



12 October 2021

To Councillors:

Desna Allen
Jenny Budgell
Robert Giles
John Scragg
Myla Watts

Declan Baseley
Pete Cousins (Vice Chairman)
Gemma Grimes
Matthew Short (Chairman)

Meeting of the Finance Sub Committee Tuesday 19 October 2021

Dear Councillor,

You are summoned to attend a meeting of the Finance Sub Committee to be held at the Town Hall, High Street, Chippenham on Tuesday 19 October 2021 commencing at 4pm for transaction of the business given in the Agenda attached.

Please note members of the public are invited to address the Sub Committee at this meeting at 4pm. Members of the public are requested to send their public question to enquiries@chippenham.gov.uk by 12pm on the day before the meeting and confirm whether they will be in physical attendance or require an officer to read out the question on their behalf. Priority of physical attendance at a Council meeting will be given to the press and those who have sent their public question in advance and will read it out, remaining seats will be allocated on a first come first served basis.

Alternatively, anyone who wishes to watch the meeting only can do so via this link:
<http://youtube.com/channel/UCLhKQ0VMR7-mu7GvGYO3uGg/live>

Yours faithfully,

Mark Smith MBA LLB (Hons) CMgr FCMi FSLCC
Chief Executive

All council meetings are open to the public and press

RECORDING OF PUBLIC COUNCIL MEETINGS

Recording and using social media is permitted at Council meetings which are open to the public. Please note that Chippenham Town Council will be recording this meeting for training and monitoring purposes only.

4pm - PUBLIC QUESTION TIME (not to exceed 30 minutes)

The public are welcome to make representations, ask questions and give evidence at a meeting which they are entitled to attend in respect of the business on the agenda.

To aid the meeting process, Chippenham Town Council ask members of the public to email their questions to enquiries@chippenham.gov.uk no later than 12pm on the day before the meeting.

Any individual representation is limited to no more than 3 minutes. The Chairman will call the representation from those who are indicating that they wish to speak; written representations can also be received in advance of the meeting. A record of any public participation session shall be included as an appendix to the minutes.

Agenda

Finance Sub Committee - Tuesday 19 October 2021

	Wards affected	Page no.
1. <u>APOLOGIES FOR ABSENCE</u>		
To receive apologies for absence.		
2. <u>NOTIFICATION OF SUBSTITUTION</u>		
To receive any notification of substitution made to the Chief Executive.		
3. <u>DECLARATION OF INTEREST</u>		
All Members of the Town Council are reminded to declare any pecuniary or non-pecuniary interests they may have in any business of the Council, its Committees or Sub-Committees, in accordance with the latest approved Code of Conduct.		
Members are reminded to declare any dispensation granted in relation to any relevant matter.		
4. <u>MINUTES</u>		4
To approve as a correct record the draft minutes of the meeting held on Tuesday 13 July (previously emailed and copy attached). Minutes require a proposer and seconder for approval.		

5. **CHAIRMAN'S ANNOUNCEMENTS**

To receive any announcements from the Chairman.

Items 6-7 to consider

6. **UPDATE ON BUDGET SETTING FOR 2022/23**

All

8

To receive and consider a report from the Director of Resources regarding the progress with setting the Income and Expenditure Budget for 2022/23 (copy attached).

7. **FEEDBACK ON CAPITAL EXPENDITURE PLANNING**

All

12

To receive and consider a report from the Director of Resources regarding feedback on capital expenditure planning (copy attached).

8. **ITEMS FOR COMMUNICATION**

To consider any items for communication and any items to be consulted with the Youth Council.

9. **DATE OF NEXT MEETING**

The next meeting of the Finance Sub Committee will take place Tuesday 16 November 2021 at 4pm.



Minutes of a meeting of the Finance Sub Committee held in the Town Hall on Tuesday 13 July 2021 at 4pm.

Councillors present:

Desna Allen	Declan Baseley
Jenny Budgetell	Gemma Grimes
David Poole	John Scragg (Chairman - Part)
Matthew Short (Chairman - Part)	Myla Watts

Officers present: Mark Smith, Chief Executive
Matt Kirby, Director of Community Services
Nick Rees, Director of Resources
Gillian Ballinger, Head of Finance
Heather Rae, Head of Democratic Services
Amy Abram, Finance Assistant
Kieran Moore, Technician/Duty Officer

Public present: None present

PUBLIC QUESTION TIME

There were no written or verbal questions from any member of the public.

The Mayor of Chippenham, Councillor John Scragg in the Chair

1. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor Pete Cousins due to attendance at a funeral.

2. NOTIFICATION OF SUBSTITUTION

Councillor David Poole substituted for Councillor Pete Cousins.

3. DECLARATION OF INTEREST

No declarations of interest were received.

4. ELECTION OF CHAIRMAN

The Chairman invited nominations for Chairman of the Finance Sub Committee. Councillor Matthew Short was proposed by Councillor Declan Baseley and seconded by Councillor Gemma Grimes. There were no further nominations and it was;

RESOLVED that

Councillor Matthew Short be elected Chairman of the Finance Sub Committee for the municipal year 2021/22.

Councillor Matthew Short in the Chair

5. ELECTION OF VICE CHAIRMAN

The Chairman invited nominations for Vice Chairman of the Finance Sub Committee. Councillor Pete Cousins was proposed by Councillor Myla Watts and seconded by Councillor David Poole. There were no further nominations and it was;

RESOLVED that

Councillor Pete Cousins be elected Vice Chairman of the Finance Sub Committee for the municipal year 2021/22.

6. CHAIRMAN'S ANNOUNCEMENTS

There were no Chairman's announcements.

7. TERMS OF REFERENCE

RESOLVED that

The Terms of Reference for the Finance Sub Committee as agreed by Full Council were noted.

8. PLANNING FOR CAPITAL EXPENDITURE AND USE OF CIL INCOME

The Director of Resources presented the report providing Councillors with an indicative draft revised Medium Term Financial Plan (MTFP) for Capital/Ear Marked Funds (C/EMFs) and the use of Community Infrastructure Levy (CIL) income. The Director of Resources explained the appendices of the report and highlighted that Councillors should consider what effect spending on 'must have', 'should have' and 'could have' items would have, noting that borrowing funds would necessitate an increase in the precept. The Director of Resources highlighted the recommendations of the report for Councillors to consider.

Councillors thanked the Director of Resources and the Finance Team for their work. Councillors asked for background information on larger projects such as the Neeld Development and Stanley Park Sports Ground, this would be circulated after the meeting. Councillors spoke in favour of tangible items such as play areas that could be improved, and the public could enjoy.

Improvements to enhance overall cycle, pedestrian and routes to bus stops were raised by Councillors as a potential use of CIL money. Officers highlighted that this was a responsibility of Wiltshire Council who receive the main proportion of CIL monies. Officers are requesting that CIL as a result of new development in Chippenham be spent in Chippenham. Councillors should consider whether they want to pay for infrastructure that is the responsibility of Wiltshire Council to provide.

Councillors supported an approach that would deliver value for money with least impact on the tax payer and precept. Councillors considered the issues outlined in the report and made the following comments;

- **Whether any Ear Marked Funds should continue or be entirely superseded by a single Capital Fund;**
Councillors supported a list of items to manage the budget and favoured C/EMFs to be itemised. This would ensure the expenditure can be managed and planned effectively.
- **How a single Capital fund might ringfence funds for specific future projects;**
There were no specific views expressed on this topic.
- **The appropriate level of C/EMFs to maintain at any time;**
Councillors recognised the need to be custodians of the Council's finances. It was noted that all projects could not be completed at once due to capacity and items on the list had been identified as 'must have, should have and could have'. No specific level of C/EMFs was identified.

Councillors questioned the process for suggesting new ideas and the purpose of the Finance Sub Committee. The Director of Resources confirmed the Terms of Reference of this Sub Committee are to discuss ideas/proposals and put forward recommendations rather than make decisions. The purpose of the Corporate Strategic Plan and how the budget gets approved annually was outlined and Councillors were requested to share any ideas for discussion.

Councillors discussed whether all Councillors should be able to comment on how capital expenditure money is spent, and whether the public should be consulted. It was noted that Councillors can attend any meeting and are elected by the public to make decisions on their behalf and that there will be a Corporate Strategic Plan refresh for 2022/26 which all Councillors can contribute to. However, it is impractical to consult on every decision. It was highlighted that public meetings are open to all Councillors and members of the public. Public Question Time facilitates interaction between members of the public and the Council and Councillors can discuss ideas within their groups and bring back to the Sub Committee.

- **That CIL income should be considered as a source of income to fund the Council's own Capital Expenditure projects;**
Councillors highlighted new residents and developments of Chippenham, who pay tax or contribute to CIL, should benefit from the Council's expenditure. Councillors questioned whether using CIL for the refurbishment or maintenance of the Town Hall would address infrastructure required from new developments. It was highlighted that any CIL expenditure is consulted with Wiltshire Council to ensure it is applicable. It was highlighted that funding of the Council's capital expenditure, whether from CIL or the Precept, needed to be considered and each item should be considered on its own merit.
- **Whether the Finance Sub Committee should have some delegated authority to decide upon capital expenditure e.g. to determine how a general maintenance budget for the year might be spent;**
There were no comments from Councillors, it was noted that the Sub Committee had no delegated authority.

- **Whether this year's capital expenditure budget should be amended upwards;**
Councillors favoured not amending the capital expenditure budget upwards and highlighted wider topics of how the Council wants to manage assets such as the Neeld, whether subsidised for the community or for profit.
- **The appetite of the Council for any major capital projects that would require an increase in the Precept to finance borrowing costs;**
Councillors requested further detail on major capital projects.
- **The level of resource needed to deliver capital projects;**
There were no comments from Councillors
- **Councillors' thoughts on the type of capital projects included in the indicative revised capital MTFP.**

Councillor Myla Watts proposed an amendment to the existing recommendation of the report to add that the Amenities, Culture and Leisure Committee, Climate Emergency Advisory Group and the Neighbourhood Plan Steering Group be consulted. The amendment was seconded by Councillor Declan Baseley and with the majority in favour was carried. A vote was taken on the amended recommendation and with the majority in favour, it was;

RECOMMENDED that

i) Officers bring a further revision to the draft MTFP for Capital Expenditure to a future Finance Sub Committee meeting, taking into account Councillors' comments, further work on the cost estimations and any capital impact from the Ecological Emergency initiatives. To consult with the Amenities, Culture and Leisure Committee, Climate Emergency Advisory Group and the Neighbourhood Plan Steering Group.

9. ITEMS FOR COMMUNICATION

Councillors did not request any specific items for communication.

10. DATE OF NEXT MEETING

The next meeting of the Finance Sub Committee will take place on Tuesday 28 September 2021 at 4pm.

Propose at next meeting.

The meeting closed at 6pm.

These minutes are subject to confirmation at the next meeting.

Signed on behalf of the Town Council as a true record of the meeting.

Signature

Date



Agenda Item 6

Meeting	Finance Sub Committee
Date	19 October 2021
Report Title	Update on Budget Setting for 2022/23
Author	Nick Rees, Director of Resources, Responsible Financial Officer

1.0 PURPOSE OF REPORT

- 1.1 To update Councillors on the progress with setting the Income and Expenditure (I&E) budget for 2022/23.

2.0 INTRODUCTION AND BACKGROUND INFORMATION

- 2.1 Budget meetings have been held by the Corporate Management Team and each of the budget holding Heads of Service. A draft I&E budget is attached to this report [APPENDIX A].
- 2.2 Full Council at its meeting on 22 September 2021 considered the total potential cost of Chippenham Town Council's response to the Ecological Emergency Declaration and a motion to set up a Climate Donations Fund.

3.0 DRAFT INCOME & EXPENDITURE BUDGET 2022/23

- 3.1 The draft I&E budget at APPENDIX A highlights the Income & Expenditure that could potentially be contained within an inflationary increase to Precept and the additional cost pressures of the Ecological Emergency Declaration and Climate Donations Fund that would require an above inflationary Precept increase in order to deliver a break-even budget.
- 3.2 The main assumptions included in the draft I&E budget are:

Expenditure

- Staff Costs - decisions have been made by the HR Committee at its meetings in March 2021 and April 2021 (i.e. after this year's budget was set) that increase the budgeted staff costs by £85k. This includes Tree Officer, CCTV Supervisor (for which there is an equal and opposite saving to non-payroll costs), Head of Community Services and Democratic Services Officer posts becoming Full Time.
- The latest national pay offer by the National Employers for Local Government services is 1.75%. This will have a cost impact of £5k over the 1.5% included in this year's budget. A 1.75% increase is also assumed within next year's budget, adding £38k. Government is increasing employer National Insurance contributions by 1.25% which will add a further £22k to staff costs.

- The Council is experiencing an increase in its costs of Waste Disposal and Trade Refuse as a result of an increase in the number of litter bins that the Council is responsible for emptying and dealing with fly tipping. An additional £32k is therefore included in 2022/23.
- The direct cost of staging events and shows at the Neeld is assumed to be £125k, equivalent to the income generated by the shows.
- The consumables required at the beginning of the Covid-19 pandemic (including screen partitions) will not repeat in 2022/23 saving £7k.
- Electricity costs are expected to increase by c 23% according to our energy supply advisers, adding £20k to next year's budget.
- Insurance costs are based on the actual costs incurred this year.
- Provision for a general increase in IT costs of £10k, as a result of more staff, and the annual maintenance costs of the new CRM system (£7k) is included in 2022/23.
- There is some re-coding of expenditure between various marketing, maintenance and operational costs that has no net impact on expenditure.
- Loan interest and capital repayment costs reduce by £16k as the Public Works Loan Board loan for Stanley Park will be paid off in full by the start of 2022/23.
- Professional and consultancy fees are increased by £15k to provide for a data protection review of CCTV operations, Purple Flag review, climate project consultancy and legal fees.
- A new Town Crier is being recruited. Provision of £4k is made in the budget for a uniform.
- In addition to the Christmas Lights Switch-on Event (current budget £40k), additional events expenditure of £45k is included for a Civil War Re-enactment event, Jubilee celebrations, tourism and other events.
- The total potential cost of CTCs response to the Ecological Emergency Declaration was reported to Full Council on 22 September 2021 as £188k. Of this, £29k is capital expenditure for Foam Stream Weed Killer Apparatus and £5k for procurement advice was approved by the same Full Council meeting in an earlier paper relating to Climate consultancy. Also, Councillors could consider that the £25k required for tree planting could come from C/EMFs. This would leave a net impact on I&E of £129k covering:
 - Climate Officer and Facilities/Project Officer £70k
 - Additional costs for organic pitch treatment at Stanley Park £41k
 - Additional consultancy and legal costs £18k
- There was a motion at Full Council on 22 September 2021 for a Climate Donations Fund of £100k pa. This is 'revenue' expenditure and would impact on the I&E budget.

Income

- All non-Precept income is assumed to recover to pre-Covid lockdown levels and would add £32k to Sports income, £27k to Cemetery income and £83k to income from hiring out the Town Hall. There is now a new tenant for the 'Pasty Shop' and this is included in the budget within rent received.
- Income from staging events and shows at the Neeld is assumed to return to pre-Covid lockdown levels and accordingly £125k is included in the draft budget.
- The majority of the costs highlighted above could be contained within an inflationary increase of 3.5% to the total Precept income generated by Chippenham Town Council, however an additional Precept increase of 6.7% would be required to meet the additional cost pressures of the Ecological Emergency Declaration and Climate Donations Fund.

4.0 CONTRIBUTION TO CORPORATE PLAN PRIORITIES

4.1 Corporate Priority 5 - Effective and efficient use of resources.

5.0 STAFFING IMPLICATIONS

5.1 There are no staffing implications.

6.0 FINANCIAL IMPLICATIONS

6.1 For Councillors to discuss the financial implications of the draft Income & Expenditure budget and Precept increase.

7.0 LEGAL IMPLICATIONS

7.1 There are no legal implications.

8.0 RECOMMENDATIONS

8.1 Councillors to note the report and to discuss the issues contained within the report.

8.2 For officers to bring a draft budget proposal to the next meeting of the Finance Sub Committee.

Draft Budget to Finance Sub Committee

Appendix A

	2021/22 BUDGET	2022/23 BUDGET	DIFF	BUDGET NOTES 2022/23	ECO EMGCY / CLIMATE FUND	NOTES
Income						
Precept	3,406,852	3,525,705	118,853	3.5%	229,000	6.7%
Events Income (Neeld Hall)		125,000	125,000	Equal to Events expense		additional
Sports Income	66,300	98,000	31,700	As pre Covid		
Cemetery Income	35,000	62,080	27,080	As pre Covid		
Town Hall Income		83,500	83,500	As pre Covid		
Rent Received	103,817	126,317	22,500	Pasty Shop		
Grant Income	10,500	10,500				
Other Income	85,050	93,025	7,975	Misc.		
	<u>3,707,519</u>	<u>4,124,127</u>	<u>416,608</u>		<u>229,000</u>	
Expenditure						
Staff costs	2,063,728	2,242,381	178,653	HR C'tee 85, Pay 1.75% 43, addit NI 22	70,000	Climate and Facilities/Proj Officers
Waste Diisposal and Trade Refuse	55,618	87,118	31,500	More litter bins (Devo), fly tipping, costs		
Events expenditure		125,000	125,000	Equal to Events income		
Agency/Contract staff	43,500	43,500				
Other people costs	50,250	40,750	-9,500	H&S (Covid) -7, Uniforms -2.5		
Building costs	269,698	289,622	19,924	Electricity 20k		
Insurance	43,000	47,500	4,500	Based on actual		
Office costs	47,200	48,800	1,600			
Supplies & Services	133,330	134,630	1,300			
IT costs	111,269	124,590	13,321	CRM in Cust Serv 7.2, General 10		
Marketing / Comms	62,300	66,200	3,900	From S&S (Photography 1.5, Banners 1.7)		
Xmas Lights Switch On	40,000	40,000				
Maintenance	176,550	185,450	8,900	Recoding between Maint and Op Costs	41,000	Organic Pitch Treatment S Park
Other Operating costs	145,372	133,872	-11,500	Recoding between Maint and Op Costs		
Vehicle costs	156,329	156,329				
Finance/Legal/Loan Interest & Capital	84,004	67,965	-16,039	Stanley Park PWLB -15.5		
Prof / Consultancy Fees	31,000	46,000	15,000	CCTV GDPR 5, P Flag 3, Climate 4, Legal 4	18,000	Consltcy 13, Legal 5
Mayoral / Members costs	47,370	52,920	5,550	Town Crier Uniform 4		
Community and Donations	32,000	31,500	-500		100,000	Climate Donations Fund
Community Engagement Events / Tourism		45,000	45,000	Civil War 15, Jubilee 15, Other 10, Tourism 5		
EMF / CIL / S106	115,000	115,000				
	<u>3,707,518</u>	<u>4,124,127</u>	<u>416,609</u>		<u>229,000</u>	
Surplus / (Deficit)						
	<u>1</u>	<u>0</u>	<u>-1</u>			



Agenda Item 7

Meeting	Finance Sub Committee
Date	19 October 2021
Report Title	Feedback on Capital Expenditure planning
Author	Nick Rees, Director of Resources, Responsible Financial Officer

1.0 PURPOSE OF REPORT

- 1.1 To provide Councillors with feedback from various Council Committees and working groups on the composition and prioritisation of Capital/Ear Marked Funds (C/EMFs) projects for inclusion in the 2022/23 Capital Expenditure Budget and Medium-Term Financial Plan (MTFP).

2.0 INTRODUCTION AND BACKGROUND INFORMATION

- 2.1 Following the meeting of the Finance Sub Committee (FSC) on 13 July 2021, C/EMF projects and their prioritisation for inclusion in the 2022/23 budget and MTFP has been discussed by the Neighbourhood Plan Steering Group (NPSG), Climate Emergency Action Group (CEAG) and the Amenities Culture and Leisure (ACL) Committee. All committees and groups were asked to provide feedback on any capital projects they suggested and their prioritisation. This feedback is attached to this report [**APPENDIX A**].

3.0 FEEDBACK ON CAPITAL EXPENDITURE PLANNING

- 3.1 Prioritisation of potential C/EMF projects has been considered using a MoSCoW (Must Have, Should Have, Could Have, Won't Have) prioritisation model. The items considered by the CEAG were also reviewed by ACL and the prioritisation reflects their separate views. ACL agreed with the prioritisation of the NPSG projects. Those projects considered by ACL alone are listed, together with one item (Weed Killer Apparatus) considered by Full Council as part of the cost impact of actions in response to the Council's declared Ecological Emergency. There are also a number of future revenue and IT commitments for FSC to consider.
- 3.2 It is clear from the section 'funding for C/EMF programme' that there are too many projects for a financially sustainable C/EMF Budget for 2022/23 or longer-term MTFP. If all the projects were to proceed, the Council would run out of C/EMF's at the end of next year. It is a similar situation if the projects prioritised as 'could have' were removed and even if only those projects considered as 'must have' remained, C/EMFs are depleted within two years.
- 3.3 Apart from those items listed for this year 2021/22 as already approved, no decisions have been taken on any the other projects listed. **APPENDIX A** is still very much a raw representation of all the projects considered. A lot more rigour is needed to determine which C/EMFs are truly a priority and what is a sustainable level of expenditure.

- 3.4 It should be noted that if only ‘must have’ projects are selected, there is a danger that ‘should have’ projects that have been funded in the past (such as play area replacement) will never again be funded. Also, to note that many of the C/EMF reserves had historically been set up as ringfenced Ear Marked Funds for specific purposes.
- 3.5 Any ‘Strategic Developments that Require Borrowing’ would have no net impact on the retained C/EMFs balance, since these would be fully funded by borrowing, however there would be an impact on the Precept from repaying the Capital and interest costs (in the order of a 3.5% increase if the Council approved a project of £1.5m for the Neeld and a further 6.5% for a £2.7m project at Stanley Park). Again, no decisions have been taken by the Council on such projects.
- 3.6 It is recommended that the Neeld Working Party looks at all significant development of the Neeld. At this stage both a strategic development that would require borrowing (the £1.5m Development of the Neeld Phase 3) and two smaller projects of £200k (aiming to achieve some of the ambitions of the larger project without spending so much) are included in the feedback.
- 3.7 The section ‘funding for C/EMF programme’ shows the balance of C/EMFs at the end of last financial year and includes assumptions on the sources of income to fund the Council’s C/EMF programme. There are just two sources, either funding from the Precept (currently £115k pa) and from Community Infrastructure Levy (CIL) income. As reported previously, there are criteria for the use of CIL income.

The £115k from Precept on its own is not sufficient to fund the Council’s capital programme. If CIL income cannot be used to fund certain C/EMF projects, additional funding from the Precept would be necessary or the balance of C/EMFs would deplete.

- 3.8 The immediate priority is for the Council to agree a Capital Expenditure budget for 2022/23, however the MTFP is a useful guide as to the financial sustainability of the Council’s longer-term strategy for C/EMF expenditure. As it stands, more work is needed on next year’s capital expenditure budget and the MTFP.

4.0 CONTRIBUTION TO CORPORATE PLAN PRIORITIES

- 4.1 Corporate Priority 5 - Effective and efficient use of resources.

5.0 STAFFING IMPLICATIONS

- 5.1 There are no staffing implications.

6.0 FINANCIAL IMPLICATIONS

- 6.1 For Councillors to discuss the financial implications of feedback from various Council Committees and working groups on the composition and prioritisation of Capital/Ear Marked Funds (C/EMFs) projects for inclusion in the 2022/23 Capital Expenditure Budget and Medium-Term Financial Plan (MTFP).

7.0 LEGAL IMPLICATIONS

- 7.1 There are no legal implications.

8.0 RECOMMENDATIONS

- 8.1 Councillors to discuss the issues raised in this report.
- 8.2 For officers to revisit the Capital Expenditure budget for 2022/23 and bring recommendations to the next Finance Sub Committee meeting, together with a revised MTFP proposal.

Capex Budget and MTFP - Feedback on Priorities from NPSG, CEAG, ACL

Appendix A

		This Year 2021/22 Year 1 Approved	2022/23 BUDGET Year 2	2023/24 Year 3	2024/25 Year 4	2025/26 Year 5
	M/S/C/W					
	Must Have					
	Should Have					
	Could Have					
<u>Considered by CEAG on 06/09/21 and ACL 08/09/21</u>						
Eco Friendly Vehicles	M		50	20	20	20
Climate Change Infrastructure Projects	M		25	25	25	25
Tree Planting	M		25	10	10	10
Environmental Improvements to Council Estate	M		200	200	200	200
LED Lighting at Stanley Park (apprvd FC Mar '21)	M	11				
Compostible Toilet for Monkton Park	M	28				
Open Space Enhancement (Monkton Park)	M/S	15	15	15	15	15
Recirculated water wash down pad at Stanley Park	M/S		40			
Feasibility Study for Eco-friendly office space	M/C		20			
Auto Pitch Sprinklers at Stanley Park	M/C		25			
<u>Considered by NPSG on 07/09/21 and ACL 08/09/21</u>						
Tree Planting inc Street Trees (above)	M					
Active Travel - Cycling & Walking Enhancements	M		100	100	100	100
Biodiversity enhancements to existing green spaces	S		5	10	10	10
Improvements to the quality and biodiversity of Green Corridors	S		5	10	10	10
Public realm improvements to the Upper Market Place*	S		10	100	100	350
Other Public Realm (High St) Improvements	S		20	20	20	20
Public Transport Enhancements	S		20	20	20	20
EV Charging Infrastructure	S		20	20	20	20
Public Arts i.e. sculptures throughout the town	C		15		50	
<u>Considered by ACL 08/09/21</u>						
Replacement Vehicle Programme	M	124	177	118	110	135
Maintenance Survey of all CTC Buildings	M		5			
Museum Maintenance (MEA Mtce Prog)	M	10	45	45	45	45
Yelde Hall Maintenance	M		20			20
Cemetery/Chapel Maintenance	M		10	10	10	10
Town Hall Maintenance (MEA Mtce Prog)	M	10	32	32	32	32
Stanley Park Maintenance	M	5	10	10	10	10
Stanley Park 3G Pitch Carpet Replacement	M				160	
John Coles Park	M	5	20	10	20	10
Public Toilets Maintenance	M	4	4	4	4	4
M Park Bridge inspection/Maintenance	M		15	10	10	10
CCTV Control Room/ Hardware/ Radios	M		25			
CCTV Cemetery (Priority)	M		12			
Cemetery Cremation Plots	M	6		7		7
Town Hall Refurb inc. toilets and the stairs	M		25			10
Neeld entrance/bar/booking office (w/out £1.5m project)	M		200			
Cheese Hall Repurpose (w/out £1.5m project)	M			200		
Yelde Hall (Lighting/Kitchen/Toilet)	M		20			
Tree Maintenance	M		20		20	20
Community Market Garden	M			100		
War Memorial maintenance	S		10		10	
Buttercross maintenance (will now be 2021/22)	S	6				
CCTV System	S	37	30	20	20	20
Play area enhancements	S	30	50	50	50	50
New Lorry Container at Cemetery	S		5			
Outstanding Cemetery Building Works	S		20			
Stanley Park Room Enhancements	S	5	10	10	10	10
Stanley Park Pitch Improvements	S		20	20	20	20
Vehicle access to pitches at Stanley Park	S		50			
New Stanley Park Depot	S	70				
M Park Information Boards	S		10			
Use Acorn Office for Exhibition Space	S		50	10		
Christmas Lights	C		15	40	15	15
JCP Toilets Refurb	C		75			
Public Toilet Refurb (Timber St/Bath Rd)	C		30		30	
Minibus Stanley Park (re School Projects)	C		25			
Town Centre Signage	C		4	5	5	5
Town Centre Information Boards	C		10		5	
Town Hall Tech update (Mics/Conference)	C		40			
Town Hall foyer/Reception refurb	C			40		
Sound & Lighting upgrade	C		40			
Strategic Developments						
Purchase of Town Hall Annex and Tearoom	M	175				

Considered by Full Council 22/09/21

Foam Stream Weed Killer Apparatus	M	29			
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To be considered by FSC 19/10/21 and then S&R 08/12/21**Future 'Revenue' Expenditure Commitments & IT Projects**

Elections 2025/26	M	8	8		8	40
Neighbourhood Plan	M	23	34			
Exceptional Staffing Costs	M	15	15	15	15	15
Councillor Tablets & Licences x 24	M	12				
Telephony	M	12				
Wi Fi (inc Museum etc)	M		10			
Future IT Projects	M		30	30	30	30
CRM System	S	13				
Cabling	S		20			
Video Conferencing Screens	C		10			
		624	1885	1356	1239	1318

Considered by ACL 08/09/21**Strategic Developments that Require Borrowing**

Stanley Park Additional 3G Pitch	S				400	
Stanley Park 4 Court Sports Hall	C				2,000	
Stanley Park Studio Hall	C				350	
Development of Neeld Phase 3 MEA/NASH	C			1,500		
				1,500	2,750	

Funding for Capital / EMF Programme

		This Year Revised Year 1	2022/23 Year 2	2023/24 Year 3	2024/25 Year 4	2025/26 Year 5
Opening Balance		1,750	1,541	71	(720)	(1,394)
Capital Expenditure	Must Have	(624)	(1,266)	(981)	(844)	(768)
	Should Have		(355)	(290)	(290)	(530)
	Could Have		(264)	(85)	(105)	(20)
		(624)	(1,885)	(1,356)	(1,239)	(1,318)
Income:						
Income from Precept (top up)		115	115	115	115	115
CIL income		300	300	450	450	450
		415	415	565	565	565
Strategic Asset Development	Should Have				(400)	
	Could Have			(1,500)	(2,350)	
				(1,500)	(2,750)	
PWLB Borrowing / Matched Funding				1,500	2,750	
Closing Balance After All Projects		1,541	71	(720)	(1,394)	(2,147)
Closing Balance After Should Have/ Must Have Projects		1,541	335	(371)	(940)	(1,673)
Closing Balance After Must Have Projects only		1,541	690	274	(5)	(208)