	2019/20 ESTIMATE £'000	2020/21 ESTIMATE £	2021/22 ESTIMATE £	2022/23 ESTIMATE £
CASH BASE BUDGET REQUIREMENT	14,251	13,515	12,525	12,442
Cash Movements:				
Inflation Pay	295	229	201	210
Pensions	27	201	33	31
Pensions Rate Adj.	126	(526)	17	18
Non-Pay	(17)	(30)	12	3
Contractual	76	116	136	149
Income	25	(1)	7	6
Otalian for the the Ott A larks	22		2	
Staffing funded by CIL Admin	30	0	0	0
Transfer to Net Financing	(75)	0	0	0
Increments	47	46	26	10
Volume Expenditure	257	30	(115)	136
Volume Income	98	87	83	(6)
Market Walk Extension	0	(125)	(30)	0
Retirement Village	121	(296)	(16)	(7)
Digital Office Park	63	(160)	(150)	0
Logistics House	0	(450)	0	0
Extending Shared Services	0	(115)	(86)	0
Housing Company	65	(65)	0	0
Senior Management Restructure	0	30	0	0
Review of Fees & Charges	(125)	(7)	0	0
Base Budget Review Savings	(20)	0	0	0
Review of Net Financing - Capital Investment (Future Years)	(200)	0	(200)	0
Review of Net Financing - Capital Investment (Future Years)	, , , ,		, ,	0
	(1,100)	0	0	
Transformation – Efficiency Savings Achieved	(115)	0	0	0
Review of Investment Items & Grants	(104)	0	0	0
Transformation – Efficiency Savings Target	(85)	85	0	0
Transformation - Income Generation (MW Extension)	(125)	0	0	0
LCC Transition Fund	0	(40)	0	0
DIRECTORATE CASH BUDGETS	13,515	12,525	12,442	12,994
Contingency:	44	44-51	44-5	44-51
- Management of the Establishment	(150)	(150)	(150)	(150)
Directorate & Corporate Budgets	13,365	12,375	12,292	12,844
Net Financing				
- Minimum Revenue Provision (MRP - capital financing)	570	655	668	668
- Interest	741	655	642	642
- Temporary Savings on Borowing	(100)	(100)	(100)	(100)
sub total	1,210	1,210	1,210	1,210
		10 505	10 500	44.554
TOTAL EXPENDITURE	14,575	13,585	13,503	14,054
Financed By:	( <del>-</del> )	( <del>-</del> )		
Council Tax - Borough	(7,128)			(- 400)
Parish Precepts	COC	(7,186)	(7,294)	(7,403)
normality Panenes	686)	686	686	686
Council Tax Parishes Revenue Support Grant	686 (686)	, , ,	, ,	, , ,
Revenue Support Grant Retained Business Rates	(686) 0	686 (686)	686 (686)	686 (686) 0
Revenue Support Grant		686	686	686
Revenue Support Grant Retained Business Rates Business Rates Pooling Business Rates Pooling - Lancashire Pilot Scheme	(686) 0 (3,562) 0 213	686 (686) 0 (3,314) 0	686 (686) 0 (3,314) 800 0	686 (686) 0 (3,314) 800 0
Revenue Support Grant Retained Business Rates Business Rates Pooling Business Rates Pooling - Lancashire Pilot Scheme Government Section 31 Grants	(686) 0 (3,562) 0 213 (2,144)	686 (686) 0 (3,314) 0 0 (1,424)	686 (686) 0 (3,314)	686 (686) 0 (3,314)
Revenue Support Grant Retained Business Rates Business Rates Pooling Business Rates Pooling - Lancashire Pilot Scheme Government Section 31 Grants Business Rates Retention Reserve	(686) 0 (3,562) 0 213 (2,144) 237	686 (686) 0 (3,314) 0 0 (1,424) 261	686 (686) 0 (3,314) 800 0	686 (686) 0 (3,314) 800 0
Revenue Support Grant Retained Business Rates Business Rates Pooling Business Rates Pooling - Lancashire Pilot Scheme Government Section 31 Grants Business Rates Retention Reserve Collection Fund (Surplus)/Deficit - Business Rates	(686) 0 (3,562) 0 213 (2,144) 237 234	686 (686) 0 (3,314) 0 0 (1,424) 261 61	686 (686) 0 (3,314) 800 0 (1,424) 0	686 (686) 0 (3,314) 800 0 (1,424) 0
Revenue Support Grant Retained Business Rates Business Rates Pooling Business Rates Pooling - Lancashire Pilot Scheme Government Section 31 Grants Business Rates Retention Reserve Collection Fund (Surplus)/Deficit - Business Rates New Homes Bonus	(686) 0 (3,562) 0 213 (2,144) 237 234 (2,790)	686 (686) 0 (3,314) 0 0 (1,424) 261 61 (2,346)	686 (686) 0 (3,314) 800 0	686 (686) 0 (3,314) 800 0
Revenue Support Grant Retained Business Rates Business Rates Pooling Business Rates Pooling - Lancashire Pilot Scheme Government Section 31 Grants Business Rates Retention Reserve Collection Fund (Surplus)/Deficit - Business Rates New Homes Bonus New Burdens Grants	(686) 0 (3,562) 0 213 (2,144) 237 234 (2,790) (58)	686 (686) 0 (3,314) 0 (1,424) 261 61 (2,346) (20)	686 (686) 0 (3,314) 800 0 (1,424) 0	686 (686) 0 (3,314) 800 0 (1,424) 0
Revenue Support Grant Retained Business Rates Business Rates Pooling Business Rates Pooling - Lancashire Pilot Scheme Government Section 31 Grants Business Rates Retention Reserve Collection Fund (Surplus)/Deficit - Business Rates New Homes Bonus New Burdens Grants Collection Fund (Surplus)/Deficit - Council Tax	(686) 0 (3,562) 0 213 (2,144) 237 234 (2,790) (58) (70)	686 (686) 0 (3,314) 0 (1,424) 261 61 (2,346) (20) (88)	686 (686) 0 (3,314) 800 0 (1,424) 0 0 (1,125) 0	686 (686) 0 (3,314) 800 0 (1,424) 0 0 (550) 0
Revenue Support Grant Retained Business Rates Business Rates Pooling Business Rates Pooling - Lancashire Pilot Scheme Government Section 31 Grants Business Rates Retention Reserve Collection Fund (Surplus)/Deficit - Business Rates New Homes Bonus New Burdens Grants	(686) 0 (3,562) 0 213 (2,144) 237 234 (2,790) (58)	686 (686) 0 (3,314) 0 (1,424) 261 61 (2,346) (20)	686 (686) 0 (3,314) 800 0 (1,424) 0	686 (686) 0 (3,314) 800 0 (1,424) 0
Revenue Support Grant Retained Business Rates Business Rates Pooling Business Rates Pooling - Lancashire Pilot Scheme Government Section 31 Grants Business Rates Retention Reserve Collection Fund (Surplus)/Deficit - Business Rates New Homes Bonus New Burdens Grants Collection Fund (Surplus)/Deficit - Council Tax Transfers to/(from) Earmarked Reserves	(686) 0 (3,562) 0 213 (2,144) 237 234 (2,790) (58) (70)	686 (686) 0 (3,314) 0 0 (1,424) 261 61 (2,346) (20) (88) (79)	686 (686) 0 (3,314) 800 0 (1,424) 0 0 (1,125) 0	686 (686) 0 (3,314) 800 0 (1,424) 0 0 (550) 0
Revenue Support Grant Retained Business Rates Business Rates Pooling Business Rates Pooling - Lancashire Pilot Scheme Government Section 31 Grants Business Rates Retention Reserve Collection Fund (Surplus)/Deficit - Business Rates New Homes Bonus New Burdens Grants Collection Fund (Surplus)/Deficit - Council Tax Transfers to/(from) Earmarked Reserves Create Logistics House Income Reserve Commercialisation of Council Owned Assets Support for Local Businesses & Corporate Priorities	(686) 0 (3,562) 0 213 (2,144) 237 234 (2,790) (58) (70) (294) 0	686 (686) 0 (3,314) 0 0 (1,424) 261 61 (2,346) (20) (88) (79) 450	686 (686) 0 (3,314) 800 0 (1,424) 0 0 (1,125) 0	686 (686) 0 (3,314) 800 0 (1,424) 0 0 (550) 0
Revenue Support Grant Retained Business Rates Business Rates Pooling Business Rates Pooling - Lancashire Pilot Scheme Government Section 31 Grants Business Rates Retention Reserve Collection Fund (Surplus)/Deficit - Business Rates New Homes Bonus New Burdens Grants Collection Fund (Surplus)/Deficit - Council Tax Transfers to/(from) Earmarked Reserves Create Logistics House Income Reserve Commercialisation of Council Owned Assets Support for Local Businesses & Corporate Priorities Transfer to/(from) General Balances	(686) 0 (3,562) 0 213 (2,144) 237 234 (2,790) (58) (70) (294) 0 485 300 0	686 (686) 0 (3,314) 0 0 (1,424) 261 61 (2,346) (20) (88) (79) 450 0	686 (686) 0 (3,314) 800 0 (1,424) 0 0 (1,125) 0 0 60 0 0	686 (686) 0 (3,314) 800 0 (1,424) 0 0 (550) 0 (71) 0 0
Revenue Support Grant Retained Business Rates Business Rates Pooling Business Rates Pooling - Lancashire Pilot Scheme Government Section 31 Grants Business Rates Retention Reserve Collection Fund (Surplus)/Deficit - Business Rates New Homes Bonus New Burdens Grants Collection Fund (Surplus)/Deficit - Council Tax Transfers to/(from) Earmarked Reserves Create Logistics House Income Reserve Commercialisation of Council Owned Assets Support for Local Businesses & Corporate Priorities	(686) 0 (3,562) 0 213 (2,144) 237 234 (2,790) (58) (70) (294) 0 485	686 (686) 0 (3,314) 0 0 (1,424) 261 61 (2,346) (20) (88) (79) 450	686 (686) 0 (3,314) 800 0 (1,424) 0 0 (1,125) 0	686 (686) 0 (3,314) 800 0 (1,424) 0 0 (550) 0
Revenue Support Grant Retained Business Rates Business Rates Pooling Business Rates Pooling - Lancashire Pilot Scheme Government Section 31 Grants Business Rates Retention Reserve Collection Fund (Surplus)/Deficit - Business Rates New Homes Bonus New Burdens Grants Collection Fund (Surplus)/Deficit - Council Tax Transfers to/(from) Earmarked Reserves Create Logistics House Income Reserve Commercialisation of Council Owned Assets Support for Local Businesses & Corporate Priorities Transfer to/(from) General Balances  TOTAL FINANCING	(686) 0 (3,562) 0 213 (2,144) 237 234 (2,790) (58) (70) (294) 0 485 300 0 (14,575)	686 (686) 0 (3,314) 0 0 (1,424) 261 61 (2,346) (20) (88) (79) 450 0 0 (13,685)	686 (686) 0 (3,314) 800 0 (1,424) 0 0 (1,125) 0 0 60 0 0 (12,296)	686 (686) 0 (3,314) 800 0 (1,424) 0 (550) 0 (71) 0 0 (71) 0 0 (11,962)
Revenue Support Grant Retained Business Rates Business Rates Pooling Business Rates Pooling - Lancashire Pilot Scheme Government Section 31 Grants Business Rates Retention Reserve Collection Fund (Surplus)/Deficit - Business Rates New Homes Bonus New Burdens Grants Collection Fund (Surplus)/Deficit - Council Tax Transfers to/(from) Earmarked Reserves Create Logistics House Income Reserve Commercialisation of Council Owned Assets Support for Local Businesses & Corporate Priorities Transfer to/(from) General Balances	(686) 0 (3,562) 0 213 (2,144) 237 234 (2,790) (58) (70) (294) 0 485 300 0	686 (686) 0 (3,314) 0 0 (1,424) 261 61 (2,346) (20) (88) (79) 450 0	686 (686) 0 (3,314) 800 0 (1,424) 0 0 (1,125) 0 0 60 0 0	686 (686) 0 (3,314) 800 0 (1,424) 0 0 (550) 0 (71) 0 0
Revenue Support Grant Retained Business Rates Business Rates Pooling Business Rates Pooling - Lancashire Pilot Scheme Government Section 31 Grants Business Rates Retention Reserve Collection Fund (Surplus)/Deficit - Business Rates New Homes Bonus New Burdens Grants Collection Fund (Surplus)/Deficit - Council Tax Transfers to/(from) Earmarked Reserves Create Logistics House Income Reserve Commercialisation of Council Owned Assets Support for Local Businesses & Corporate Priorities Transfer to/(from) General Balances  TOTAL FINANCING  CUMULATIVE GROSS BUDGET POSITION	(686) 0 (3,562) 0 213 (2,144) 237 234 (2,790) (58) (70) (294) 0 485 300 0 (14,575)	686 (686) 0 (3,314) 0 0 (1,424) 261 61 (2,346) (20) (88) (79) 450 0 0 (13,685)	686 (686) 0 (3,314) 800 0 (1,424) 0 0 (1,125) 0 0 60 0 0 (12,296)	686 (686) 0 (3,314) 800 0 (1,424) 0 (550) 0 (71) 0 0 (71) 0 0 (11,962)
Retained Business Rates Business Rates Pooling Business Rates Pooling - Lancashire Pilot Scheme Government Section 31 Grants Business Rates Retention Reserve Collection Fund (Surplus)/Deficit - Business Rates New Homes Bonus New Burdens Grants Collection Fund (Surplus)/Deficit - Council Tax Transfers to/(from) Earmarked Reserves Create Logistics House Income Reserve Commercialisation of Council Owned Assets Support for Local Businesses & Corporate Priorities Transfer to/(from) General Balances TOTAL FINANCING  Transformation Programme	(686) 0 (3,562) 0 213 (2,144) 237 234 (2,790) (58) (70) (294) 0 485 300 0 (14,575)	686 (686) 0 (3,314) 0 0 (1,424) 261 61 (2,346) (20) (88) (79) 450 0 0 (13,685)	686 (686) 0 (3,314) 800 0 (1,424) 0 0 (1,125) 0 0 60 0 0 (12,296)	(686) (686) (3,314) 800 (1,424) 0 (550) 0 (71) 0 0 (71) 0 0 (11,962)
Retained Business Rates Business Rates Pooling Business Rates Pooling - Lancashire Pilot Scheme Government Section 31 Grants Business Rates Retention Reserve Collection Fund (Surplus)/Deficit - Business Rates New Homes Bonus New Burdens Grants Collection Fund (Surplus)/Deficit - Council Tax Transfers to/(from) Earmarked Reserves Create Logistics House Income Reserve Commercialisation of Council Owned Assets Support for Local Businesses & Corporate Priorities Transfer to/(from) General Balances  TOTAL FINANCING  CUMULATIVE GROSS BUDGET POSITION	(686) 0 (3,562) 0 213 (2,144) 237 234 (2,790) (58) (70) (294) 0 485 300 0 (14,575)	686 (686) 0 (3,314) 0 0 (1,424) 261 61 (2,346) (20) (88) (79) 450 0 0 (13,685)	686 (686) 0 (3,314) 800 0 (1,424) 0 0 (1,125) 0 0 60 0 0 (12,296) (12,296)	(446)
Retained Business Rates Business Rates Pooling Business Rates Pooling - Lancashire Pilot Scheme Government Section 31 Grants Business Rates Retention Reserve Collection Fund (Surplus)/Deficit - Business Rates New Homes Bonus New Burdens Grants Collection Fund (Surplus)/Deficit - Council Tax Transfers to/(from) Earmarked Reserves Create Logistics House Income Reserve Commercialisation of Council Owned Assets Support for Local Businesses & Corporate Priorities Transfer to/(from) General Balances TOTAL FINANCING  Transformation Programme Leisure Centre Management - Contract savings	(686) 0 (3,562) 0 213 (2,144) 237 234 (2,790) (58) (70) (294) 0 485 300 0 (14,575)	686 (686) 0 (3,314) 0 0 (1,424) 261 61 (2,346) (20) (88) (79) 450 0 0 (13,685)	686 (686) 0 (3,314) 800 0 (1,424) 0 0 (1,125) 0 0 60 0 0 (12,296)	686 (686) 0 (3,314) 800 0 (1,424) 0 0 (550) 0 (71) 0 0 (71) 0 0 (11,962) 2,093
Revenue Support Grant Retained Business Rates Business Rates Pooling Business Rates Pooling - Lancashire Pilot Scheme Government Section 31 Grants Business Rates Retention Reserve Collection Fund (Surplus)/Deficit - Business Rates New Homes Bonus New Burdens Grants Collection Fund (Surplus)/Deficit - Council Tax Transfers to/(from) Earmarked Reserves Create Logistics House Income Reserve Commercialisation of Council Owned Assets Support for Local Businesses & Corporate Priorities Transfer to/(from) General Balances  TOTAL FINANCING  Transformation Programme Leisure Centre Management - Contract savings Investment Sites - Income Generation	(686) 0 (3,562) 0 213 (2,144) 237 234 (2,790) (58) (70) (294) 0 485 300 0 (14,575)	686 (686) 0 (3,314) 0 0 (1,424) 261 61 (2,346) (20) (88) (79) 450 0 0 (13,685)	686 (686) 0 (3,314) 800 0 (1,424) 0 0 (1,125) 0 0 60 0 0 (12,296) 1,206	(446)
Revenue Support Grant Retained Business Rates Business Rates Pooling Business Rates Pooling - Lancashire Pilot Scheme Government Section 31 Grants Business Rates Retention Reserve Collection Fund (Surplus)/Deficit - Business Rates New Homes Bonus New Burdens Grants Collection Fund (Surplus)/Deficit - Council Tax Transfers to/(from) Earmarked Reserves Create Logistics House Income Reserve Commercialisation of Council Owned Assets Support for Local Businesses & Corporate Priorities Transfer to/(from) General Balances  TOTAL FINANCING  CUMULATIVE GROSS BUDGET POSITION  Transformation Programme Leisure Centre Management - Contract savings Investment Sites - Income Generation Parking Income	(686) 0 (3,562) 0 213 (2,144) 237 234 (2,790) (58) (70) (294) 0 485 300 0 (14,575)	686 (686) 0 (3,314) 0 0 (1,424) 261 61 (2,346) (20) (88) (79) 450 0 0 (13,685)	686 (686) 0 (3,314) 800 0 (1,424) 0 0 (1,125) 0 0 60 0 0 (12,296) (12,296)	(446) (200) (2,3314) 800 (1,424) 0 (555) 0 (71) 0 (11,962)