

Cherwell District Council

Council

26 February 2018

<h3>Revenue and Capital Budgets and Corporate Business Plan for 2018/19</h3>
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Report of Executive Director – Finance and Governance

This report is public

Purpose of report

The Council is required to produce a balanced budget for 2018/19 as the basis for calculating its level of Council Tax. It has to base that budget on its plans for service delivery during the year, recognising any changes in service demand that may arise in future years.

The proposed Corporate Strategy and Budget for 2018/19 are presented as an integrated report, incorporating updated Performance and Risk management frameworks, to ensure effective delivery. This clearly demonstrates that the Council adopts a strategic approach in aligning its allocation of all of its resources, to the delivery of the Council's priorities.

1.0 Recommendations

The meeting is recommended:

- 1.1 To approve the 2018/19 Corporate Strategy detailed in **Appendix 1**, and note the new approach to Performance Management that has been adopted.
- 1.2 To note the new Leadership Risk Register in **Appendix 2** and new approach to Risk Management that has been adopted.
- 1.3 To approve a zero Council Tax increase, or amend the proposal contained within this report to recommend a different level of Council Tax.
- 1.4 To consider the contents of this report in approving the General Fund Revenue Budget and Capital Programme for 2018/19 and to formally record that consideration.
- 1.5 To note the four year grant settlement shown in **Table 1**.
- 1.6 To approve the 2018/19 General Fund Budget, shown in **Table 2**, below, and in the Medium Term Revenue Plan (MTRP) in **Appendix 3**; and the 2018/19 Capital Programme set out in **Appendices 4 and 5**.

- 1.7 To approve the Collection Fund Estimates contained in **Appendix 6**.
- 1.8 To note the impact of the proposed budget on reserves in **Appendix 7**.
- 1.9 To note the adoption of the Corporate Investment Strategy detailed in **Appendix 8**.
- 1.10 To approve the Treasury Management Strategy including Prudential Indicators as detailed in **Appendix 9**.
- 1.11 To note the contents of the Section 25 statement from the Chief Finance Officer contained in paragraphs 2.1 to 2.7 in relation to robustness of estimates and adequacy of reserves.
- 1.12 To approve the appended statement of pay policy for 2018/19 as required by the Localism Act and detailed in **Appendix 10**.

2.0 Introduction

- 2.1 Section 25 of The Local Government Act 2003 includes a specific personal duty on the Chief Financial Officer (CFO) to make a report to the authority when it is considering its budget and Council Tax. Also, Section 26 of the Act gives the Secretary of State power to set minimum level of reserves for which an authority must provide in setting its budget. The legislation says that “the provisions are a fall back against the circumstances in which an authority does not act prudently, disregards the advice of its CFO and is heading for serious financial difficulty”.
- 2.2 The Local Government Finance Act 1992 also requires that authorities have regard to the level of reserves needed for meeting estimated future expenditure when calculating the next year’s budget requirement.
- 2.3 There are also a range of safeguards to ensure authorities do not over-commit themselves financially. These include:
 - The CFO ‘S114’ powers, which require a report to all members of the authority if there is or is likely to be unlawful expenditure or an unbalanced budget
 - The Prudential Code which applied to capital financing from 2004/05.
- 2.4 Under Section 25 of the Local Government Act 2003, the Council’s Chief Financial Officer is required to report to the Council on:
 - The robustness of the estimates included within the budget
 - The adequacy of the reserves and balances
- 2.5 Under the Act, Members must have regard to the contents of this report when making their decisions on the budget.
- 2.6 It is proposed that Members consider the contents of this report when making their decisions on the Council’s budgets at this meeting.
- 2.7 The conclusion is that the processes followed have been sound and similar to those that have produced robust estimates in the past. In the light of information made available during the budget process, there is sufficient capacity in the proposed

budget and available reserves and balances to cope with the financial risks the Authority faces in 2018/19.

- 2.8 The Council is in the final year of a five year Corporate Strategy, which will be reviewed and refreshed for 2019/20. The content of the plan has remained largely the same however the presentation of the plan has been updated. It is now represented as a “plan on a page” and will be supported by the key measures and performance indicators that will demonstrate the successful delivery of the Plan

3.0 Report Details

Corporate Strategy 2018/19

- 3.1 **Appendix 1** sets out the Corporate Strategy for 2018/19, which is derived from the Council’s five year strategy. The Corporate Strategy and Budget for 2018/19 are presented as an integrated report demonstrating that the Council adopts a strategic approach to managing all of its resources, ensuring that the delivery of the Council’s priorities for the district directs the allocation of financial resources. The strategy was considered and supported by the Overview and Scrutiny Committee on 23 January 2018 and Executive on 5 February 2018.
- 3.2 The five year Business Strategy, the Medium-Term Financial Strategy, the Annual Corporate Strategy, individual service plans and ultimately the appraisal targets of all individual employees demonstrate that the Council has a clear and robust “golden thread” between resource allocation and delivery of the council’s agreed strategic priorities. This is, in times of austerity, fundamental and will help us to provide effective leadership to all of our residents and businesses. It will also demonstrate that we are adopting a more mature and commercially aware approach to running our Council.
- 3.3 The integration of services and management structures have created a single organisation on the inside, serving the two councils on the outside. This has recognised the similarities between the two Council areas, but also allowed sufficient flexibility to service the differences and unique elements of each.
- 3.4 The Corporate Strategy for 2018/19 recognises that continuing convergence and represents a joint plan for the two councils, in the form of a single “Plan on a Page”. **(See Appendix 1)**
- 3.5 The content of the plan represents a “light touch” review, broadly continuing with the themes and priorities within the two Councils’ five year strategic plans, but updating, where appropriate to align with emerging issues and challenges across the area.
- 3.6 A combined vision for the area articulates our overall ambition:-
“Great places to live, work, visit and invest”
- 3.7 Our three joint strategic themes break this vision down into the key areas of focus for the plans:-
- Protected, Green & Clean
 - Thriving Communities & Wellbeing
 - District of Opportunity & Growth

- 3.8 Priority workstreams within each of the strategic themes then start to articulate how we will deliver our ambitions
- 3.9 The delivery of the plan is underpinned and enabled through a joint organisational plan, illustrated on the Plan on a Page, as three pillars, representing the basis upon which we will continue to develop our organisation :-
- Operational Excellence – will ensure sound financial management, corporate governance and use of resources
 - Public value – will focus on the quality of the services and solutions that we provide to our broad range of customers and stakeholders
 - Best Council to work for – recognises that the services we provide rely on great people and effective, sustainable partnerships
- 3.10 A new Performance Management Framework will enable progress against the key workstreams underpinning the delivery of the Corporate Strategy, to be reported and monitored more effectively by Members. It will seek to reduce the number of measures/indicators and assign accountability for delivery to Portfolio Holders and Senior Officers, allowing a more rigorous scrutiny of performance.
- 3.11 Any Corporate Strategy needs to recognise and articulate the risks the organisation faces in being able to deliver the plan. A new Leadership Risk Register has been developed to align to the Corporate Strategy and is set out at **Appendix 2**.
- 3.12 As with the Financial and Performance information, this will be reviewed and reported into Cabinet on a monthly cycle.
- 3.13 Operational Risks will be managed at service level and escalated to the Senior Management Team and Members as appropriate

Local Government Finance Settlement

- 3.14 On the 19 December 2017, the Secretary of State for Communities and Local Government, the Rt Hon Sajid Javid MP made a statement on the provisional local government finance settlement for 2018/19. The final settlement was announced on 6 February 2018
- 3.15 The final settlement contained no major changes related to the existing Medium Term Settlement, which has a further two years (2019/20 and 2020/21) to run.
- 3.16 The relevant changes that were introduced included agreeing the 20% increase for planning fees, albeit that these must be used for service improvements and a 1% increase in the maximum Council Tax increase to 3%.
- 3.17 The settlement proposes RSG, Business Rates Baseline Funding and New Homes Bonus (NHB) for the next two years, until the revised 100% Business Rates Scheme can be introduced.
- 3.18 There were announcements regarding the new scheme, which included a consultation on the proposed “Fair Funding Review.” This will form part of the new funding regime and along with a reset in growth will be used to “fairly” redistribute Business Rates to Local Authorities.

- 3.19 As with any redistribution methodology there will be winners and losers. Given the Council has generated significant growth and there will likely be a shift of resources for Social Care and geographical deprivation. We are likely to end up a loser on the redistribution, there is however likely to be a damping mechanism in place which restricts the amount that is lost.
- 3.20 Whilst the settlement itself did not result in changes for 2018/19 the Valuation Office Agency has revised the data on the change in rateable value between rating lists. This has impacted upon the tariffs and top ups, which affects the level of pooled business rates.

Table 1: Grant Figures for the four year settlement, with estimated figures for 2020/21 and 2021/22

Formula Grant	Four Year Settlement				100% Business Rates	
	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
	£'000	£'000	£'000	£'000	£'000	£'000
Business Rates Baseline	3,495	3,564	3,673	3,755	0	0
Business Rates Retention	0	0	0	0	6,755	6,890
Revenue Support Grant	1,851	1,105	0	0	0	0
Total	5,346	4,669	3,673	3,755	6,755	6,890
Percentage Change		-13%	-21%	2%	-	-

Table 2: Draft Revenue Budget 2018/19

Please see next page.

Table 2: Revenue Budget 2018-19	Adjusted Budget 2017-18 £000	Draft Budget 2018-19 £000	Movement £000	Movement %
Chief Executive	187	246	59	(31.7)
Wellbeing				
Communities	1,542	1,584	42	(2.7)
Leisure and Sport	3,638	3,564	(74)	2.0
Housing	2,091	2,038	(53)	2.5
Sub Total	7,271	7,186	(85)	1.2
Place & Growth				
Planning Policy and Development	1,407	1,444	37	(2.7)
Economy and Regeneration	1,692	1,506	(187)	11.0
Sub Total	3,099	2,950	(149)	4.8
Environment				
Environmental Services	5,170	5,886	716	(13.9)
Environmental Health and Licensing	(207)	16	223	107.9
Sub Total	4,963	5,902	939	(18.9)
Finance and Governance				
Law and Governance	1,130	1,198	68	(6.0)
Finance and Procurement	1,482	1,720	238	(16.1)
Property, Investment and Contract Management	(558)	(3,788)	(3,230)	(578.8)
Sub Total	2,054	(870)	(2,924)	142.3
Customers and Service Development				
IT Services	2,809	2,805	(4)	0.1
Strategic Marketing and Communication	317	326	9	(2.7)
HR, OD and Payroll	401	678	277	(69.0)
Performance and Transformation	526	594	68	(12.9)
Sub Total	4,053	4,402	349	(8.6)
NET COST OF SERVICES	21,627	19,817	(1,810)	8.4
Transfers to Reserves (NHB, Pension, GH)	2,373	6,045	3,672	(154.7)
Transfers from reserves	(4,260)	(1,893)	2,367	55.6
Interest on Investments - Payments	0	2,074	2,074	-
Interest on Investments - Income	(1,954)	(2,935)	(981)	(50.2)
Pension Costs - Historic	4,985	257	(4,728)	94.8
Capital Charges	(4,002)	(4,002)	0	0.0
NET BUDGET REQUIREMENT	18,769	19,363	594	3.2
FUNDING				
Formula Grant Equivalent				
Business Rates Baseline	(3,564)	(3,673)	(109)	(3.1)
Revenue Support Grant	(1,105)	(637)	468	42.4
Sub Total	(4,669)	(4,310)	359	7.7
Grants Awarded				
Transfer to Parish Councils for CTRS	349	349	0	0.0
New Homes Bonus	(4,468)	(4,009)	459	10.3
Sub Total	(4,119)	(3,660)	459	11.1
Business Rates Growth				
Retained Business Rates	(2,231)	(3,087)	(856)	(38.4)
Pooling Gain	(1,562)	(1,073)	489	31.3
Renewable Energy	(213)	(252)	(39)	(18.3)
S31 Inflation Cap	0	(194)	(194)	0.0
NNDR Collection Fund Deficit	648	(223)	(871)	134.4
Sub Total	(3,358)	(4,829)	(1,471)	(43.8)
Council Tax Income				
Baseline	(6,377)	(6,377)	0	0.0
Taxbase increase		(129)	(129)	-
Council Tax Increase by £5			0	-
Collection Fund	(246)	(58)	188	76.4
Sub Total	(6,623)	(6,564)	59	0.9
TOTAL INCOME	(18,769)	(19,363)	(594)	(3.2)
(SURPLUS) / DEFICIT	0	0	0	0.0
Council Tax Base	51,639.5	52,686.5	1,047.0	2.0
Council Tax Amount	£123.50	£123.50	0.0	0.0

- 3.21 In order to balance the budget from the initial MTRP, further reductions in costs and increases in income were taken into account. The main drivers for this are summarised in Table 3 below and these adjustments have resulted in a balanced budget.

Table 3: Adjustments to proposed budget 2018/19

Movement Summary	£000
Employee Costs	381
Contracts and General Inflation	200
Major Pressures / Savings / Income	
Recycling Contract	600
Castle Quay & Property Management	(2,895)
Other Savings	(95)
Change to Net Cost of Services	(1,809)
Transfer to and (from) Reserves	1,310
Interest Paid - CQ and GH	2,074
Investment Income	(981)
Budget Requirement	594
Funded by	£000
Reduction in Formula Grant	359
Reduction in New Homes Bonus	459
Increase in Business Rates	(1,471)
Reduction in Council Tax	59
Net funding Increase	(594)

Proposal for Council Tax 2018/19

- 3.22 The Budget Planning Committee considered the level of council tax at its meeting on 30 January 2018 and made a recommendation not to increase Council Tax for 2018/19.

Reserves 2018/19

- 3.23 The Budget Planning Committee reviews reserves as part of the budget monitoring process, the impact, on reserves, of the proposed budget are shown at **Appendix 7**. The proposed use of existing earmarked reserves and contributions to reserves are highlighted in the appendix.

The Future – Medium Term Financial Strategy 2019/20 to 2022/23

- 3.24 The coming years will present further challenges, which in the main will result from the move towards the 100% Business Rates regime from 2020/21. The actions the Council has taken in recent years with investments in Graven Hill, Castle Quay and Crown House allied to the strong track record and commitment in delivering efficiencies place it in a strong position to be successful in the Medium Term.

3.25 It is of course important not to become complacent especially given the level of uncertainty surrounding funding from 2020/21. The forward planning together with the joint working with South Northamptonshire Council (and any other partners that we collaborate with), combined with our commitment to identifying alternative sources of income and commercial practice to provide financial independence strengthens our position to meet the forecast challenges of future years. The Council will update its MTRP forecast to be included in the 2018/19 budget book and this is shown at **Appendix 3**.

Capital Programme 2018/19

3.26 A list of capital bids is attached at **Appendix 4** together with the detailed bid appraisal forms.

3.27 A proposed capital programme for five years from 2017/18 is attached as **Appendix 5**. This includes bids submitted for 2018/19 and the six items that are included on a five year rolling programme:

- Disabled Facilities Grants
- Discretionary Grants for Domestic Properties
- Vehicle Replacement Programme
- East West Rail Contribution
- Hardware and Software Replacement Programme
- Business Systems Harmonisation Programme

Table 4: Capital Financing

Capital Expenditure and Financing	2017/18 Revised	2018/19 Estimate	2019/20 Estimate	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate
	£m	£m	£m	£m	£m	£m
Total Expenditure	106.7	74.1	21.7	1.8	1.8	1.8
Capital Receipts	1.1	1.1	1.1	10.7	1.1	1.1
Government Grants	0.4	0.4	0.4	0.4	0.4	0.4
Minimum Revenue Provision (MRP)	0.0	1.5	1.5	1.5	1.5	1.5
Borrowing	105.2	71.1	18.7	-10.8	-1.2	-1.2
Total Financing	106.7	74.1	21.7	1.8	1.8	1.8

3.28 The revenue budget includes all revenue effects of capital schemes. Assumptions of new capital receipts in 2018/19 are based on realistic estimates received from the relevant officers in the Council.

Corporate Investment Strategy 2018/19

3.29 The Corporate Investment Strategy has been designed to provide a vehicle and decision making process for non-operational property investments. The strategy outlines the principles of Investing in property and land assets that will deliver long term sustainable income and/or capital growth, to support the wider Council objectives as well as driving economic growth and regeneration within the District. **Appendix 8** sets out the Investment Strategy, the proposed Governance surrounding decision making and the criteria that will assist in determining what

types of investments, taking into consideration any associated risks, the council should acquire to deliver a balanced portfolio.

Treasury Management Strategy 2018/19

- 3.30 There is a significant increase in interest on balances as a result of the Council's decision to set up, and invest in the Graven Hill Company. Interest payable by Graven Hill to the Council in 2018/19 is estimated at £1.249m. In addition a commitment fee of £0.661m is also payable, giving total income of £1.91m from the project in 2018/19.
- 3.31 The Council's investment income budget for 2018/19 has been compiled on the basis of close tracking of actual and likely interest rates and with the help of external advice. The emphasis has been on investments with the least risk for the Council's money and this, along with the continued low interest rates on offer and the agreed use of capital receipts has led to continuing low levels of investment income built into the budget.
- 3.32 In budgetary terms this is prudent and places the Council at less risk of exposure in-year. The Treasury Management Strategy is attached as **Appendix 9** and has been recommended to Full Council by the Accounts, Audit and Risk Committee.

Collection Fund

- 3.33 The Collection Fund estimates have been finalised and are detailed in **Appendix 6**. The surplus is currently projected to be £58,027, and this has been included as funding for 2018/19.

Guidance on evaluation of estimates

- 3.34 The Local Government Act 2003 does not provide any specific guidance on how to evaluate the robustness of the estimates. The explanatory notes to the Act do, however, stress that decisions on the appropriate level of reserves should not be based on a rule of thumb, but on an assessment of all the circumstances considered likely to affect the authority. In addition reference is also made to the CIPFA (The Chartered Institute of Public Finance and Accountancy) guidance on reserves and balances.
- 3.35 The CIPFA guidance states that the following factors should be taken into account when the CFO considers the overall level of reserves and balances:
- Assumptions regarding inflation
 - Estimates of the level and timing of capital receipts
 - Treatment of demand led budgets (i.e. budgets where expenditure or income are to some extent beyond the Council's control)
 - Treatment of efficiencies
 - Risks inherent in any new partnerships
 - Financial standing of the authority (level of borrowing, debt outstanding etc)
 - The authority's track record in budget management (including the robustness of the Medium Term Financial Strategy)
 - The authority's capacity to manage in-year budget pressures
 - The authority's virement and year-end procedures in relation to under- and over- spends
 - The adequacy of insurance arrangements.

3.36 The above issues are also of relevance when evaluating the robustness of the budget.

Reserves

3.37 The rationale for each of the Council's reserves and the level required in each has been reviewed by the Leader, the Lead Member for Financial Management, The Budget Planning Committee and the Chief Finance Officer. The reserves are considered to be both necessary and at adequate levels.

3.38 Reserves can be held for two main purposes:

- General reserves to meet the potential costs of emergencies or unexpected events, including a working balance to help cushion the impact of uneven cash flows and avoid unnecessary temporary borrowing.
- Earmarked reserves to meet known or predicted liabilities over a period of time usually of more than one year. These earmarked reserves protect the Council against specific financial risks and this is a factor to be taken into account when assessing the adequacy of the totality of balances and reserves and the level of the General Fund Balance.

3.39 These reserves are in the region of £16m but will be subject to change as a result of year-end adjustments and formulating the statutory accounts. A list of current reserves is shown at **Appendix 7**.

Pay Policy 2018/19

3.40 The Localism Act requires the Council to approve a statement of pay policy by 31 March each year. The Act prescribes the mandatory components of this document and these are contained in the statement of policy contained at **Appendix 10**. It should be noted that a shared policy statement has been created with South Northamptonshire Council to reflect the fact that the Joint Management Team is on the same terms and conditions. Where there are differences in policy between the two Councils these are highlighted in the statement.

Strategic budget issues to evaluate for robustness

Inflationary Pressures

3.41 The approved budget guidelines recommended the inclusion of 2.5% inflation to be incorporated within expenditure budgets, other than payroll which has been estimated at 2%. Managers were advised to only build in contractually unavoidable inflation increases as far as possible, in spite of relatively high levels of inflation being experienced currently. This helped force through the achievement of efficiency savings at a very detailed level to balance the budget overall.

Treatment of demand-led pressures and efficiencies

3.42 Particular care has been taken in compiling the key Council budgets which are often described as 'demand led' because their achievement is to some degree outside the Council's control. These types of budgets, including spending on housing benefits and receipt of income from planning applications, land charges, car parking charges and interest on the Council's cash and financial reserve management are likely to contribute significantly to any overall variation of actual achievement

against budgets. Some of these budgets could be affected by the prevailing economic climate and in all cases a prudent approach has been adopted in the estimates prepared.

Capacity to manage in-year budget pressures

- 3.43 The Council has a record of maintaining good financial and budgetary discipline in the face of in-year pressures, including virement procedures that allow funds to be moved to areas where shortages exist. Although underspends and overspends are not automatically carried forward, the Council does have an approved carry forward scheme.
- 3.44 Managers with budgetary responsibility receive financial training and support. The Executive receives quarterly budgetary control reports, including proposed actions to deal with any variances from budget.

Risk Management

- 3.45 The Council has a well-developed risk management approach which regularly updates the key strategic and operational risks and identifies actions which can reduce the likelihood and impact of those risks. The risk registers identified are fed into the budgetary process as appropriate. The new Leadership Risk Register is shown in **Appendix 2**.

Insurance Arrangements

- 3.46 The Authority has a low record of claims against its insurance policies. The Leadership Risk register will help to inform new and existing policies.

Longer-Term Considerations

- 3.47 Although this report has the 2018/19 budget as its focus it is worthwhile considering briefly some of the key longer term financial issues facing the Council so that it can be established that no hidden issues could affect the forthcoming budget year.
- 3.48 The Council has a robust Medium Term Financial Strategy which is regularly updated and gives multi-year projections of the Council's revenue and capital position.

Key Issues for Consideration and Options

- 3.49 The key issues are whether:
- the base budget is realistic, both in terms of expenditure and income
 - the expenditure efficiencies are achievable
 - any new or increased income will be received
 - the reserves are adequate to deal with any budget problems.
- 3.50 It is considered that these requirements are in fact met and that the budget is sufficiently robust to be recommended for approval.
- 3.51 The production of the Treasury Management and Investment Strategy is a requirement of the CIPFA Code of Practice for Treasury Management.
- 3.52 It is a statutory duty under Section 3 of the Local Government Act 2003 and supporting regulations for the Council to determine and keep under review how

much it can afford to borrow. The amount so determined is termed the “Authorised Borrowing Limit”.

3.53 The Full Council can of course make changes to the budget even at this late stage, although it is advised that any such changes, if significant, could adversely affect the robustness of the budget if a full appraisal of their likely consequences is not undertaken.

3.54 The approach recommended is believed to be essential so that the Council complies with the legislation directing it to consider the Chief Financial Officer’s report.

4.0 Conclusion and Reasons for Recommendations

4.1 The above narrative alongside the appendices represents the draft budget, strategic priorities and annual business plan for Council to consider alongside the setting of the 2018/19 Council Tax.

5.0 Consultation

Public Consultation

5.1 The Executive has considered and recommended the budget and strategic business plan (including the proposed corporate values) at the meeting held on 5 February 2018.

5.2 The Budget Planning Committee has considered the budget through its meetings during October to January.

5.3 The Corporate Strategy was considered by the Overview and Scrutiny Committee on 23 January 2018 and by the Executive on 5 February, and there were no proposed changes for Full Council to consider at this meeting.

5.4 The draft budget has also been on the Council’s consultation portal.

6.0 Alternative Options and Reasons for Rejection

6.1 This report presents a final analysis of the Council’s draft 2018/19 revenue and capital budget.

6.2 It is a legal requirement to set a balanced budget and the recommendations as set out represent what is believed to be the best way of achieving this. Alternative options are:

To reject the current proposals and to make alternative recommendations or ask officers for further information.

7.0 Implications

Financial and Resource Implications

- 7.1 The financial effects of the revenue budget are identified in the report. Any decisions made in relation to on-going expenditure or income in the budget for 2018/19 will have repercussions in future years when current forecasts indicate the financial environment is likely to become increasingly difficult. The Council has a statutory duty to set a balanced budget and could be subject to the intervention of the Secretary of State if it failed to do so.

Comments checked by:

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Legal Implications

- 7.2. The Council is legally required to set a balanced budget which the recommendations will achieve if recommended by Executive and approved by Full Council. Due consideration of external responses to consultation is also required and I am informed has taken place as part of the budget process.

Comments checked by:

James Doble, Monitoring Officer, 01295 221587

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Risk Management

- 7.3 The Corporate Strategy and Budget position are reflected with the new Leadership Risk register, which is attached to the report as **Appendix 2**. The register reflects that where there are significant risks these are being managed and mitigated appropriately. The risk register is updated on a regular basis and reported to the Accounts, Audit and Risk Committee.

Comments checked by:

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8.0 Decision Information

Wards Affected

All

Links to Corporate Plan and Policy Framework

All

Lead Councillors

Councillor Barry Wood, Leader of the Council

Councillor Tony Illott, Lead Member for Financial Management

Document Information

Appendix No	Title
Appendix 1	Corporate Strategy 2018/19
Appendix 2	Leadership Risk Register
Appendix 3	Medium Term Revenue Plan (MTRP)
Appendix 4	Capital Programme Bids 2018/19
Appendix 5	Capital Programme 2018/19 – 2022/23
Appendix 6	Collection Fund Estimate 2018/19
Appendix 7	Reserves 2018/19
Appendix 8	Corporate Investment Strategy 2018/19
Appendix 9	Treasury Management Strategy 2018/19
Appendix 10	Pay Policy 2018/19
Background Papers	
None	
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