

DRAFT GENERAL FUND BUDGET 2019-20

Executive Summary

This report represents an interim stage in the business planning process of the Council.

The report incorporates known service variations for 2019/20, indicates budget risks and pressures both for 2019/20 and over the period of the Medium Term Financial Strategy (MTFS).

The summary shows that the MTFS strategy adopted by the Council in October is expected to generate sufficient income to offset the 2019/20 cost pressures. However, as has previously been identified, there are further pressures to manage the financial position over the period to 2022/23.

The draft budget and medium term forecasts will continue to be refined, assumptions challenged and more detailed assessments made where further information is required. Any updates as a result of the Provisional Local Government Finance Settlement will also be incorporated in the projections. The draft budget will form the basis for further consideration by Managers, Corporate Management Group and Portfolio Holders ahead of approving the final budget and Council Tax in February 2019.

Recommendations

The Executive is requested to:

RESOLVE That

- (i) the draft General Fund Budget for 2019/20 be received; and
- (ii) Managers, Corporate Management Group and Portfolio Holders continue detailed budget preparation for consideration by the Executive in February 2019.

Reasons for Decision

Reason: Consideration of these proposals will enable the preparation of the Council's budgets for 2019/20 to proceed.

The Executive has the authority to determine the recommendations set out above.

Draft General Fund Budget 2019-20

Background Papers: None.

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1.0 Introduction

1.1 This report represents an interim stage in the business planning process of the Council's draft General Fund budget for 2019/20.

1.2 The Council's financial strategy is to achieve a balanced budget over the MTFS period that is consistent with:

- maintaining the level of Council services;
- ensuring value for money in all of the Council's services; and
- maintaining the Council's assets in a good state of repair.

1.3 The draft revenue budget has been prepared in accordance with this strategic approach and provides for:

- inflationary increases limited to those elements which carry a contractual/unavoidable obligation to adjust by inflation;
- the revenue impact of new investments be limited to a sustainable increase in accordance with the provisions of the Prudential Code;
- additional spend agreed by the Executive for inclusion in the draft budget;
- review of the Investment Programme to continue;
- the programme to identify further efficiency savings to continue; and
- to propose fees and charges to optimise the income yield.

1.4 This report considers the following:

- General Economic Environment
- Government funding and policy
- Budget approach
- Management and Administration 2019/20
- Fees and Charges 2019/20
- Contractual Inflation
- Service Plans
- Pension Costs
- Service issues, budget pressures and risks
- Revenue Reserves
- Investment Programme and Treasury Management
- Medium Term Financial Strategy (MTFS)

2.0 General Economic Environment

2.1 On 2 August the Monetary Policy Committee (MPC) made the first increase in Bank Rate above 0.5% since the financial crash, from 0.5% to 0.75%. Growth has been healthy since that point, but is expected to weaken somewhat during the last quarter of 2018 and the MPC expressed some concern at the Chancellor's fiscal stimulus in his Budget, which could increase inflationary pressures. It is unlikely that the MPC would increase Bank Rate in February 2019, ahead of the deadline in March for Brexit, so the next increase in Bank Rate is forecast to be in May 2019, followed by increases in February and November 2020, before ending up at 2.0% in February 2022.

2.2 The Consumer Price Index (CPI) measure of inflation fell from 2.7% to 2.4% in September. In the November Bank of England quarterly inflation report, inflation was forecast to still be marginally above its 2% inflation target two years ahead, (at about 2.1%), given a scenario of minimal increases in Bank Rate. This inflation forecast is likely to be amended upwards due

to the Bank's inflation report being produced prior to the Chancellor's announcement of a significant fiscal stimulus in the Budget; this is likely to add 0.3% to GDP growth at a time when there is little spare capacity left in the economy, particularly of labour.

- 2.3 The interest rate forecasts provided by the Council's Treasury Advisors are predicated on an assumption of an agreement being reached on Brexit between the UK and the EU. In the event of an orderly non-agreement exit, it is likely that the Bank of England would take action to cut Bank Rate from 0.75% in order to help economic growth deal with the adverse effects of this situation. This is also likely to cause short to medium term gilt yields to fall. If there was a disorderly Brexit, then any cut in Bank Rate would be likely to last for a longer period and also depress short and medium gilt yields correspondingly. It is also possible that the government could act to protect economic growth by implementing fiscal stimulus.
- 2.4 Economic and interest rate forecasting remains difficult with so many external influences weighing on the UK. Forecasts and MPC decisions, will be liable to further amendment depending on how economic data and developments in financial markets transpire over the next year. Geopolitical developments, especially in the EU, could also have a major impact. Forecasts for average investment earnings beyond the three-year time horizon will be heavily dependent on economic and political developments.

3.0 Government Funding and policy

- 3.1 In July 2018 the government consulted on a number of elements of the 2019/20 local government funding settlement. The most significant for the Council was the proposal to remove negative RSG from the previously proposed funding figures for 2019/20. The negative RSG (or 'tariff adjustment') amounted to £991k for Woking. This draft budget assumes that the proposals in the consultation are adopted.
- 3.2 A new system of government funding is due to be implemented for 2020/21. It remains unclear how this will work in detail or what the impact and transition arrangements will be. It is likely that we will not know until during 2019 allowing little time to manage the consequences.
- 3.3 With the exception of the removal of the Housing Revenue Account (HRA) borrowing cap, the Chancellor's budget on 29 October 2018 included few changes for District Councils. Some additional DFG funding for 2018/19 was announced and potential access to additional capital funds through a new Future High Streets Fund, and extension of the Housing Infrastructure Fund.
- 3.4 The Ministry of Housing, Local Government and Communities published the 'Report on Local Government Finance: Review of Governance and Processes' on the 24 October. The report was commissioned in response to issues identified with the operation of the Business Rates retention system. The report includes a number of recommendations, including the timing of local government settlement announcements. As a result the government has announced the aim to publish the provisional settlement this year on Thursday 6 December.

Revenue Support Grant (RSG)

- 3.5 2019/20 is the last year of the four year settlement offer announced by the government in February 2016. With the exception of the removal of the 'tariff adjustment' the funding figures are expected to be in line with previously announced government allocations.
- 3.6 It is expected that these funding levels will be confirmed in the provisional local government finance settlement on 6 December.

Government Funding

	4 year settlement - Updated Feb 2018			
	2016/17 £'000	2017/18 £'000	2018/19 £'000	2019/20 £'000
Business Rates	1,954	1,993	2,053	2,099
RSG	588			
Transition Grant	137	112		
Tariff adjustment				-991
Assumed adjustment December 18 *				991
Total Funding	2,679	2,105	2,053	2,099
Reductions in Headline funding	-730	-574	-52	46

* Following government consultation July 2018

3.7 Despite the stability the multi-year settlement originally provided, the Council's Medium Term Financial Strategy (MTFS) extends to 3 years post this settlement period and there is no indication of what future funding levels to expect.

Business Rates

3.8 In 2018/19 the Council is part of the Surrey 100% Business Rates Pilot. This means that growth in Business Rates income, above baseline levels, will be retained within the pilot area. There has been a recent reduction in the base collectable business rates partly due to town centre infrastructure works, however it is still expected that the pilot will generate one-off income for the Council in 2018/19.

3.9 An application has been submitted to continue with the Pilot in 2019/20 under the government's revised terms of 75% retention. It is likely that the results of this application will be announced at a similar time to the provisional settlement.

3.10 The government continues to consider how to move to a new system of 75% Business Rates retention within the local government sector from 2020/21. However, the approach to setting new baselines (expected income), fair funding levels (amounts the Council should keep), transition arrangements, and the retention of growth have yet to be established.

3.11 An alternative simplified approach, suggested by the local government sector, is now also being considered. This would be based on collectible rates and would remove the risks associated with appeals to rateable values which have resulted in significant year on year variations for authorities under the current system. This may be included in the next consultation on the future system.

3.12 If the Surrey pilot is not accepted, Woking will not be part of the Surrey Business Rates pool for 2019/20. The draft budget assumes £200k income in excess of the baseline business rates funding to be generated either through a 2019/20 pilot, in-year surplus, or funded through previous surpluses (including 2018/19 pilot) held in the Business Rates reserve.

3.13 In the October budget the Chancellor announced further Business Rates reliefs for retail which adds to the reliefs and assistance previously introduced. It is assumed that the impact of this, and any other changes introduced for 2019/20, will continue to be mitigated by s31 grant.

Draft General Fund Budget 2019-20

3.14 As well as Business Rates collected, the Council also pays Business Rates on its own properties. The Council's draft budgets have been adjusted for assumed inflation and will be further reviewed for the final budget in February.

New Homes Bonus (NHB)

- 3.1 The New Homes Bonus (NHB) scheme match funds the additional Council tax for each new home and property in the Borough brought back, above a baseline level, for four years after that home is built or brought back into use.
- 3.2 The government has stated that NHB is under review and that the 2019/20 baseline, below which no reward is paid for new homes, will be higher than in previous years.
- 3.3 For the purposes of the draft budget, an annual allocation of £150,000 is assumed. This is based on the baseline at the previous level (0.4% of the existing Council Tax base), an increase of 300 Band D equivalents each year would generate approximately £150,000 of grant. By 2021/22 the funding would be £150,000 x 4 years = £600,000 which is the annual funding assumed in the MTFS.

Year of Delivery	Year of Payment											
	Cumulative Payments	2011 / 12	2012 / 13	2013 / 14	2014 / 15	2015 / 16	2016 / 17	2017 / 18	2018 / 19	2019 / 20	2020 / 21	2021 / 22
Payments for Year 1	£310,360	£310,360	£310,360	£310,360	£310,360	£310,360						
Payments for Year 2		£303,783	£303,783	£303,783	£303,783	£303,783						
Payments for Year 3			£254,189	£254,189	£254,189	£254,189	£254,189					
Payments for Year 4				£441,162	£441,162	£441,162	£441,162					
Payments for Year 5					£219,020	£219,020	£219,020	£219,020				
Payments for Year 6						£514,578	£514,578	£514,578	£514,578			
Payments for Year 7							£391,535	£391,535	£391,535	£391,535		
Payments for Year 8								£260,904	£260,904	£260,904	£260,904	
Payments for Year 9									£150,000	£150,000	£150,000	
Total Payments	£310,360	£614,143	£868,332	£1,309,494	£1,528,514	£2,043,092	£1,820,484	£1,386,037	£1,317,017	£802,439	£410,904	

3.4 Previous levels of this grant and the amounts used and transferred into reserves are shown in the table below, together with forecasts of potential future receipts

Year	Receipt £ million	Use of New Homes Bonus £ million	Transferred to NHB Reserve £ million
2011/12 Actual	0.310	-	0.310
2012/13 Actual	0.614	-	0.614
2013/14 Actual	0.868	0.614	0.254
2014/15 Actual	1.309	0.804	0.505
2015/16 Actual	1.529	0.504	1.025
2016/17 Actual	2.043	1.200	0.843
2017/18 Actual	1.820	1.200	0.620
2018/19 Actual	1.386	1.000	0.386
2019/20 Forecast	1.317	0.800	0.517
2020/21 Forecast	0.952	0.600	0.352
2021/22 Forecast	0.711	0.600	0.111

- 3.5 The November draft budget assumes a £800k in-year use of NHB, with £517,000 credited to the NHB reserve. This continues the reduction in reliance on NHB to support the annual budget as shown in the table above, recognising that NHB as a funding source is at risk. It may be necessary to accelerate these reductions in NHB if revised arrangements reduce this funding more quickly. It is considered that any replacement funding arrangements would remain variable and therefore would continue to be a risk if used to support the in-year budget.
- 3.6 The Executive has agreed that surplus New Homes Bonus will be transferred into the New Homes Bonus reserve (See Appendix 3). These funds have been used to repay the funds loaned by Enterprise M3 towards the Sheerwater Access Road project, support investment in Brookwood Cemetery and may be used for funding of infrastructure as agreed.

Council Tax

- 3.7 The government has recently consulted on Council Tax increases for 2019/20 and have indicated that the limits will be the same as last year, that is the higher of £5 or 3%.
- 3.8 The draft budget assumes an increase in Council Tax of £7, which equates to 3%. In calculating settlement allocations the government include the resources available to each Council assuming that this increase is taken irrespective of the actual Council Tax decision. It is therefore critical that the Council continues to maintain its Council Tax base income.
- 3.9 There has been an increase in the Tax Base for 2019/20 which reflects new properties being included in the calculation.

Council Tax Support Scheme

- 3.10 The Council Tax Support scheme was agreed by the Council in January 2013 and introduced in 2013/14. The scheme was aimed at not causing severe financial hardship on Council Tax charge payers on low incomes and to not cause an adverse effect on the Council's income from unpaid charges.
- 3.11 The scheme has not impacted on collection rates and there have been minimal issues caused to claimants. The scheme will be kept under review and a consultation exercise will be undertaken if it is considered that any revisions are required.

4.0 Approach to preparing the draft 2019/20 budget

Monitoring 2018/19 Budget

- 4.1 As can be seen from the Green Book monitoring, a saving is currently forecast against revenue budgets for 2018/19. Within the 2018/19 budget there is a £100,000 savings target which has already been met. There is also a £250,000 risk contingency against which only £125,000 of costs had been allocated to September 2018.
- 4.2 Permanent variations to budgets identified through in year monitoring of the 2018/19 position have been incorporated in the draft 2019/20 budget where appropriate. The position will continue to be reviewed and the 2019/20 budget adjusted as appropriate.

2019/20 Draft Budget

- 4.3 The draft revenue budget for 2019/20 is based on the 2018/19 approved budget adjusted for changes in accordance with the guidelines set out in 1.3 and against the background and performance set out above.

- 4.4 The summary 2019/20 Budget position is shown in Appendix 1, with an analysis of the changes compared to the 2018/19 budget provided in Appendix 2.
- 4.5 The overall position at this stage is that new strategic commercial properties are expected to provide sufficient additional income to offset the in year cost pressures. It has also been possible to remove the 'one-off' use of reserves for 2019/20.
- 4.6 Detailed work still needs to be completed in several areas where estimated figures have been included and there will need to be a comprehensive review of budget assumptions in particular around the timing and rates of interest costs and income and commercial property income. Further commentary on the key budget assumptions at this stage is provided in following sections.

5.0 Management and Administration

- 5.1 Staffing is currently controlled through two measures – the number of Full Time Equivalent (FTE) staff employed and the cost including overheads of employing them. The levels were set for 2018/19 at 340 FTE and £13,575,000.
- 5.2 The Council's pay scheme rewards performance and determines how the available budget for pay progression is allocated to staff.
- 5.3 The management structure has identified a number of areas where additional resource is required in order to progress the Council's aspirations. Only some of these posts have been recruited to whilst the financial position continues to be assessed.
- 5.4 The MTFs assumed increases of £400,000 each year for 2019/20 and 2020/21. For the draft budget it has been assumed that an additional £625,000 is allowed. This provides an allowance towards pay award and a contribution towards reducing the 'vacancy management target' arising from the 2018/19 budget.
- 5.5 The budget tracks those posts which are funded by Council Tax and the Housing Revenue Account. It is net of any posts which are funded externally or by Investment Programme projects. Direct Staffing costs and numbers have fallen over the last 10 years, from a high of £17.7m, 511 Full Time Equivalent (FTEs) in 2008/09 to £13m, 335 FTE in 2017/18. During the period between 2014/15 and 2016/17 only minimal increases were allowed to the control total. More recently, and in the MTFs, it is recognised that it is necessary to more fully provide for a greater proportion of the identified cost pressures.

Year	Budget (in cash terms) £m	Average Number of FTE Staff
2014/15	12.400	345
2015/16	12.500	345
2016/17	12.600	335
2017/18	13.000	335
2018/19	13.575	340
2019/20 (Assumed increase)	14.200	350

- 5.6 The known pressures on the staffing budgets, before any pay award for 2019/20, are summarised in the following table. Allowing growth of £625,000 at this stage generates a savings target of £455k (3%) to be met from within the total £14.2m employee budget.

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Pressures on staffing budgets	£'000
2018/19 savings target built into base budget	730
Further cost of pay progression and allowances 2018/19	47
New posts and structure changes 2018/19	383
New posts externally funded	108
Changes in funding	-188
Pressure on staffing budget (before control total increase)	1,080
Assumed increase in control total (November 18 draft budget)	-625
Pressure on staffing control total	455

- 5.7 Assuming a £300k cost of pay progression in 2019/20 would require £755k to be found from the £14.2m control total, equating to a 5.2% scaling back/vacancy factor across the total staffing budget, similar to that in the 2018/19 budget.
- 5.8 A full review of the costs allocated to the HRA was completed for the 2018/19 budget. This resulted in over £400k of additional costs being funded by the General Fund. The allocations will continue to be refined for 2019/20 with further consideration of the work being completed particularly in those areas where activity covers both HRA and General Fund functions. This may affect the proportion of costs covered by Council Tax/rents for 2019/20.
- 5.9 Those posts which are capitalised or funded from Investment Programme budgets are categorised as externally funded. Only posts directly working on projects are allocated, this position will continue to be reviewed including the opportunity to fund wider staffing costs from project budgets.
- 5.10 The overall position will continue to be refined to determine the final staffing levels on which to base the budget for 2019/20. Consideration of the cash control total for 2019/20 will form part of the work prior to agreeing the budget in February 2019.
- 5.11 Accounting rules require that these costs are allocated out to individual services to show the full cost of the service. Allocations were substantially reviewed last year so will not be revisited in detail unless there has been a change in activity.
- 5.12 The staffing budgets will continue to be monitored in the Green Book.

6.0 Fees and Charges 2019/20

- 6.1 Elsewhere on this agenda is a report on the proposed Fees and Charges for 2019/20. The General Fund base budget for 2019/20 in Appendix 1 incorporates the forecast changes in charges and activity in this report.
- 6.2 Not all the income from Fees and Charges has a direct impact on the General Fund budget. Additional yield from Controlled Parking Zones for example would be credited to the Parking Account.
- 6.3 Fees and Charges are expected to contribute an increase in income of £138,000 to the 2019/20 budget. Whilst it is proposed that car park charges are increased in October 2019, with the scheduled biennial increase, income budgets have been maintained at 2018/19 levels due to the reduction in capacity as a result of development works in the year.

7.0 Contractual Inflation

- 7.1 Negotiations are undertaken with suppliers to minimise the impact of inflation on the Council's costs. Provision has been included in the draft budget allowing for instances where it is impossible to avoid an increase.

8.0 Service Plans

- 8.1 Draft Service Plans have been prepared (Appendix 4) to reflect the aims and objectives of the Council's services. These are currently in draft and should be viewed as work in progress. Final versions will be combined with the detailed service budgets when they are presented to the Executive in February.
- 8.2 No reductions in services are currently proposed. The Service Plans may need to be amended to reflect any changes in services or their priorities between the draft and final budget.
- 8.3 Performance management and financial monitoring information continues to be reported in the Green Book on a monthly basis.

9.0 Pension Costs

- 9.1 The triennial actuarial review of the pension fund was completed for the position of the fund at 31 March 2016. The result set the employer's on going pension costs, and annual lump sum payment towards the pension fund deficit, for 2017/18 to 2019/20. The results showed a positive movement in the fund and it has been possible to maintain deficit funding and ongoing contributions at previous levels.
- 9.2 The next review will be at 31 March 2019 and plans are being prepared ahead of this valuation. The pension fund continues to be in a positive position and the latest report of the actuary suggested it was very close to a fully funded position. It is hoped that this position will be maintained, reducing the likelihood of further increases to the funding requirement.

10.0 Service issues, Budget Pressures and Risks

Commercial Income

- 10.1 Included in the base is the net income from strategic properties proposed by the Council in October. The interest costs and gross rents will be incorporated in the February budget. There is also income included for the Clocktower and CMS House which have been acquired during 2018 and are reported in the Green Book.
- 10.2 An adjustment has been included in the base budget where new lower rental levels have been agreed in Wolsey Place, reflecting current market conditions. No adjustment is made for vacant units, any variation to the base budget will be met from the Wolsey Place reserve.

Civic Offices income

- 10.3 As has been reported in the 2018/19 Green Book, increased income has been received due to the provision of space within the Civic Offices for Surrey Police and Job Centre plus. This has been incorporated into the 2019/20 draft budget.

Surrey County Council funded services

- 10.4 Surrey County Council (SCC) has an ongoing program to review service provision with the target to generate substantial savings. The County is experiencing significant pressures, in particular around social care and supporting adults and children with learning disabilities. As a result a number of grants and contributions currently allocated to Woking to support services are at risk. These include grants for care services at the Council's centres, Meals service and Home Improvements Agency.
- 10.5 The MTFs assumed full loss of SCC support from 2019/20, however for some services the Council has received notification of proposed 2019/20 funding. Where this is confirmed the

revised funding level will be included in the 2019/20 budget and the 'risk' of reduction moved into 2020/21 in the next MTFS.

- 10.6 Revised financial mechanisms around waste collection and disposal have been introduced across the county. This sets the reductions in funding for recycling for the next 3 years.
- 10.7 There remains a risk that other community organisations currently funded by SCC will also experience loss of financial support. Where these are also funded by the Council, there will be consideration of the impact as part of the grant allocation process in December 2018.

Women's Support Centre

- 10.8 The 2019/20 budget includes a £80,000 allowance for the Women's Support Centre. The centre provides a 'Transforming Women's Justice' service which had grant funding as a pilot and has proven very successful. Grant funding has ceased and this increase will enable the service to continue.

Risk Contingency

- 10.9 The risk contingency has been retained at £250,000 in the draft Budget. This will be reviewed before the final budget is presented in the light of the risks associated with the budget, any savings target, the level of general and specific reserves and in the context of the Council's planned business.

11.0 Revenue Reserves

- 11.1 Some items in the General Fund Summary (Appendix 1) are covered by the Council's revenue reserves. These tend to be variable items which would otherwise cause the Council Tax requirement to vary significantly year on year. Transfers out of the reserve cover Management of Change costs and Investment Programme items.
- 11.2 The Council has a target to manage the Investment Strategy reserve to a level of £3 million. Other reserves have been established to enable the Council to manage and develop its ambitions. For example, the reserve held for Wolsey Place and Export House provides on going support to rental income as well as a source of funds for refurbishment of units.
- 11.3 Transfers are made from the Investment Strategy reserve to a number of specific reserves, for example the Group Company reserve, Community Fund and Wolsey Place reserves as shown in Appendix 3.
- 11.4 In previous years a transfer from reserves has been used to supplement the budget pending review of the Medium Term Financial Strategy (MTFS). It has been possible to remove this for 2019/20 and the current figures suggest that £413,000 could be used to replace those funds forecast to be used in 2018/19.

12.0 Investment Programme and Treasury Management

- 12.1 In addition to revenue projects which are directly funded by reserves as described above, the Investment Programme also affects revenue budgets through the cost of borrowing decisions.
- 12.2 A draft Investment Programme (IP) is elsewhere on the agenda. The draft IP has been considered by the Finance Task Group. Any changes to the programme and funding requirements agreed before February will be reflected in the final budgeted interest costs.
- 12.3 Lending to group companies generates income to support the Council's budget. The business plans for all of the group companies will be considered by the Council in December.

The Investment Programme and treasury estimates will be updated to reflect any changes in these once approved.

12.4 The interest estimates will be further reviewed in the period to preparing the final 2019/20 budget:

- To incorporate any changes to the Investment Programme including project timing, new projects approved and any further impacts of the Victoria Square and Sheerwater regeneration proposals as appropriate.
- To reflect updated timing of Thamesway Housing Ltd advances, which are currently based on the Thamesway business plan.
- To reflect the latest interest rate forecasts provided by the Link Asset Services, the Council's treasury management consultants.
- To review the Minimum Revenue Provision (MRP) assumptions and the allocation of interest between the General Fund and Housing Revenue Account.

12.5 The Investment Strategy reserve is currently forecast to be in line with the target £3m balance for 2019/20 and 2020/21 but reduces in 2021/22. The level of this reserve will be reviewed, together with the consequences of other budget variations and decisions, in assessing the position for setting the final 2019/20 budget.

13.0 Medium Term Financial Strategy (MTFS)

13.1 The MTFS was updated and considered by the Executive and Council last month so further detail is not included in this report. Once the budget has been finalised for 2019/20 the impact on the MTFS will be assessed and a full update prepared if appropriate.

13.2 A key area of uncertainty for the MTFS is government funding from 2020/21 onwards. The February budget report will provide an update of any further information released as part of the provisional local government settlement in early December.

13.3 The October 2018 MTFS identified that, dependent on the outcome of the funding review, a further £3.3m of savings were likely to be required over the period to 2022/23. It was proposed that a proportion of these be achieved through further investment in housing and strategic property in the Borough.

14.0 Implications

Financial

14.1 The financial implications are explicit in this report.

Human Resource/Training and Development

14.2 No new human resource or training and development implications arise from this report.

Community Safety

14.3 There are no specific community safety implications.

Risk Management

14.4 Risks to budgets are identified through ongoing monitoring throughout the year with variances reported monthly in the Green Book. Budgets are adjusted as appropriate in the following year. One-off or short term variances are met from the contingency at the end of the financial year.

14.5 Where specific risks have been identified they have been set out in this report and steps will be taken to mitigate against them.

Sustainability

14.6 There are no specific sustainability implications.

Equalities

14.7 There are no specific equalities implications.

Safeguarding

14.8 There are no specific safeguarding implications.

15.0 Consultations

15.1 No public consultations have been undertaken in preparing this report. Corporate Management Group, Managers and Portfolio Holders have been consulted in the preparation of the draft budgets.

REPORT ENDS