

**BUSINESS PLANNING 2021/22**

**Summary:** to review (1) the Work Programme 2021/22 and (2) the Budget for 2021/22

**Recommendation:** that the Executive Committee approves these documents and recommends that they are taken forward to the March Board for adoption.

**Report by:** Andy Parsons - Chief Executive  
Ann Wyatt – Head of Finance

**WORK PROGRAMME**

1. The development of the Work Programme started on 19 January at a Strategy Meeting involving all team members and Margaret Reid, Head Warden.
2. The 'Accountable' person then finalised their sections by adding target dates for completion and target measures.
3. The detailed Work Programme used the Year 2 actions from the 3-Year Business Plan as its starting point. Additional actions have been included due to more recent priorities and new workstreams.
4. The Work Programme has fed into the budgeting process.

**BUDGET**

1. An activity based budgeting approach has been used to develop the 2021/22 budget. Each budget holder was been asked to determine the income and expenditure required to meet the objectives set in the Work Programme and a line-by-line budget for each area of the organisation was prepared on this basis.
2. Once the budget holders had developed the budgets for their area these were reviewed by the Head of Finance and the Chief Executive Officer before collating to form an overall budget. As part of the review the proposed budgets were 'sense checked' to the 2020/21 reforecast and the full year figures from 2019/20 (a non COVID year).
3. This overall budget was then reviewed in the round and adjustments made to arrive at the current draft.
4. The current draft budget is estimating unrestricted reserves at 31<sup>st</sup> March 2022 of £99.4k (current forecast to 31<sup>st</sup> March 2021 £67.3k). This figure includes £32k in respect of a new designated ('earmarked') Kingfisher Fund which will hold the proceeds from the Kingfisher Trail prior to distribution as grants.

**SUPPORTING PAPERS**

- Appendix A – Work Programme 2021/22
- Appendix B – Draft Budget by Area 2021/22
- Appendix C – Draft Budget Reserves and Position 2021/22

FEBRUARY 2021