

For publication

2019/20 Budget & Medium Term Financial Plan

Meeting:	Council
Date:	27 February, 2019
Cabinet portfolio:	Leader & Deputy Leader
Report by:	Director of Finance & Resources

For publication

1.0 Purpose of report

- 1.1 To consider the General Fund budget report and to make recommendations to the full Council on the budget allocations and council tax level for 2019/20.

2.0 Recommendations

2.1 That Council:

- 2.1.1 Approves the revised budget for 2018/19 (Section 5).
- 2.1.2 That the Director of Finance & Resources be given delegated authority to make decisions related to the application of the business rates retail relief scheme (paragraph 6.5).

- 2.1.3 Notes the Collection Fund and the Tax Base forecasts (Section 9).
- 2.1.4 Approves the overall revenue budget summary for 2019/20 (Section 10 and Appendix A).
- 2.1.5 Approves the use of the capital receipts flexibility to fund the revenue costs of the ICT programme which will lead to budget savings (Section 11).
- 2.1.6 Notes the budget forecasts for 2020/21 and the medium term and the strategy for addressing the projected deficits (Section 12).
- 2.1.7 Approves the estimates of reserves including maintaining the General Working Balance at £1.5m (Section 13 and Appendix G).
- 2.1.8 Notes the budget risks and sensitivity analysis (Appendix H).
- 2.1.9 Increases the Council's share of Council Tax by £5 for a Band 'D' property in 2019/20.
- 2.1.10 Approves the 2019/20 Council Tax Requirement and financing (Appendix I).
- 2.1.11 Notes the Director of Finance & Resources' assurances (Section 18).

3.0 **Background**

- 3.1 This report covers the General Fund revenue budget and is one part of a suite of budget reports which together make up the Medium Term Financial Plan. The other budget related reports include the Housing Revenue Account (HRA) Budget, HRA Rent Setting, HRA Capital Programme, General Fund Capital Programme and Treasury Management reports.

- 3.2 The Council's Budget Strategy (**Appendix B**) is to set a sustainable and affordable budget over the medium term. This report looks ahead over the coming five financial years to determine the resources available, what are the spending pressures/priorities and how a balanced budget can be achieved.
- 3.3 The major funding sources for the General Fund are Government grant (RSG), business rates growth, fees & charges (car parking, leisure income etc.), rental income from the Council's extensive industrial & commercial property portfolio and the council tax. The Government is, therefore, able to regulate a large proportion of the resources available to the Council through the grants it provides and by placing restrictions on Council Tax increases.
- 3.4 The Local Government Finance Settlement on 13th December 2018 confirmed:
- Our 4 year RSG settlement funding will fall to £434k in 2019/20.
 - New Homes Bonus (NHB) funding as revised in 2016 will continue to be granted for a term of 4 years in 2019/20 and beyond. In addition the 0.4% base line (based on council tax property numbers) introduced in 2016 is maintained, which means that NHB funding will only be available for net additional homes (new build properties and/or bringing back into use empty properties less demolitions) above the expected baseline number.
 - No change to the Council Tax referendum principles with shire districts able to increase Band D council tax by up to 3% or £5 whichever is greater.
- 3.5 The Local Government Finance Settlement also announced that the Derbyshire Councils Business Rates Pool (including Derby City) bid to MHCLG in September 2018 to become a 75%

Business Rate Retention pilot for the financial year 2019/20, had not been successful. The authorities concerned will instead revert back to the pooling arrangements in place in 2017/18.

- 3.6 The Council Tax must be set at the Council meeting on 27th February, which means that the Cabinet must finalise its proposals for achieving a balanced budget at its meeting on 26th February.
- 3.7 This report is due to be considered by Cabinet at its meeting on 26th February, 2019.

4.0 Policy & Financial Planning Framework

- 4.1 A copy of the Council's Financial Strategy is attached at **Appendix C**. Its overall aim is to establish a framework for aligning the revenue and capital spending proposals with the Council's strategic priorities. This report covers the application of the strategy for the next five years. The Medium Term Financial Plan (MTFP) itself is supported by other financial strategies including the Capital Strategy, the Treasury Management Strategy and the Asset Management Plan.
- 4.2 The MTFP is just one of a number of plans and strategies that link into the overall Council Plan; others include the Workforce Plan, the HRA Business Plan, the Local Development Framework, etc. These are designed to help ensure that the Council provides efficient and effective services, delivers value for money and achieves continuous improvement.
- 4.3 The Council Plan should guide the Council's resource allocation and performance management arrangements. The Council Plan has been developed in tandem with the preparation of the MTFP.

5.0 Revised Budget 2018/19

- 5.1 The Council approved the original budget for 2018/19 on 22nd February 2018. It was also agreed that the Council Tax be increased by £5 to £159.89 for a Band 'D' property. After allowing for planned savings this achieved a surplus of £56k.
- 5.2 2018/19 has proved another challenging year in terms of budget management. There has been active management of budget variances, both increases and decreases. Budget monitoring reports were presented to the Cabinet and full Council during the year and the position changed at each stage. The table below provides a summary of the net forecasts at each reporting stage:

Table – 2018/19 Surplus / (Deficit) Forecasts Through the Year

Date	Net surplus / (deficit)	Change on previous
Feb 18 – approved budget	56	-
Jul 18 – end of quarter 1	298	242
Nov 18 – end of quarter 2	(130)	(428)
Dec 18 – draft revised budget	0	130
Feb 19 – this final budget report	162	162

The revised portfolio budgets for 2018/19 were reported to the Cabinet on the 18th December as part of the first draft General Fund budget report.

Since then further work has been undertaken through budget monitoring to identify other possible variances for inclusion in the final budget report. The updated revised budget forecast for 2018/19 shows an estimated surplus of £162k. (**Appendix A**).

- 5.3 Strict budgetary control will continue to the end of the financial year with the final surplus transferred to the Budget Risk Reserve at the end of the year.

6.0 Business Rates

- 6.1 The Council is able to retain an element of income from Business Rates growth above a 'Baseline Funding level' set by Central Government in the finance settlement.
- 6.2 The actual level of income from Business Rates (BR) to be included in the budget for 2019/20 is based on the Council's estimate of income as shown on the NNDR1 Return. The NNDR1 return was approved by the Employment & General Committee on the 21st January 2019. It shows an estimated Net Yield of £36,476,862 with the Council's 40% share as £14,590,750. The Council's share is then reduced by the **tariff** payment of £11,281,885 leaving £3,308,865. At the same time the Council will qualify for £2,143,659 of Section 31 grants to make up for the loss of income from the changes to business rates announced in the Budget in October 2018 (small business rate relief extension, etc.).
- 6.3 There is also a **Safety Net** mechanism in place to protect authorities from excessive decreases in BR income below their BR Baseline Funding level. A safety net payment will be triggered if an authority sees its share of BR income in any year decline by more than 7.5% of its BR Baseline Funding. The Council's **Safety Net threshold is £3,070k** (i.e. £3,319,436 x 92.5%). This means that the Council's share of BR **income could fall by £249k** below its Baseline Funding level of £3,319k before it qualifies for a safety net payment. The estimate of BR income per the NNDR1 return is well above the Baseline level so it is highly unlikely that the Safety Net provisions will apply.
- 6.4 The major issue regarding the BR system has been the time taken by the Valuation Office Agency (VOA) to assess and deal with back-dated appeals originating from the 2010 and 2017 valuations. This has created uncertainties around estimating the likely impact of rating appeals on BR income. As a result we

will have £4.8m of outstanding appeals at the end of 2018/19 and an additional £1.9m of appeals in 2019/20. The projected deficit on the BR account for 2018/19 is £2.6m. The Council's share of the deficit equates to £975k and this has been included in the budget for 2019/20.

6.5 Business Rates – Retail Relief: in the October 2018 Budget, the Government introduced a retail relief scheme for 2 years starting in 2019/20 where any retail premises with a rateable value of less than £51,000 would be eligible for a one third discount on their business rates payable.

To avoid the necessity of introducing this discount through primary legislation, the government has indicated that this discount must be applied via a local scheme using the local authority's discretionary relief powers under S47 of the Local Government Finance Act 1988.

In order to introduce and administer this relief, approval is sought to allow delegation of the scheme to the Director of Finance & Resources. The Constitution currently allows similar delegation for other reliefs granted under S47 of the Act.

The government will reimburse local authorities for the loss of business rate income via a S31 grant.

7.0 Government Grants

7.1 The **Settlement Funding Assessment (SFA)** is calculated by the Government and sets the starting position in terms of the estimate of the funding available to the Council. The funding is a combination of Formula Funding and other funding streams that were previously paid as specific grants. The Funding Assessment is made up of two elements, Business Rates Baseline Funding and Revenue Support Grant.

	2017/18	2018/19	2019/20	2020/21
Revenue Support Grant	1,239	0	434	0
Business Rates Baseline	3,150	4,104	3,320	3,383
Settlement Funding Assessment	£4,389k	£4,104k	£3,754k	£3,383k
Change between years: £	-£534k	-£285k	-£350k	-£371k
%	-11%	-6%	-8%	-10%
Cumulative change from 16/17 (£4,923k)	-£534k	-£819k	-£1,169k	-£1,540k
%	-11%	-17%	-24%	-31%

The Settlement no longer provides a guaranteed level of funding as the Business Rate Funding element is just the Government's estimate of income and this will be replaced by the Council's own estimate when setting the budget.

Revenue Support Grant (RSG) – The RSG system continues to provide a mechanism for the Government to retain control over, and reduce the level of, local government funding. The level of RSG in the Settlement Funding Assessment table assumes that RSG will decline to £0 by 2020/21.

- 7.2 **New Homes Bonus (NHB)** - the grant was first announced in the Spending Review 2010. The money has been historically top-sliced from the Local Government Finance allocation to fund NHB. There has, therefore been, a strong argument for using some, if not all, of the allocations to support the revenue budget. The grant is paid as a reward/incentive for increasing the housing supply and is intended to help councils finance the costs which new housing and an increased population create.

The grant confirmed by DCLG for 2019/20 is £312,659.

New Homes Bonus (NHB)	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
NHB	461,645	312,659	16,800	8,400	5,320	0

The Council in recent years, has not seen new properties built or empty properties brought back into use in large numbers to offset those lost through demolition and conversion to commercial use; figures are in the 100-200 net additional homes annually. Based on this, it is difficult with any certainty to project that the number of new properties will exceed the new baseline of 0.4% of council tax band properties in order to get NHB. Therefore being prudent, we have assumed no new NHB from 2020/21.

- 7.3 Details of the other grants included in the budget forecasts are included at **Appendix F**. Further detail on the most significant grants is included below.

8.0 Fees & Charges

- 8.1 The Council's policy for Fees and Charges (**Appendix D**) requires charges to be set at a level to at least recover costs but reduced concessionary rates are permissible to ensure equal access to services. Fees and charges are reviewed annually taking into account comparisons with other similar authorities, the case for continuing concessions, the cost recovery position, etc. Fees & charges represent a significant income to the Council and amount to double the income raised through the council tax. For 2019/20 the budget includes £9.9m (£9.3m in 2018/19) from fees and charges compared to only £4.8m from the council tax. The main income sources and the assumed increases for 2019/20 are summarised in **Appendix E**.

9.0 Council Tax & Collection Fund

- 9.1 Income raised locally through the council tax represents the other major financing source for the General Fund revenue budget.
- 9.2 Collection Fund Balance** – before calculating the council tax for the coming year the estimated balance on the current year’s Council Tax elements of the Collection Fund must be established and taken into account. The balance on the Collection Fund was reported to the Cabinet on 15th January 2019. There is an estimated deficit balance of £27,135 at the end of March 2019. The deficit is shared amongst the major precepting authorities; the Borough’s share is £2,770 (10.21%).
- 9.3 Tax Base** - the Tax Base provides an estimate of how much each £1 of Council Tax would raise. The Tax Base is expressed as the equivalent number of Band ‘D’ dwellings in the borough. The Employment and General Committee approved the Tax Base on 21st January 2019 as:

Tax Base – Band ‘D’ Properties

Area	2018/19	2019/20	Increase / (Decrease)	
			No.	%
Brimington Parish	2,329.75	2,330.59	0.84	0.04
Staveley Town	4,101.13	4,136.40	35.27	0.9
Chesterfield Area	22,338.22	22,533.64	195.42	0.9
Total	28,769.10	29,000.63	231.53	0.8

Since April 2013 the tax base has been reduced as a result of the support given under the Localised Support Scheme being treated as a ‘discount’. This reduced the tax raising ability of the precepting authorities but this is compensated to some extent by the receipt of grant direct into the General Fund and by other changes to discounts and council tax support criteria which are designed to increase the tax base.

- 9.4 Referendum Limit** – the capping regime was replaced some years ago with a requirement to hold a referendum if the

proposed council tax increase exceeds a limit set by the Secretary of State. The limit for 2019/20 has been set at 3% but with a concession for district councils which allows them to increase their council tax by a maximum of £5 or 3%. The £5 increase is equivalent to an increase of 3.13%.

9.5 Council Tax Increase – the budget has been prepared assuming a council tax increase of £5 for a Band ‘D’ property.

For local tax payers the impact of a £5 per annum increase on the Band ‘D’ tax, compared to the current council tax, is 3.13% in percentage terms, but low in monetary terms, for a;

- **Band ‘A’** property (more than half the properties in the Borough) equivalent to £3.33 per annum or 6.4 pence per week;
- **Band ‘D’** equivalent to £5.00 per annum or 9.6 pence per week.

The Council’s share of the overall tax bill is approximately 10% so the increase will only have a relatively small impact on the total shown on the bill.

10.0 2019/20 Net Expenditure Estimate

10.1 The Medium Term forecast approved a year ago, by the Full Council on 22nd February 2018, showed a deficit, before savings targets, of £291k in 2019/20.

10.2 The table below provides a summary of the budget forecasts which have been reported to the Cabinet during the current financial year 2018/19:

(Deficit) / Surplus Forecasts			
Stage	Cabinet	2018/19 £'000	2019/20 £'000
Start of the year	20 th Feb	56	(291)
Q1 Budget Monitoring	17 th Jul	298	491

Q2 Budget Monitoring	23 rd Oct	(130)	(785)
1 st draft budget report	18 th Dec	0	(280)
Latest Forecast	26 th Feb	162	(202)

10.3 The budget forecast for 2019/20 in **Appendix A** assumes a £5 Council Tax increase. The forecast shows a deficit of £202k but this assumes that savings of £227k will be achieved.

10.4 Strategy for funding the deficit –The Council’s key response to tackling future budget deficits is driving through service efficiencies / improving productivity / maximising income growth across its services. Proposals will be developed during 2019/20 across services to identify such efficiency/productivity/income gains in consultation with Portfolio holders. The programme aims to identify £1.2m per annum of savings or income growth by 2021/22. Every effort will be made to avoid having to use reserves to support the budget as the reserves would be more effectively used on proposals that will produce ongoing revenue budget savings or income growth.

11.0 Flexible Use of Capital Receipts Strategy

11.1 As part of the November 2015 Spending Review, the Government announced that it would introduce flexibility for local authorities to use capital receipts from the sale of non-housing assets to fund the revenue costs of service reform and transformation which are forecast to generate ongoing savings to an authority’s net service expenditure. Guidance on the use of this flexibility was issued in March 2016 which applied to the financial years 2016/17 to 2018/19. In December 2017 the Government confirmed that this flexibility would be extended for a further three years to 31st March 2022.

11.2 Government has provided a definition of expenditure which qualifies to be funded from capital receipts. This is:

“Qualifying expenditure is expenditure on any project that is designed to generate ongoing revenue savings in the delivery of public services and/or transform service delivery to reduce costs and/or transform service delivery in a way that reduces costs or demand for services in future years for any of the public sector delivery partners. Within this definition, it is for individual local authorities to decide whether or not a project qualifies for the flexibility.”

11.3 The Council intends to use the capital receipts flexibility to part fund the ICT Improvement Programme, which was approved by Council in April 2018. The original programme included capital expenditure that will now be delivered using cloud-based technology and as such has been reclassified as revenue expenditure. There has been no change to the overall cost of the project.

11.4 The estimated use of capital receipts and annual savings generated by this project are set out in the table below:

	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000
Estimated Expenditure	412	480	0	0	0
Estimated Savings	(227)	(232)	(592)	(825)	(1,023)

It is forecast that the ICT Improvement programme will achieve total net revenue savings of around £4.5m during the 8 years to 2026/27.

11.5 The Guidance requires that the impact on the Council’s prudential indicators should be considered when preparing a Flexible Use of Capital Receipts Strategy. There will be no impact on the Council’s prudential indicators as a result of the implementation of this strategy, as the expenditure to be funded from capital receipts had previously been included

within the capital programme. Therefore there has been no change in the overall use of capital receipts.

12.0 Medium Term Forecast - 2020/21 through to 2023/24

12.1 It is good financial practice for authorities to consider their budgets over the medium term and not just for the year ahead. The forecasts are based on current levels of service provision with no allowance for future growth. They assume that the current business rate retention model continues. The government is consulting on changes to the current model.

12.2 The table below provides a summary of the deficits/savings targets over the medium term:

	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000
Surplus / (Deficit) forecast after planned savings	(202)	(803)	(1,125)	(1,196)	(1,311)
ICT Digital Innovation Savings	(227)	(231)	(592)	(825)	(1,023)
Total Savings target	(429)	(1,034)	(1,717)	(2,021)	(2,334)
Change on previous year - deficit (increase)/ decrease		(605)	(683)	(304)	(313)

The scale of the future forecast deficits and the need for significant IT investment means that work must continue in 2019 to deliver on the planned efficiency and income proposals, and to identify new savings proposals in order to be able to produce balanced and sustainable budgets for future years.

12.3 The Council has a good track record of delivering balanced budgets. The scale of the savings required in future years

means that delivering savings and income growth must continue to be a priority for the Council. Work is currently underway to explore further commercialisation opportunities, smarter procurement, vacancy control, voluntary redundancy and voluntary early retirement, the continuation of the programme of asset disposals and the identification of further areas for income generation.

- 12.4 The budget estimates are based on the best available information but inevitably there is a degree of risk and uncertainty in some of the assumptions made. Details of the most significant risks and issues are provided in **Appendix H**.

13.0 Reserves & Balances

- 13.1 The Council maintains a General Working Balance plus a number of other earmarked reserves. A review of all the reserves and provisions has been undertaken as part of the budget process.
- 13.2 **General Working Balance** – the working balance provides a cushion for cash flow shortages and a contingency for unforeseen events. The minimum prudent level for the working balance is a matter of professional judgement based on past experience, the level of other earmarked reserves and an assessment of future risks. The working balance is being maintained at £1.5m to recognise the range of risks the Council is currently exposed to. An updated financial risks assessment is provided in **Appendix H**, which indicates that a balance of £1.5m should be adequate. A balance of £1.5m is equivalent to 15% of the Council's budget requirement. Over the medium term the Council will need to continually review the minimum working balance required as budget risks and the level of other earmarked reserves change.
- 13.3 **Earmarked reserves** are held to meet known or anticipated liabilities. Details of the earmarked reserves held by the

Council, including their purpose and predicted movements over the next five years are included in **Appendix G**. The level of reserves is considered to be adequate.

14.0 Consultation

- 14.1 The consultation meeting with the business ratepayers' representatives took place on 6th February 2019. Issues discussed included the changes to the business rates system, the small business rates relief and retail relief schemes, the Council's budget forecasts and the council tax increase options.
- 14.2 Consultation with Council Taxpayers took place at a Community Assembly meeting on 9th January 2019 which was attended by approximately 60 members of the public. The Council Plan and budget were discussed and council tax increase options.

15.0 Other Local Council Taxes

- 15.1 The special items to be added to the tax in **parished areas** are:
- **Staveley Town Council** - Band 'D' tax increased by 2.6% to £95.96 (£93.51 in 2018/19); &
 - **Brimington Parish Council** – Band 'D' tax is unchanged at £21.70 (£21.70 in 2018/19).
- 15.2 **Derbyshire County Council** has agreed on 6th February 2019 to increase its council tax by 3.99% to £1,322.88 (£1,272.12 in 2018/19).
- 15.3 **Derbyshire Police & Crime Commissioner** set the Constabulary's precept and council tax on 24th January 2019- the Band D tax will be £216.60, an increase of £24 (12.46%) (£192.60 in 2018/19).
- 15.4 **The Derbyshire Fire and Rescue Authority** set its precept and council tax on 14th February 2019 – the Band D tax will be £76.22 an increase of 1.98% (£74.74 in 2018/19).

15.5 Details of the council taxes for each major preceptor and by each tax band are shown in **Appendix J**.

16.0 Calculation of Expenditure

16.1 The calculation of expenditure required under Section 32 of the Local Government Finance Act 1992 is shown at **Appendix I**.

17.0 Legal Implications

17.1 It is a statutory requirement under Section 33 of the Local Government Finance Act 1992, for the Council to produce a balanced budget. Before setting the level of the council tax the Council must have agreed a balanced budget, differentiated by services, which is sufficient to meet estimated revenue expenditure, levies, contingencies, any deficit estimate to be brought forward from previous years, and any amounts required to be transferred between funds. The council tax itself must be sufficient to cover the difference between the agreed budget less government grants credited to the income and expenditure account, and any other expenditure which must be met from the Collection Fund, less any surplus (or plus any deficit) brought forward from previous years.

18.0 Chief Financial Officers Assurances

18.1 The Local Government Act 2003 (section 25) requires the Chief Financial Officer (CFO) to report on the robustness of estimates and the adequacy of financial reserves when the statutory calculations to determine the Council Tax are reported. The CFO is the officer responsible for the administration of the Council's financial affairs for purposes of Section 151 of the Local Government Act 1972.

Robustness of estimates – subject to the risks highlighted elsewhere in this report, the Director of Finance & Resources is

satisfied that the estimates are based on the best available information and that procedures are in place to ensure the estimates are accurate and reliable. Budget responsibility is devolved to service managers who are best placed to complete the budget working papers. The central Accountancy Team coordinate the budget process and check through all budget working papers. The Council's procedures, allied to experienced staff and a robust approach to risk management should minimise the inherent risks and uncertainties in the forecasting process.

Budgets will continue to be monitored on a monthly basis throughout the year so that any required corrective action can be taken at the earliest opportunity and the medium term forecasts will be continually updated as part of that process.

Further work will continue to establish the exact costs, and means of financing, the planned investments in ICT technology and digital innovation and robust project management arrangements put in place to ensure the timely and effective delivery of budget savings and/or income generation proposals.

18.2 Level of reserves - details of the Council's reserves are provided in Section 13 above and in **Appendix G**. The General Fund working balance is being maintained at £1.5m to recognise the financial risks the Council currently faces particularly in relation to Business Rates income. The updated Budget Risk and Sensitivity Analysis in **Appendix H** also supports the minimum working balance being maintained at this level.

The policy on the use of reserves will continue to be to use earmarked reserves for their intended purpose with surplus reserves being used for investment in the Council's priorities and/or for transformation schemes which are designed to produce on-going revenue budget savings

The reserves have declined from 2018/19 but are still considered adequate for 2019/20. The position in future years

will depend on the Council's success in delivering the required budget savings and surpluses.

The Council also maintains a number of earmarked reserves for financing capital expenditure and equalising expenditure between years (e.g. Property Repairs Fund). The balances in these other reserves are considered adequate for the medium term.

19.0 Alternative Recommendations

19.1 It is within the gift of the Council to propose alternative budget allocations and/or council tax level.

20.0 Recommendations

20.1 That Council:

- 20.1.1 Approves the revised budget for 2018/19 (Section 5).
- 20.1.2 That the Director of Finance & Resources be given delegated authority to make decisions related to the application of the business rates retail relief scheme (paragraph 6.5).
- 20.1.3 Notes the Collection Fund and the Tax Base forecasts (Section 9).
- 20.1.4 Approves the overall revenue budget summary for 2019/20 (Section 10 and Appendix A).
- 20.1.5 Approves the use of the capital receipts flexibility to fund the revenue costs of the ICT programme which will lead to budget savings (Section 11).
- 20.1.6 Notes the budget forecasts for 2020/21 and the medium term and the strategy for addressing the projected deficits (Section 12).

- 20.1.7 Approves the estimates of reserves including maintaining the General Working Balance at £1.5m (Section 13 and Appendix G).
- 20.1.8 Notes the budget risks and sensitivity analysis (Appendix H).
- 20.1.9 Increases the Council's share of Council Tax by £5 for a Band 'D' property in 2019/20.
- 20.1.10 Approves the 2019/20 Council Tax Requirement and financing (Appendix I).
- 20.1.11 Notes the Director of Finance & Resources' assurances (Section 18).

21.0 Reasons for Recommendations

- 21.1 In order to meet the statutory requirements relating to setting a budget and the council tax.

Decision information

Key decision number	860
Wards affected	All wards
Links to Council Plan priorities	To be financially self-sufficient by 2020.

Document information

Report author		Contact number/email
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Background documents		
These are unpublished works which have been relied on to a material extent when the report was prepared.		
<i>This must be made available to the public for up to 4 years.</i>		
Appendices to the report		
Appendix A	General Fund Revenue Budget Summary	
Appendix B	Budget Strategy	
Appendix C	Financial Strategy	
Appendix D	Fees & Charges Policy	
Appendix E	Analysis of Fees & Charges Income	
Appendix F	Revenue Grants	
Appendix G	Reserves & Balances	
Appendix H	Budget Risks & Sensitivity Analysis	
Appendix I	Section 32 Statement	
Appendix J	Council Taxes	