

**BROMSGROVE DISTRICT COUNCIL**

**CABINET**

**7TH JANUARY 2009**

**MEDIUM TERM FINANCIAL PLAN 2009/10-2011/12**

Responsible Portfolio Holder	Councillor Geoff Denaro
Responsible Head of Service	Jayne Pickering – Head of Financial Services

**1. Summary**

- 1.1. To provide information to enable the Executive Cabinet to approve the medium term financial plan (revenue & capital budgets) for 2009/10-2011/12.

**2. Recommendations**

- 2.1. It is recommended that Executive Cabinet request Full Council to :

- 2.1.1 approve the high pressures as identified in Appendix A of:

2009/10 £483,000  
2010/11 £397,000  
2011/12 £413,000

- 2.1.2 approve the unavoidable pressures as identified in Appendix B of:

2009/10 £577,000  
2010/11 £580,000  
2011/12 £550,000

- 2.1.3 approve the savings as identified in Appendix C of:

2009/10 £572,000  
2010/11 £1,043,000  
2011/12 £1,173,000

- 2.1.4 approve the revised capital programme as detailed in Appendix D of :

2009/10 £3,679,000  
2010/11 £2,161,000  
2011/12 £1,510,000

- 2.2 approve the release of balances of up to £198k to fund the costs associated with redundancy and early retirement for those staff not redeployed within the Council.

### **3. Background**

- 3.1. The Council on 16<sup>th</sup> January 2008 approved a medium term financial plan that included the Revenue and Capital budget requirements for 2008/09-2010/11.
- 3.2. On 1<sup>st</sup> October 2008 the Executive Cabinet approved the budget process and timetable to be followed to review the medium term financial plan for 2009/10-2011/12.
- 3.3. As part of the approved budget process Executive Cabinet proposed a streamlined set of 4 priorities against the Council objectives for focus of resources which were approved by Council on 17<sup>th</sup> September 2008. These were:
  1. Market Town
  2. Housing
  3. Sense of Community
  4. Street Scene and Climate Change
- 3.4. The approved objectives and priorities have been used to drive the budget process as follows
  - Budget pressures have only been proposed to members by senior management if they have been identified as unavoidable / or they are fundamental in achieving the Council's priorities.
  - Financial savings have been focused on more efficient working practices and alternative methods of service delivery
  - Disinvesting in non priority areas.
  - Capital Projects to be proposed only if they meet the priorities of the Council
- 3.5. The current financial plan covers a period of 3 years. The plan is developed in conjunction with treasury management and ICT strategies to deliver a coordinated approach to the delivery of the Councils priorities.

### **4 Consultation**

- 4.1 For the 2009/10 budget round, the Council used a new process to involve residents in determining how the budget should be spent. In the past, residents were consulted late in the calendar year on budget bids drawn up by Heads of Service, and lacked any opportunity for involvement in agreeing Council Priorities and Key Deliverables for the forthcoming year. Residents' only opportunity to gain any awareness of the competing pressures and unavoidable costs involved in annual budget deliberations (and in setting the level of Council Tax) was through

the annual Council Tax leaflet which is sent out with bills for the forthcoming year every February.

- 4.2 In 2008 a Budget Jury was run for the first time. The Budget Jury was designed to engage residents in the budget-setting process more effectively and involve them from the outset rather than consulting them at a stage when there was little opportunity for their input to be taken into account by senior officers and Members.
- 4.3 From June-November 2008 a series of four meetings was held with a single group of ten residents who were recruited on behalf of the Council by Continental Research Ltd. The Assistant Chief Executive, Head of Financial Services and Senior Policy and Performance Officer facilitated each Budget Jury meeting. The reasoning behind using the same participants throughout was to enable them to build up an understanding of the budget setting process and to provide them with the opportunity to articulate their concerns and specify their preferences for Council priorities, express support for and deliberate particular budget bids and have their questions answered at each stage. Feedback from the budget jury in the consideration of the priorities is attached at Appendix Gi and Gii.
- 4.4 Alongside the Budget Jury an online budget consultation is also being run in 2008 (this will take place from December to January), and the Equalities & Diversity Forum were once again asked to put forward a number of budget bids for consideration by the Budget Jury and by Members.
- 4.5 An outcome of the Budget Jury has been the indication from at least five members of the Jury that they would like to become more involved in local democracy and would welcome opportunities for further community engagement. One even indicated he would be considering standing for election as a District Council in the future as a result of his experience.
- 4.6 A 'lessons learned' meeting is now planned with senior officers and members to identify how the Budget Jury might be expanded in 2009. The Budget Jury has had an effect in increasing understanding and involvement among the residents who participated, however few in number.
- 4.7 A report and presentation was delivered to a joint meeting of the Overview and Scrutiny Boards in December. The recommendations from this meeting in consideration of the budget priorities can be found at Appendix H.

## **5 Base budget information**

- 5.1 The current budget book that was sent to all members in February 2008 includes the Base budget for 2009/10 and 2010/11. These budgets have

been updated for this financial plan together with the proposed plans for 2011/12.

5.2 The base budget for 2009/10-2010/11 included a number of approved changes to the funding of services from the financial position of 2008/09. These included:

- Savings in relation to delivering leisure services by alternative methods. (£150k)
- Income generated from the charging for the green waste service £400k
- Identified savings in relation to providing services in the planning department £170k
- Approval of a replacement programme for vehicles and plant
- Council Tax level to be 4.45% increase per annum

5.3 Based on the present pay structure excluding the impact of Job Evaluation but including assumptions for pay award and incremental increase the net expenditure is:

- Base Budget for 2009/10 £12.113m
- Base Budget for 2010/11 £12.514 m
- Base Budget for 2011/12 £13.048m

5.4 Within this the following assumptions have been made for the main elements of the budget:

Pay awards	2.5% per annum (Note 1)
Utility costs	5.0% per annum ( <i>increased in unavoidable pressures to reflect current price increases</i> )
Business rates	5.00% per annum
Other costs	2.5% per annum
Government Grants	Based on provisional settlement (Note 4)
Investment interest	1.75%/2.75%% per annum (Note 2)
Pension fund increase	Note 3
Vacancy Management	4.0%
Council Tax Base increase	0.2% - 0.5%

Notes:

1. For the purposes of this exercise it has been assumed that a pay award of 2.5% will be given in 2009/10-2011/12
2. Investment interest for 2009/10-2011/12 has been included at 1.75%/2.75%. This is based on the most recent information obtained from our treasury advisors.

3. Following the presentation of the 2007 Pension Fund Valuation the actuaries have assessed that in order to move toward a fully funded pension scheme the rate needs to increase in incremental steps to a maximum of 20.8% by 2013/14. The applicable rate for 2009/10 is 18.3%. The rate payable from 2011/12 will be further revised following the next valuation of the Pension Fund on 31 March 2010.
4. There has been a provisional grant settlement for 2009/10 & 2010/11 provided to the Council. It is anticipated that there will be a 1% increase in 2011/12.
- 5.5 Savings of 4% each year on the pay bill have been assumed through vacancy management. These savings will also be used to cover the costs of recruitment.
- 5.6 The funding associated with the cost implications of the implementation of Job Evaluation/ Single Status will be utilised from balances as approved once the detailed pay model is approved by Cabinet. The approved budgets include £400k in relation to pay protection and £240k per annum for ongoing costs of implementing the new pay model. A report will be presented to Cabinet late January to update members on the negotiations with the unions that are currently being undertaken. The aim is for a collective agreement to be reached with the new contracts being in place for staff from 1.4.2009. If an agreement is not reached Members will consider the implications of dismissal and reengagement. The approved budget will be utilised to fund the costs associated with the proposed model.

## **6 Budget Pressures**

- 6.1 Officers have identified a number of budget pressures that have either been deemed “unavoidable” or “high” priority. Unavoidable includes the ongoing effects of pressures during 2008/09 together with any corrections in the budget. A high priority is something that is in direct pursuit of the Council’s priorities. Each unavoidable and high pressure has a specific “funding request” schedule completed which reflects how the funding required meets the Council objectives. Unavoidable pressures are detailed in Appendix A and high pressures in Appendix B
- 6.2 A number of other budget pressures have been identified but these have been categorised as medium and low following discussions with officers and reported to Cabinet on 5<sup>th</sup> November 2008 and do not form part of the financial projections. These are included within Appendix A.
- 6.3 Those classified as unavoidable and high are included in the budget proposed.

## **7. Budget reductions**

- 7.1 The savings have been proposed by Corporate Management Team who have sought to identify areas which could demonstrate:
  - Additional income generation

- Reduction to costs with no impact on service delivery
- Alternative methods of service delivery / more efficient working practices / shared / collaborative working to realise savings
- Reduction in cost of services which do not directly impact on the Councils priorities

7.2 The savings/ additional income details are shown in Appendix D.

7.3. As part of the review of the Financial Plan officers have included proposals to generate efficiency savings through joint working or alternative ways of providing our services over the next 3 years. There is a target of £250k saving in 2010/11 with a further £100k in 2011/12. The plans to deliver these savings will be reported to members during 2009/10 as updates on joint working arrangements.

## 8 Government Grant

8.1 The Council had received the draft settlement for 2009/10 and 2010/11 during the previous budget round.

8.2 The grant for 2009/10 has now been confirmed and the main elements of the provisional grant settlement are (2008/09 figures provided for information):

	2008/09 £	2009/10 £	Increase £	Increase %
Revenue Support Grant	593,669	927,449	333,780	+56.22
Redistributed business rates	4,264,616	4,018,185	-246,431	-5.77
<b>Formula Grant (FG)</b>	<b>4,858,285</b>	<b>4,945,633</b>	<b>87,348</b>	<b>1.8%</b>

8.3 For 2009/10 the indicative grant settlement represents a net 1.8% increase to the 2008/09 settlement. In comparison to other Districts:

	2008/09 £m	2009/10 £m	Increase £m	Increase %
Bromsgrove	4.858	4.946	0.087	1.8
Malvern Hills	5.059	5.090	0.031	0.6
Redditch	6.394	6.426	0.032	0.5
Worcester	8.112	8.152	0.040	0.5
Wychavon	7.341	7.540	0.199	2.7
Wyre Forest	7.879	7.981	0.102	1.3

## 9. Investment Interest

9.1 A critical element within the overall medium term financial plan is Investment Interest. Members will be aware that due to the current financial climate a decision has been taken to hold investments in very

low risk organisations which offer a lower rate of return than those institutions which may be considered as slightly higher risk. The proposed budget reflects investment income at no more than 1.75 % per annum through to the end of 2010/11 rising to 2.75% during 2011/12.

- 9.2 The quarterly integrated finance and performance report will report the position on the investments generated by the Council and detail any changes as a result of changes to the base rate.

## **10. Capital Programme**

- 10.1 As part of the Medium Term Financial Plan and Capital Strategy members approved a number of criteria in relation to the Capital Programme including:

- The capital programme is limited to £1m per annum funded from the Council's own resources (in order to maximise the investment interest);
- Cabinet give consideration to fund housing grants over and above the £1m.

- 10.2 Cabinet also approved the capital investment criteria (as part of the Capital Strategy) that a scheme should satisfy for inclusion in the capital budget as follows:

- Enable delivery of the Councils priorities
- Maintain existing assets to standards suitable for service delivery.
- Improve and acquire assets to meet service and customer needs.
- Improve the stewardship of assets; spend to save (innovative schemes that will secure the Council a better rate of return than the investment interest earned); to reduce longer-term problems and liabilities.
- Satisfy legal obligations of the Council (e.g. health and safety requirements, and compliance with the disability discrimination legislation).
- Develop community assets in areas of need.
- Maximise the use of other funds to encourage investment in specific areas such as energy efficiency, economic development and infrastructure developments (using funds derived from Section 106 agreements with developers).
- Maximise the benefits of partnership working.

- 10.3 The Capital Programme for 2009/10 and 2010/11 was approved as part of the 3 year Financial Plan for 2008/09. The projects approved have been reviewed with the aim to reduce funding requirements whilst still maintaining service delivery. In addition the consideration of the service Business Plans has resulted in new schemes being proposed for 2009/10 – 2011/12 to meet the priorities of the Council together with the funding associated with the previously agreed replacement plan for fleet

vehicles and plant. The proposed Capital Programme is attached at Appendix D for consideration.

In September 2008 members approved a revised Capital Programme to realign the projects to be delivered during 2008/09. There are a number of projects that are to be delivered in 2009/10 from this review that have been identified as “roll forward” and are included in the proposed Capital Programme as detailed at Appendix D. The details of these schemes are:

- £174k - refurbishment of toilet block in the town centre
- £350k – grant to Registered Social Landlord in relation to affordable housing
- £129k – upgrading of Houndsfield Lane caravan site
- £215k – park / sports facilities at Barnsley Hall site
- £360k – provision of sports facilities across the District

10.5 A summary of the proposed capital programme including; approved programme, roll forward and new capital schemes is shown in the following table:

<b>PROPOSED CAPITAL PROGRAMME</b>	<b>2009/10</b>	<b>2010/11</b>	<b>2011/12</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
Street Scene & Community	1,807	1,365	1,001
Policy and Performance	75		
Legal and Democratic	50	50	
Housing schemes / P&E	1,614	610	373
Support Services Recharges (to be charged to schemes)	133	136	136
<b>TOTAL PROPOSED CAPITAL</b>	<b>3,679</b>	<b>2,161</b>	<b>1,510</b>

10.6 The capital programme will be financed from a variety of sources including Government Grants, Section 106 Funds, capital receipts (including those that the Council has been allowed to retain under the new capital ‘pooling’ arrangements), and borrowing. Details of the proposed financing arrangements for the capital programme are shown below:

	<b>2009/10</b>	<b>2010/11</b>	<b>2011/12</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b>Capital Receipts</b>			
Capital receipts or borrowing	<b>2,804</b>	<b>1,788</b>	<b>1,137</b>
Government Grants	<b>875</b>	<b>373</b>	<b>373</b>
<b>Total Programme</b>	<b>3,679</b>	<b>2,161</b>	<b>1,510</b>

- 10.7 If Members approve the level of Capital Spend to 2011/12 the effect on capital receipts will be as follows based on expected expenditure in 2008/09:

	<b>2009/10</b>	<b>2010/11</b>	<b>2011/12</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
Opening Balance	3,400	1,232	-456
Used in Year	-2,804	-1,788	-1,137
Received in year	100	100	100
Use of Replacement reserves	536		
Closing Balance	1,232	-456	-1,493

The figures in the above table include general capital receipts for funding of projects across the District. In addition an estimate of capital receipts has been made of £100k per annum in relation to any sales of assets that the Council may make during the financial plan period.

- 10.8 If all Capital Programme funding requests are approved there will be a need to fund £456k through borrowing in 2010/11 and a further £1.037m in 2011/12. The impact of this borrowing on the revenue account is included in the overall summary at 11.
- 10.9 The proposed budget includes the charge for borrowing from 2010/11. The Council has a statutory obligation under section 21 of the Local Government Act 2003 to charge the revenue account with a Minimum Revenue Provision (MRP) to meet the borrowing requirements of financing the Capital Programme. The guidance does not define a "prudent provision" but makes recommendations of the interpretation of the term.
- 10.10 The option used within the accounting arrangements for Bromsgrove is the "asset life method", whereby the provision is made over the estimated life of the asset for which borrowing is undertaken. The asset life used is 7 years for vehicles and plant within Street Scene and Community as this reflects the borrowing requirement for 2010/11 and 2011/12.

## **11 Overall Position**

- 11.1 Based on the assumptions, impact of borrowing for the Capital Programme and the proposed pressures and savings the estimated position for each of the three years is as follows:

	<b>2009/10</b>	<b>2010/11</b>	<b>2011/12</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
Base cost of General Fund Services	12,113	12,514	13,048

Pressures – High bids & unavoids	1,060	977	963
Transfer re grants received – Planning Delivery & Local Authority Business Grant	-362	-23	-22
Transfers to Earmarked Reserves – Transformational Projects	0	106	10
Savings	-573	-1,051	-1,218
Investment Income	-147	-116	-134
Cost of Borrowing	0	14	110
Recharge to capital programme	-133	-136	-136
Net operating expenditure	11,958	12,285	12,621
Transfer from (-) to balances	-146	-71	0
Collection Fund surplus	-39	0	0
Government Grant	-4,945	-5,047	-5,097
Assumed Council Tax @ 4.45%	-6,828	-7,167	-7,524
<b>Overall Shortfall</b>	<b>0</b>	<b>0</b>	<b>0</b>

11.2 The cost of borrowing will have a greater impact in 2012/13. This currently equates to a further £148k of revenue costs. Officers will need to identify further savings to fund the Capital Programme planned for future years.

## **12 Council Tax**

12.1 The Cabinet approved on 3rd December 2008 the Council Tax Base for 2009/10 as 36,290.23 Based on a 4.45% increase in Council Tax for 2009/10 this would result in a demand on the Collection Fund of £6,828,007 an increase of £304,653 from 2008/09.

12.2 Given that the Government has given strong indications that it will cap any authority that imposes an increase in Council Tax of more than 5% it is felt that any rise needs to be carefully considered. It is therefore recommended that the Council Tax is increased by 4.45% across the 3 years of the Medium Term Financial Plan. The demand on the Collection Fund for 2010/11 and 2011/12 has assumed an increase in the Council Tax base of 0.5%.

12.3 The impact of this increase will be an additional £8.02 on Band D with a revised charge of £188.15. This will be formally considered by Council in February as part of the Council Tax resolutions which cannot be considered until details of Parish Council and other precepting bodies' figures are received.

## **13 Collection Fund**

13.1 Every year the Council has to estimate the surplus or deficit on the Collection Fund. The surplus as at the 31<sup>st</sup> March 2009 has been estimated in accordance with statutory requirements. The surplus was calculated as £280,235. This is then distributed to the major precepting

authorities pro rata to their Band D charge, thus the surplus will be paid as follows:

<b>Worcestershire CC Share</b>	<b>69.56%</b>	£194,917
<b>*Bromsgrove DC Share</b>	<b>13.94%</b>	£39,070
<b>West Mercia Police Share</b>	<b>11.69%</b>	£32,747
<b>Hereford &amp; Worcester FB</b>	<b>4.81%</b>	£13,501
<b>Totals</b>		£280,235

13.2 This means that the Council will receive £39,070 in 2009/10 to help fund the revenue budget.

13.3 The main way in which the Collection Fund generates a surplus is if the Council collects more council tax, in percentage terms, than was assumed when setting the Council Tax base. When setting the Council Tax base for 2009/10 the collection rate was set at 99.0%. At this level it is not considered that any further surplus will be generated in the period covered by the Medium Term Financial Plan 2009/10 to 2011/12.

#### **14 Balances**

14.1 The current projected level of balances at 31.03.09 is £1.313m assuming all costs approved are spent.

14.2 The impact on the use of balances are shown in the table below:

	<b>2009/10 £000</b>	<b>2010/11 £000</b>	<b>2011/12 £000</b>
<b>Balance available at start of year</b>	1,313	969	898
Use of balances – potential redundancy & retirement	-198		
Use of balances – service pressures	-146	-71	0
<b>Balance available at end of year</b>	969	898	898

14.3 The current projected outturn for 2008/09 for the Council net cost of services is anticipated to be an over spend of £267k. This will be offset by the additional income generated from investments of £486k. This is mainly due to the rescheduling of the capital programme resulting in more funds available for investment together with the external management of a proportion of our funds that has created capital increase over the period. The revised net position would be an under spend of £219k..

14.4 The level of balances can be utilised for one off costs and it is proposed that the funds required for any redundancy or early retirement costs are met from this area.

- 14.5 The Local Government Act 2003 requires the Chief Finance Officer to report on the adequacy of financial reserves when consideration is given to the General Fund budget requirement for the year.
- 14.6 In February 2003 CIPFA published a guidance document on Local Authority Reserves and Balances. The guidance does not prescribe the minimum level of balances to be held but recommends that consideration is given to the strategic, operational and financial risks facing the authority. During the consultation on this document it was suggested that the recommended minimum should be 5% of net expenditure and this has been followed by a number of authorities.
- 14.7 5% for Bromsgrove would mean maintaining balances at or around £600k. However, just a 1% variation in gross income and gross expenditure is equivalent to £340k which would result in a significant reduction in balances. The increased pressures on limited resources as demonstrated by the projected increases in formula grant, the increases in utility costs, and the fluctuations in income receipts and investment income together with the impact of the economy on increased service demand may impact on the delivery of services within existing budgets over the 3 year period. In addition, there will be initial costs associated with the delivery of the longer term savings as a result of joint or shared service working. These costs could be funded from general fund balances if sufficient funds were available.
- 14.8 It is therefore considered, taking the above issues into account that a general fund revenue balance of £850k is a prudent minimum level.

## **15 Fees and charges**

- 15.1 The financial plan 2009/10-2011/12 currently assumes a 2.5% increase in all income. The high pressures proposed at Appendix A include the cost of not increasing the car park tariff for 2009/10.

## **16 Local Government Act 2003**

- 16.1 There are a number of requirements that the Council's Section 151 officer has to include in the budget report. These are set out below, together with S151 comments on each of the issues:
- 16.2 The level and use of reserves to be formally determined by the Council must be informed by the judgement and advice of the Chief Financial Officer (CFO).  
*Section 151 officer's comments: Review of general fund balances included in report.*
- 16.3 The CFO to report the factors that have influenced his/her judgement in the context of the key financial assumptions underpinning the budget, and ensure that his/her advice is formally recorded. Where that advice is not accepted, this should be formally recorded in the minutes of the meeting.

*Section 151 officer's comments: The main assumptions included in the calculation of the budget are as follows:*

<i>pay awards</i>	<i>2.5% increase per annum</i>
<i>utility costs</i>	<i>5% increase per annum</i>
<i>business rates</i>	<i>5% increase per annum</i>
<i>other costs</i>	<i>2.5% increase per annum</i>
<i>Government grants</i>	<i>Actual figures provided by Government</i>
<i>investment interest rate</i>	<i>See 7.1</i>
<i>employer's pension fund</i>	<i>increase to 18.3% from April 2009</i>
<i>vacancy management</i>	<i>4% per annum</i>
<i>Council Tax</i>	<i>4.45% per annum</i>
<i>Council Tax base</i>	<i>0.2% – 0.5% increase per annum.</i>

- 16.4 The report should include a statement showing the estimated opening balance on general fund reserves for the year ahead, any contribution to/from the fund, and the estimated closing balance.

*Section 151 officer's comments: statement included in this report.*

- 16.5 The report should show the extent to which reserves are financing ongoing expenditure.

*Section 151 officer's comments: the posts that were originally funded by Planning Delivery Grant are now included in the base budget to ensure reduction in funding does not impact on service delivery*

- 16.6 The report should include a statement from the CFO on the adequacy of general reserves and provisions both for the forthcoming year and in the context of the medium term financial plan.

*Section 151 officer comments: the Council holds a minimal level of reserves due to the transfer to capital financing of the Replacement and Renewal reserve. The current reserves are included at Appendix \*.*

- 16.7 The report should include a statement on the annual review of earmarked reserves showing:

- list of earmarked reserves
- purpose of reserve
- advice on appropriate levels
- estimated opening / closing balances
- planned additions / withdrawals

*Section 151 officer's comments: detailed at Appendix E.*

- 16.8 Prudential indicators and related matters

*Section 151 officer's comments: This will be covered by the Treasury Management Strategy which will be presented to Cabinet in March.*

## **17 FINANCIAL IMPLICATIONS**

- 17.1 None other than those included in the report.

## **18 LEGAL IMPLICATIONS**

- 18.1 None as a direct result of the draft budget. Legal and Human resource issues will be addressed during any discussions in relation to restructures and redundancies.

## **19. CORPORATE OBJECTIVES**

19.1 The delivery of a balanced budget demonstrates the Councils ability to fund objectives and priorities within a reasonable level of increase to residents.

## **20. RISK MANAGEMENT**

20.1 The main risks associated with the details included in this report are:

20.2 Non compliance with the statutory deadlines to set a balanced budget.

20.3 No formal consultation undertaken with the public

20.4 Poor use of resources scoring in relation to consideration of the budget

20.5 These risks are being managed as follows:

20.6 Non compliance with statutory deadlines

Risk Register: Financial Services

Key Objective Ref.: 6

Key Objective: Effective and Efficient Accountancy Service

20.7 No formal consultation undertaken with the public

Risk Register: Financial Services

Key Objective Ref.: 6

Key Objective: Effective and Efficient Accountancy Service

20.8 Poor use of resources scoring in relation to consideration of the budget

Risk Register: Financial Services

Key Objective Ref.: 6

Key Objective: Effective and Efficient Accountancy Service

20.9 Key actions and controls to manage these risks include:

- Detailed timetable in place to manage the budget process with departments and accountancy support
- Allocation of qualified and professional staff to focus on budget setting accounts
- Regular updates at Corporate Management Team in relation to budget processes
- Formal consultation on the budget with the Budget Jury
- Formal consultation in place with unions and individual employees
- Formal consultation with customer panel via SNAP in place

## **21. CUSTOMER IMPLICATIONS**

21.1 The setting of the budget against the Corporate Priorities will ensure that the Council demonstrates to the customer that we have aligned our resources to the key services required.

## **22. OTHER IMPLICATIONS**

Procurement Issues N/A
Governance/Performance Management N/A
Community Safety including Section 17 of Crime and Disorder Act 1998 - N/A
Policy - N/A
Environmental -N/A
Equalities and Diversity -N/A

## **23. OTHERS CONSULTED ON THE REPORT**

Portfolio Holder	<b>Yes</b>
Chief Executive	<b>Yes</b>
Corporate Director (Services)	<b>Yes</b>
Assistant Chief Executive	<b>Yes</b>
Head of Service	<b>Yes</b>
Head of Financial Services	<b>Yes</b>
Head of Legal & Democratic Services	<b>Yes</b>
Head of Organisational Development & HR	<b>Yes</b>
Corporate Procurement Team	<b>Yes</b>

## **24 APPENDICES**

Appendix A – Unavoidable pressures

Appendix B – High, Medium and Low Pressures

Appendix C – Savings / additional income generated

Appendix D – Capital Programme

Appendix E – Reserves Statement

Appendix F – Risk Matrix

Appendix Gi & Gii – Feedback from consultation – budget jury

Appendix H – Recommendations from Joint Scrutiny and Overview Boards

## **25 BACKGROUND PAPERS**

Budget timetable  
Detailed budget working papers

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