

## Appendix 1 – Introduction to the Finance Tables

In the full business plan, there are usually six finance tables. Tables 1-3 and 6 relate to revenue budgets, while tables 4 and 5 relate to capital budgets and funding.

At this stage of the business planning cycle, we produce Table 3 for revenue. Some committees may also have capital tables (4 and 5) where required.

### Table 3

Table 3 explains in detail the changes to the previous year's budget over the period of the Business Plan, in the form of individual proposals. At the top, it takes the previous year's gross budget and then adjusts for proposals, grouped together in sections, covering inflation, demography and demand, pressures, investments and savings to give the new gross budget. The gross budget is reconciled to the net budget in Section 7. Finally, the sources of funding are listed in Section 8. An explanation of each section is given below:

- **Opening Gross Expenditure**  
The amount of money available to spend at the start of the financial year and before any adjustments are made. This reflects the final budget for the previous year.
- **Revised Opening Gross Expenditure**  
Adjustments that are made to the base budget to reflect permanent changes in a service area. This is usually to reflect a transfer of services from one area to another.
- **Inflation**  
Additional budget provided to allow for pressures created by inflation. These inflationary pressures are particular to the activities covered by the service area.
- **Demography and Demand**  
Additional budget provided to allow for pressures created by demography and increased demand. These demographic pressures are particular to the activities covered by the service area. Demographic changes are backed up by a robust programme to challenge and verify requests for additional budget.
- **Pressures**  
These are specific additional pressures identified that require further budget to support.
- **Investments**  
These are investment proposals where additional budget is sought, often as a one-off request for financial support in a given year and therefore shown as a reversal where the funding is time limited (a one-off investment is not a permanent addition to base budget).

- **Savings**  
These are savings proposals that indicate services that will be reduced, stopped or delivered differently to reduce the costs of the service. They could be one-off entries or span several years.
- **Total Gross Expenditure**  
The newly calculated gross budget allocated to the service area after allowing for all the changes indicated above. This becomes the Opening Gross Expenditure for the following year.
- **Fees, Charges & Ring-fenced Grants**  
This lists the fees, charges and grants that offset the service area's gross budget. The section starts with the carried forward figure from the previous year and then lists changes applicable in the current year.
- **Total Net Expenditure**  
The net budget for the service area after deducting fees, charges and ring-fenced grants from the gross budget.
- **Funding Sources**  
How the gross budget is funded – funding sources include cash limit funding (central Council funding from council tax, business rates and government grants), fees and charges, and individually listed ring-fenced grants.