

**Report of Treasurer of Joint Crematorium Committee  
To  
Mansfield and District Joint Crematorium Committee  
On  
7 December 2020**

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**REVENUE AND CAPITAL BUDGET 2021/2022 – 2023/2024**

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**1. SUMMARY**

- 1.1 This report details the revenue and capital budgets for 2021/2022 and the proposals for 2022/2023 and 2023/2024.

**2. RECOMMENDATIONS**

**To be resolved:**

- i). That the proposed revenue and capital budgets for 2021/2022 are approved.
- ii). That the proposed revenue and capital budgets for 2022/2023 and 2023/2024 are approved in principle.
- iii) That within the usable reserves a minimum general reserve balance of £75,000 is approved, as detailed in 3.5.5.
- iv) That in 2022/2023 and 2023/2024 the budget surplus to the 3 constituent authorities is capped at £874,839. This is to enable a contribution to the capital fund (capital financing cost) of £29,645 in 2022/2023 and £93,782 in 2023/2024 as detailed in 3.5.7.

**3. BACKGROUND**

- 3.1 The proposed budgets for 2021/2022 and 2022/2023 and those originally approved are detailed in Appendix 1 along with the estimates for 2023/2024 for consideration by the Joint Committee.
- 3.2 A review of the budgets for 2022/2023 onwards will take place prior to the setting of the revenue budgets in 2021, in order to update for any known changes and identify future savings and efficiencies as required.
- 3.3 Table 1 below summarises the revenue budget information provided in Appendix 1.

**Table 1**

<b>Crematorium - REVENUE</b>	<b>2020/2021</b>	<b>2021/2022</b>		<b>2022/2023</b>		<b>2023/2024</b>
<b>Account Description</b>	<b>Approved Budget</b>	<b>Budget Approved in Principle</b>	<b>Projected Budget</b>	<b>Budget Approved in Principle</b>	<b>Projected Budget</b>	<b>Projected Budget</b>
Employee Expenses	£408,936	£420,349	£405,647	£429,759	£423,439	£443,355
Premises Expenses	£404,487	£407,167	£366,130	£415,051	£372,327	£378,609
Transport Expenses	£200	£200	£200	£200	£200	£204
Supplies and Services	£149,601	£139,895	£170,897	£138,694	£136,154	£136,328
Support Services	£61,382	£62,606	£64,356	£63,743	£65,493	£66,653
Depreciation, Impairment & Revaluation Losses	£126,271	£126,271	£126,271	£126,271	£126,271	£126,271
<b>GROSS EXPENDITURE</b>	<b>£1,150,877</b>	<b>£1,156,488</b>	<b>£1,133,501</b>	<b>£1,173,718</b>	<b>£1,123,884</b>	<b>£1,151,420</b>
Income	-£1,765,350	-£1,847,250	-£1,832,150	-£1,935,454	-£1,920,350	-£2,010,650
Income Recharges	-£31,046	-£32,174	-£26,562	-£33,032	-£27,947	-£29,320
<b>GROSS INCOME</b>	<b>-£1,796,396</b>	<b>-£1,879,424</b>	<b>-£1,858,712</b>	<b>-£1,968,486</b>	<b>-£1,948,297</b>	<b>-£2,039,970</b>
<b>NET COST OF SERVICE</b>	<b>-£645,519</b>	<b>-£722,936</b>	<b>-£725,211</b>	<b>-£794,768</b>	<b>-£824,413</b>	<b>-£888,550</b>
<b>BELOW NET COST OF SERVICE ADJUSTMENTS</b>	<b>-£80,071</b>	<b>-£80,071</b>	<b>-£80,071</b>	<b>-£80,071</b>	<b>-£50,426</b>	<b>£13,711</b>
<b>NET SURPLUS</b>	<b>-£725,590</b>	<b>-£803,007</b>	<b>-£805,282</b>	<b>-£874,839</b>	<b>-£874,839</b>	<b>-£874,839</b>

3.4 Following a detailed review of income and expenditure there have been some adjustments made to the budgets which were approved in principle for 2021/2022 and 2022/2023 by the Joint Committee on 13 January 2020. The main changes are as follows:

3.4.1 Employee expenses have decreased by (£14,702) in 2021/2022 and by (£6,320) in 2022/2023. The main reason for this reduction is the staffing restructure implemented during the 2020/2021 financial year. There is an increase in superannuation rates which is offset by the decrease in the pension deficit lump sum payments. Other decreases relate to the centralising of the MDC occupational health services and a reduction in the training expenses budget to meet current demand.

3.4.2 Premises expenses have decreased by (£41,037) in 2021/2022 and by (£42,724) in 2022/2023. The budget has been reduced for repair and maintenance for fixed plant/cremators due to the pending abatement equipment replacement works and will be monitored and reviewed to reflect ongoing requirements. Grounds maintenance has been reduced to reflect recent annual spend. A review of utility costs has been undertaken and savings identified for electricity and water rates.

3.4.3 Transport expenses remain unchanged.

3.4.4 Supplies and services budgets have increased by £31,002 in 2021/2022 and reduced by (£2,540) in 2022/2023. The increase in 2021/2022 is due to

an estimated budget being required for non-abatement fees that will be incurred during the 2021 calendar year until the new equipment is fully installed. After installation, this type of fee will not be incurred if the requirements of the abatement scheme are met. Other budgets to increase are webcasting costs, telephones which includes faster data lines and software licences which now include an additional element for webcasting. Savings have been made in printing, stationery and postages with a move to more on line forms and correspondence with customers and funeral directors. Water coolers have been changed from stand-alone facilities to mains fed units, subscriptions have been reviewed and reduced and organist fees reduced due to lower demand.

- 3.4.5 The support services projected budget has increased by £1,750 in both 2020/2021 and 2021/2022, this is due to the increased work undertaken by MDC Design Services team in undertaking reviews for works required to the crematorium building.
- 3.4.6 The proposed budget for depreciation remains unchanged and reflects the latest asset revaluation in 2018/2019. A further revaluation will be required after the abatement equipment works are completed and any further changes to the depreciation calculation will be reflected in next year's financial statements.
- 3.4.7 There is a decrease in income of £20,712 in 2021/2022 and £20,189 in 2022/2023. This is mainly due to reduced demand for the organists to play at funeral services, reduction in income from book of remembrance inscriptions to bring the budget in line with current demand and reduced income from Ashfield District Council (ADC) for the administration of burial of the destitute funerals as the administration of this service will be provided directly by ADC from 1 December 2020. Increases in income include fees for webcasting services and increases in income for containers and memorial to align with last year actuals.
- 3.4.8 The forecast number of cremations remains the same as proposed at 2,100 per annum. Cremation fee income is based on a 5% fee increase on the 2020/2021 fee of £778.00 taking the cremation fee up to £817.00 in 2021/2022 (an increase of £39).
- 3.4.9 The recharge to Cemeteries for Crematorium staff time has been reviewed in line with the changes as a result of the staffing restructure implemented during 2020/2021. This has resulted in a recharge decrease of £5,612 in 2021/2022 and £5,085 in 2021/2022.
- 3.4.10 The below net cost of service items remain unchanged for 2021/2022 and are comprised of the depreciation reversal and the transfer of the 3% fee increase implemented as a one off increase to the standard cremation fee in 2020/2021, which is transferred to the Capital Fund on an ongoing basis.

The below net cost of service totals for 2022/2023 & 2023/2024 have been increased by £29,645 and £93,782 respectively, due to a new capital financing cost as explained in 3.5.5 below.

3.5 Capital Budgets – Appendix 1 provides details of the proposed capital budgets for 2021/2022 – 2022/2023 and the projected capital budget for 2023/2024.

3.5.1 The proposed capital budgets for 2021/2022, 2022/2023 and 2023/2024 require a full review. Due to the impact of COVID-19 pandemic, the review of the crematorium capital works and the setting up of a working group as approved in January 2020, have not taken place.

A revised planned preventative maintenance works programme (PPW) has been commissioned from the MDC Design Services team. Work to review the proposed PPW programme is being undertaken and a detailed report with officer recommendations will be submitted to the February 2021 meeting.

However, there is a requirement to approve capital budgets for 2021/2022 and approve in principle capital budgets for 2022/2023 and 2023/2024 at the December 2020 JCC meeting. It is recommended that the 2021/2022 budget approved in principle remains unchanged at £165,230 and that the projected budget for the 2022/2023 and 2023/2024 are set at an unallocated £200,000 per annum. These budgets will be subject to change following the February 2021 PPW report and the annual budget setting process. It is prudent to set capital budgets in these circumstances to ensure that funding is available to meet the PPW needs in the short term.

3.5.2 A budget has yet to be approved for the installation and building works relating to the replacement of the abatement equipment. Usable reserve balances will need to be maintained at a level to cover the cost of these works.

3.5.3 The financing of the capital budgets is dependent upon the usable reserves available. The usable reserves of the Crematorium comprise of general reserves and the capital fund. Table 2 below shows the forecast balances of the usable reserves for the next 3 years. Please note that table 2 does not include a budget for the additional installation and building works for the replacement abatement equipment, as this budget has not yet been approved.

Table 2

<b>USABLE RESERVES</b>		
<b>GENERAL RESERVES</b>		
<b>General Reserve Forecast Balance 31 March 2021</b>		<b>£237,363</b>
<i>Add Forecast Excess Surplus Year End 2020/2021(not guaranteed - only a forecast)</i>		<i>£171,480</i>
<b>General Reserve Forecast Balance 1 April 2021</b>		<b>£408,843</b>
<b>General Reserve Forecast Balance 31 March 2022</b>		<b>£408,843</b>
Transfer to Capital Fund 2022/2023		-£42,022
<b>General Reserve Forecasted Balance 31 March 2023</b>		<b>£366,821</b>
Transfer to Capital Fund 2023/2024		-£60,018
<b>General Reserve Forecasted Balance 31 March 2024</b>		<b>£306,803</b>
<b>CAPITAL FUND</b>		
<b>Capital Fund Forecast Balance 31 March 2021</b>		<b>£201,163</b>
Add 3% fee increase to Capital Fund		£46,200
Less Proposed Capital Programme 2021/2022		-£165,230
<b>Capital Fund Forecast Balance 31 March 2022</b>		<b>£82,133</b>
Add 3% fee increase to Capital Fund		£46,200
Add Transfer from General Reserves to finance capital programme		£42,022
Add Capital Financing Contribution from Revenue		£29,645
Less Proposed Capital Programme 2022/2023		-£200,000
<b>Capital Fund Forecast Balance 31 March 2023</b>		<b>£0</b>
Add 3% fee increase to Capital Fund		£46,200
Add Transfer from General Reserves to finance capital programme		£60,018
Add Capital Financing Contribution from Revenue		£93,782
Less Proposed Capital Programme 2023/2024		-£200,000
<b>Capital Fund Forecast Balance 31 March 2024</b>		<b>£0</b>

3.5.4 Funds would need to be transferred from the general reserve to the capital fund during 2022/2023 and 2023/2024 financial years to ensure that the proposed capital budgets could be financed in each financial year.

- 3.5.5 It is recommended that the general reserves of the JCC do not fall below £75,000; a minimum reserve is advisable to deal with any unforeseen events or emergencies that require financing at short notice.
- 3.5.6 The only current annual contribution to the capital fund is the extra 3% fee income increase approved for 2020/2021 financial year which generates £22.00 per cremation. Based on the estimated 2,100 cremations per year this would generate £46,200 per annum. The only income to the general reserves is any excess surplus once the budgeted surplus has been allocated. This income is not guaranteed and can vary from year to year depending on levels of expenditure and income within the revenue accounts and number of cremations in a financial year.
- 3.5.7 It is recommended that an annual contribution to the capital fund is made for 2022/2023 and 2023/2024, limiting the revenue budget surplus for both years to the 2022/2023 surplus budget approved in principle of (£874,839). This would enable a below net cost of service, capital financing cost, shown in appendix 1 of £29,645 in 2022/2023 and £93,782 in 2023/2024 to be transferred to the capital fund to contribute towards financing the capital programme in the short term.
- 3.5.8 A review of how to finance the updated planned preventative maintenance scheme of works for the next 20 years will need to be undertaken. Options available to finance the schemes include:
- The level of revenue surplus allocation to the 3 constituent authorities to enable an annual repairs and renewals contribution is made to usable reserves.
  - Increasing cremation fees to generate the required contributions.
  - Use of capital receipt contributions from each authority to meet capital works.
  - A combination of the above options.

### 3.6 VAT Implications

Each constituent authority is to account for income and expenditure between the partners on an annual throughput basis, so that each authority can account for only their share in their VAT partial exemption calculations, thus reducing the risk of an authority breaching its test of insignificance for partial exemption.

## 4. RISK ASSESSMENT OF RECOMMENDATIONS AND OPTIONS

Risk	Risk Assessment	Risk Level	Risk Management
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Financial - That the figures contained within the proposed budgets for income and expenditure is inaccurate.	That the calculations have been made incorrectly. There is a great deal of work involved in bringing the information together and errors may occur.	Medium	A quality check is undertaken throughout the process and error identified.
Reputational	That the proposed budgets damage the reputation of the Joint Crematorium Committee.	Low	The proposed budgets are reviewed by the Director/Registrar and Treasurer to the Mansfield and District Crematorium prior to recommendation to the Joint Crematorium Committee. The proposals are in line with the Joint Crematorium Committee corporate priorities.
That capital expenditure is not spent in accordance with the proposed capital budgets and will impact on the partial exemption calculation of the constituent authorities.	That the Crematorium has not budgeted for the resources to pay for additional expenditure if the 5% partial exemption calculation for any of the constituent authorities is exceeded.	Medium	Regular updates from the Director and Registrar of the Mansfield and District Crematorium are received on the capital budgets and any likely changes to these are highlighted on a timely basis for consideration of the impact on the partial exemption calculations.

## 5. ALIGNMENT TO COMMITTEES PRIORITIES

This report is directly aligned to ensuring effective management of the Crematorium.

## 6. IMPLICATIONS RELATING TO RELEVANT LEGISLATION

### (a) Relevant Legislation:

The JCC's budget adheres to the following legislation:

- Local Government Act 1972
- Local Government Finance Act 1972
- Local Government Finance Act 1988
- Local Government and Housing Act 1989

- Local Authorities (Functions and Responsibilities) (England) Regulations 2000
- The Local Authorities (Capital Finance and Accounting)(England) Regulations 2003
- Regulation 3 of the Local Audit (Smaller Authorities) Regulations 2015.

- (b) Human Rights: No impact
- (c) Equality and Diversity: No impact.
- (d) Climate change and environmental sustainability: The Environmental Permitting (England and Wales) Regulations 2017 – the Environmental Protection (England) (Crematoria Mercury Emissions Burden Sharing Certifications) Direction 2010.
- (e) Crime and Disorder: No impact.
- (f) Budget/Resources : Contained within the body of this report

## **7. CONSULTATION**

Head of Neighbourhoods

## **8. BACKGROUND PAPERS**

None.

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## BASE BUDGET WORKING PAPERS - 2021/2022 - 2023/2024 - Mansfield Crematorium

## REVENUE

Account Description	2020/2021	2021/2022				2022/2023				2023/2024			
	Latest Approved Budget	Base Budget Appr.in Principle	Budget Additions	Budget Reductions	Projected Budget	Base Budget Appr.in Principle	Budget Additions	Budget Reductions	Projected Budget	Base Budget Appr.in Principle	Budget Additions	Budget Reductions	Projected Budget
Salaries Basic Pay	£295,852	£304,410	£0	-£11,615	£292,795	£311,401	£0	-£5,088	£306,313	£311,401	£10,042	£0	£321,443
Salaries Overtime	£18,000	£18,000	£0	£0	£18,000	£18,000	£0	£0	£18,000	£18,000	£0	£0	£18,000
Salaries National Insurance	£23,057	£24,216	£0	-£935	£23,281	£25,158	£0	-£34	£25,124	£25,158	£2,031	£0	£27,189
Salaries Superannuation	£49,407	£50,836	£6,259	£0	£57,095	£52,004	£7,727	£0	£59,731	£52,004	£10,677	£0	£62,681
Vacancy Savings	-£5,525	-£5,692	£94	£0	-£5,598	-£5,828	£0	-£40	-£5,868	-£5,828	£0	-£342	-£6,170
Superannuation Additional Allowances	£1,261	£1,261	£54	£0	£1,315	£1,261	£54	£0	£1,315	£1,261	£54	£0	£1,315
Pension Deficit Lump Sum	£22,058	£22,500	£0	-£6,349	£16,151	£22,950	£0	-£6,799	£16,151	£22,950	£0	-£6,799	£16,151
Occupational Health Services	£500	£500	£0	-£500	£0	£500	£0	-£500	£0	£500	£0	-£500	£0
Training Expenses Staff	£3,000	£3,000	£0	-£1,800	£1,200	£3,000	£0	-£1,800	£1,200	£3,000	£0	-£1,800	£1,200
Apprenticeship Levy	£1,326	£1,318	£90	£0	£1,408	£1,313	£160	£0	£1,473	£1,313	£233	£0	£1,546
<b>EMPLOYEE EXPENSES</b>	<b>£408,936</b>	<b>£420,349</b>	<b>£6,497</b>	<b>-£21,199</b>	<b>£405,647</b>	<b>£429,759</b>	<b>£7,941</b>	<b>-£14,261</b>	<b>£423,439</b>	<b>£429,759</b>	<b>£23,037</b>	<b>-£9,441</b>	<b>£443,355</b>
Repair/Maintenance Buildings	£23,582	£24,053	£5,947	£0	£30,000	£24,534	£5,466	£0	£30,000	£24,534	£5,466	£0	£30,000
Grounds Maintenance General	£20,440	£20,849	£0	-£3,349	£17,500	£21,266	£0	-£3,766	£17,500	£21,266	£0	-£3,766	£17,500
EPA Testing	£1,500	£1,500	£0	-£300	£1,200	£1,500	£0	-£300	£1,200	£1,500	£0	-£300	£1,200
Repair/Mce Fixed Plant Cremators	£135,000	£137,700	£0	-£37,700	£100,000	£140,450	£0	-£38,450	£102,000	£140,450	£0	-£36,410	£104,040
Electricity	£51,000	£52,000	£0	-£2,000	£50,000	£53,000	£0	-£2,000	£51,000	£53,000	£0	-£980	£52,020
Gas	£42,000	£42,850	£0	£0	£42,850	£43,700	£0	£0	£43,700	£43,700	£874	£0	£44,574
Rent of Premises	£159	£159	£0	£0	£159	£159	£0	£0	£159	£159	£0	£0	£159
Business Rates	£96,776	£93,429	£0	-£1,426	£92,003	£95,212	£0	-£1,426	£93,786	£95,212	£357	£0	£95,569
Sewage/Water Rates	£10,000	£10,200	£0	-£2,700	£7,500	£10,400	£0	-£2,750	£7,650	£10,400	£0	-£2,597	£7,803
Insurance	£19,340	£19,727	£491	£0	£20,218	£20,120	£502	£0	£20,622	£20,120	£914	£0	£21,034
Cleaning Materials	£4,200	£4,200	£0	£0	£4,200	£4,200	£0	£0	£4,200	£4,200	£0	£0	£4,200
Legionella Management	£490	£500	£0	£0	£500	£510	£0	£0	£510	£510	£0	£0	£510
<b>PREMISES EXPENSES</b>	<b>£404,487</b>	<b>£407,167</b>	<b>£6,438</b>	<b>-£47,475</b>	<b>£366,130</b>	<b>£415,051</b>	<b>£5,968</b>	<b>-£48,692</b>	<b>£372,327</b>	<b>£415,051</b>	<b>£7,611</b>	<b>-£44,053</b>	<b>£378,609</b>
Car Allowances	£200	£200	£0	£0	£200	£200	£0	£0	£200	£200	£4	£0	£204
<b>TRANSPORT EXPENSES</b>	<b>£200</b>	<b>£200</b>	<b>£0</b>	<b>£0</b>	<b>£200</b>	<b>£200</b>	<b>£0</b>	<b>£0</b>	<b>£200</b>	<b>£200</b>	<b>£4</b>	<b>£0</b>	<b>£204</b>
Furniture Acquisitions	£4,000	£4,000	£0	£0	£4,000	£4,000	£0	£0	£4,000	£4,000	£0	£0	£4,000
Hire Vending Machines	£600	£600	£0	-£600	£0	£600	£0	-£600	£0	£600	£0	-£600	£0
Light Plant and Tools	£4,000	£4,000	£0	£0	£4,000	£4,000	£0	£0	£4,000	£4,000	£0	£0	£4,000
Bio Boxes	£4,000	£4,000	£0	£0	£4,000	£4,000	£0	£0	£4,000	£4,000	£0	£0	£4,000
Rodent Control	£450	£450	£300	£0	£750	£450	£300	£0	£750	£450	£300	£0	£750
Office Machinery Repair & Maintenance	£100	£100	£0	-£100	£0	£100	£0	-£100	£0	£100	£0	-£100	£0
Office Machinery Replacement	£900	£900	£100	£0	£1,000	£900	£100	£0	£1,000	£900	£100	£0	£1,000
Uniforms	£3,500	£3,500	£1,500	£0	£5,000	£3,500	£1,500	£0	£5,000	£3,500	£1,500	£0	£5,000
Books & Publications	£10,000	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Printing	£7,000	£7,000	£0	-£4,000	£3,000	£7,000	£0	-£4,000	£3,000	£7,000	£0	-£4,000	£3,000

Account Description	2020/2021				2021/2022				2022/2023				2023/2024			
	Latest Approved Budget	Base Budget Appr.in Principle	Budget Additions	Budget Reductions	Projected Budget	Base Budget Appr.in Principle	Budget Additions	Budget Reductions	Projected Budget	Base Budget Appr.in Principle	Budget Additions	Budget Reductions	Projected Budget			
Stationery	£5,000	£5,000	£0	-£1,500	£3,500	£5,000	£0	-£1,500	£3,500	£5,000	£0	-£1,500	£3,500			
Advertising Other	£2,000	£2,000	£0	£0	£2,000	£2,000	£0	£0	£2,000	£2,000	£0	£0	£2,000			
Waste Collection Skips	£1,500	£1,500	£0	-£500	£1,000	£1,500	£0	-£500	£1,000	£1,500	£0	-£500	£1,000			
Medical Examination Fees	£38,850	£38,850	£0	£0	£38,850	£38,850	£0	£0	£38,850	£38,850	£0	£0	£38,850			
Payments to Local Authorities	£7,038	£7,178	£0	-£316	£6,862	£7,321	£0	-£322	£6,999	£7,321	£0	-£182	£7,139			
Software Licences	£9,000	£9,000	£2,980	£0	£11,980	£9,000	£2,980	£0	£11,980	£9,000	£2,980	£0	£11,980			
Postages	£3,500	£3,500	£0	-£700	£2,800	£3,500	£0	-£700	£2,800	£3,500	£0	-£700	£2,800			
Systems Software	£530	£540	£0	-£240	£300	£550	£0	-£250	£300	£550	£0	-£250	£300			
Telephones	£7,200	£7,344	£2,956	£0	£10,300	£7,490	£2,810	£0	£10,300	£7,490	£2,810	£0	£10,300			
Webcasting	£0	£0	£5,000	£0	£5,000	£0	£5,000	£0	£5,000	£0	£5,000	£0	£5,000			
Conference Expenses	£1,000	£1,000	£0	£0	£1,000	£1,000	£0	£0	£1,000	£1,000	£0	£0	£1,000			
Subscriptions	£2,440	£2,440	£0	-£791	£1,649	£2,440	£0	-£758	£1,682	£2,440	£0	-£724	£1,716			
Book of Remembrance Inscriptions	£9,028	£9,028	£0	£0	£9,028	£9,028	£0	£0	£9,028	£9,028	£0	£0	£9,028			
External Legal Expenses	£1,500	£1,500	£0	£0	£1,500	£0	£0	£0	£0	£0	£0	£0	£0			
Other Expenses General	£500	£500	£0	£0	£500	£500	£0	£0	£500	£500	£0	£0	£500			
Memorial Plaques	£11,965	£11,965	£0	£0	£11,965	£11,965	£0	£0	£11,965	£11,965	£0	£0	£11,965			
Organist Fees	£14,000	£14,000	£0	-£6,500	£7,500	£14,000	£0	-£6,500	£7,500	£14,000	£0	-£6,500	£7,500			
CAMEO Non Abatement Fees	£0	£0	£33,413	£0	£33,413	£0	£0	£0	£0	£0	£0	£0	£0			
<b>SUPPLIES &amp; SERVICES</b>	<b>£149,601</b>	<b>£139,895</b>	<b>£46,249</b>	<b>-£15,247</b>	<b>£170,897</b>	<b>£138,694</b>	<b>£12,690</b>	<b>-£15,230</b>	<b>£136,154</b>	<b>£138,694</b>	<b>£12,690</b>	<b>-£15,056</b>	<b>£136,328</b>			
Design Services	£5,641	£5,750	£1,750	£0	£7,500	£5,750	£1,750	£0	£7,500	£5,750	£1,750	£0	£7,500			
Waste/Litter Collection	£7,349	£7,496	£0	£0	£7,496	£7,646	£0	£0	£7,646	£7,646	£153	£0	£7,799			
Central Corporate Overheads	£48,392	£49,360	£0	£0	£49,360	£50,347	£0	£0	£50,347	£50,347	£1,007	£0	£51,354			
<b>SUPPORT SERVICES</b>	<b>£61,382</b>	<b>£62,606</b>	<b>£1,750</b>	<b>£0</b>	<b>£64,356</b>	<b>£63,743</b>	<b>£1,750</b>	<b>£0</b>	<b>£65,493</b>	<b>£63,743</b>	<b>£2,910</b>	<b>£0</b>	<b>£66,653</b>			
Depreciation. Impairment & Revaluation Losses	£126,271	£126,271	£0	£0	£126,271	£126,271	£0	£0	£126,271	£126,271	£0	£0	£126,271			
<b>DEPRECIATION &amp; IMPAIRMENT</b>	<b>£126,271</b>	<b>£126,271</b>	<b>£0</b>	<b>£0</b>	<b>£126,271</b>	<b>£126,271</b>	<b>£0</b>	<b>£0</b>	<b>£126,271</b>	<b>£126,271</b>	<b>£0</b>	<b>£0</b>	<b>£126,271</b>			
<b>TOTAL EXPENDITURE</b>	<b>£1,150,877</b>	<b>£1,156,488</b>	<b>£60,934</b>	<b>-£83,921</b>	<b>£1,133,501</b>	<b>£1,173,718</b>	<b>£28,349</b>	<b>-£78,183</b>	<b>£1,123,884</b>	<b>£1,173,718</b>	<b>£46,252</b>	<b>-£68,550</b>	<b>£1,151,420</b>			
Book of Remembrance Inscriptions	-£23,500	-£23,500	£3,500	£0	-£20,000	-£23,500	£3,500	£0	-£20,000	-£23,500	£3,500	£0	-£20,000			
Cremation Containers	-£200	-£200	£0	-£150	-£350	-£204	£0	-£146	-£350	-£204	£0	-£146	-£350			
Cremation Memorials	-£41,000	-£41,000	£0	-£1,000	-£42,000	-£41,000	£0	-£1,000	-£42,000	-£41,000	£0	-£1,000	-£42,000			
Organist	-£21,000	-£21,000	£9,750	£0	-£11,250	-£21,000	£9,750	£0	-£11,250	-£21,000	£9,750	£0	-£11,250			
Cremation Fees	-£1,633,800	-£1,715,700	£0	£0	-£1,715,700	-£1,803,900	£0	£0	-£1,803,900	-£1,803,900	£0	-£90,300	-£1,894,200			
Webcasting	£0	£0	£0	-£7,500	-£7,500	£0	£0	-£7,500	-£7,500	£0	£0	-£7,500	-£7,500			
Interest Income	-£3,000	-£3,000	£500	£0	-£2,500	-£3,000	£500	£0	-£2,500	-£3,000	£500	£0	-£2,500			
Medical Fees	-£38,850	-£38,850	£0	£0	-£38,850	-£38,850	£0	£0	-£38,850	-£38,850	£0	£0	-£38,850			
Misc Income Admin Fees	-£4,000	-£4,000	£2,500	£0	-£1,500	-£4,000	£2,500	£0	-£1,500	-£4,000	£2,500	£0	-£1,500			
<b>INCOME</b>	<b>-£1,765,350</b>	<b>-£1,847,250</b>	<b>£16,250</b>	<b>-£1,150</b>	<b>-£1,832,150</b>	<b>-£1,935,454</b>	<b>£16,250</b>	<b>-£1,146</b>	<b>-£1,920,350</b>	<b>-£1,935,454</b>	<b>£16,250</b>	<b>-£91,446</b>	<b>-£2,010,650</b>			
Recharges to Cemeteries	-£31,046	-£32,174	£5,612	£0	-£26,562	-£33,032	£5,085	£0	-£27,947	-£33,032	£3,712	£0	-£29,320			
<b>INCOME RECHARGES</b>	<b>-£31,046</b>	<b>-£32,174</b>	<b>£5,612</b>	<b>£0</b>	<b>-£26,562</b>	<b>-£33,032</b>	<b>£5,085</b>	<b>£0</b>	<b>-£27,947</b>	<b>-£33,032</b>	<b>£3,712</b>	<b>£0</b>	<b>-£29,320</b>			
<b>TOTAL INCOME</b>	<b>-£1,796,396</b>	<b>-£1,879,424</b>	<b>£21,862</b>	<b>-£1,150</b>	<b>-£1,858,712</b>	<b>-£1,968,486</b>	<b>£21,335</b>	<b>-£1,146</b>	<b>-£1,948,297</b>	<b>-£1,968,486</b>	<b>£19,962</b>	<b>-£91,446</b>	<b>-£2,039,970</b>			
<b>NET COST OF SERVICE</b>	<b>-£645,519</b>	<b>-£722,936</b>	<b>£82,796</b>	<b>-£85,071</b>	<b>-£725,211</b>	<b>-£794,768</b>	<b>£49,684</b>	<b>-£79,329</b>	<b>-£824,413</b>	<b>-£794,768</b>	<b>£66,214</b>	<b>-£159,996</b>	<b>-£888,550</b>			
Depreciation Reversal	-£126,271	-£126,271	£0	£0	-£126,271	-£126,271	£0	£0	-£126,271	-£126,271	£0	£0	-£126,271			
Transfer 3% fee increase to Capital Fund	£46,200	£46,200	£0	£0	£46,200	£46,200	£0	£0	£46,200	£46,200	£0	£0	£46,200			
Capital Financing Costs	£0	£0	£0	£0	£0	£0	£0	£29,645	£29,645	£0	£0	£93,782	£93,782			
<b>BELOW NET COST OF SERVICE</b>	<b>-£80,071</b>	<b>-£80,071</b>	<b>£0</b>	<b>£0</b>	<b>-£80,071</b>	<b>-£80,071</b>	<b>£0</b>	<b>£29,645</b>	<b>-£50,426</b>	<b>-£80,071</b>	<b>£0</b>	<b>£93,782</b>	<b>£13,711</b>			
<b>NET SURPLUS</b>	<b>-£725,590</b>	<b>-£803,007</b>	<b>£82,796</b>	<b>-£85,071</b>	<b>-£805,282</b>	<b>-£874,839</b>	<b>£49,684</b>	<b>-£49,684</b>	<b>-£874,839</b>	<b>-£874,839</b>	<b>£66,214</b>	<b>-£66,214</b>	<b>-£874,839</b>			

CAPITAL													
Account Description	2020/2021	2021/2022				2022/2023				2023/2024			
	Latest Approved Budget	Base Budget	Budget	Budget	Projected	Base Budget	Budget	Budget	Projected	Base Budget	Budget	Budget	Projected
		Appr.in Principle	Additions	Reductions	Budget	Appr.in Principle	Additions	Reductions	Budget	Appr.in Principle	Additions	Reductions	Budget
Replacement Abatement Equipment	£627,000	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
External Car Park Lighting	£8,000	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Replacement Tractor	£16,500	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Unallocated Annual Capital Budget	£0	£165,230	£0	£0	£165,230	£0	£200,000	£0	£200,000	£0	£200,000	£0	£200,000
<b>GROSS CAPITAL EXPENDITURE</b>	<b>£651,500</b>	<b>£165,230</b>	<b>£0</b>	<b>£0</b>	<b>£165,230</b>	<b>£0</b>	<b>£200,000</b>	<b>£0</b>	<b>£200,000</b>	<b>£0</b>	<b>£200,000</b>	<b>£0</b>	<b>£200,000</b>

