

Committee: Budget Planning Committee
Date: Tuesday 27 September 2016
Time: 6.30 pm
Venue: Bodicote House, Bodicote, Banbury, OX15 4AA

Membership

Councillor Nicholas Mawer (Chairman)	Councillor Douglas Webb (Vice-Chairman)
Councillor David Anderson	Councillor Ken Atack
Councillor Hugo Brown	Councillor Ian Corkin
Councillor Carmen Griffiths	Councillor Alan MacKenzie-Wintle
Councillor Barry Richards	Councillor Tom Wallis
Councillor Sean Woodcock	

AGENDA

1. **Apologies for Absence and Notification of Substitute Members**

2. **Declarations of Interest**

Members are asked to declare any interest and the nature of that interest which they may have in any of the items under consideration at this meeting.

3. **Urgent Business**

The Chairman to advise whether they have agreed to any item of urgent business being admitted to the agenda.

4. **Minutes** (Pages 1 - 4)

To confirm as a correct record the minutes of the meeting held on 30 August 2016.

5. **Chairman's Announcements**

To receive communications from the Chairman.

6. Budget Strategy 2017/18 and Beyond (Pages 5 - 18)

Report of the Chief Finance Officer

Purpose of Report

To inform the Budget Planning Committee of the service and financial planning process for 2017/18, the 2017/18 budget strategy and the budget guidelines for service managers to enable the production of the 2017/18 budget. This report is being presented to Executive Committee on 3 October.

The report includes an update on: the most recent Medium Term Revenue Plan (MTRP) for 2017/18.

Recommendations

The Budget Planning Committee is recommended:

- 1.1 To endorse the contents of the report.
- 1.2 To note that the following three recommendations will be made in the report being considered by Executive on 3 October and to make any comments for consideration by Executive at this time:
 - To note the updated medium term revenue plan forecast for the Council's revenue budget for 2017/18 to 2021/22.
 - To endorse the overall 2017/18 budget strategy and service and financial planning process set out in the report.
 - To consider and agree the proposed budget guidelines and timetable for the 2017/18 budget process as set out in Appendices 1 and 2.

7. Review of Committee Work Plan (Pages 19 - 20)

To review the Committee Work Plan.

8. Exclusion of Press and Public

The following report contains exempt information as defined in the following paragraphs of Part 1, Schedule 12A of Local Government Act 1972.

3 – Information relating to the financial or business affairs of any particular person (including the authority holding that information).

Members are reminded that whilst the following item has been marked as exempt, it is for the meeting to decide whether or not to consider it in private or in public. In making the decision, members should balance the interests of individuals or the Council itself in having access to the information. In considering their discretion members should also be mindful of the advice of Council Officers.

Should Members decide not to make a decision in public, they are recommended to pass the following recommendation:

“That under Section 100A of the Local Government Act 1972, the public and press be excluded from the meeting for the following item of business on the ground that, if the public and press were present, it would be likely that exempt information falling under the provisions of Schedule 12A, Part 1, Paragraph 3 would be disclosed to them, and that in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.”

9. Exempt Appendices - Budget Strategy 2017/18 and Beyond (Pages 21 - 22)

Exempt Appendices of report of Chief Finance Officer.

10. Efficiency Plan - 2017/18 to 2021/22 (Pages 23 - 26)

** Please note that the exempt appendices to the exempt report will follow as they are currently being reviewed and finalised **

Exempt report of Chief Finance Officer.

Councillors are requested to collect any post from their pigeon hole in the Members Room at the end of the meeting.

Information about this Meeting

Apologies for Absence

Apologies for absence should be notified to democracy@cherwell-dc.gov.uk or 01295 221591 prior to the start of the meeting.

Declarations of Interest

Members are asked to declare interests at item 2 on the agenda or if arriving after the start of the meeting, at the start of the relevant agenda item.

Local Government and Finance Act 1992 – Budget Setting, Contracts & Supplementary Estimates

Members are reminded that any member who is two months in arrears with Council Tax must declare the fact and may speak but not vote on any decision which involves budget setting, extending or agreeing contracts or incurring expenditure not provided for in the agreed budget for a given year and could affect calculations on the level of Council Tax.

Evacuation Procedure

When the continuous alarm sounds you must evacuate the building by the nearest available fire exit. Members and visitors should proceed to the car park as directed by Democratic Services staff and await further instructions.

Access to Meetings

If you have any special requirements (such as a large print version of these papers or special access facilities) please contact the officer named below, giving as much notice as possible before the meeting.

Mobile Phones

Please ensure that any device is switched to silent operation or switched off.

Queries Regarding this Agenda

Please contact Lesley Farrell / Joel Bliss, Democratic and Elections
lesley.farrell@cherwellandsouthnorthants.gov.uk, 01295 221591

Sue Smith
Chief Executive

Published on Monday 19 September 2016

Cherwell District Council

Budget Planning Committee

Minutes of a meeting of the Budget Planning Committee held at Bodicote House, Bodicote, Banbury, OX15 4AA, on 30 August 2016 at 6.30 pm

Present: Councillor Nicholas Mawer (Chairman)
Councillor Douglas Webb (Vice-Chairman)

Councillor David Anderson
Councillor Ken Attack
Councillor Hugo Brown
Councillor Ian Corkin
Councillor Tom Wallis

Substitute Members: Councillor Mark Cherry (In place of Councillor Barry Richards)
Councillor Andrew Beere (In place of Councillor Sean Woodcock)

Apologies for absence: Councillor Carmen Griffiths
Councillor Alan MacKenzie-Wintle
Councillor Barry Richards
Councillor Sean Woodcock

Officers: Paul Sutton, Chief Finance Officer / Section 151 Officer
George Hill, Corporate Finance Manager
Chris Stratford, Head of Regeneration and Housing
Mandy Anderson, Financial Analyst
Geni Hotchkiss, Business Support Unit Manager
Richard Stirling, Corporate Procurement Manager
Lesley Farrell, Democratic and Elections Officer
Joel Bliss, Assistant Democratic and Elections Officer

22 **Declarations of Interest**

There were no declarations of interest.

23 **Urgent Business**

The Chairman advised the Committee that there was one item of urgent business: the appointment of a new Vice-Chairman for the remainder of the Municipal Year 2016/17 following the resignation of the former Vice-Chairman.

Resolved

That Councillor Douglas Webb be appointed Vice-Chairman of the Budget Planning Committee for the remainder of Municipal Year 2016-17.

24 **Minutes**

The minutes of the meeting of the Committee held on 26 July 2016 were agreed a correct record and signed by the Chairman.

25 **Chairman's Announcements**

There were no Chairman's announcements.

26 **Quarter 1 2016-17 - Revenue and Capital Budget Monitoring Report**

The Chief Finance Officer submitted a report which outlined the Quarter 1 2016-2017 – Revenue and Capital Budget Monitoring.

When considering the report, members commented on the following particular items, to which officers provided a response:

Financial System Upgrade – investigation required into credit balance at Q1 from previous year. The Committee was informed that this had not been paid.

Banbury Museum Emergency Lighting Replacement – this was a duplicate and should be removed.

Cooper Sports Hall Roof – the roof urgently needs replacing but the Academy has no funds. The Director of Operational Delivery would be submitting a report on the matter to Executive.

South West Bicester Sports Village – the Committee discussed a condition which was thought to have been placed on the planning application for a full sized artificial turf pitch. As this had not materialised, members requested that the Director of Operational Delivery provide a written update.

The Head of Regeneration and Housing reported on the Solihull Partnership and various projects listed in the Capital Spend and Year End Projections. Although there had been a slow start, the Head of Regeneration and Housing was confident that the projects would be completed.

The Committee expressed concern that comment details were directed towards Finance and difficult for members to understand.

In response to the Committee's concerns at the increasing cost of Agency staff and overspend of the budget for this, the Chief Finance Officer explained that uncertainty following the postponement of the publication of the external reports on devolution in Oxfordshire as a result of the changes to the Government meant that the interim measure of using Agency Staff had been extended. It was also difficult to recruit quality staff to senior posts so it had been necessary to employ from Agencies. The Committee was given

assurance that as grants were approved by Executive, the budget would increase.

Resolved

- (1) That, having reviewed the projected revenue and capital position at June 2016, it be noted and no comments forwarded to Executive
- (2) That, having reviewed the current position of reserves, they be noted.
- (3) That the Capital Outturn Position for 2015-2016 be endorsed.

27 **Business Rates Monitoring 2016-2017**

The Chief Finance Officer submitted a report which summarised the Council's Business Rates performance for the financial year thus far in 2016-1017.

The Committee raised concern about the removal of the Car Park at Bicester North from the Rating List which accounted for a large proportion of the reduction of Rateable Value for Quarter 1. The Business Support Unit Manager would provide a response to Committee members outside of the meeting explaining the reason for its removal.

Resolved

- (1) That the report be noted.

28 **Review of Procurement Strategy Progress**

The Chief Finance Officer submitted a report which summarised the Council's Procurement Strategy progress for Quarter 1 of the financial year 2016-17.

Resolved

- (1) That the progress made during Quarter 1 2016-17 in implementing the Council's Procurement Strategy be noted.

29 **Solihull Partnership**

The Head of Regeneration and Housing gave a verbal update on the Solihull Partnership.

Members had been updated on projects listed in the Quarter 1 2016-17 – Revenue and Capital Budget Monitoring, agenda item 6.

The Head of Regeneration and Housing advised the Committee that there had been challenges at the start of the relationship with the Solihull Partnership but after a slow start, a number of contracts were now underway and the Head of Regeneration and Housing was confident that projects would be delivered.

30 **Review of Committee Work Plan**

The Committee reviewed its workplan 2016-2017.

Resolved

(1) That the contents of the work programme be noted.

The meeting ended at 8.10 pm

Chairman:

Date:

Cherwell District Council

Budget Planning Committee

27 September 2016

Budget Strategy 2017/18 and Beyond

Report of the Chief Finance Officer

This report is public
Appendix 3 is exempt from publication by virtue of paragraph 3 of Schedule 12A of
Local Government Act 1972

Purpose of report

To inform the Budget Planning Committee of the service and financial planning process for 2017/18, the 2017/18 budget strategy and the budget guidelines for service managers to enable the production of the 2017/18 budget. This report is being presented to Executive Committee on 3 October.

The report includes an update on: the most recent Medium Term Revenue Plan (MTRP) for 2017/18.

1.0 Recommendations

The Budget Planning Committee is recommended:

- 1.1 To endorse the contents of the report.
- 1.2 To note that the following three recommendations will be made in the report being considered by Executive on 3 October and to make any comments for consideration by Executive at this time:
 - To note the updated medium term revenue plan forecast for the Council's revenue budget for 2017/18 to 2021/22.
 - To endorse the overall 2017/18 budget strategy and service and financial planning process set out in the report.
 - To consider and agree the proposed budget guidelines and timetable for the 2017/18 budget process as set out in Appendices 1 and 2.

2.0 Introduction

- 2.1 The business and financial planning process is underpinned by an evidence base that is used to inform decision making. This evidence includes social and demographic profiles of the district based on the 2011 Census and public consultation.
- 2.2 The results of the public consultation are used to develop a prioritisation framework which, alongside the corporate strategy, medium term revenue plan and the corporate plan, provides the context for budget setting and service planning.
- 2.3 The Council needs to set guidelines and a timetable for the preparation of draft estimates for 2017/18. These guidelines should support the objectives contained in the Council's Business Plan, Service Plans and enable an update to the medium term revenue plan.
- 2.4 The focus of the budget process has always been the forthcoming financial year. This has been because the Government grant settlement has been for one year, and it is such a significant proportion of funding, that it is difficult to forecast beyond the following year with any accuracy.
- 2.5 The grant settlement, announced in December 2016, was for four years. This means that, with the greater certainty over funding, more accurate projections can be made for the period 2017/18 to 2020/21. More attention has been paid to the growth factors in appendix 1 as a result.
- 2.6 The attached guidelines and timetable in Appendices 1 and 2 proposed for the coming year provide a framework to deliver a balanced budget for 2017/18. And the medium term as well.
- 2.7 This report commences the detailed budget setting process for 2017/18 and final budget proposals will be considered by Executive Committee in February 2017

3.0 Report Details

Budget Planning Committee

- 3.1 This Committee commenced meetings in July 2016 to start to formulate the budget as part of their work on the Medium Term Revenue Plan.
- 3.2 The committee makes recommendations for consideration by Executive Committee who in turn make recommendations to Full Council on budget and council tax setting.

Medium Term Revenue Plan

- 3.5 We update our medium term revenue plan (MTRP) with Executive Committee Members and the Joint Management Team to test our planning rigorously. All known cost pressures are built into the model and assumptions are made for unknown pressures. This modelling leads directly to a target for cost reduction around 18 months ahead of the savings being required. The target to be achieved during five year MTRP cycle is £2.2m.

- 3.6 There are a number of medium term pressures facing the Council, which will require increasing efficiencies or a change in the Council's budget strategy to deliver a balanced budget. The restrictions on increases in council tax are expected to remain. It is therefore expected that future budgets will remain under significant pressure with a growing emphasis on prioritisation, efficiency, innovation and collaboration in service delivery. The Council may therefore face difficult decisions in later years in order to sustain a balanced budget over the medium term.
- 3.7 As part of the development of the MTRP and budget, analysis is undertaken of the key financial assumptions on which the budget will be based. The key areas covered included:
- Economic factors, such as inflation
 - Treasury Management, including interest rates
 - Demographic pressures on spending
 - Other spending pressures opportunities (revenue and capital)
- 3.8 The latest forecast covering the five year medium term planning period is as attached as Appendix 3.
- 3.9 The financial forecasting process is dynamic and changes on a regular basis given emerging priorities, changes in demand for services, changes in external factors and therefore these figures are subject to further change prior to finalisation of the budget for 2017/18 but give an indication of the challenges currently being faced by the Council:

Government grant and Efficiency Plan

The Government grant settlement in December 2016 was for four years, rather than the usual one. With this certainty over a significant variable element of funding, came a requirement to produce an efficiency plan. The efficiency plan must be provided by 14 October 2016 in order to accept the offer of the four year settlement.

Inflationary increases

CPI remains low, at less than 1%, so inflationary pressure on the budget should be less than originally forecast. The biggest inflation factor however is pay, which is dependent upon the Council's pay negotiation. The current assumption is for a 2% increase and this remains unchanged ahead of the negotiation.

Unavoidable and Demand led pressures

Pressures are identified at the start of the budget process and will be reported to this Committee in October and November.

Budget reductions

Similar to pressures, budget reductions will be identified at the start of the process and will be reported this Committee in October and November.

Budget strategy changes

The Cabinet will consider its Business Planning process at the same time as the budget. Any strategy changes will be identified at the start of the process so that they can be costed and incorporated into Budget Reductions or Pressures.

New Homes Bonus updates

There is still some concern as to how long the New Homes Bonus Scheme will continue. There is uncertainty over the final proposals to limit the payments. The final position for 2017/18 will be known when CTB.1 forms are completed in October 2017. The MTRP figures assume that the payments will be limited to four years in future, rather than the current six.

When the Government announces the changed system, the MTRP figures will be updated.

Council Tax Reduction Scheme

- 3.10 In 2013-14 the decision was taken across Oxfordshire to replicate the previous Council tax benefit scheme through the new Council Tax Reduction Scheme (CTRS).
- 3.11 For Cherwell, the impact was broadly cost neutral in 2013/14 to 2015/16 as the number of discounts offered was reduced in order to mitigate the costs of remaining with the default scheme. It was agreed that for 2016/17 onwards the position would be reviewed and authorities would determine their approach to take from then on.
- 3.12 The latest estimates show that the current scheme for 2017/18 would also be cost neutral after taking account of discounts, and Members of this Committee recommended that there should be no change for 2017/18 at the meeting held in July 2016.
- 3.13 It is therefore proposed to consult both customers and major preceptors on the retention of the current scheme.

4.0 Conclusion and Reasons for Recommendations

- 4.1 It is recommended that:
- Members note the content of this report
 - Members endorse the overall budget strategy for 2017/18
 - Members consider and agree the 2017/18 budget guidelines and timetable

5.0 Consultation

Cllr Ken Atack – Lead member
for Financial Management

Cllr Atack is content with the report and
supportive of the recommendations contained
within it.

6.0 Alternative Options and Reasons for Rejection

- 6.1 The following alternative options have been identified and rejected for the reasons as set out below.

Option 1: To disagree with the recommendations set out above. This is rejected as it will unnecessarily delay the formulation of the detailed budget for 2017/18.

7.0 Implications

Financial and Resource Implications

- 7.1 These are contained in the body of the report. There are no direct costs or other direct financial implications arising from this report.

Comments checked by:

George Hill, Corporate Finance Manager

01295 221731 george.hill@cherwellandsouthnorthants.gov.uk

Legal Implications

- 7.2 A local authority must budget so as to give a reasonable degree of certainty as to the maintenance of its services. In particular, local authorities are required by section 31A of the Local Government Finance Act 1992 to calculate as part of their overall budget what amounts are appropriate for contingencies and reserves. The Council must ensure sufficient flexibility to avoid going into deficit at any point during the financial year. The Chief Financial Officer is required to report on the robustness of the proposed financial reserves.

The Council Tax Reduction Scheme was the subject of legal advice before it was introduced for 2013-14.

Comments checked by:

Kevin Lane, Head of Law and Governance,

0300 0030107, kevin.lane@cherwellandsouthnorthants.gov.uk.

Risk Management

- 7.3 The Council is required to set both revenue and capital budgets. Failure to adopt a budget strategy and MTRP increases the risks of the Council being unable to balance its budget, deliver service priorities and its savings targets over the medium term. Failure to integrate the preparation of these budgets with service priorities and planning will compromise the Council's ability to deliver on its strategic objectives.

Comments checked by:

Ed Bailey, Corporate Performance Manager, 01295 221605

edward.bailey@cherwellandsouthnorthants.gov.uk

Equality and Diversity

- 7.4 Impact assessments will be carried out in advance of formulation of budget proposals.

Comments checked by:

Caroline French, Corporate Policy Officer, 01295 221586

caroline.french@cherwellandsouthnorthants.gov.uk

8.0 Decision Information

Wards Affected

All

Links to Corporate Plan and Policy Framework

All Corporate Plan Themes

Lead Councillor

Councillor Ken Atack, Lead Member for Financial Management.

Document Information

Appendix No	Title
Appendix 1	Budget Guidelines 2017/18
Appendix 2	Budget Timetable 2017/18
Appendix 3	Medium Term Revenue Plan
Background Papers	
None	
Report Author	Paul Sutton, Chief Finance Officer
Contact Information	Paul.sutton@cherwellandsouthnorthants.gov.uk 03000 030106

GUIDELINES FOR THE PREPARATION OF THE 2016/17 BUDGET

Principles

- Protect Frontline Services
- Focus attention on corporate and service priorities and improving performance
- Maximise joint working potential and commercialisation income
- Maximise procurement opportunities and contract negotiations

These budget guidelines have been developed within a consistent corporate framework to ensure:

- implementation of agreed savings and efficiency proposals
- resources are allocated to Council priorities
- inappropriate competition between services for resource allocations is minimised
- a transparent method for charging a fair cost between internal Council services.

The guidelines are designed to positively encourage managers and elected members to do the following:

- bring forward ideas and options to make more effective use of existing resources, clearly identifying how the ideas may develop over a 3-year period, including any requirements for pump priming money.
- link the budget setting process to Service Plans and the requirement for the identification of options, which will produce efficiency savings.
- focus attention on corporate and service priorities and improving performance.

Budget Deliverables

1. Prepare and submit draft revenue estimates for 2017/18 and the next 4 years (5 year forecast) which fully reflect the service priority and consultation event findings and match the current duration of the MTRP.
2. Prepare and submit a draft 5 year capital programme. All schemes to carry a full project appraisal including strategic objective, priority, value for money assessment, and details of any revenue impacts. In particular the phasing of expenditure over the life of the project, so as to minimize slippage. All capital project appraisals will be validated by the Budget Planning Committee. All schemes previously approved to start in 2017/18 and onwards will be carried through for consideration.
3. The 2016/17 projected outturn at September 2016, adjusted to take account of the full year effect of savings identified in setting the 2017/18 budget, and one off items will be assumed to be the “**base budget**”.

Budget Timetable

The revenue and capital budget is agreed by full Council before 11 March each year. The 2017/18 budget will be considered at Council in February 2017.

Revenue Budget Guidelines

Income

In building income budgets it is essential that a realistic assessment of income achievement is undertaken. Budget holders should use their knowledge of past trends and current market conditions in assessing income levels for the future and the scope for increases in fees and charges.

It is important to look at not only financial information but also non-financial information such as activity data on customer usage and trends to help build realistic income estimates.

Variations to the existing approved budget for income must be clearly identified and explained.

Variations in fees and charges need to be considered taking into account the Council's priorities and objective to ensure that proposals are consistent with these priorities and objectives.

Growth

- It is the aspiration that the net impact of all growth items should be **ZERO**.
- Growth arising from changes in legislation / regulation or service planning will **ONLY** be allowed if it is fully funded by transferring resources within the same service or from within the same Directorate. Any such transfer either within the same service or the same Directorate can only come from demonstrably lower priority services. A growth proforma should be completed detailing full requirements.

Financial assumptions - should be used in estimating changes in expenditure and income over the medium term.

- Provide for general inflation in 2017/18 on all expenditure (excl payroll) and fees and charges as per forecasts in our MTRP model and will be used in the budget module as below:

Year	CPI %	Budget %
2017/18	1.0%	1.5%
2018/19	2.0%	2.5%
2019/20	2.4%	2.9%
2020/21	2.4%	2.9%
2021/22	2.4%	2.9%

Current CPI at July 2016 is 0.6%

- Payroll – payroll inflation is included at the following levels:

Year	%
2017/18	2.0%
2018/19	2.0%
2019/20	2.0%
2020/21	2.0%
2021/22	2.0%

- Interest rates should be forecasted as below:

Year	Bank of England forecast	Arlingcl ose forecast
2017/18	0.25%	0.25%
2018/19	0.10%	0.25%
2019/20	0.10%	0.25%
2020/21	0.25%	0.50%
2021/22	0.50%	0.75%

All financial indices above are subject to further review in the budget process and may be subject to change.

Budget Process: Base Budget Review and Savings

The budget for 2017/18 will be based on the same methodology as for 2016/17. Directorates will not be asked to take their base budget and prepare a range of savings options of up to 20%, this year the process will be based on a Base Budget Review (BBR).

The BBR will still use historical data, but will not have the presumption that the service **NEEDS** the same resources and budgets.

The following factors will be used to produce a 3-year Directorate budget:

- Trend Analysis – variance review of the last three years expenditure / income to identify any that should be captured in the budget.
- In Year Monitoring – what does the current budget monitoring identify in terms of variances that should be captured in the budget;
- Challenge – Finance staff will work with budget holders using the the above tools to provide support and challenge to ensure budgets are based upon need.

Efficiencies from Joint Working

In the last 10 years the Council has successfully generated efficiency savings from across the organisation to limit the impact on front line services and set a year on year balanced budget.

Government cuts and service pressures are expected to continue well into the medium term and in millions not thousands. This cannot be sustained through a continuation of driving traditional efficiency savings. The Council must adopt new ways of delivering more collaborative and commercial services if it to

continue to be sustainable in the medium term and delivering high quality services.

The Council has signed up to a Confederation Model, which gives the maximum flexibility and the best organisational structures for delivering services as a group of Councils. We can trade within rules that mean we can contract with companies without procurement costs (Teckal) and decide together which companies to put into these arrangements.

We plan to do this incrementally but we must ensure that there are sufficient solutions and savings being generated to balance the budget in the short and medium term. Matching these elements will be crucial to future financial sustainability.

Commercialisation

The Confederation Approach will drive a more commercial perspective to existing services where appropriate but there must also be a drive to new and innovative ways of generating income. The Transformation Workstreams are already in place and a number of workstream savings have been included in the budget for 2016/17.

With interest rates at historically low levels, with possible cuts to come, the Council needs to explore options for better use of cash held. Options currently being considered include a commercial local housing company. Such commercial opportunities will produce a return significantly higher than market interest rates.

Capital programme Guidelines

- Capital resources are reducing over the life of the MTRP. The development of 5-year rolling capital programme and resources should be drawn up within the context of the following objectives:
 1. The generation of additional reserves and balances, with appropriate contingencies.
 2. Opportunities to invest to save.
 3. Maintaining Council assets and the Council's infrastructure to agreed standards.
- A capital project appraisal is required for each bid and this will be validated by the Budget Planning Committee who will make recommendations for schemes to be included in the 2017/18 capital programme. All schemes previously approved to start in 2017/18 and onwards will be carried through for consideration.

Procurement

When setting both the 2017/18 budget and future years, regard should be given to the Corporate Procurement Strategy and the Council's Contract Procedure rules. In particular, budgets and projections should be based on Corporate and agreed framework contracts. Further advice and guidance can be obtained from the Council's Procurement Team.

Risk

The budget process is fundamental to the Council's financial management regime and Members need to be assured that all pertinent issues are properly considered when making key decisions on the Council's future finances.

In drawing up revenue budget proposals, risk assessments should be undertaken to test the robustness of proposals and to identify key factors which may impact on the proposals put forward. Where appropriate action plans should be put in place to manage/mitigate the risks identified – this may include a risk provision within the budget which can be calculated by your service accountant.

With a £11m Revenue Budget covering all the Council's services and activities, the potential for an issue to be missed or not considered properly will always be there. The budget process is designed to minimise this risk and throughout the process there are frequent meetings with Joint Management Team and Cabinet to progress and any changes and developments.

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CHERWELL DISTRICT COUNCIL: 2017/18 BUSINESS PLAN: TIMEFRAME

Meeting Date	Activity
Up to September 2016	
19/09/16	Circulation of papers for Business Planning session 1
27/09/16	Executive/JMT Business Planning session – half day session 1 (9-12am)
October 2016	
03/10/16	Executive - Budget Strategy and Guidelines Annual Customer Satisfaction Survey
November 2016	
01/11/16	Executive/JMT Business Planning session 2 – half day session (9-12am)
01/11/16	Budget Planning Committee – Capital Report
07/11/16	Executive
Nov	Design of business plan layout - Comms input
29/11/16	Budget Planning Committee – Capital Bids
December 2016	
01/12/16	Budget Planning Committee
04/12/16	Executive – draft business plan
07/12/16	JMT review final plans
January 2017	
08/01/16	Executive - Council Tax Base
10/01/16	Overview & Scrutiny – Draft Business Plan
11/01/16	Performance meet Leader post Scrutiny re any amendments /questions
17/01/17	Budget Planning Committee – Revenue & capital Budget
Late Jan 17	Online Budget Consultation goes live (2 weeks)
February 2017	
Mid Feb 17	Online Budget Consultation closes
05/02/17	Joint report on Business Planning & Finance to Executive Budget, Council Tax, Business Plan
20/02/17	Council – Final Budget, Business Plan and Council Tax incl budget consultation results

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Date	Agenda Items
27 September	Budget Guidelines 2017/18 Efficiency Plan
1 November	Q2 Budget Monitoring Q2 Reserves Monitoring Q2 Procurement Monitoring Q2 Business Rates Monitoring Q2 Write Offs Medium Term Financial Strategy
29 November	Capital Bids 2017/18 Discounts and Exemptions Review CTRS 2017/18 Fees and Charges 2017/18 Medium Term Financial Strategy
17 January	Revenue and Capital Budget 2017/18 (Incl. MTFS) LG Settlement 2017/18
28 February	Q3 Budget Monitoring Q3 reserves Monitoring Q3 Procurement Monitoring Q3 Business Rates Monitoring Q3 Write Offs

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