



CABINET REPORT

Report Title	General Fund Revenue Budget and Capital Programme 2017/18 and Medium Term Financial Plan 2017/18 – 2021/22
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AGENDA STATUS: PUBLIC

Cabinet Meeting Date:	15 February 2017
Key Decision:	YES
Within Policy:	YES
Policy Document:	YES
Directorate:	Management Board
Accountable Cabinet Member:	Cllr B Eldred
Ward(s)	NA

1. Purpose

- 1.1 To report the outcome of the consultation process on the 2017/18 General Fund Revenue and Capital Budget and the Formula Funding Settlement for 2017/18.
- 1.2 To agree Cabinet's proposals for recommendation to Council on 27 February 2017 for the 2017/18 General Fund budgets and Council Tax level and the indicative levels for 2018/19 to 2021/22.
- 1.3 To outline the General Fund Capital Programme and Funding proposals for 2017/18 and future years.

2. Recommendations

- 2.1 That the feedback from consultation with the public, organisations and the Overview and Scrutiny and Audit Committees be considered and welcomed **(detailed at Appendices 1, 2 and 3)**.

- 2.2 That the changes to the proposed budget (detailed at paragraph 3.2.22), in light of technical adjustments and the Local Government Funding Settlement, be agreed.
- 2.3 That a General Fund Revenue Budget for 2017/18 of £28.015m (excluding parishes) be recommended to Council for its own purposes (detailed in paragraph 3.2.23 and **Appendices 4 and 5**).
- 2.4 That the Council be recommended to increase the Council Tax for its own purposes, i.e. excluding County, Police and Parish Precepts, by £5 per year per band D property for 2017/18.
- 2.5 That the Cabinet recommend to Council that they approve the General Fund Capital Programme and proposed financing for 2017/18, including the inclusion of schemes in the Development Pool, as set out in **Appendix 6**.
- 2.6 That Cabinet note the enhanced capital governance arrangements described in paragraph 3.2.31 and 3.2.32
- 2.7 That Council be recommended to confirm a minimum level of General Fund reserves of £5.5m for 2017/18, having regard to the outcome of the financial risk assessment, and also note the position on earmarked reserves (**Appendix 7**).
- 2.8 That authority be delegated to the Chief Finance Officer in consultation with the Chief Executive and the Cabinet Member for Finance, and where appropriate the relevant Director and Cabinet Member to:
- Transfer monies to/from earmarked reserves should that become necessary during the financial year.
 - Update prudential indicators in both the Prudential Indicators Report and Treasury Strategy Report to Council, for any budget changes that impact on these.
- 2.9 That the draft Fees and Charges set out in **Appendix 9** be approved, including immediate implementation where appropriate.
- 2.10 That Cabinet recommend to Council that they approve the Treasury Management Strategy for 2017-18 at **Appendix 10** of this report: incorporating:
- (i) The Capital Financing and Borrowing Strategy for 2017-18 including:
 - The Council's policy on the making of Minimum Revenue Provision (MRP) for the repayment of debt, as required by the Local Authorities (Capital Finance & Accounting) (England) (Amendment) Regulations 2008.
 - The Affordable Borrowing Limit for 2017-18 as required by the Local Government Act 2003.
 - (ii) The Investment Strategy for 2017-18 as required by the CLG revised Guidance on Local Government Investments issued in 2010.

- 2.11 That authority be delegated to the Council's Chief Finance Officer, in liaison with the Cabinet member for Finance, to make any temporary changes needed to the Council's borrowing and investment strategy to enable the authority to meet its obligations.
- 2.12 That authority be delegated to the Chief Finance Officer to make any technical changes necessary to the papers for the Council meeting of 27th February 2017, including changes to the Finance Settlement and change relating to Parish Precepts and Council Tax levels associated with those changes.

3. Issues and Choices

3.1 Report Background

- 3.1.1 The Council is required to set a balanced budget and its Council Tax for 2017/18 in February 2017. The proposals in this report have been developed by officers in consultation with relevant Cabinet members and Management Board.
- 3.1.2 The budget proposals and options presented in this report have been subject to a period of public consultation and reviewed by both Audit Committee and Overview and Scrutiny Panel. The outcomes of these consultations are set out in **Appendices 1, 2 and 3**.

3.2 Issues

Economic Context

- 3.2.1 The national and global economic outlook has shifted over the last 12 months, due to the outcome of the referendum on June 23rd leading to the UK's proposed withdrawal from the European Union, and more recently the outcome of the presidential election in the United States. The impact on the Borough Council's budget and medium term financial plan are:
- Reductions in GDP growth forecasts, which are likely to reduce the level of any growth in business rates income.
 - Demand for housing currently remains strong and this is of benefit to Northampton's growth strategy.
 - Inflation is expected to increase from current rates (CPI 0.9%, RPI 2%) over the next 12 months as the impact of the fall in the value of the pound feeds through into consumer prices. This will potentially lead to inflationary pressures within the Council's budget.
 - Interest rates are forecast to stay low over the medium term. The Bank of England base rate was reduced to 0.25% in August 2016 and is not expected to rise in the short term. These reduced interest rate forecasts have a significant negative impact on the Council's income from interest on cash

balances. On the positive side, PWLB borrowing rates are also low making longer-term borrowing to fund investments more attractive.

Local Government Finance Settlement

3.2.2 The draft settlement was published on 15th December 2016 and the final settlement is due in mid February 2017. No change from the draft settlement is expected. The table below shows the figures and how they compare to those included in the draft budget for 2017/18.

	Draft Budget – Dec 2016 £k	Expected Final Settlement – Feb 2017 £k	Change £k
Revenue Support Grant	1,793	1,793	-
Transition Grant	24	24	-
Business Rates Baseline	7,595	7,595	-
New Homes Bonus	4,112	4,229	117
Total	13,524	13,641	117

3.2.3 The methodology for calculating central government funding includes an assumption that Council Tax is increased, up to the referendum limit of £5 per Band D property, as part of an authorities core funding. The budget proposals therefore include a proposed increase in the Band D Council Tax of £5 per year from 2017/18 onwards.

3.2.4 New Homes Bonus for 2017/18 is higher than forecast in the draft budget due to higher growth in property numbers. However, changes to the scheme have a downward pressure on this funding source. The key changes to the scheme are:

- Number of years for which legacy payments under the Bonus are to be paid reduced from 6 years to 5 years and then to 4 years.
- No NHB payable for years in which LA does not have a Local Plan in place.
- Reduction in NHB for homes allowed following an appeal (expected to be implemented from 2018/19).
- Introduction of a baseline growth of 0.4%, only growth above this level would be rewarded. This is higher than the baseline of 0.25% in the consultation, creating a downward pressure of forecasts for future years.
- No change to district/county split.

3.2.5 The Finance Settlement included indicative figures for Business Rates Baseline and Revenue Support Grant for the 3 years up to and including 2019/20, which have now been built into the Council's medium term forecasts. The allocation of Revenue Support Grant is a guaranteed minimum following

the Council's acceptance of the government's offer and submission of its Efficiency Plan in October 2016.

Sources of Funding – Medium Term Forecasts

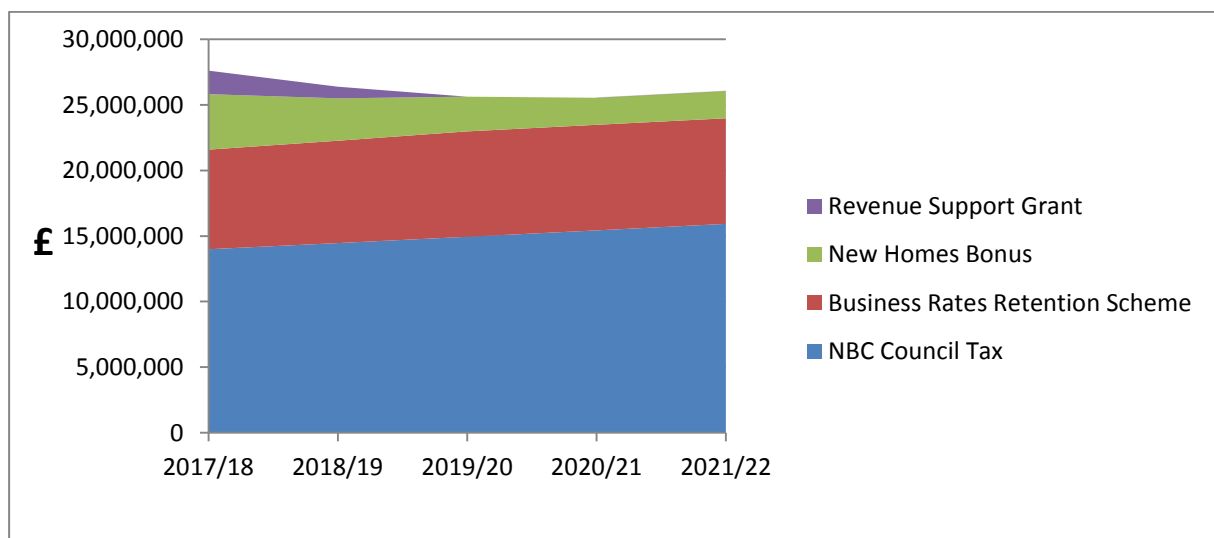
3.2.6 The main sources of funding for the Council's net General Fund revenue budget are Council Tax, Business Rates, New Homes Bonus and Revenue Support Grant.

3.2.7 Council Tax – In addition to the annual increase in Band D Council Tax of £5, the amount of Council Tax income also increases due to increases in number of properties, forecast to grow by 1% per annum from 2018/19 onwards.

3.2.8 Business Rates – following the introduction of the Business Rate Retention Scheme in April 2013, the Council now benefits from growth in the rateable value in the Borough. On the flipside, the Council also bears the risk of volatility, including successful appeals by business against their rateable value. The five-year forecasts reflect an average inflationary increase in business rates income of 1.2% per year.

3.2.9 New Homes Bonus – this has been a significant source of funding in recent years. The revamp of the scheme has led to a significant reduction in this source of income for the Council, although this is mitigated by continued housing growth.

3.2.10 The graph below shows how the balance between these sources of funding is expected to change for the Borough Council over the next five years. The total falls significantly over the period and shows a significant shift from central to local funding.



Enterprise Zone

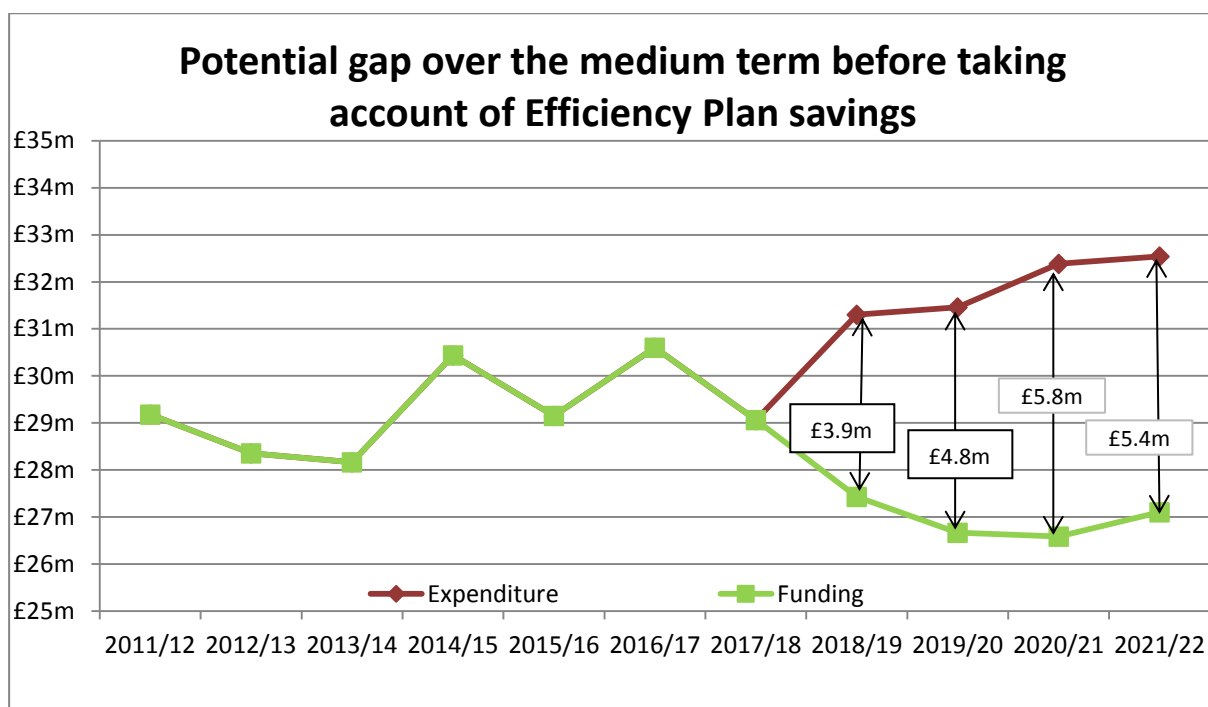
3.2.11 The Waterside Enterprise Zone is composed of more than 20 sites along the River Nene, stretching from Sixfields in the west, right across the town centre. It incorporates a range of brownfield development opportunities, growing industrial estates and expanding sports stadium sites. The Council is working

closely with stakeholders and businesses to ensure that investment is targeted in the right location and at the right level to ensure growth happens.

- 3.2.12 The Council is contributing towards this investment by providing advance funding to enable the Enterprise Zone to grow. The up-front contributions will be returned to the Council in the future as business growth increases. The risks surrounding the advance funding of this investment are being closely monitored. This advance funding is forecast to fully be repaid to NBC between 2020 and 2030, depending on the pace of business rate growth. There are commitments to repay the bridging loan if growth does not materialise at the pace assumed. NBC is working with SEMLEP to mitigate and manage risks and ensure that the taxpayers of Northampton are not adversely affected.
- 3.2.13 The SEMLEP board in November 2016 approved the principle of a £10m local infrastructure funding facility (LIF). This will enable further upfront investment to bring EZ sites forward for development to generate business and job growth, and an increase in business rates. Any proposals to utilise the LIF facility will be subject to detailed business cases approved by the Council and EZ Board demonstrating that increased future business rates within the EZ funding period will cover the initial investment. It is likely that the Council may need to facilitate this through bridging finance in the form of short/medium term borrowing.

Medium Term Financial Plan

- 3.2.14 The Medium Term Financial Plan provides a forecast of the Council's expenditure and income over the next five years. The forecasts, detailed in Appendix 4, show the need to make substantial year-on-year savings, rising to £5.8m by 2020/21. The focus of activity is on the delivery of the Efficiency Plan in order to eliminate this medium term gap. The budget for 2017/18 has been balanced through a robust review and challenge of base budgets. These have been right-sized, for example ensuring that the budgets for Planning and car park income reflect actual income over the last few years, and the debt financing budget has been thoroughly reviewed and assumptions updated. This right-sizing has mitigated against demand pressures in the budget, most notably an increase of £570k in General Fund Housing due to the increase in homelessness – average numbers have increased from 60 to 140 per month.
- 3.2.15 One of the significant reasons for the increasing budget gap is the potential cost increases forecast to result from the retendering of Environmental Services, with the new contract due to come into force in June 2018. This is a significant project for the Council and as part of this there will need to be a balance drawn between quality of service and cost of delivery.
- 3.2.16 The graph below illustrates the growing gap between forecast expenditure and funding. The forecasts will be kept under constant review.



Efficiency Plan

3.2.17 As part of the Local Government Finance Settlement in February 2016, the Government made an offer to Councils to improve medium term planning by setting minimum levels of Revenue Support Grant over a 4 year period. In order to secure this minimum level of funding Cabinet in September approved an Efficiency Plan and this was submitted to government by 14th October 2016.

3.2.18 The Efficiency Plan is essential to delivery of a balanced budget over the medium term. The scale of the savings that the Council needs to find requires a fundamental review of the way in which services are provided, as well as the range and scope of those services. Work has begun and is progressing across the following themes, as detailed in the Efficiency Plan:

- Economic Growth – to prioritise new ways of delivering investment and sustaining revenue streams
- Partnership – to build on existing successful delivery partnerships such as LGSS, Northampton Partnership Homes and the Leisure Trust.
- Community Empowerment – to deliver a clearly defined community-led approach that enables the delivery of ongoing service improvements and financial savings.
- Exploiting Commercial Opportunities – The Council will use its substantial asset base to deliver commercial income, through a combination of redefining an asset's use in order to maximise income and through disposal of underutilised assets. This workstream will also look at options to invest in new assets that generate a good rate of return. There may be a need for significant capital investment which will need to be closely scrutinised to ensure that it is affordable, prudent and sustainable.

- Being more efficient - All services will continue to review their working practices to ensure that they deliver high quality services at the lowest possible net cost.

3.2.19 The actions already taken to meet the Efficiency Plan targets have resulted in efficiency savings of £1.17m in 2017/18 rising to £1.85m by 2020/21 being incorporated into budgets. These savings have been included in budgets as they are achievable given the actions taken and proposed. However, they will need to be continually monitored to ensure that they are realised. The detail of the efficiency savings included in budgets is set out in Appendix 8. For 2017/18 this includes other net technical savings of £1.64m which have been achieved in setting a balanced budget.

3.2.20 The remaining targets in the Efficiency Plan are sufficient to bridge the forecast gap in the MTFP and are monitored closely by Management Board. The Council's proposed new governance arrangements include a specific officer board focussed on the delivery of the Efficiency Plan and associated improvement projects. Meeting the target for 2017/18, which was largely about right-sizing budgets, has enabled a balanced budget to be proposed. The Efficiency Plan will be refreshed and refined on an annual basis to ensure that it remains fit for purpose.

General Fund Revenue Budget 2017/18

3.2.21 The Cabinet met on 14th December 2016 and recommended proposals for consultation. The headlines were:

- A proposed Council Tax increase of £5 per year per band D property, for the Council's own purposes, for 2017/18, and an indicative increase at the same level for planning purposes in future years.
- A General Fund Budget of £28.015m, excluding parish precepts

3.2.22 Further work has been undertaken to refine the budget. This includes the impact of the Local Government Finance Settlement and technical adjustments to the continuation budget and corporate budgets. The changes are summarised in the table below:

Summary of Changes since Cabinet December 2016	Budget 2017/18 (£)
Service Budget Changes (net)	(326,938)
Growth & Savings Changes	67,855
Technical Changes to Corporate Budgets	(70,165)
Contribution to/(from) Earmarked Reserves	594,538
Total Changes to Net Budget	265,290
Changes to Funding	
New Homes Bonus	(117,397)
Collection Fund Surplus	(45,847)
Council Taxbase	(102,046)
Total Changes to Funding	(265,290)

3.2.23 The proposed net budget for 2017/18 is shown in Appendix 4 and summarised in the table below. A balanced budget has been achieved through the Council's prudent financial management and continued commitment to delivering efficiency savings. A contribution to reserves of £649k will help to deal with budget pressures arising in the medium term, as well as providing a source of funding for investments leading to further efficiency savings.

Description	2017/18 £000s
Service Base Budget	28,517
Savings	(45)
Growth	113
Corporate Budgets	(174)
Contribution to Reserves	649
Net Budget	29,060
Revenue Support Grant	(1,793)
Transition Grant	(24)
Business Rates	(7,595)
New Homes Bonus	(4,229)
Council Tax	(15,035)
Collection Fund Surplus	(384)
Total Funding	(29,060)
Savings to be identified	(0)

Council Tax

3.2.24 As part of the Local Government Finance Settlement the Secretary of State has set a referendum trigger of £5 per year increase in the Band D Council Tax, which will apply for all principal local authorities in 2017/18. It does not currently apply to local precepting authorities (Town and Parish Councils). Authorities with social care responsibilities are allowed to increase their Council Tax by up to a further 3% with the funds generated ring-fenced to social care.

3.2.25 The draft budget for 2017/18 proposed an increase in Council Tax at this referendum trigger level.

3.2.26 The Band D Council Tax (excluding parishes) for the last 5 years is shown in the table below:

	2013/14 £	2014/15 £	2015/16 £	2016/17 £	2017/18 £
Northampton Borough Council	208.19	207.91	207.91	207.91	212.91
Northamptonshire County Council	1,028.11	1,048.57	1,069.02	1,111.25	TBC
Northamptonshire Police & Crime Commissioner	193.20	197.04	200.96	204.96	TBC
Total	1,429.50	1,453.52	1,477.89	1,524.12	TBC

General Fund Capital Programme 2017/18 to 2021/22

3.2.27 The proposed General Fund Capital Programme and Funding for the next 5 years is detailed in Appendix 6 and summarised in the table below. The proposed programme has been reviewed, challenged and prioritised by the Capital Programme Board. Years 2 to 5 of the programme are indicative only at this stage.

3.2.28 The total value of the proposed programme for 2017/18 is £20.679m. This total includes £17.770m within the Development Pool. These are schemes for which either costs need to be firmed up and/or confirmation of external funding is required. These schemes will be moved from the Development Pool into the approved programme during the year as and when these details are approved by the Capital Programme Board in line with the enhanced governance processes set out in the next section.

3.2.29 The changes to the programme since the draft budget report in December 2016 are as follows:

- Vulcan Works - Reprofiting of budget to recognise the revised scheme approved in principle by Cabinet in July 2016. This includes an additional £5m cost to be funded by the University, either directly or through leasing part of the building. This scheme is in the Development Pool pending finalisation of designs.
- Mounts Bath Improvements – new scheme added to Development Pool pending final plans. This will be largely funded by a grant from Sport England and contribution from the Leisure Trust.
- Central Museum Development – moved to Development Pool pending finalisation of detailed designs and plans.
- 2016/17 forecasts have been updated to reflect the expected variances on Major schemes, as reported to Cabinet on 7th February.

3.2.30 The proposed capital programme can be contained within existing resources over the 5 year planning period. However, subject to the profile of capital receipts, some short term borrowing may be required. This will not have any net impact on revenue budgets. The proposed funding includes that in relation to Development Pool schemes.

Description	Budget 2017/18
	£000s
Disabled Facilities Grants	1,475
IT Improvements	150
Town Centre Improvements	367
Block Programmes	800
Other (as detailed in Appendix 6)	117
Development Pool	17,770
Total GF Capital Programme	20,679
Funding Source:	
Borrowing (incl. self-funded)	4,395
Growing Places Fund/ Local Infrastructure Fund	1,000
Capital Receipts	6,679
Revenue and Reserves	487
Grants & Developer Contributions	8,118
Total Funding	20,679

Capital Governance – Proposed Arrangements

3.2.31 Proposals have been developed to enhance the capital governance processes and reduce the value of under and overspends. Capital appraisals will continue to be required for all proposed capital schemes. These will be considered by Capital Programme Board and, if the Board considers that the scheme requires a full business case to provide more information on costs and funding then it will become part of the Development Pool pending delivery of this information. No expenditure can be incurred until the scheme is agreed and can be moved into the approved programme. In some circumstances Capital Programme Board may approve some expenditure to be incurred on design costs in order to gain greater cost certainty.

3.2.32 The approval of the Development Pool by Cabinet and Council sets a total budget for the scheme. Provided that the final scheme costs are within that

approval, and external funding is secured as assumed, then the scheme can be moved into the approved programme by Capital Programme Board. If the final costs are greater than the amount included in the Development Pool then Cabinet or delegated approval would be required in line with the limits in Financial Regulations. Cabinet approval would be by way of a specific report or as part of the finance monitoring report dependant on the complexity of the issues, All budget movements will be reported to Cabinet in the regular finance monitoring report.

Earmarked Reserves and General Fund Balances

3.2.33 Earmarked Reserves are held to mitigate against specific risks and future spending pressures. They are reviewed on an ongoing basis, but specifically as part of the budget process and again at the closure of accounts. Contributions to and from reserves will be adjusted for future years as the forecasts of government funding are updated.

3.2.34 In September 2016 Cabinet approved a realignment of earmarked reserves to ensure that maximum funding is focussed on investments that will secure the efficiency savings required in the medium term and to fund any shortfall in cash flow whilst those savings are realised. A summary of the forecast reserves position is set out in Appendix 7.

3.2.35 As part of the budget process the Council determines a prudent minimum level of General Fund balances to hold against general risks. This minimum level is designed to cope with unpredictable circumstances, which cannot be addressed by management or policy action within the year. It is informed by a risk assessment, which currently suggests that £5.5m would be a prudent level of general reserves. This is a slight increase from the assessed level in previous years, reflecting increased funding uncertainties. It is however in line with the actual level of general reserves held as at March 2016.

Robustness of Estimates and Adequacy of Reserves

3.2.36 The Local Government Act 2003 places a duty on the Chief Finance Officer to comment on 'the robustness of the estimates' included in the budget and the adequacy of the reserves for which the budget provides. This is subject to a separate report to this Cabinet meeting.

Fees and Charges

3.2.37 The schedule of draft Fees and Charges for 2017/18 is attached at Appendix 9. The Cabinet is recommended to agree the fees and charges that have been reflected in the budgeted income figures. These figures have been reviewed through the Medium Term Planning process and updated where feasible.

Treasury Management Strategy

3.2.38 The Treasury Management Strategy 2017-18 at Appendix 10 sets out the Council's policy for its debt and investment portfolios over the next financial year. It is reviewed annually and reported to Cabinet and Council as part of the budget setting process. The purpose of the strategy is to establish the framework for the effective and efficient management of the Council's treasury management activity, including the Council's investment portfolio, within

legislative, regulatory, and best practice regimes, and balancing risk against reward in the best interests of stewardship of the public purse. The resources required to deliver the Council's Treasury Management Strategy and policies over the next five years are incorporated into the Council's HRA and General Fund revenue budgets.

3.2.39 The Treasury Management Strategy incorporates:

- The Council's capital financing and borrowing strategy for the coming year
- The Council's policy on the making of Minimum Revenue Provision (MRP) for the repayment of debt, as required by the Local Authorities (Capital Finance & Accounting) (Amendments) (England) Regulations 2008.
- The Affordable Borrowing Limit as required by the Local Government Act 2003.
- The Annual Investment Strategy for the coming year as required by the CLG revised Guidance on Local Government Investments issued in 2010.

3.2.40 The Treasury Management Strategy also includes the Council's policy on borrowing in advance of need and its counterparty creditworthiness policies.

Next Steps

3.2.41 The Council meeting on 27th February will consider the recommendations of this Cabinet in relation to the expenditure and tax proposals that relate to the Council's own spending.

3.2.42 In addition to the Council's own Council Tax, there are separate Council Taxes for the county, police, and the parishes. Not all of these precepting bodies have set their Council Taxes at the date of the Cabinet report being written, with the result that these will be reported to the Cabinet if known by that date and at Council on 27 February 2017 in any event.

3.3 Choices (Options)

3.3.1 It is recommended that Cabinet make the recommendations to Council as detailed in section 2 of this report, taking into account the items detailed for noting.

3.3.2 The Cabinet may choose to make amendments to the proposed budgets or to the proposed council tax increase and adjust the budget proposals accordingly, in consultation with the Chief Executive and the Chief Finance Officer. It would then recommend the amended budget and council tax (if applicable) to Council.

4. Implications (including financial implications)

4.1 Policy

- 4.1.1 The revenue and capital budgets are set in support of the Council's priorities and within the context of the Medium Term Financial Plan and Capital Strategy.

4.2 Resources and Risk

- 4.2.1 The resource implications are detailed throughout the report and appendices.
- 4.2.2 The robustness of the estimates and adequacy of the Council's reserves are subject to a separate report.
- 4.2.3 A report on risks and the 2017/18 budget was also considered by the Audit Committee at its meeting on 16th January 2017.

4.3 Legal

- 4.3.1 The Council must set a balanced budget for the next financial year by midnight on 11 March 2017 (Local Government Finance Act 1992 section 32 (10)). Failure to do this would leave the Council potentially vulnerable to court action by way of judicial review on the part of the Audit Commission. Delay in sending out Council Tax demands would result in losses being incurred by the Council.
- 4.3.2 The authority has specific legal duties in relation to equalities and financial decision making – see 4.4 below.

4.4 Equality and Health

- 4.4.1 The Public Sector Equality Duty (PSED) requires the Council to have due regard to the need to eliminate discrimination, advance equality of opportunity and foster good relations between different people when carrying out its activities. Failure to comply with this duty would be challengeable in the courts.
- 4.4.2 Equality and diversity were considered as part of each of the medium term planning options submitted. Equality impact assessments are 'living' documents and will be updated to take into account relevant feedback from the consultation process. Where these documents identify mitigating action, this will be undertaken in implementing the relevant option should it be taken forward and approved in February 2017.

4.5 Consultation

- 4.5.1 Public consultation commenced with residents, businesses and interested stakeholders from the 15 December 2016 and ended 26 January 2017. The consultation period will formally close on the date the budget is approved in February 2017.

- 4.5.2 People were asked if they agreed with a small increase in council tax. Views were also sought in relation to the budget options proposed and respondents were also invited to suggest any other ideas that would achieve savings or generate income.
- 4.5.3 The Council's dedicated budget information web pages received over **100** visits and **65** people completed online questionnaires. More than **2** out of **3** respondents agree with proposals to increase council tax. Full results, including comments on proposals and alternative suggestions are available in Appendix 1.
- 4.5.4 Overview and Scrutiny Committee reviewed the budget proposals at its meeting on 2 February 2017. The views of the Overview and Scrutiny Committees are reported in Appendix 2.
- 4.5.5 Audit Committee reviewed the budget proposals from a risk perspective on 16 January 2017. The key risks identified are reported at Appendix 3.

4.6 How the Proposals deliver Priority Outcomes

- 4.6.1 All of the discretionary investment proposals in the proposed budget reflect and/or are aligned to the corporate priorities as set out in the Corporate Plan.

4.7 Other Implications

- 4.7.1 None not already covered above.

5. Background Papers

5.1 None

5.2 Appendices

1. Consultation Responses – Public Consultation
2. Consultation Responses – Overview and Scrutiny Committee
3. Consultation Responses – Audit Committee
4. Proposed General Fund Revenue Summary 2017/18 to 2021/22
5. General Fund MTP Savings & Growth Options
6. Proposed General Fund Capital Programme and Financing 2017/18 to 2021/22
7. Schedule of Earmarked Reserves
8. Efficiency Plan – Savings Achieved
9. Draft Fees and Charges 2017/18
10. Treasury Management Strategy 2017/18

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