

Report to: Cabinet Scrutiny Committee Council



Listening Learning Leading

Report of Head of Finance

Author: Simon Hewings

Tel: 01235 540426

E-mail: simon.hewings@southandvale.gov.uk

Cabinet Member responsible: Jane Murphy

Tel: 07970 932054

E-mail: jane.murphy@southoxon.gov.uk

To: CABINET

4 February 2016

To: SCRUTINY COMMITTEE

9 February 2016

To: COUNCIL

18 February 2016

Revenue Budget 2016/17 and Capital Programme to 2020/21

RECOMMENDATIONS

1. That cabinet recommends to council that it:
 - a. sets the revenue budget for 2016/17 as set out in appendix A.1 to this report,
 - b. agrees that the capital schemes listed in paragraph 39 to this report remain in the capital programme
 - c. approves the capital programme for 2016/17 to 2020/21 as set out in appendix D.1 to this report, together with the capital growth bids set out in appendix D.2 of this report ,
 - d. sets the council's prudential limits as listed in appendix E to this report,
 - e. approves the medium term financial plan to 2020/21 as set out in appendix F to this report,
 - f. allocates £1,000,000 to fund the Communities Capital Grant Scheme.
2. That cabinet recommends council to authorise the head of finance, in consultation with the cabinet member for finance, to issue an efficiency statement to government in order to secure a four year settlement, if this is considered to be beneficial to the council.
3. That cabinet agrees that the cabinet member for finance, in conjunction with the head of finance, may make minor adjustments to this report and the prudential indicators should they prove necessary prior to its submission to council on 18

February 2016.

Purpose of report

1. This report:
 - brings together all relevant information to allow cabinet to recommend to council a revenue budget for 2016/17 and a capital programme for 2016/17 to 2020/21;
 - recommends the prudential indicators to be set by the council in accordance with 'the Prudential Code' introduced as part of the Local Government Act 2003;
 - contains the opinion of the council's chief financial officer on the robustness of estimates and adequacy of the council's financial reserves;
 - contains the Medium Term Financial Plan (MTFP) which provides details of the forward budget model for the next five years.
2. This report should be read in conjunction with the Medium Term Financial Strategy (MTFS)¹. This sets out a number of objectives to be achieved and a set of principles to be followed in the preparation of budgets.

Strategic objectives

3. Setting the budget in accordance with prescribed timetables enables the council to comply with its strategic objective of managing our business effectively.
4. The allocation of financial resources within the revenue and capital budgets needs to match the objectives agreed by the council. The objectives identify where investment, including proposed growth, will take place in order to help the council achieve its corporate plan targets.
5. Where growth proposals (known as growth bids) have been made, each bid sets out how it will help achieve the council's objectives. The cabinet member for finance has chosen to include some growth bids in these budget proposals and these are identified in **appendix B.1** (revenue) and **appendix D.2** (capital), together with some revenue savings proposals in **appendix B.2**.

Revenue budget 2016/17

Budget target 2016/17

6. The MTFS to be considered by council on 18 February 2016 sets a target within which the revenue budget will be set each year. It is:

'to set a revenue budget requirement that increases by no more than inflation each year, except where new responsibilities are placed on the council'.

¹ Cabinet 4 February 2016, Council 18 February 2016

Budget composition 2016/17

7. **Appendix A.1** summarises the movements in the base budget from £15,539,849 in 2015/16 to £14,792,198 in 2016/17. These movements are detailed below.
8. **Opening budget adjustment reduction £464,555, (appendix A.2).** This includes the removal of one-off growth items relating to 2015/16 and before, and the realisation of the full-year effect of savings proposals identified in previous years.
9. Additions to the base budget:
 - **inflation, salary increments and other salary adjustments £376,328 (appendix A.3).** The salary and contract inflation totals £136,548, representing an average increase of 1.4 per cent on the 2015/16 net expenditure budgets. For council employees an overall increase in salary of 1.5 per cent is budgeted for 2016/17. Increments payable to council employees not at the top of their salary range total £102,789. The increase of £136,992 in other salary adjustments is higher than in previous years and reflects an increase of three per cent in employers NI contributions following changes to the Local Government Pension Scheme.
 - **essential growth – one-off £352,750 and ongoing £437,259 (appendix A.4),** These items comprise additional expenditure which is considered unavoidable, and reflect changes that have occurred in the current year or which are known will happen in 2016/17
10. Deductions from the base budget:
 - **base budget savings £931,918 (appendix A.5)** These base budget savings are reductions in costs identified by officers which may be the result of more efficient working or previously agreed policy decisions, cost reductions outside of the council’s control, increases in income, or correction to budgets. These savings do not affect frontline service delivery.
11. Corporate contract project savings and other related restructures:
 - **corporate contract savings of £640,000** These savings are the best estimates available at this time of savings arising from the Corporate Services project, given that contracts have not yet been signed. This figure is a part year saving, the full year saving is estimated to be £960,000. Savings are smoothed across the life of the contract, which is the only way to show costs given the information we have at present. This may change as a result of preferred holder discussions.
 - **residual client costs £116,291.** This is an estimate based on five per cent of the estimated contract cost of services not yet outsourced that are part of the corporate contract project. This reduces to three per cent when the contract is two years old.
 - **management restructure costs £50,000.** Leading on from the corporate services contract project, the senior management structure is being reviewed and reduced. It is estimated that in 2016/17 there will be a net cost to the

council of £50,000, but in future years there will be annual savings of £100,000.

12. Other changes to corporate base budgets

- **reduction in revenue contingency £32,267 (appendix A.6)**. This brings the level of revenue contingency to £518,388. This includes specific provision for certain events should they occur, together with a general contingency amount of £200,000.
- **Increase in managed vacancy factor £11,662**, this provision is set at two per cent of budgeted employee costs and reduces the overall employees budget to reflect the savings that result from vacancies arising as part of normal staff turnover. As budgeted costs increase or decrease the provision is adjusted accordingly.
- **other budget adjustments of £123** reflects the changes in net property income which are included within revisions to the base budget.

13. As a result of these changes the council's revised base budget for 2016/17 is **£14,792,198**.

Revenue growth proposals

14. A number of revenue growth proposals are being recommended to council for inclusion in the budget for 2016/17. These are detailed in **appendix B.1** and total **£1,039,792**. The growth proposals have been selected on the basis that they support the council's key aims as set out in the council's corporate plan and enhance service provision.

15. During 2016/17 the council will be considering its corporate plan. Should this impact on the council's spending priorities in 2016/17 then this will be considered as part of the adoption of the plan.

16. In addition to revenue growth proposals, a number of savings proposals are being recommended. These are detailed in **appendix B.2** and total **£66,062**. The equalities implications of the proposals is considered later in the report.

Net property income

17. Net property income represents the council's income from its investment property portfolio less expenditure, and for 2016/17 is estimated at **£1,396,863**.

Gross treasury income

18. Treasury income earned in 2016/17 will be available to finance expenditure in 2017/18 and is currently forecast to be **£2,196,350**, and would be used as follows under current practice:

- £1,836,350 to support the revenue budget for 2017/18; and
- £360,000 reinvested in financial instruments.

19. More details of treasury income can be found in the council's Treasury Management Strategy report².
20. Including growth, property and treasury income results in a net expenditure budget for the council of **£12,172,715**.

Reserves and other funding

New Homes Bonus (NHB)

21. The provisional government allocation for NHB payment for 2016/17 is **£3,553,181**. For 2016/17 this will all be transferred to reserves. Projections of future NHB earnings and how they will be used are detailed later in this report.

Transfers to/from reserves

22. In addition to the transfer to reserves of the NHB payment, the other proposed transfers to / from earmarked reserves reflect:
- The transfer to reserves of investment income from property in Didcot for future investment - **£270,000**.
 - The transfer to reserves of the treasury income earned in 2016/17 **£2,196,350**;
 - The transfer from reserves of treasury income earned in 2015/16 to support the revenue account **£1,828,350**.
 - The transfer from the revenue budget smoothing reserve of **£2,997,802** to arrive at a budget requirement that can be funded from the government grant settlement and council tax level which are discussed later in this report.
23. Based on the above use of reserves and other funding, the amount of revenue expenditure to be financed in 2016/17 is **£9,812,913**.

Funding

Local government settlement

24. On December 17 2015 the government announced the provisional four year local government settlement covering the period 2016/17 to 2019/20. At the time of writing we have not received the final settlement. Officers consider that any changes to the settlement at this stage would not be material. Table 1 below details the provisional funding outlined for the council for the next four years.

² Cabinet 4 February 2016, Council 18 February 2016

Table 1: settlement funding assessment (provisional)

	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
Revenue Support Grant	1,195	572	192	0
Business Rates Baseline Funding Level	2,384	2,431	2,503	2,583
Settlement Funding Assessment	3,579	3,003	2,695	2,583
Tariff/Top-Up adjustment	0	0	0	(233)
Total	3,579	3,003	2,695	2,350

25. The provisional settlement for 2016/17 is 16.4 per cent lower than 2015/16. Whilst the baseline funding element of the settlement is increasing in line with the increase in national non domestic rates, to achieve the overall reduction in funding the government has significantly reduced the revenue support grant (RSG) element. This pattern is due to continue until RSG is reduced to nil in 2019/20. The provisional figures indicate that in that year additional tariff payment will be due, reflecting a redistribution of government funding. It should be noted that these figures exclude NHB funding which is discussed later in the report.
26. The government has indicated that where councils submit an efficiency statement - the format of which is yet to be announced - a fixed four year settlement will be made available, based on the figures shown in table 1. There is no indication at this stage, what the other implications are for the council in submitting such a statement or indeed of omitting to do so.
27. Cabinet is asked to recommend council to delegate the decision to submit such a statement to the head of finance, in consultation with the cabinet member for finance. The decision to submit would be based on analysis of the benefit to the council of doing so.

Council tax reduction scheme grant – payments to town and parish councils

28. As agreed by Council on December 17 2015, the council tax support grant contribution payable to town and parish councils will be **£152,449** for 2016/17. The proposed MTFP shows that this contribution will be reducing in line with the reduction in government funding going forward and will be replaced with a new grant application scheme.

Business rate retention scheme

29. For budget setting purposes it has been assumed that the council's share of business rates income after payment of tariff will equal the baseline funding level and remain at that level for the period of the MTFP.
30. Should the council decide to join the Oxfordshire Business Rate Pooling Distribution Group surpluses arising will be added to the council's reserves at the end of the financial year.

Collection fund

31. The surplus on the collection fund is estimated in 2015/16 to be **£272,237**.

Cabinet member for finance's revenue budget proposal

32. Based on the amendments detailed above, and as shown in **appendix A.1** of this report, the cabinet member's budget proposal, including growth, is for a net revenue budget of **£9,812,913**. This revenue budget as proposed would result in no change to current band "D" council tax to **£111.24**. **Appendix C** shows the breakdown of the revenue budget.

33. The Medium Term Financial Strategy (MTFS) sets a target within which the revenue budget will be set each year, which is that:

"The net budget requirement (revenue) shall increase by no more than inflation, except where new responsibility is placed on the council".

34. The cabinet member for finance's revenue budget proposal of **£9,812,913** is lower than the previous year's budget requirement and is therefore within the revenue budget target, meeting the requirement laid down in the medium term financial strategy.

35. A draft MTFP and proposed growth bids were published on the council's website in December 2015. No comments on the published MTFP and growth bids have been received by officers or by the cabinet member for finance.

Capital programme 2016/17 to 2020/21

Current capital programme

36. The latest capital programme (before growth) is attached at **appendix D.1** and is summarised in table 2 below. It is the capital programme as set by council in February 2015 plus:-

- slippage (caused by delays to projects) carried forward from 2014/15
- new schemes approved by council during 2015/16
- re-profiling of expenditure on schemes from the 2015/16 financial year to future years where delays to schemes have occurred
- cabinet approved movement of schemes from the provisional to the approved capital programme
- the deletion of previously agreed schemes that have completed or are no longer to be pursued.

Table 2: current capital programme (before growth)

	2015/16 latest estimate £000	2016/17 estimate £000	2017/18 estimate £000	2018/19 estimate £000	2019/20 estimate £000	2020/21 estimate £000
Approved programme	6,172	3,650	911	845	845	845
Provisional programme	5,145	13,828	14,871	6,987	2,392	1,332
Total	11,317	17,478	15,782	7,832	3,237	2,177

Cabinet capital programme proposals

37. **Appendix D.2** contains a list of new capital schemes that are being recommended for inclusion in the capital programme. Officers will amend the provisional capital programme to include the proposals if approved by cabinet and council.
38. Two schemes previously agreed, namely Orchard Centre works (£5,500,000) and Didcot town centre housing (£3,900,000) are being deleted. In their place are new growth bids for regeneration and housing initiatives in Didcot and Science Vale (£7,250,000) and increasing the supply of housing (£2,000,000).
39. Capital schemes that have been in the provisional capital programme for two years without activity being incurred are automatically deleted. However, cabinet is recommending to council that the following schemes are kept in the programme:
- Didcot town centre development – scheme value £500,000.
 - Housing allocations policy – scheme value £13,000
 - Foxhall Manor Park plot development – scheme value £120,000
 - Car park resurfacing – scheme value £45,000 per annum until 2017/18

Financing the capital programme

40. **Appendix D.3** contains a schedule identifying how the capital programme will be financed, including the growth proposals, if they are approved. The programme proposed can be fully funded from existing and anticipated capital resources.

Future pressures on the capital programme

41. **Appendix D.3** also shows the balances of usable capital receipts, NHB and the enabling fund at the end of the MTFP period. Officers advise cabinet not to earmark all available resources in proposing the budget to council, as the prudential code requires local authorities to set sustainable budgets. By retaining unallocated balances, cabinet can demonstrate that through a combination of this and future income (that can be expected beyond the period of the budget) it can fund future pressures.

The prudential code and prudential indicators

42. In setting its revenue and capital budgets for 2016/17, the council must agree prudential indicators in accordance with the prudential code (see below). When recommending its budgets to council, cabinet must also recommend the prudential indicators.
43. From 1 April 2004, government control of local authorities' borrowing was abolished and replaced by a prudential system of self-regulation. Authorities are able to borrow based on need and affordability, which they demonstrate through compliance with the prudential code developed by the Chartered Institute of Public Finance and Accountancy (CIPFA) and given statutory force by government regulation.
44. The key objectives of the prudential code are to ensure that the capital investment plans of the authority are affordable, prudent and sustainable. To demonstrate that authorities have had regard to these objectives, the prudential code sets out a number of indicators that must be considered covering five distinct areas – capital expenditure, affordability, prudence, external debt and treasury management. Council must approve the indicators through the budget process before 1 April each year, but they can be revised during the year if required.
45. The key indicators that will drive the capital budget decision making process will be those concerning affordability, as these measure the impact of capital investment decisions on the overall revenue budget and in particular the precept against the collection fund.
46. In setting or revising the prudential indicators the council is required to have regard to:
- affordability e.g. implications for the precept
 - prudence and sustainability e.g. implications for external borrowing
 - value for money e.g. option appraisal
 - stewardship of assets e.g. asset management planning
 - service objectives e.g. strategic planning for the council
 - Practicality e.g. achievability of the forward plan.
47. Under the code, the head of finance as chief finance officer is responsible for ensuring that the council considers all relevant matters when setting or revising indicators through a report. The head of finance is also required to establish procedures to monitor performance against all forward-looking indicators; and report upon any significant deviations from forward forecasts with proposed actions.
48. **Appendix E** contains the recommended prudential indicators, which have been calculated based on the budget proposals. The strategic director and chief finance officer is satisfied that these indicators show that the council's capital investment plans are affordable, prudent and sustainable.

The Medium Term Financial Plan (MTFP)

49. The MTFP provides a forward budget model for the next five years. **Appendix F** contains the MTFP for 2016/17 to 2020/21. This is a projection of the revenue budget up to 31 March 2021. The projection allows for budget pressures in later years and assumes that council approves all the budget proposals within this report. With the exception of the corporate services project, officers have made no adjustments for the costs of contracts that will be re-let during this period. They could rise or fall depending on market conditions.
50. The MTFP identifies some potential challenges ahead for the council. It reflects the draft four year settlement figures published by the government in December 2015 and shown in table 1 above and anticipates that the basis of funding in 2019/20 continues into 2020/21. Ongoing funding after 2019/20 is an estimate by officers, and is subject to change. It also incorporates assumptions on interest income, and other known pressures on the council, such as inflation and salary increments.
51. In December 2015 government announced a consultation on the future of NHB. The government is proposing a number of changes, aimed at “sharpening the incentive”. Proposals include no NHB being payable to councils in the year when a local plan has not been submitted, and reducing the payment term from 6 years to 4 years, or even 2 years. The consultation closes in March, so the impact of the results can only be estimated at this stage. Officers have used indicative figures in the consultation document to estimate future receipts, which may be subject to significant change when the results of the review are known.
52. Estimates of future receipts of new homes bonus are shown in table 3 below, and are also included in the MTFP (detailed in row 42). In total the council is expected to have received in excess of £13 million during the MTFP period.
53. The element of the bonus that relates to the new homes bonus premium is ring-fenced to support the provision of additional affordable housing.

Table 3: new homes bonus

Year earned	Year of receipt				
	2016/17 budget £000	2017/18 indicative £000	2018/19 indicative £000	2019/20 indicative £000	2020/21 indicative £000
2011/12	260	0	0	0	0
2012/13	347	0	0	0	0
2013/14	537	0	0	0	0
2014/15	763	763	0	0	0
2015/16	971	971	971	0	0
2016/17	675	675	675	675	0
2017/18	0	495	495	495	495
2018/19	0	0	495	495	495
2019/20	0	0	0	468	468
2020/21	0	0	0	0	458
Total	3,553	2,904	2,636	2,133	1,916

54. Officers consider that the pressures highlighted are manageable in the period covered by the MTFP (in light of the reserves and balances available to the council and our ability to vary budgets and redirect funding). However, it is expected that savings will be required within the parameters set by the MTFS in future years, and this represents a significant challenge.

55. The graph and table 4 below illustrates the gap between funding and expenditure over the later period of the MTFP.

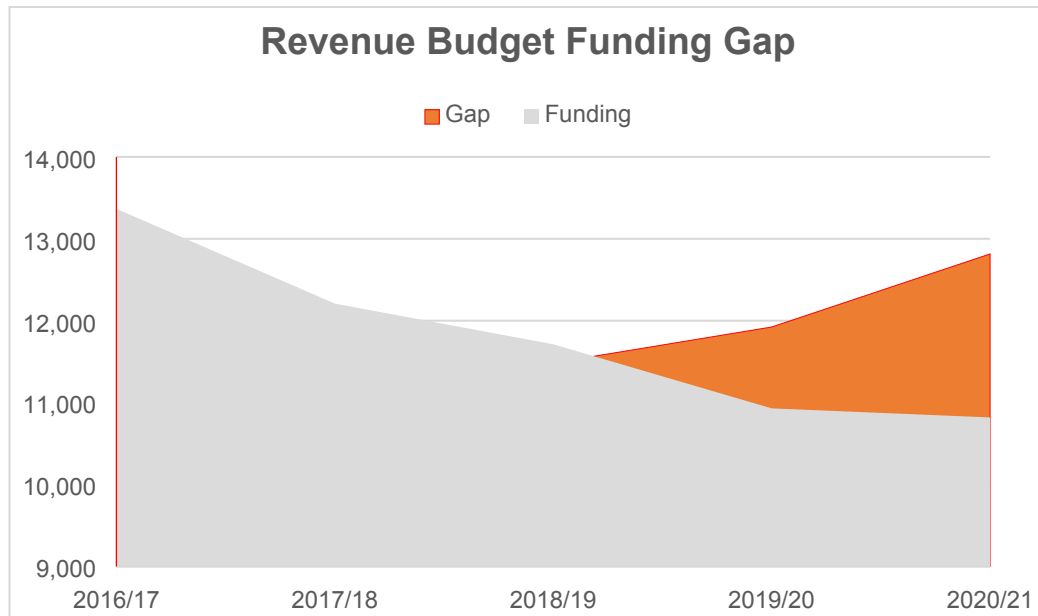


Table 4: revenue budget funding gap

	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Net expenditure	12,173	12,036	11,484	11,923	12,815
Funding	13,366	12,209	11,712	10,930	10,819
Gap	1,193	173	228	(993)	(1,996)
Gap cumulative	1,193	1,366	1,595	602	(1,394)

56. The council’s MTFS states that the council will hold £50 million of investments of which £30 million can be invested in capital schemes that will produce a return of certainty. The remaining £20 million can be invested in treasury investments. Whilst the treasury investments are capable of being realised, investment in capital schemes is not capable of being realised.

57. As at 31 March 2021 the council is projected to have invested £30 million in the following capital schemes:

- Didcot leisure centre - £15 million
- Loan to South Oxfordshire Housing Association - £15 million

Officers advise that the Didcot leisure centre capital scheme will generate a regular return on investment and so the previous investment of £5 million has been increased to £15 million. The remaining £20 million is comprised of £16.8 million held in long term investments, and £3.2 million held in capital and revenue balances.

58. Excluding the £50 million investment, the council is projected to hold £1.8 million of general revenue balances and £11.0 earmarked revenue reserves as at 31 March 2021. Of the earmarked reserves £6.6 million represents un-allocated NHB.

Communities Capital Grant Scheme

59. On an annual basis, the council considers the amount to be made available for the Community Capital Grant Scheme. It is recommended that a grants budget of £1,000,000 be set for 2016/17.

The robustness of the estimates and the adequacy of reserves

60. The Local Government Act 2003 places a duty on the chief finance officer (i.e. the head of finance) to report on the robustness of the estimates and the adequacy of reserves. The council must have regard to this report when making decisions about the setting of the budget.

61. The construction of the budget has been managed by qualified accountants and has been subject to challenge, specifically by strategic management board, the head of finance, other heads of service and cabinet members. Informal meetings of cabinet have considered the budget, and a briefing has been given to the council's scrutiny committee members which was open to all councillors. In view of the process undertaken and his own knowledge of the budget, the head of finance is satisfied that the budget is both prudent and robust.

62. The council's practice is not to use interest in the year it is earned, but in later years. On the basis of the provisional settlement the head of finance is satisfied that this allows retention of sufficient uncommitted balances at the end of the period to ensure that the overall level of reserves is adequate in relation to the proposed revenue budget and capital programme and that the budgets are sustainable. The enabling fund balance as at 31 March 2021 is estimated to be £1.1 million. In the MTFP the 2020/21 revenue budget is balanced by using NHB receipts.

63. The one significant risk identified is a possible change to the NHB scheme. Should this happen a fundamental review of the council's budget will be necessary. Table 5 below shows that £1.733 million of expenditure budgeted for within the budget proposals from 2016/17 onwards is dependent on the receipt of NHB not yet received or confirmed as payable by the government. The table also shows that from 2018/19 onwards more NHB monies are being used to support revenue expenditure than are being received.

Table 5.1: New Homes Bonus account

Year	Opening balance £000	Receipt £000	Revenue expenditure £000	Closing balance £000
2016/17	6,362	3,553	0	9,915
2017/18	9,915	2,904	(1,388)	11,431
2018/19	11,431	2,636	(2,959)	11,108
2019/20	11,108	2,133	(3,439)	9,802
2020/21	9,802	1,916	(3,862)	7,856
Total		13,142	(11,648)	

Note that the figures in **bold** represent monies confirmed or received. The closing balance of £7.9 million includes £1.3 million has been ring fenced by the council for affordable housing.

Table 5.2 Expenditure at risk

	£000
Total expenditure to be funded from NHB per table 4.1	(11,648)
NHB funding received or confirmed (2016/17 in bold)	9,915
Expenditure to be funded from NHB not yet received or confirmed	1,733

64. The head of finance’s full report will be available at full council.

Legal Implications

65. The cabinet needs to make recommendations to council on its spending proposals. Under the Local Government Act 2000 it is council that must agree the revenue and capital spending plans, and then set the council tax. Council will meet on 18 February 2016 in order to set the budget, and the council tax (including amounts set by Oxfordshire County Council and the Police and Crime Commissioner for the Thames Valley).

66. The requirement placed on council by the Local Government Act 2003 to set prudential indicators and for the chief finance officer to make a report to the authority on the robustness of the estimates and the adequacy of reserves are addressed within the body of this report.

Equalities Implications of revenue savings proposals

67. The council has reviewed the revenue savings proposals in line with our public sector equality duties to have due regard to the need to:

- eliminate unlawful discrimination, harassment and victimisation,
- advance equality of opportunity between people who share a protected characteristic³ and those who do not,
- foster good relations between people who share a protected characteristic and those who do not.

68. Consideration was also given to those groups not protected by legislation such as low income groups, in line with the requirement of the Equality Framework for Local Government

69. It is **the equality officer’s view that the three budget reduction proposals are likely to have a low equality impact.**

- **Tourism marketing service** - reduction in services. It is unlikely that a reduction in visitors to local businesses as a result of reduced marketing would have any direct or indirect equality impact. There could be implications

³ A ‘protected characteristic’ under the Act is colour, race, nationality, ethnic or national origin, disability, age, sex, gender reassignment, sexual orientation, religion, belief, marriage or civil partnership, pregnancy and maternity

for visitors accessing information through the possible reduction in communication channels.

- **Increase garden waste subscription fee** - It is perceived that the increase of £2 per year is likely to have a low equality impact. Residents can share bins if they do not need the full service or could take their garden waste to the household waste recycling centres. There is also the option to purchase a compost bin and discounts are offered on these if purchased at our compost give away days.
- **Increase fee for bulky waste service** - Increasing the fees by £10.50 could impact on residents with low incomes which is more likely to be the elderly, people with disabilities and single parent households. However the proposal will not have an adverse effect on their quality of life. The council will direct residents to other organisations/charities who may be able to collect the items. And suggest neighbours may also like to put items together in order to share the cost.

Other Implications

70. Agreement of the revenue and capital budgets authorises expenditure in accordance with the council's delegated powers and financial procedure rules. The officer, councillor or councillor body taking those decisions will take into account the human resources, sustainability and equality and diversity implications of individual spending decisions.

Conclusion

71. This report provides details of the revenue base budget for 2016/17, the capital programme 2016/17 to 2020/21, government grants (the settlement), uncommitted reserves and balances, the cabinet member for finance's budget proposals and the resulting prudential indicators.

72. In light of the information provided cabinet must make a number of recommendations to council regarding the revenue budget, the capital programme and the prudential indicators.

Appendices

- Appendix A.1 Revenue budget 2016/17
- Appendix A.2 Opening budget adjustments
- Appendix A.3 Inflation, salary increments and other salary adjustments
- Appendix A.4 Essential growth
- Appendix A.5 Base budget savings
- Appendix A.6 Revenue contingency
- Appendix B.1 Revenue growth
- Appendix B.2 Revenue savings
- Appendix C Service budget analysis
- Appendix D.1 Capital programme before growth
- Appendix D.2 Capital growth bids
- Appendix D.3 Financing of capital programme and growth proposals
- Appendix E Prudential indicators
- Appendix F Medium term financial plan

Background Papers

Provisional settlement figures (December 2015)

Medium term financial strategy 2016/17-2020/21 – Cabinet 4 February 2016, Council 18 February 2016

Council tax base 2016/17 – Cabinet 3 December 2015, Council 17 December 2015

Council tax reduction scheme grant for town and parish councils – Cabinet 3 December 2015, Council 17 December 2015

Treasury management strategy – Cabinet 4 February 2016, Council 18 February 2016