

# Draft budget

January 2020

# Budget setting – what is it?

- Statutory duty of a Council
- Reflects the vision and mission of a council
- Reflects the priorities of a council**
- Sets the parameters of council spending/ income for at least the next 12 months
- Helps to establish the level at which the precept is levied.

# Town Council Priorities as signed off 26<sup>th</sup> Nov 2019.

- a) Differentiate the tourism offer
- b) Diversify and enhance the local economy
- c) Encourage full-time residency within the Town
- d) Preserve and enhance the natural and built environment and respond appropriately to the climate change emergency
- e) Effectively manage STC income streams in order to secure a firm financial base
- f) Improve access, parking and transport within the Town
- g) Implement an improved communication strategy.

# **PRIORITY A) DIFFERENTIATE THE TOURISM OFFER**

## **Tactics within 12 months**

- Research Southwold's current and future tourist market (Full STC/comms and promotion )
- Consider the appointment of Town Development/Enterprise manager (Full STC)

Potential budget £40k fully funded role for 1 year could be taken from strategy reserves if it is required.

## **PRIORITY A)      DIFFERENTIATE THE TOURISM OFFER**

### **Tactics – years 2 and 3**

- Create a Town App. to provide and circulate information for the benefit of visitors and businesses. (comms and promotion )

**Budget £6k for set up fee**

## PRIORITY B) DIVERSIFY AND ENHANCE THE LOCAL ECONOMY

### *Tactics within 12 months*

- Finalise plans for the re-development of Station Yard (Full STC)

Separate Project Budget

- Work with the ESC Business Development team for the benefit of local business (Full STC/ comms and promotion )

Budget Nil

## PRIORITY B) DIVERSIFY AND ENHANCE THE LOCAL ECONOMY

### *Tactics years 2 and 3*

Work with other agencies to provide opportunities for the Town (Full STC/ comms and promotion)

**Budget Nil**

Consider, and seek to address, the impact of major energy infrastructure projects on Southwold. (Full STC/ L and E )

**2020/21 Budget £5k for exhibition / public information etc**

## SUB SECTION PRIORITY B) RE. HIGH STREET PROMOTE AND MAINTAIN THE INDEPENDENT CHARACTER OF THE HIGH STREET AND ENHANCE THE VISITOR EXPERIENCE

### *Tactics within 12 months*

- Consider making the High Street more pedestrian-friendly (H and F) **Budget – await SCC Quote. Estimate £20k**
- Develop the High Street visitor experience (Full STC/ comms and promotion ) **Budget - Enterprise role - £10k marketing budget, £10k office budget from strategy reserves if required**
- Take steps to create greater turnover of short-term parking spaces (Parking ) – see CPE
- Consider provision of more affordable business space (Full STC) **Station Yard Budget**



**SUB SECTION PRIORITY B) RE. HIGH STREET  
PROMOTE AND MAINTAIN THE INDEPENDENT CHARACTER OF THE HIGH STREET  
AND ENHANCE THE VISITOR EXPERIENCE**

**Tactics - years 2 and 3**

- Encourage a higher spend from visitors by creating and supporting year round events. (L and E)

**Budget – from per L and E delegated Budget**

## **PRIORITY C)**

### **ENCOURAGE FULL TIME RESIDENCY WITHIN THE TOWN**

#### **Tactics within 12 months**

- Create and support initiatives for year-round community events (L and E)  
**Budget – within L and E delegated budget**
- Consider expanding the Town Council rental property portfolio (Full STC)
- Work with organisations to enhance community assets and experiences (Full STC/ comms and promotion )
- Explore ways to support the gap between affordable housing and the provision of housing through the private rental sector (Full STC)
- Work with social care and health providers to help improve the quality of services for local residents (Full STC)
- Transport links - take opportunities to work with other agencies. (Full STC/ comms and promotion ) **shuttle = ongoing provision**

**PRIORITY C)  
ENCOURAGE FULL TIME RESIDENCY WITHIN THE  
TOWN**

**Tactics - Years 2 and 3**

- Establish a promotional programme to attract people to live and work in Southwold. (Full STC/ comms and promotions)

**Budget of £10k to set up events – Enterprise mgr role**

**PRIORITY D)  
RETAIN AND ENHANCE THE NATURAL AND BUILT ENVIRONMENT AND RESPOND  
APPROPRIATELY TO THE CLIMATE CHANGE EMERGENCY**

**Tactics within 12 months**

**Built Environment**

- Recognise and promote historic buildings of architectural significance in the Town (P and D)
- Recognise and promote STC's historic buildings, by completing the Town Hall project and consider development of the Salt Works building (Full STC) **Budget additional £10k**
- Working in partnership with ESC, enhance STC's Design and Conservation planning capability. (P and D) **Budget £2k**
- Continue relationship/ communication building with senior officers and case officers
- Use external expertise, including Suffolk Preservation Society and statutory amenity societies
- Work with SALC, coastal town and other jurisdictions with similar issues, including impact of holiday letting
- Use East Suffolk Local Plan policies to discourage inappropriate garden infill
- Use National Design Guide to improve quality of design and environmental sustainability of applications

**PRIORITY D)  
RETAINING AND ENHANCING THE NATURAL AND BUILT  
ENVIRONMENT AND RESPOND APPROPRIATELY TO THE CLIMATE  
CHANGE EMERGENCY**

*Built Environment*

*Tactics Year 2/3.*

# **PRIORITY D)**

## **RETAINING AND ENHANCING THE NATURAL AND BUILT ENVIRONMENT AND RESPOND APPROPRIATELY TO THE CLIMATE CHANGE EMERGENCY**

### *Natural Environment*

#### *Tactics within 12 months*

- Public greens and open spaces - continue to engage the community and put agreed plans in place to improve bio-diversity (L and E) **Budget £5k**
- Boating Lake and surrounds including Buss Creek. Receive consultation feedback, draw up priority plans and achieve funding (Full STC/ Landlords) **Budget £10k for delivering a priority ie signage**
- Town marshes. Receive consultation feedback, draw up priority plans and achieve funding (Full STC/ L and E/ Landlords ) **Budget £20k plus obtain funding support**
- Ensure STC input into the presentation and maintenance of the beach and promenade, including the denes (L and E/ comms and promotion )
- Liase with the Common Trustees to ensure that the Common is used in line with its charitable objects as a recreational space for residents and visitors (Full STC/ Common Trust)
- Continue to work with East Suffolk Council to ensure that the Harbour is maintained and operated in the interest of the Town and its stakeholders. (Full STC/ Jt cttee)
- Climate Emergency implications – climate ask and finish group to prepare environmental guidance to be considered by STC (climate task and finish group) **Budget £2k**

**PRIORITY D)  
RETAINING AND ENHANCING THE NATURAL AND BUILT ENVIRONMENT AND  
RESPOND APPROPRIATELY TO THE CLIMATE CHANGE EMERGENCY**

***Natural Environment***

**Tactics Year 2/3**

- Climate Emergency implications – STC and cttees to consider and implement procedures, as appropriate. (Full STC and cttees as appropriate)

**Budget £2k per annum**

# PRIORITY E) EFFECTIVELY MANAGING AND DIVERSIFYING STC INCOME STREAMS IN ORDER TO SECURE A FIRM FINANCIAL BASE

## Tactics within 12 months

- Review income from STC property portfolio in light of overall property portfolio return required, market rates, and the consistency of criteria used in making rental decisions (Full STC/ Landlords)
- To consider investment opportunities in and around the Town (Full STC)
- Ensure that leases are sound and appropriately updated as per legal advice (Landlords)
- Continue planned maintenance on existing properties to ensure that they adhere to legal requirements, and improve income generation (Landlords) **From loan – plus budget £25k for ordinary expenditure**
- Review building maintenance, grounds and legal agreements to ensure they deliver value for money (F and G)
- Continue discussions with ESC regarding the camping site and other divestment opportunities (Full STC) **Budget £5k professional advice . Nil income for 2020-21?**
- Put in place plans for charging for parking (Parking ) **Budget £35k set up fee. Net Income £10k in year 1 of budget**
- Collections at public events to support activities for the community. (L and E)



## PRIORITY E)

### EFFECTIVELY MANAGING AND DIVERSIFYING STC INCOME STREAMS IN ORDER TO SECURE A FIRM FINANCIAL BASE

#### *Tactics – years 2 and 3*

- Consider use of Town Hall for weddings/events/town jail tours (Landlords). **Business Plan required.**
- Consider voluntary income streams from tourism. (Full STC/ comms and promotion)

## **PRIORITY F)**

### **Improve access, parking and traffic flow within the Town**

#### **Tactics within 12 months**

- Put in place a parking initiative for the Town Council controlled parking (Full STC/ Parking) **Budget £35k set up fee. Net Income £10k in year 1 of budget.**
- Continue to support the Millennium Foundation to achieve a year-round parking facility (Full STC) **Budget £10k within donations**
- Better management of large vehicle movements (H and F)
- Civil Parking Enforcement (CPE); consider implications/ timeline and ensure discussions continue with ESC/ SCC to obtain the appropriate solution for Southwold (Full STC/ H AND F)
- Keep High Street alive with turnover of parking spaces by ensuring time-limited parking is enforced (Parking)
- Communicate clearly with police regarding STC's objectives for match-funded PCSO parking enforcement duties. Monitor performance and ensure regular reporting. (Full STC/ H and F) **Budget £34k – need to discuss SLA re PCSO duties under CPE.**

## **PRIORITY F)**

### **IMPROVE ACCESS, PARKING AND TRAFFIC FLOW WITHIN THE TOWN**

#### **Tactics Year 2/3**

- Continue discussions with partners regarding the feasibility and establishment of a park and ride; including Hall Farm, Adnams, St Felix School, and other potential partners (Parking)
- Consider the feasibility of residents' parking scheme (Parking/ H and F)
- Examine short/ med/ long term views from public parking meeting. (Parking/ H and F)

# **PRIORITY G) CREATE AND IMPLEMENT AN IMPROVED STC COMMUNICATIONS STRATEGY WITHIN AND OUTSIDE THE TOWN**

## **Tactics within 12 months**

Create and implement a full comms strategy/ policy to include; (F and G to create policy/ comms and promotion to implement)

- Technology - Social Media website and its mobile app, monthly online newsletter
- Press – establish press contacts and relations. Local and national articles
- Internal and external correspondence – locally, regionally, and nationally
- Face to face comms - Town Hall opening hours, flexible and adapting to need

Evaluate media coverage and its effectiveness on a 3 monthly basis (comms and promotion) **Budget £10k for all**

**PRIORITY G)  
CREATE AND IMPLEMENT AN IMPROVED STC  
COMMUNICATIONS STRATEGY WITHIN AND  
OUTSIDE THE TOWN**

**Tactics Year 2/3**

New mobile Town App (comms and promotion)

Budget already included

# Outstanding - Revenue items for consideration - not included within budget 2019.20

- Income streams

  - Parking income – [In budget for 2020-2021](#)

  - Common Trust admin contribution – [Common Trust to consider](#)

- Expenditure streams

  - Admin streamline – councillor I pads/ electronic papers etc – [N/A](#)

  - Town centre manager – within CCF for 2 years – [in budget for 2020-2021](#)

# Outstanding capital account items for consideration - not included within budget 2019.20

- Income

Camping Field -- Nil income In budget for 2020-2021

- Expenditure

Property management officer/ set up new property governance structure - add £10k to budget

# 'Revenue' Expenditure Budget 2020.21

	19.20 Budget	20.21 Budget
• Salaries (split with capital budget)	£ 45,000	£45,000
• Chairs Allowance	£ 3,000	£ 3,000
• Admin costs incl stationery	£ 7,000	£ 7,000
• Software and Support	£ 3,000	£ 5,000
• Audits	£ 3,800	£ 3,800
• Safe custody	£ 250	£ 250
• Civic allowances	£ 400	£ 400
• Civic Uniform	£ 500	£ 500
• PCSO	£ 34,000	£ 34,000 ****
• Events	£ 6,500	£ 3,500
• Donations	£ 5,000	£ 15,000
• Windfarm Exhibitions etc	£	£ 5,000



# 'Revenue' Expenditure Budget 2020.21

	<b>19.20 Budget</b>	<b>2020.2021 Budget</b>
• Non property asset purchase	£25,000	£25,000
• Comms		£ 10,000
• Planning specialist advice		£ 2,000
• Play Areas	£ 2,000	£ 2,000
• N Plan	£ 9,000	Nil
• Grounds Maintenance plus rewilding	£ 2,000	£ 7,000
• Footpath (cutting assistance)	£ 1,000	£ 1,000
• Highways (to match fund SCC)	£ 1,000	£ 20,000
	<b>£148,450</b>	<b>£189,450</b>

\*\*\*\*\* PCSO – need to consider role when CPE is fully resourced.

*Potential Enterprise Develop Mgr role £40,000, Town Marketing/events budget/ office etc £ 20,000 could be taken from strategy reserves if required.*

# Revenue 'Income' 2020-2021

	<b>Budget 2019/20</b>	<b>Budget 2020.2021</b>
• Precept	£120,000	£120,000
• Interest	£ 100	£ 500
• Parking		£ 10,000
<b><i>Total Income</i></b>	<b><i>£120,100</i></b>	<b><i>£130,500</i></b>

**Revenue Budget Costs are funded from precept.**

**Excess budget expenditure of £58,950 to be covered by reserves**

*Other Income*

*CIL- to be earmarked for infrastructure improvements*

*Shuttle income – earmarked for shuttle expenses*

*Donations – for specific projects*

# 'Capital' Expenditure

## Indicative Budget 2020-2021

	<i>Budget 2019.20</i>	<i>Budget 2020.21</i>
• Part Salary	£ 50,000	£45,000
• Insurance premium	£ 19,000	£19,000
• Existing Loan repayments	£ 36,000	£36,000
• Kilcock Toilet maintenance	£ 5,000	£ 2,000
• Legal and Prof Fees	£ 30,000	£ 25,000
• Ord Property repairs/ maintent	£ 45,000	£ 25,000
• Marshes plan - works	£ 20,000	£20,000
• Landlord Resp/ Inspections	£ 10,000	£10,000
• Contribution to longer term works	£ 27,000	
• Property governance advice		£10,000
• Promotion of STC historic buildings priority		£10,000
• Boating Lake feasibility study priorities		£10,000
• Climate emergency considerations		£ 2,000
<b><i>Indicative expenditure</i></b>	<b><i>£ 242,000</i></b>	<b><i>£214,000</i></b>

# 'Capital' Income Budget 2020-21

	<b>Budget 2019/20</b>	<b>Budget 2020.21</b>
• Fair/ toilets	£ 8,000	£ 1,000 net
• Insurance contributions	£ 3,000	£ 2,000
• Market	£ 11,000	£ 11,000
• Rental income	£ 220,000	£220,000
<b><i>Indicative income</i></b>	<b>£242,000</b>	<b>£234,000</b>

# Expenditure/ Income 2020.21

Revenue Budget Income	<i>£130,500</i>
Revenue Budget Expenditure	<b>£189,450</b>
<b>Total Net Revenue Expenditure would be covered from reserves</b>	

Capital Budget income	<i>£234,000</i>
Capital Budget Expenditure	<b>£214,000</b>

# Potential Reserves 2020.21

General Reserves	£100,000 net of budgeted excess
Asset Maintenance/ Purchase	£100,000
Elections	£ 6,500
Insurance	£ 27,044
Priorities 2019-22	£100,000 net of first year enterprise role
Town Hall	£ 40,000 to complete interior
Loan	£ balance of repairs
Capital sale reserves	£894,580

*Plus CIL, Mayors Charity,*

NOTE; No consideration of additional costs of Station Yard redevelopment, provision of alternative sites etc included within this budget.