

# **Swanage Town Council**



## **Medium Term Financial Plan** **2024/25 – 2026/27**

### **Contents**

1. Introduction
2. Corporate Plan Framework
3. Three Year Financial Planning
4. Risk Management & Budgetary Control
5. Revenue Planning
6. Capital Planning
7. Reserves and Balances
8. Treasury Management
9. Review of Medium Term Financial Plan

### **Appendices**

- A. Revenue account Summary 2024/25-2026/27
- B. Capital Expenditure 2024/25-2026/27



## **1. Introduction**

Swanage Town Council has prepared this Medium Term Financial Plan for the three year period 2024/25 to 2026/27.

Its purpose is to provide a structure for the management of the Town Council's finances in support of the delivery of the Council's Corporate Plan, adopted in March 2023. Strategic financial planning is essential so that the Council can effectively manage public monies to deliver quality services and ensure that its corporate objectives are met.

The Council is facing a significant demand on its financial resources over the term of this plan, primarily relating to capital expenditure on the council's fixed assets; this will see both balances and reserves diminish over the plan period. This highlights the importance of adopting a robust Medium Term Financial Plan (MTFP) which will ensure that the Council can both deliver on the priorities set out in the Corporate Plan and maintain adequate levels of reserves that will provide the Council with financial resilience so that it can continue to address the community's priorities in the years ahead.

## **2. Corporate Plan Framework**

The Corporate Plan was produced in order to:

- Give clear direction for financial planning and budget setting decisions;
- Assist in prioritising future capital projects;
- Promote transparency by being clear about what the Town Council's priorities are and what actions will be delivered over the plan period;
- Provide a basis for securing funding;
- Guide discussions with the community and partner organisations;
- Aid in the assessment of grant requests from third parties.

Following extensive community engagement, the Council agreed that its corporate objectives as:

- Delivering Good Governance;
- Promoting Sustainable Tourism and Supporting the Local Economy;
- Providing Opportunities to Improve Health and Wellbeing and Enhancing Community Safety;
- Planning for the Future and Preserving our Heritage;
- Protecting the Natural Environment and Addressing the Climate Crisis.

These corporate objectives underpin the development of the Council's Medium Term Financial Plan. It is acknowledged that delivering these objectives whilst balancing the revenue budget will become more difficult throughout the lifespan of this MTFP as inflationary pressures impact on expenditure and lower levels of reserves reduce investment income and the council's ability to internally finance projects. The Corporate Plan acknowledges that 'While the Town Council is committed to delivering on the priorities set out in this document, it can only do so within the constraints of its medium-term financial strategy'.

### **3. Three-Year Financial Planning**

The MTFP does not exist in isolation. It provides the overall framework for the Council's financial policies which together ensure the proactive financial management of the Council. Projecting the financial needs of the Council over a three-year period will identify potential problems in advance so that the Council will be able to adapt to any eventuality. Active risk management plays a pivotal role in ensuring that the Council can adapt to circumstances over which it has no control, but still be able to deliver its corporate objectives.

The MTFP contains details of the Council's revenue and capital spending plans, levels of reserves and treasury management strategy over the term of the next three financial years, identifying areas of risk and how the Council will manage that risk effectively. It incorporates a baseline expectation that the parish precept will increase by 3.5 per cent per annum over this period.

As the MTFP requires forward planning over a number of years, the budget projections are provisional and will be reviewed annually as part of the budget setting process. This will ensure that agreed financial policies remain relevant and enable the Council to navigate challenges in a timely manner.

### **4. Risk Management & Budgetary Control**

The Council, through its system of internal control, has developed a culture of risk management as part of its overall strategic management. The Council aims to identify, quantify and control all risks and put into place arrangements in order to protect the Council and ultimately its stakeholders from the consequences of the risks identified. The Council has compiled a Corporate Risk Register which specifies control measures, identifies the level of risk and allocates action points to relevant officers and council committees. This is reviewed annually.

#### **4.1 Financial Risk Management**

The MTFP does not exist in isolation and is subject to political, economic, and technological influences which may result in unexpected financial pressures. The purpose of forward planning is to mitigate against risks, both known and unknown.

The MTFP has been based on numerous assumptions:

- Inflation rates;
- Interest rates;
- National Living Wage and annual pay awards;
- Long-term restructure of the Local Government Pay Scale;
- Income generated from fees and charges;
- Distribution of grants;
- Potential legal challenges;
- A continued level of service provision.

In developing its revenue and capital budgets and its investment strategy, the Council has considered the financial risks that it faces and has tried to mitigate those risks. The Council has:

- Adopted a prudent approach in its financial forecasting;
- Appointed the services of external treasury management advisors;

- Adopted a Reserves Policy to ensure that the Council has adequate contingent balances so that the MTFP is affordable and deliverable;
- Continued to develop an Asset Management Plan and associated Capital Programme;
- Introduced earmarked reserves to provide a contingency against anticipated future spending requirements.

In addition to normal financial risk, the council faces additional risks in terms of maintaining a large, coastal asset base in a geologically challenging environment. Land slippage and coastal flooding/erosion are proving uniquely challenging. The Council has limited reserves to call upon, and with limited resources and funding sources, the financing of the required works will remain a challenge for the council, especially as they are often required on an unplanned emergency basis.

The Council also owns and manages a number of historic assets that make a significant contribution to the historic character of Swanage, but have complex and costly maintenance requirements.

The Council also has to balance the provision of services for residents and visitors, with each group often having different requirements.

#### **4.2 Budget setting and control**

The annual budget setting process has key stages in its development:

- Monitor the current year budget and spending (through quarterly reporting);
- Establish the spending plans for the next financial year;
- Forecast the income for the next financial year;
- Determine the provision of contingencies and the levels of reserves;
- Approve the budget;
- Confirm the precept requirement.

The Town Council operates in a sound financial control environment. Each member of the management team has a clearly identified accountability for specific budgets and is allocated responsibility for implementing recommendations arising from the internal auditor's reports.

Member scrutiny is provided through the Finance and Governance Committee which has responsibility for overseeing and reviewing the effectiveness of the Town Council's governance framework and system of internal control. It approves the internal auditor's interim reports and plays a key role in budget monitoring by receiving quarterly reports which compare actual net expenditure against forecasted net expenditure and highlight any significant variances. This enables the Council to review on a quarterly basis if it has adequately mitigated risks or whether any further action needs to be taken in-year in order to ensure that the Council is not adversely affected financially and can deliver its MTFP.

#### **5. Revenue Planning**

In delivering the Corporate Plan, the Council's current budget projections over the next three financial years show a widening of the gap between income and expenditure. This must be

addressed during the plan period in order to ensure that a balanced budget is sustainable in the future. Appendix A shows the forecast net operating expenditure 2024/25-2026/27.

## 5.1 Income

The Council is largely reliant upon self-generated income which aims to reduce the burden placed upon the precept. This introduces an increased level of risk to the council with demand driven services accounting for the majority of income streams (e.g. car parking, beach hut bookings and boat park fees). The annual level of income forecast to be received by the Council over the term of this plan is on a downward trajectory, largely due to a significant decrease in investment income as a result of reserves being spent on the delivery of capital projects.

The Council's only sources of income are the charges levied for its service provision, property income, investment income, community infrastructure levy (see paragraph 7.3), grants and precept.

- **Fees and Charges for services:** The Council considers its scale of fees and charges for its services on an annual basis. This includes car park, market, boat park, beach hut and leisure & recreational fees. Fees for the statutory provision of cemeteries and allotments are also considered annually. The Council consults with stakeholders through inviting user group representatives to its committee meetings. The Council will look to achieve the maximum level of income that market forces will allow, where this is compatible with the Council's legal requirements and other considerations such as affordability, elasticity of demand for its services and accessibility.
- **Property Income:** The Council determines the rental charges for its properties through periodic, contractual rent reviews. The Council seeks to maximise income from its assets and will review opportunities for generating additional income from new concessions, leases and licences.
- **Investment Income:** Investment income is projected in line with the Council's Annual Treasury Investment Strategy. Due to the decreases forecast in the Council's investment capacity over the period of this plan, a significant decrease in income is forecast.

## 5.2 Expenditure

The Council continues to face the challenges of increased costs and is committed to proactively controlling its expenditure in order to minimise the impact upon the taxpayer.

- **Efficiency:** Efficiency and value for money are the bedrock of the Council's decision-making process. In formulating its budget the Council, through the Finance & Governance Committee, reviews and challenges whether it is delivering value for money. The Council looks to identify savings and efficiencies that can be made without affecting service delivery.
- **Procurement:** The Council has continued to use framework agreements in order to access value for money when procuring goods and services. During the term of this MTFP the Council will continue to look at accessing greater purchasing power through partnership procurement.

The main areas of expenditure are:

- **Employee Costs:** These are the largest item of expenditure for the Council which has seen a significant increase over the last few financial years. Council approved a revised staffing structure in 2021. In addition to the increase in employee numbers through the restructure,

additional pressures are being placed on staffing budgets due to increases linked to the National Living Wage and inflationary increases. Future issues include potential restructuring of the Local Government Pay Scales and the possibility of an uplift in employers' pension contribution rates, which have been fixed at 22% for the 2024/25 and 2025/26 financial years, but may increase for the three years from 2026/27. Council will review its operational resources on an ongoing basis and look to maintain well controlled employee costs. The Council will also look to optimise the use of its staff across the organisation.

- **Expenditure on Services and General Operations:** The Council has committed to continuing to deliver its existing range of services. The Council has to balance the needs arising from both residents and visitors, with each group often having different requirements. Over the term of this plan costs have been projected with inflationary increases.
- **Repairs & Maintenance Costs:** These costs can fluctuate quite considerably year-on-year, dependent both on the programme of works and emergency responses. This can have a significant impact upon the financing requirement of the revenue account. Through the development of a robust Asset Management Plan, Council will look to smooth the annual expenditure notwithstanding any emergency requirements in-year.
- **Grants and Third Party Funding:** Council allocates an annual grants budget for local groups. Funding of other third parties and organisations, such as the CAB and provision of the Swanage Primary School crossing patrol, is reviewed annually.

### 5.3 Tax Base & Parish Precept

The tax base is a figure that is determined by Dorset Council annually in accordance with the Local Authorities (Calculation of Council Tax Base) (England) Regulations 2012 and is the baseline for setting council tax charges.

As a result of the localisation of council tax support as part of the Local Government Finance Act 2012 significant changes were made to the determination of the tax base for 2013/14. For the 2013/14 financial year, this resulted in a tax base of 4,625.58, decreasing from 4,959.87 in 2012/13. 2024/25 will be the first year that the tax base has exceeded that level, at 4,960.7.

With the overriding need to maintain an adequate level of reserves and ensure high standards of service provision, Council agreed a working assumption of 3.5 per cent annual increases in precept as part of the 2024/25 budget setting process. This has been incorporated in table 1 below, although it will continue to be reviewed on an annual basis.

**Table 1: Estimated Precept and Band D figures**

	<b>Actual 2023/24</b>	<b>Estimate 2024/25</b>	<b>Estimate 2025/26</b>	<b>Estimate 2026/27</b>
Total Precept	849,030	878,750	909,500	941,330
% Increase/Decrease	1.08%	3.50%	3.50%	3.50%
Increase £	9,030	29,720	30,750	31,830
Tax Base	4,935.9	4,960.7	4,960.7	4,960.7
% Increase/Decrease	1.08%	0.50%	0.00%	0.00%
Band D Charge	£172.01	£177.14	£183.34	£189.76
% Increase	0.00%	2.98%	3.50%	3.50%
Annual Increase	£0.00	£5.13	£6.20	£6.42

## **6. Capital Planning**

The Council is facing significant pressures to maintain its extensive asset base. As set out in section 4.1, above, the Council faces specific challenges because of unstable geological conditions across much of its seafront landholdings as well as threats from coastal erosion and storm damage, which will increase as climate change continues and sea levels rise. Furthermore, the Council also owns and manages a number of historic assets that make a significant contribution to the historic character of Swanage but have complex and costly maintenance requirements. These include the Town Hall, a Victorian cemetery, numerous public memorials and stretches of Purbeck stone boundary walls.

The Council has a large property portfolio, comprising public offices, car parks, buildings and public conveniences and large areas of open spaces, including play areas, sports facilities, cemeteries and gardens. The Council has invested in its assets over many years and continues to recognise that further substantial capital investment is required so that its estate remains fit for purpose.

Furthermore, the Council has adopted an ambitious Energy Efficiency and Decarbonisation Action Plan that includes a target of reaching carbon neutrality by 2030. That requires significant investment in the Council's buildings and significant annual contributions to Council reserves are planned for the duration of the MTFP to fund such works.

The Council has a lengthy Capital Programme, set out in Appendix B, which has been developed alongside a review of the Council's Asset Management Plan. The programme reflects the Council's priorities that have either been highlighted through a risk assessment or are deemed imperative in achieving the strategic objectives included in the Council's Corporate Plan. The Council must ensure that the capital programme incorporates projects that are deemed to be both achievable and affordable. Council recognises that the demands for investment in the Council's assets, and to transition to net zero, must be managed within the context of the Council's projected financial position.

### **6.1 Capital Expenditure**

Over the period of this plan, the forecast expenditure on capital projects is significant. The major capital project due to be undertaken by the Council is the green seafront stabilisation scheme, with the Council estimating a contribution from reserves of £4m. This project is scheduled to take place over the three-year period of this plan.

Table 2, below, illustrates the level of spending and the forecast sources of financing. Presently the funding requirement is greater than the Council's internal resources available for funding the entirety of the programme, although it is recognised that these forecasts are subject to change over the lifespan of this plan. It is anticipated that funding from the redemption of investments will contribute significantly towards the costs of delivering the programme, however, the requirement to identify grant funding and the possible need to enter into borrowing has also been recognised.



**Table 2: 3 year Capital Expenditure Summary**

	<b>Forecast 2023/24</b>	<b>Estimate 2024/25</b>	<b>Estimate 2025/26</b>	<b>Estimate 2026/27</b>
Capital Expenditure	386,035	420,000	2,447,000	1,985,000
Expenditure capital in nature	0	70,000	70,000	80,000
	<b>386,035</b>	<b>490,000</b>	<b>2,517,000</b>	<b>2,065,000</b>
<b>To Be Financed by:</b>				
Usable Capital Receipts Reserve	229,270	235,000	750,445	977,545
Earmarked Reserves	30,000	150,000	1,756,555	396,405
CIL	57,765	105,000	0	155,880
Borrowing/Grants/Contributions	64,000	0	0	326,575
Realised Capital Gain	0	0	0	200,000
Contributions from the General Fund	5,000	0	10,000	8,595
<b>Total Financing</b>	<b>386,035</b>	<b>490,000</b>	<b>2,517,000</b>	<b>2,065,000</b>

## 6.2 Capital Receipts

The Council has constituted a Property Panel which will assess the availability of surplus assets that may be suitable for disposal in order to meet future capital expenditure and make relevant recommendations. This process will streamline the Council's asset portfolio and ensure that the asset base is fit for purpose.

## 7. Reserves and Balances

The Council is required, under statute, to maintain adequate financial reserves in order to meet the needs of the organisation. Section 49A of the Local Government Finance Act 1992, as amended, requires that local precepting authorities in England have regard to the level of reserves needed to meet estimated future expenditure when calculating the budget requirement. Consideration should also be given to the Joint Panel on Accountability & Governance (JPAG) Practitioners' Guide.

### 7.1. The General Fund

The General Fund Balance, commonly termed the "working balance", is a balance on the Council's revenue account which is not held for any specific purpose other than to cushion the Council's finances against any unexpected short-term problems in the Council's cash flow. It is the account where all the Council's day-to-day income and expenditure in the provision of its statutory and discretionary services is recorded, details of which are included in the Budget Book and annual Financial Review.

In determining an appropriate level for the General Fund, consideration is given to the Joint Panel on Accountability and Governance (JPAG) *Practitioners' Guide* for Town and Parish Councils which states that 'an authority should adopt a General Reserve Policy to set a level appropriate to their size, situation and risks. They should plan their budget so as to ensure that the adopted level is maintained. Authorities with significant self-generated income (other than the precept or levy) should take into account situations that may lead to a loss in revenue as well as increased costs and adapt their general reserve accordingly.'

Due to the demand led nature of the income for this authority, a General Reserve is to be maintained at a level based upon a risk assessment carried out annually by the Responsible Finance Officer as part of the budget setting process for the forthcoming year. The risk assessment is included as an appendix to the annual budget report. For the 2024/25 financial year a risk assessment has determined that a minimum of £570,900 should be maintained as the general fund balance so that the Council may mitigate any financial risks that may materialise within the year.

The General Fund projections over the next three financial years are detailed in table 3 below. In reviewing this table, it can be seen that a deficit is forecast for each of the three financial years, with the general fund decreasing by c. £200k as a result to £583k, just above the risk assessed minimum level for 2024/25. It may be assumed that this level will increase over the period of the plan, as it is calculated as a % of income and expenditure. This highlights the need to address the gap between income and expenditure during the first half of the plan period, otherwise the general fund may fall to a level below a risk-assessed minimum level.

**Table 3: General Fund Balance projections**

	Forecast 2023/24 £	Estimate 2024/25 £	Estimate 2025/26 £	Estimate 2026/27 £
General Fund Balance b fwd	865,560	797,565	790,825	771,860
Surplus/(Deficit) for year	(67,995)	(6,740)	(18,965)	(188,235)
<b>General Fund Balance Carried Forward</b>	<b>797,565</b>	<b>790,825</b>	<b>771,860</b>	<b>583,625</b>

## 7.2. Earmarked Reserves (EMR)

In addition to the general fund, the Council also maintains reserves that are earmarked for a particular purpose. The Council has, through the review of its Asset Management Plan and development of a Reserves Policy, highlighted future capital expenditure requirements and established earmarked reserves in order to finance the expenditure when it is required. The 'setting aside' of funds to meet known future expenditure reduces the impact of meeting the full expenditure in one year and is a core element of strategic financial planning. Details of the projected balances on the earmarked reserves are given in table 4 below.

Although there is a natural fluctuation in the levels of EMRs due to the save and spend aspect of revenue reserves, it can be seen that some strategic EMRs are depleted in the final year of this plan. There is a planned reduction of levels in the Green Seafront Enhancement Scheme, public conveniences and beach huts reserves. Furthermore, the ability to recharge the beach huts and public convenience reserves, as well as the play area EMRs is limited, with agreed contributions to the environmental projects EMR accounting for the majority of 'affordable' transfers from the general fund. The low level of EMRs in year 3 is a result of the inability to charge movements to the reserves from the general fund balance if it reduces as projected in Table 3. It is recognised that this must be reviewed during the term of this plan with the ambition to increase reserves to improve the Council's financial resilience and deliver future projects in line with the Council's corporate objectives.

**Table 4: Earmarked Reserve projected balances**

<b>Earmarked Reserve</b>	<b>Forecast 31/03/2024 £</b>	<b>Forecast 31/03/2025 £</b>	<b>Forecast 31/03/2026 £</b>	<b>Forecast 31/03/2027 £</b>
Vehicle & Plant Replacement	25,000	40,000	0	10,000
King Georges Play Area & Skate Park	67,095	52,095	52,095	52,095
Play Equipment-General Areas	31,405	41,405	51,405	0
Car Park Machines	44,250	44,250	44,250	44,250
Tennis Courts Refurbishment	18,310	6,310	9,310	12,310
Green Seafront Enhancement Scheme	1,364,555	1,244,555	0	0
Community Sea Defence Project	450,000	450,000	0	0
Public Conveniences	130,000	145,000	160,000	0
Beach Huts Reserve	85,000	95,000	105,000	0
Football Club Facilities	3,120	3,120	3,120	3,120
De Moulham Back Roads	25,405	27,405	29,405	31,405
Insurance & Contingency Reserve	19,000	0	0	0
IT Equipment Reserves	28,165	22,665	665	665
Environmental Projects	42,000	67,000	92,000	117,000
Treasury Risk Management Reserve	80,000	80,000	80,000	0
Committed revenue expenditure c fwd	0	0	0	0
Community Infrastructure Levy	260,880	155,880	155,880	0
<b>Reserves carried forward</b>	<b>2,674,185</b>	<b>2,474,685</b>	<b>783,130</b>	<b>270,845</b>

The Council will continue to monitor the adequacy and relevance of its earmarked reserves on an annual basis.

### **7.3. Community Infrastructure Levy Reserve**

CIL is a tariff-based planning charge that enables the Council to raise funds from development to contribute towards local infrastructure. CIL receipts are collected by Dorset Council which passes on 15% of receipts to STC twice yearly. These funds are held in an EMR and can be used to fund capital or revenue expenditure on infrastructure assets. The Council has determined that this reserve will be drawn upon in the first instance for works to 'infrastructure' as defined in Section 216 of the Planning Act.

Since 2014, when the former Purbeck District Council adopted a CIL charging schedule, the Council has received a total of £609,791 in CIL receipts and financed £348,909 of works from this reserve.

The Town Council is currently working to develop a Neighbourhood Plan, as stated in the Corporate Plan. Once adopted the Council will receive a 25% share of CIL monies as opposed to 15% currently. It is difficult to estimate any future income that may be derived from this source and as such only known levels are used when forecasting income and expenditure.

#### 7.4. Statutory Reserves – Capital Receipts Reserve

Local Authorities also hold reserves that arise out of the interaction of legislation and proper accounting practices. At STC this is a Capital Receipts Reserve which holds the proceeds from the sale of assets and can only be used for capital purposes in accordance with regulations.

Capital receipts are derived from the sale of a fixed asset, subject to a de minimus level of £10,000, and can only be used to fund capital expenditure. Accordingly capital receipts are usually the first reserve used to finance capital expenditure, as the use of the reserve is limited in its application. Table 5 below shows that this reserve is forecast to be depleted over the lifetime of this plan, primarily due to the financing requirement of the Green Seafront Enhancement Scheme.

**Table 5: Estimated Usable Capital Receipts Reserve**

	<b>Forecast</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>
	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b>Opening Balance</b>	2,192,260	1,962,990	1,727,990	977,545
<b>Applied</b>	(229,270)	(235,000)	(750,445)	(977,545)
<b>Generated</b>	0	0	0	0
<b>Closing Balance</b>	1,962,990	1,727,990	977,545	0

#### 8. Treasury Management

The Council defines its treasury management activities as:

“The management of the Council’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 reviews its Treasury Management and Investment Strategy on an annual basis and monitors performance on a quarterly basis. The strategy is underpinned by the capital expenditure plans. All capital expenditure must be financed either from the Authority’s own resources (revenue, reserves and capital receipts), external sources (grants and other contributions) or debt (borrowing).

##### 8.1 Investment Strategy

The Council’s estimated reserve levels are shown in table 6 below. This figure has been derived from projecting the council’s income and expenditure forward over the next three financial years. These projections have incorporated all the essential elements outlined within the MTFS such as budgeted revenue balances, appropriations to and from earmarked reserves, treasury investments and the capital programme. The funds that the Council holds for investment purposes are expected to decrease significantly over the term of this plan due to the financing of the Council’s capital programme.

**Table 6: Reserves - Summary and Forecast**

	<b>Forecast 31-Mar-24 £m</b>	<b>Estimate 31-Mar-25 £m</b>	<b>Estimate 31-Mar-26 £m</b>	<b>Estimate 31-Mar-27 £m</b>
General Reserves	0.79	0.79	0.77	0.58
Earmarked reserves	2.67	2.47	0.78	0.27
Capital Receipts	1.96	1.73	0.98	0.00
<b>Reserves</b>	<b>5.44</b>	<b>4.99</b>	<b>2.53</b>	<b>0.85</b>

When revenue and capital reserves are used to finance capital expenditure there is a direct effect upon the revenue budget, resulting from a reduction in interest earned on investments. In applying reserves to fund capital expenditure consideration should therefore be given to any resulting loss of revenue from the Council's investments. In financing its capital programme over the forthcoming 3 financial years, the council will reduce its income from investments significantly. This is forecast to significantly impact the general reserve, with income set to decrease by approximately £200,000 over this period.

## **8.2 Borrowing Strategy**

The Council's approach to borrowing is set out in its Treasury Management and Investment Strategy. As indicated in table 2, above, although the Authority is currently debt free, its capital expenditure plans imply an external borrowing requirement in 2026/27. Council has previously affirmed that external borrowing would only be considered where it has been identified that the cost of the loan will have a nil effect on the precept requirement i.e. the annual revenue cost of a loan repayment can be met from additional income generated by the asset financed by the loan. This assertion may need to be reviewed during the next few years leading up to the approval of the Green Seafront Stabilisation Scheme.

## **9. Review of Medium Term Financial Plan**

Following the Town Council election in May 2024, both the Corporate Plan and MTFP will need to be reviewed to ensure that these policies continue to reflect the policy of the newly elected Council. Thereafter, the Medium Term Financial Plan will be reviewed annually on a rolling programme.

## Appendix A

### Revenue Account Summary – 3 year forecast 2024/2025-2026/27

	Estimate 2024/25	Estimate 2025/26	Estimate 2026/27
<b>Expenditure</b>			
Employees (all areas)	1,300,650	1,347,400	1,379,040
Rates (all areas)	207,145	229,040	243,285
Utilities (all areas)	118,995	124,110	129,115
Repairs & Maintenance (all areas)	211,200	146,410	216,440
Car Parks	189,150	182,675	184,200
Boat Park/Fishermen's Huts	3,030	3,220	22,060
Public Conveniences	84,970	85,505	85,985
Cemeteries	1,550	1,600	1,650
Parks & Operations	163,110	145,920	144,580
Beach Gardens	25,125	22,200	27,475
Beaches & Foreshore	59,950	63,085	65,810
Beach Bungalows	8,475	7,175	7,575
TIC	57,125	56,700	57,275
Allotments	675	710	745
Grants & Donations	16,250	16,250	16,250
Contributions to Third Party Services	49,900	40,200	19,300
Corporate, Democratic & Central Services	174,055	143,700	146,980
King Georges Field	1,250	1,250	1,250
Misc Grounds	4,340	3,830	3,920
Interest Payable & Bank Charges	4,600	4,700	4,800
<b>Total Expenditure</b>	<b>2,681,545</b>	<b>2,625,680</b>	<b>2,757,735</b>
<b>Income</b>			
Investment Interest	240,000	175,000	60,000
Car Parks	934,310	936,450	938,250
Boat Park/Fishermen's Huts	77,615	79,130	80,660
Public Conveniences	11,675	12,675	13,675
Cemeteries	35,440	36,440	37,440
Parks & Operations	90,475	91,025	91,575
Beach Gardens	57,870	59,420	60,720
Beaches & Foreshore	46,270	47,570	48,940
Beach Bungalows	174,425	150,325	156,625
TIC	31,810	32,185	32,535
Allotments	9,400	9,500	9,600
Other Buildings (inc C Park)	100,455	100,555	100,655
Corporate, DRM & Central	17,300	17,400	21,500
King Georges Field	9,100	9,100	9,100
Misc Grounds	12,410	12,440	12,490
<b>Total Income</b>	<b>1,848,555</b>	<b>1,769,215</b>	<b>1,673,765</b>
<b>NET OPERATING EXPENDITURE</b>	<b>832,990</b>	<b>856,465</b>	<b>1,083,970</b>

## Appendix B

### Capital Programme

Project Ref:	Project	2023/24 Approved Budget	2023/24 Forecast Outturn	2024/25 Estimate	2025/26 Estimate	2026/27 Estimate
		£	£	£	£	£
1	<b>Play Areas/Skate Park</b> King Georges Skate Park	15,000	0	15,000		
2	<b>Parks</b> Days Park- Footpath Lighting Installation	37,000	57,765			
3	<b>Station Approach</b> Infrastructure Improvements	50,000	0	120,000		
4	<b>Downs</b> Pevevil Point Stabilisation Scheme	95,000	50,000	150,000		
5	<b>Depot</b> External Shelter	15,750	15,750			
6	<b>Green Seafront Scheme</b> Stabilisation & Regeneration	300,000	30,000	120,000	1,925,000	1,925,000
7	<b>Environmental</b> Carbon Neutral 2030 Implementation	50,000	128,000			
8	<b>Capital Grants</b> Swanage & Herston Football Club redevelopment	70,000	0	70,000	70,000	80,000
9	<b>Vehicles</b> Electric Flatbed Truck	45,000	50,000			
10	<b>Car Parks</b> Main Beach- Phase 3 & EVCP Installation	20,000	0			
11	<b>Roads</b> Panorama Rd/Quarry Close - Upgrade/Improvement		54,520			
12	<b>Beach Gardens</b> Installation of Astroturf on Courts 4 & 5			15,000		
13	<b>Seafront Coastal Defence Projects</b> Seafront Coastal Defence Works				450,000	
14	<b>Vehicles</b> Electric Flatbed Truck				50,000	
15	<b>IT-All departments</b> Desktop				22,000	
16	<b>Play Areas/Skate Park</b> Days Park Play Area and Gym					60,000
	<b>Total Capital Expenditure</b>	<b>697,750</b>	<b>386,035</b>	<b>490,000</b>	<b>2,517,000</b>	<b>2,065,000</b>