not clear when or if any of the planned reforms will be implemented.

However, the scenarios in this report provide an indication of the impact on the MTFS from the use of different assumptions. Two of the three scenarios utilised currently project a funding gap in 2026/27 and beyond. The projected funding gaps are principally due to:

- The projected impact of the Review of Needs and Resources (formerly the Fair Funding Review) and the review of Business Rate Baselines where resources are likely to be redistributed from District Councils to Upper Tier authorities. These reviews reflect the need for additional funding to address the increasing demographic demands in adult social care and children’s services.
- The additional costs related to delivering existing services such as inflation, pension costs, an increasing population, and more properties.
- The desire to deliver new or enhanced often discretionary services such as a replacement leisure centre and the Cinema for Lichfield District.

A replacement leisure centre of **£10,000,000** funded in part by **£5,000,000** of internal borrowing has been included in the Approved MTFS. The estimated cost of borrowing of **£373,000** impacting from 2025/26 onwards for a budgeted period of 25 years has also been included in the Approved Revenue Budget.

In addition, a budget of **£9,787,000** (£5,788,000 and £3,999,000) for the Cinema for Lichfield District has been included in the Approved MTFS and is also part funded by internal borrowing of **£495,000**. The estimated cost of borrowing of **£37,000** impacting from 2025/26 onwards for a budgeted period of 25 years has also been assumed in the Revenue Budget modelling.

This internal borrowing will be a long term financial commitment for the Council. Therefore, given the range of financial projections at this time of significant ongoing uncertainty, Council will need to be aware that to enter long term commitments of this nature carry a very high risk that a balanced budget cannot be achieved or maintained.

It is very important therefore to highlight that in the event funding gaps do result from finance reform, to mitigate the risk of a statutory notice, focused on the inability to deliver a balanced budget, a robust and deliverable savings plan will need to be agreed together with a commitment to its delivery.

Earmarked Reserves

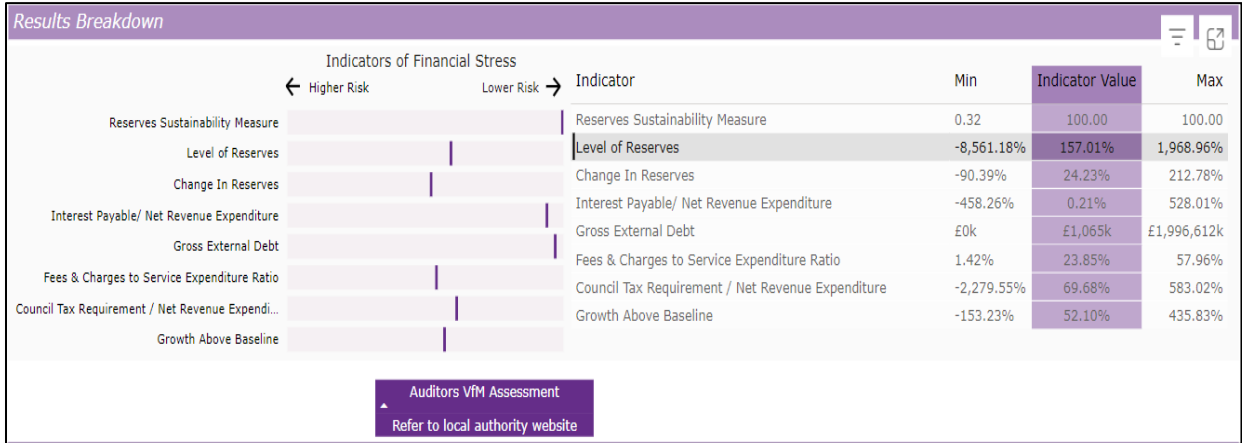
A review of the level of Earmarked Reserves has been undertaken as part of the process of identifying funding for the cinema development and through the annual Budget. The projected levels are shown in the Balance Sheet Projections. Ongoing review of Earmarked Reserves takes place as part of the Money Matters Reports in line with the approved earmarked reserves policy to ensure we are only holding funds for known and essential purposes. The Balance Sheet projections in the MTFS are shown below:

	2022/23 Actual £000s	2023/24 Budget £000s	2024/25 Budget £000s	2025/26 Budget £000s	2026/27 Budget £000s	2027/28 Budget £000s	2022/28 Change £000s
Earmarked Reserves Unrestricted	(11,699)	(11,592)	(6,684)	(6,411)	(6,469)	(5,989)	5,710
Earmarked Reserves Restricted	(3,941)	(3,145)	(2,922)	(2,922)	(2,922)	(2,922)	1,020

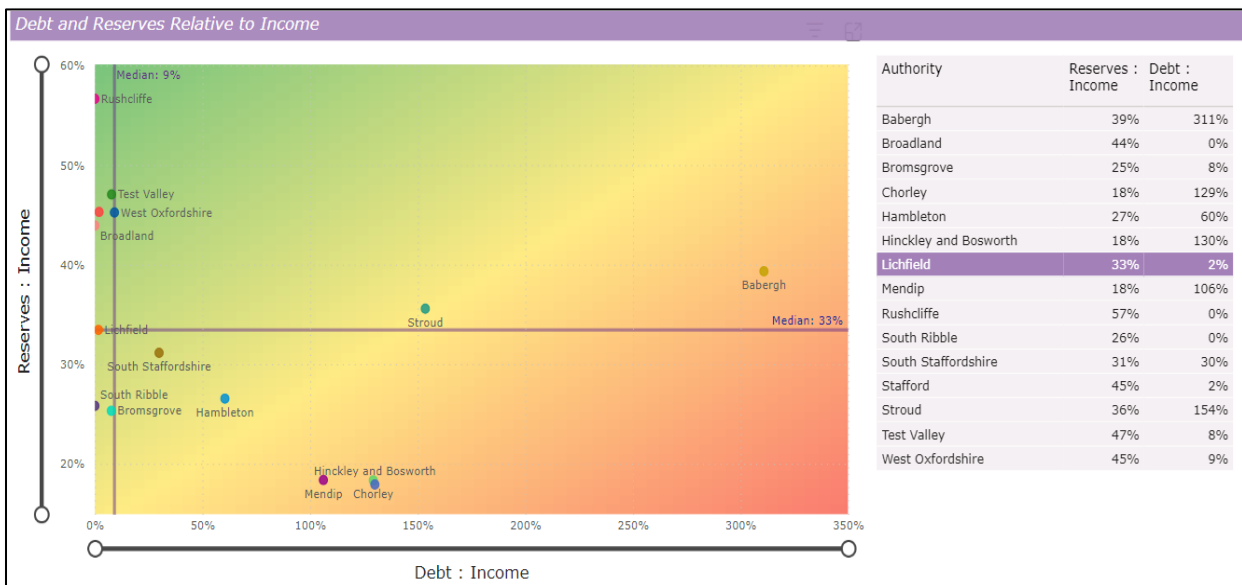
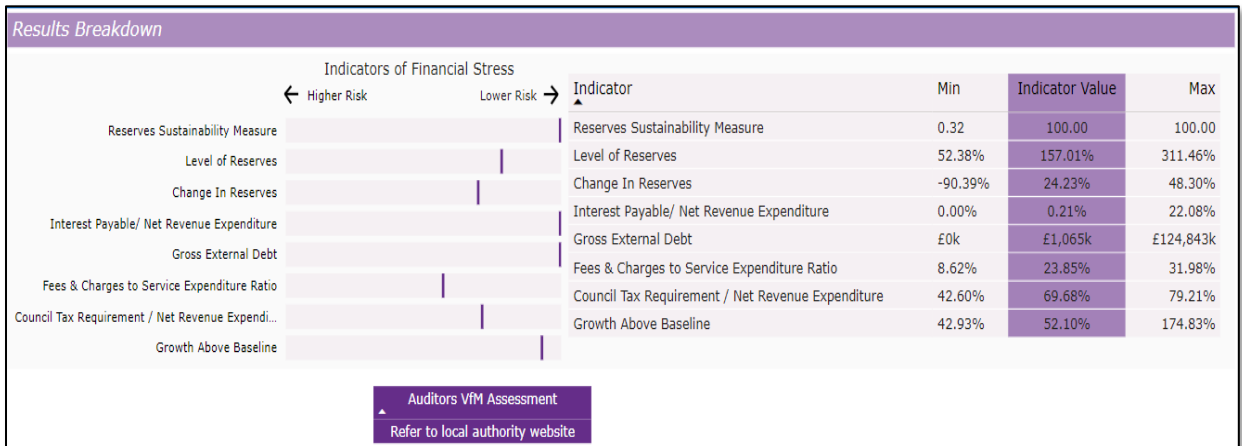
The CIPFA Resilience Index

The Chartered Institute of Finance and Accountancy (CIPFA) provided the fifth release of its Financial Resilience Index in December 2023. Lichfield DC's information compared to all District Councils and Nearest Neighbours using a range of measures associated with financial risk is shown below.

District Councils

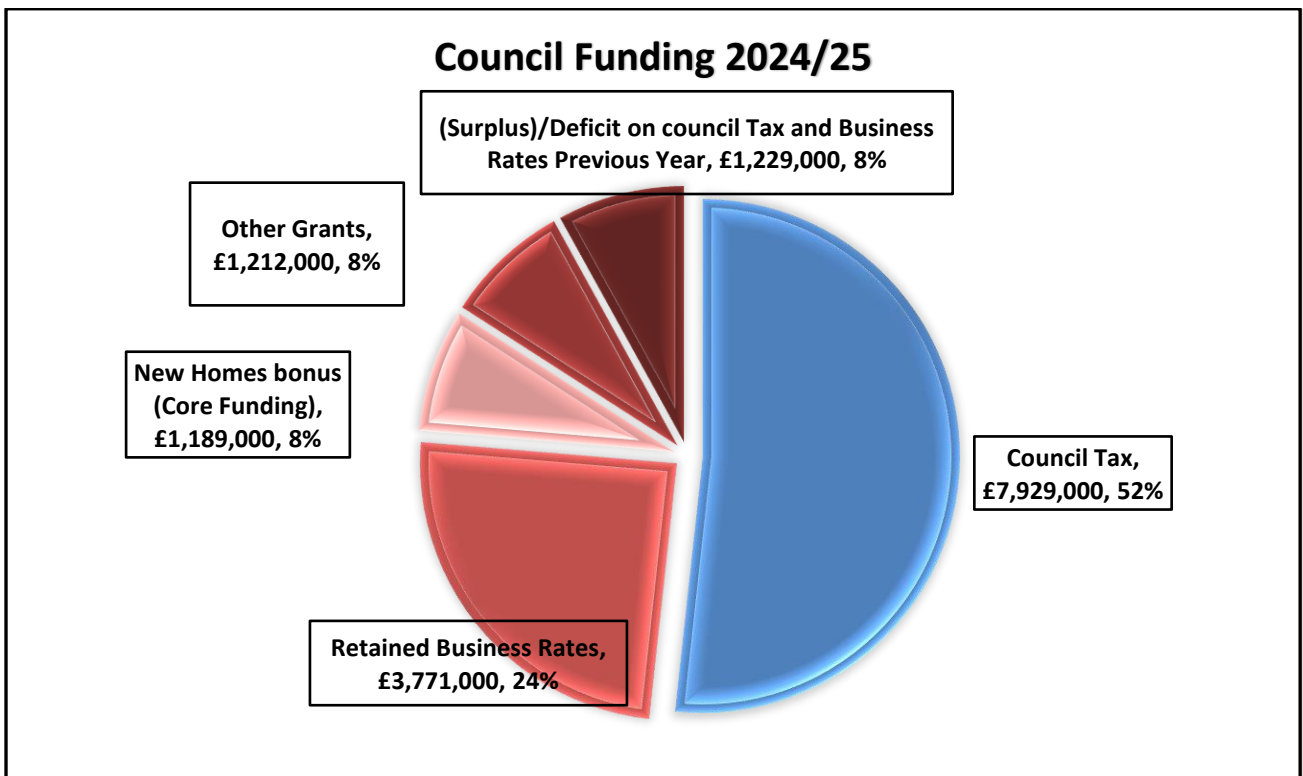
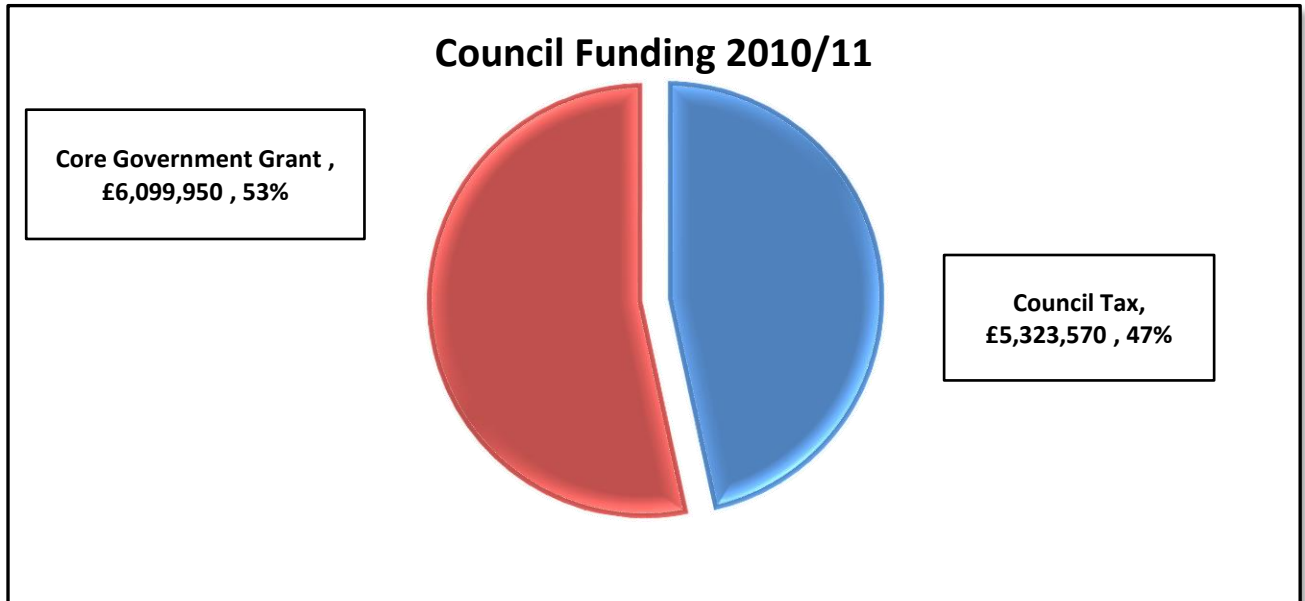


Nearest Neighbours



Council Tax Requirement

In 2024/25, **Council Tax** is 52% of the money that the Council receives (excluding fees and charges). The two graphs below show how Council services (after fees and charges and excluding income transferred to corporate reserves) were funded in 2010/11 and how they are funded in 2024/25 to illustrate the changes:



A summary of the Revenue Budget for 2024/25 by Strategic Priority in the format included in the Council Tax Leaflet is shown in the table below:

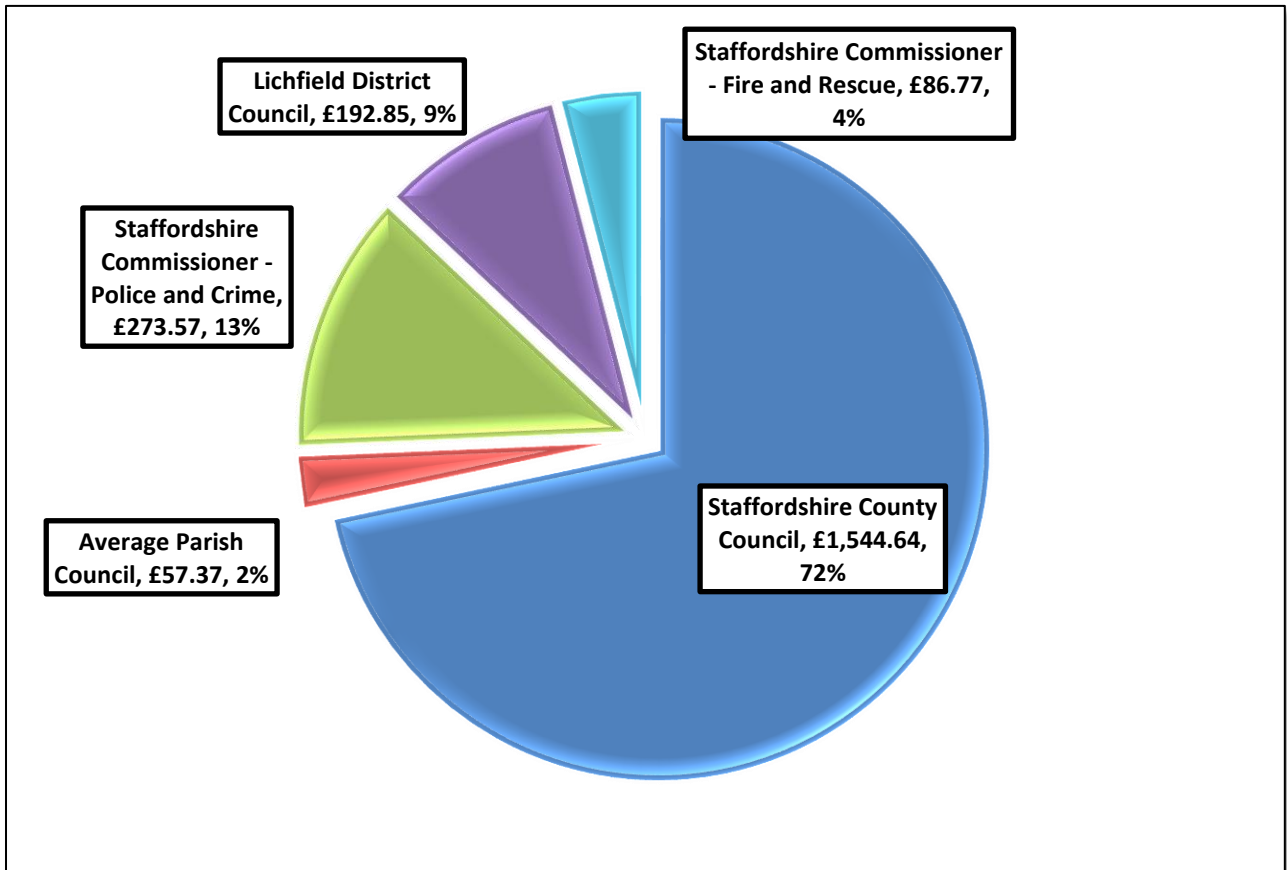
Expenditure and Funding	2023-24 (last Year)	2024-25 (this year)		
	Our net spend was planned to be £'000	Our net spend is set to be £'000	Amount per Person £	Amount per Band D Property £
Enabling People - Leisure Centres, Community Grants, Environmental Health, Homelessness	1,480	1,631	£15.33	£39.67
Shaping Place - Waste Collection, Recycling, Pools, Open Spaces, Street Cleansing, Planning Policy, Housing Benefits, Housing Strategy & Advice	4,004	4,425	£41.59	£107.63
Developing Prosperity - Land Charges, Tourism, Garrick Theatre, Car Parks, Trade Waste Collection, Development Management & Building Control, Economic Development	(721)	(623)	(£5.86)	(£15.15)
A Good Council - Local Tax Collection, Elections, Corporate Costs	7,849	9,074	£85.29	£220.70
Other MTFS Savings and Bids	(650)	0	£0.00	£0.00
Net Cost of Services	11,962	14,507⁴	£136.35	£352.85
Corporate and funding for Capital Expenditure	(580)	(1,066)	(£10.02)	(£25.93)
Windfall Income allocated to Strategic Priorities	2,433	1,889	£17.75	£45.94
Transfer to General Reserves	0	0	£0.00	£0.00
Net Expenditure	13,815	15,330	£144.08	£372.85
Business Rates	(3,464)	(3,771)	(£35.44)	(£91.72)
New Homes Bonus	(992)	(1,189)	(£11.17)	(£28.92)
Other Grants	(1,429)	(1,212)	(£11.39)	(£29.48)
(Surplus) or Deficit on the collection of Council Tax and Business Rates from the previous year	(316)	(1,229)	(£11.55)	(£29.89)
Amount to be raised from Council Tax	£7,614	£7,929	£74.52	£192.85

⁴ The Net Cost of Services in this table is different to other tables in this document due to the Windfall income element of £1,889k being split out below this line in the table. £14,507k + £1,889 = £16,396k

The Council Tax for 2024/25

The Council Tax for a property consists of a number of components according to the varying services provided to the household. The total Council Tax consists of an element for Lichfield District Council and amounts for Staffordshire County Council (the largest amount), Staffordshire Commissioner – Police and Crime, Staffordshire Commissioner – Fire and Rescue and Parish Councils.

The 2024/25 **Band D** Council Tax for each body is shown in the chart below:



Chief Executive

The Chief Executive budget incorporates the costs for the Chief Executive and support.

The **Revenue Budget for 2024/25** is shown below:

Budget Costs	Budget 2024/25 £'000	Budget Costs	Budget 2024/25 £'000
Employees	397	Chief Executive	232
Premises	0	Major Programmes	474
Transport	4		
Supplies and Services	331		
Transfer to/from Earmarked Reserves	22		
Third Party Payments	103		
Transfer Payments	0		
Total Expenditure	857		
Grants and Contributions	(152)		
Rent	0		
Fees and Charges	0		
Total Income	(152)		
Net Direct Expenditure	705	Net Direct Expenditure	705

Budget Costs	Budget 2024/25 £'000	Budget Costs	Budget 2024/25 £'000
Replacement Leisure Centre	7,339	Capital Receipts	(1,103)
BRS Enabling Works	802	CIL	0
Cinema Development	2,836	Corporate Revenue	(855)
		Grants & Contributions	(400)
		Internal Borrowing	(3,179)
		Reserves	(5,307)
		Revenue from Existing Budgets	0
		S106	(133)
Total Project Budgets	10,977	Total Funding	(10,977)

Chief Operating Officer

The areas under the Chief Operating Officer provide professional advice, infrastructure and support the needs of the Council and to help it to develop and support its strategic objectives. The area is key in supporting the 'one council' ethos and in reinforcing strong corporate governance through the development of plans, strategies and policies which support new ways of working and transformation. The areas that come under the Chief Operating Officer are:

- Policy and Strategy
- Governance
- Information and Communication Technology
- Major Programmes
- Human Resources
- Health and Safety

The **Revenue Budget for 2024/25** is shown below:

Budget Costs	Budget 2024/25 £'000	Budget Costs	Budget 2024/25 £'000
Employees	2,407	Governance	1,075
Premises	12	Policy and Strategy	1,361
Transport	24	Communications and Marketing	2
Supplies and Services	2,455	Chief Operating Officer	135
Transfer to/from Earmarked Reserves	30	IT	1,142
Third Party Payments	154		
Transfer Payments	0		
Total Expenditure	5,082		
Grants and Contributions	(1,201)		
Rent	0		
Fees and Charges	(166)		
Total Income	(1,367)		
Net Direct Expenditure	3,715	Net Direct Expenditure	3,715

The **Capital Budget for 2024/25** is shown below:

Budget Costs	Budget 2024/25 £'000	Budget Costs	Budget 2024/25 £'000
IT Infrastructure	154	Capital Receipts	(104)
Climbing Wall at Burntwood Leisure Centre	50	CIL	(800)
Pre-school soft play facility at Burntwood	50	Grants & Contributions	(400)
Adventure Golf at Beacon Park	150	Reserves	(50)
Obstacle Course at Beacon Park	150		
Padel Tennis courts	200		
New 3G Pitch in Lichfield	200		
Rural Business - investment in small enterprises	200		
Rural Business - promotion of the visitor economy	100		
Rural Communities – active travel enhancements	100		
Total Project Budgets	1,354	Total Funding	(1,354)

Customer, Resident & Business

This service is key in providing support and guidance to all customers, residents and businesses focussed on the following functions:

- Revenues and Benefits
- Digital and Robotics
- Customer Services
- Development Management
- Housing Options

The **Revenue Budget for 2024/25** is shown below:

Budget Costs	Budget 2024/25 £'000	Budget Costs	Budget 2024/25 £'000
Employees	2,797	Revenues and Benefits	274
Premises	0	Housing Options	302
Transport	34	Customer Services	500
Supplies and Services	608	Development Management	63
Transfer to/from Earmarked Reserves	(42)	Equalities	45
Third Party Payments	0	AD Customer Resident and Business Services	116
Transfer Payments	11,864	Digital and Robotics	240
Total Expenditure	15,261		
Grants and Contributions	(12,486)		
Rent	(5)		
Fees and Charges	(1,231)		
Total Income	(13,722)		
Net Direct Expenditure	1,540	Net Direct Expenditure	1,540

The **Capital Budget for 2024/25** is shown below:

Budget Costs	Budget 2024/25 £'000	Budget Costs	Budget 2024/25 £'000
Accessible Homes-Disabled FACS Grants	1,220	Grants & Contributions	(1,538)
Unallocated S106 Affordable Housing Money	1,178	S106	(860)
Total Project Budgets	2,398	Total Funding	(2,398)

Finance and Commissioning

S151 of the Local Government Act 1972, requires local authorities to make arrangements for the proper administration of their financial affairs, and appoint a Chief Finance Officer to have responsibility for those arrangements. At Lichfield District Council this role is undertaken by the Assistant Director – Finance and Commissioning.

This service provides business support in the following areas:

- Production of the MTFS
- Budgeting, Budgetary Control and VAT
- Maintaining Financial Procedure Rules
- Provision of Financial Advice/Financial Risk Management
- Financial Systems Management and Development
- Treasury Management and Banking
- Collection Fund Accounting for Council Tax and Business Rates
- Creditors and Financial Support including Income Management
- Internal Audit
- Procurement and Commissioning
- Property

The **Revenue Budget for 2024/25** is shown below:

Budget Costs	Budget 2024/25 £'000	Budget Costs	Budget 2024/25 £'000
Employees	1,864	Finance	835
Premises	666	Property	300
Transport	150	Leisure Centre Management	(256)
Supplies and Services	1,489 ⁵	Commission and Procurement	219
Transfer to/from Earmarked Reserves	2,700	Internal Audit	130
Third Party Payments	3,377	Corporate (inflation, earmarked reserve & pensions)	4,813
Transfer Payments	0	AD – Finance and Commissioning	117
Total Expenditure	10,245		
Grants and Contributions	(57)		
Rent	(930)		
Fees and Charges	(3,100)		
Total Income	(4,087)		
Net Direct Expenditure	6,158	Net Direct Expenditure	6,158

The **Capital Budget for 2024/25** is shown below:

Budget Costs	Budget 2024/25 £'000	Budget Costs	Budget 2024/25 £'000
Property Planned Maintenance	61	Capital Receipts	97
Incubator Space	388	Grants & Contributions	(546)
Total Project Budgets	449	Total Funding	(449)

⁵ Includes budgets for Apprenticeships of £250k, additional Community Grants £50k, A Heritage Plan for the District £75k, a Burntwood Blueprint £75k and an Economic Development Event of £7k.

Operations, Regulation and Enforcement

This area encompasses the following services:

- **Streetscene** - Grounds Maintenance, Street Cleansing, Public Conveniences, Fleet Services
- **Parks and Open Spaces** - Managing and Maintaining Beacon, Lichfield and Burntwood Parks, including Co-ordinating Events and Activities in the Parks
- **Leisure Centres** - On 1 February 2018, the Council outsourced the day to day operations of its leisure centres in Burntwood and Lichfield. These services are now being insourced to the Company.
- **Waste Services**
 - **Domestic** – Provision of Residual, Organics and Dry Recycling Collections to Residential Properties in both Lichfield District and Tamworth Borough
 - **Commercial** – Provision of Trade Waste and Recycling Collections to Businesses in Lichfield
 - **Other for Both Lichfield and Tamworth** - Collections of Bulky Waste, Bin Deliveries, Servicing High Rise Apartments, Assisted Collections
- **Regulatory Services**
- **Enforcement Activity**

The **Revenue Budget for 2024/25** is shown below:

Budget Costs	Budget 2024/25 £'000	Budget Costs	Budget 2024/25 £'000
Employees	8,499	Operations	2,655
Premises	733	HR	317
Transport	1,858	Health and Safety	568
Supplies and Services	3,805	Regulation and Enforcement	804
Transfer to/from Earmarked Reserves	217	Building Control	(181)
Third Party Payments	134	AD Operations Regulation and Enforcement	116
Transfer Payments	0		
Total Expenditure	15,246		
Grants and Contributions	(3,621)		
Rent	(31)		
Fees and Charges	(7,316)		
Total Income	(10,968)		
Net Direct Expenditure	4,278	Net Direct Expenditure	4,278

The **Capital Budget for 2024/25** is shown below:

Budget Costs	Budget 2024/25 £'000	Budget Costs	Budget 2024/25 £'000
Bin Purchase	150	Reserves	(498)
Vehicle Replacement Programme - Other	275	Revenue from Existing Budgets	(150)
Pay on Exit System at Lombard Street	143		
Electric Vehicle Charge Points	80		
Total Project Budgets	648	Total Funding	(648)

Strategic Priority – Enabling People

Enabling people

- to help themselves and others
- to collaborate and engage with us
- to live healthy and active lives

The Revenue and Capital Budgets for 2024/25 are shown below:

Budget Costs	Budget 2024/25 £'000	Budget Costs	Budget 2024/25 £'000
Employees	1,631	Leisure Centre Contract	200
Premises	220	Leisure - Other	(3)
Transport	30	Leisure CIL Projects	(173)
Supplies & Services	798	Friary Grange Leisure Centre	(213)
Transfer to/from Earmarked Reserves	145	Burntwood Leisure Centre	131
Third Party Payments	2,448	Active Lichfield	74
Transfer Payments	0	Get Into It	15
		Partnerships and Policy	310
		Community Safety	78
		Community Lottery	10
		Housing Options and Homelessness	268
		Housing Register	34
		Housing Enforcement and Licensing	49
		Food Safety	257
Total Expenditure	5,271	Environmental Protection	324
Grants & Contributions	(363)	Regulation and Enforcement Manager	83
Rent	(10)	Closed Circuit Television	208
Fees & Charges	(3,267)	Emergency Planning and Business Continuity	29
Total Income	(3,640)	Licensing	(49)
Net Direct Expenditure	1,631	Net Direct Expenditure	1,631

Budget Costs	Budget 2024/25 £'000	Budget Costs	Budget 2024/25 £'000
Replacement Leisure Centre	7,339	Capital Receipts	(117)
Accessible Homes-Disabled FACS Grants	1,220	CIL	(800)
Unallocated S106 Affordable Housing Money	1,178	Corporate Revenue	(100)
Climbing Wall at Burntwood Leisure Centre	50	Grants & Contributions	(2,096)
Pre-school soft play facility at Burntwood	50	Internal Borrowing	(3,179)
Adventure Golf at Beacon Park	150	Reserves	(3,652)
Obstacle Course at Beacon Park	150	Revenue from Existing Budgets	0
Padel Tennis courts	200	S106	(993)
New 3G Pitch in Lichfield	200		
Rural Business - investment in small enterprises	200		
Rural Business - promotion of the visitor economy	100		
Rural Communities – active travel enhancements	100		
Total Project Budgets	10,937	Total Funding	(10,937)

Strategic Priority – Shaping Place

Shaping place

- to keep it clean, green and safe
- to protect our most valuable assets
- to make sure sustainability and infrastructure needs are balanced

The **Revenue and Capital Budgets for 2024/25** are shown below:

Budget Costs	Budget 2024/25 £'000	Budget Costs	Budget 2024/25 £'000
Employees	6,328	Removal of Travellers	0
Premises	178	Operations Manager	81
Transport	1,728	Parks Management	87
Supplies & Services	3,638	Beacon Park	392
Transfer to/from Earmarked Reserves	165	Burntwood Parks	116
Third Party Payments	23	Lichfield Parks	8
Transfer Payments	11,864	Stowe and Minster Pools	9
		The Benefits Service	(85)
		Housing Benefits - Payments	(64)
		Housing Strategy and the Enabling Role	198
		Joint Waste Service	1,904
		District Highways	18
		Abandoned Vehicles	1
		Street Lighting	4
		Public Conveniences	75
		Domestic Waste Collection	(48)
		Grounds Maintenance	411
		Streetscene Management	141
		Street Cleansing	539
		Spatial Policy and Delivery Service	312
		CIL	(39)
		Conservation and Listed Buildings	92
		Local Plan	90
Total Expenditure	23,924	Environmental Improvements and Regeneration	0
Grants & Contributions	(16,569)	Ecology Offset Grant	(14)
Rent	(26)	Ecology and Bio Diversity	115
Fees & Charges	(2,904)	Arboriculture	122
Total Income	(19,498)	Street Naming and Numbering	(39)
Net Direct Expenditure	4,425	Net Direct Expenditure	4,425

Budget Costs	Budget 2024/25 £'000	Budget Costs	Budget 2024/25 £'000
Bin Purchase	150	Reserves	(275)
Vehicle Replacement Programme - Other	275	Revenue from Existing Budgets	(150)
Total Project Budgets	425	Total Funding	(425)

Strategic Priority – Developing Prosperity

Developing prosperity

- to encourage growth
- to enhance the District for visitors
- to invest in the future

The **Revenue and Capital Budgets for 2024/25** are shown below:

Budget Costs	Budget 2024/25 £'000	Budget Costs	Budget 2024/25 £'000
Employees	2,688	Masterplan - Pedestrian Project	47
Premises	870	Masterplan - Car Parking Strategy	13
Transport	139	Masterplan - Project Support - Legal	30
Supplies & Services	1,436	Lichfield Joint Venture	27
Transfer to/from Earmarked Reserves	87	Masterplan - Commercial Property Advice	203
Third Party Payments	806	BRS - Redevelopment Works	30
Transfer Payments	0	Museum Artefacts	2
		Garrick Theatre SPA	100
		Lichfield Tourism Information	11
		Tours	(3)
		Group Travel Partnership	1
		District Council House	113
		Non Investment Properties	(245)
		Planning Enforcement	110
		Bus Station	37
		Lichfield Car Parks	(1,370)
		District Car Parks	7
		Civil Parking Enforcement	9
		Plant Lane Depot	112
		Trade Waste Collection - Refuse	(152)
		Trade Waste Collection - Recycling	(9)
		Investment Properties	(338)
		LWMTS	474
		Local Land Charges - LDC	(22)
		Building Control Register EIR	(15)
		Property Services Management	7
		Corporate Landlord	90
		Planning Applications	63
		Building Regulations-Chargeable Account	(292)
		Building Control - Administration	246
		Building Control - Management	79
		Building Regs - Non Chargeable Account	(176)
		Business Support and Investment	65
		Major Projects	124
Total Expenditure	6,026	Net Direct Expenditure	(623)
Grants & Contributions	(329)		
Rent	(930)		
Fees & Charges	(5,391)		
Total Income	(6,649)		
Net Direct Expenditure	(623)		

Budget Costs	Budget 2024/25 £'000	Budget Costs	Budget 2024/25 £'000
Pay on Exit System at Lombard Street	143	Capital Receipts	(828)
Electric Vehicle Charge Points	80	Corporate Revenue	(755)
BRS Enabling Works	802	Grants & Contributions	(788)
Cinema Development	2,836	Reserves	(1,878)
Incubator Space	388		
Total Project Budgets	4,249	Total Funding	(4,249)

Strategic Priority – A Good Council

A good Council that

- is financially sound, transparent and accountable
- is innovative and customer focussed
- has respect for everyone

The Revenue and Capital Budgets for 2024/25 are shown below:

Budget Costs	Budget 2024/25 £'000	Budget Costs	Budget 2024/25 £'000
Employees	5,317	Chief Executive and Support	232
Premises	144	MTFS Budgets	1,889
Transport	175	Lichfield District Youth Council	30
Supplies & Services	2,815 ⁶	Financial Services	506
Transfer to/from Earmarked Reserves	2,530	Financial Management Information System	63
Third Party Payments	490	Corporate Management	2,097
Transfer Payments	0	External Audit	154
		Treasury Management	114
		Procurement	119
		AD - Finance and Commissioning	117
		Corporate Debt Recovery	(4)
		Corporate Costs-Non Distributable Costs	828
		Insurance Administration and Premiums	485
		Internal Audit Services	130
		Revenue Collection	427
		Chief Operating Officer	135
		Central Reprographics	2
		Central Postage	72
		Governance Team	345
		Shared Legal Service	154
		Members	314
		Civic Services	15
		Election Expenses	49
		Electoral Registration	169
		AD Operations, Regulation and Enforcement	116
		Customer Services	428
		HR Services	228
		Health and Safety	82
		Equalities	45
		AD Customer Resident and Business Services	116
		Other HR Services	89
		E-Business and Information Strategy	584
Total Expenditure	11,471	Telephones	1
Grants & Contributions	(257)	Digital Team	163
Rent	0	JADU (Website)	78
Fees & Charges	(251)	IDOX System (Land Charges)	98
Total Income	(508)	IT Licenses	497
Net Direct Expenditure	10,963	Net Direct Expenditure	10,963
Budget Costs	Budget 2024/25 £'000	Budget Costs	Budget 2024/25 £'000
Property Planned Maintenance	61	Capital Receipts	(165)
IT Infrastructure	154	Reserves	(50)
Total Project Budgets	215	Total Funding	(215)

⁶ Includes budgets for Apprenticeships of £250k, additional Community Grants £50k, A Heritage Plan for the District £75k, a Burntwood Blueprint £75k and an Economic Development Event of £7k.