

SELF REGULATION SELECT COMMISSION

**Venue: Town Hall, Moorgate
Street, Rotherham.**

Date: Thursday, 27th October, 2011

Time: 3.30 p.m.

A G E N D A

1. To determine if the following matters are to be considered under the categories suggested in accordance with the Local Government Act 1972.
2. To determine any item which the Chairman is of the opinion should be considered as a matter of urgency.
3. Communications
4. Declarations of Interest.
5. Questions from Members of the Public and the Press.
6. Minutes of the previous meeting held on 15th September 2011 (herewith) (Pages 1 - 6)
7. Housing Revenue Account balances (report herewith) (Pages 7 - 11)
8. Corporate Risk Register (report herewith) (Pages 12 - 19)
9. Revenue Budget Monitoring for the period ending 30th September, 2011 (report herewith) (Pages 20 - 28)
10. Medium Term Financial Strategy and Budget Timetable August 2011- March 2012 (report herewith) (Pages 29 - 35)
11. Presentation of the Budget Matrix (Officers to report)

SELF REGULATION SELECT COMMISSION
Thursday, 15th September, 2011

Present:- Councillor Hughes (in the Chair); Councillors Atkin, Beck, Currie, Donaldson, Ellis, J. Hamilton and Sharman.

Also in attendance were:-

Councillors Lakin and Rushforth in relation to Item 6 on the agenda.

Councillor Whelbourn in relation to Item 7 on the agenda.

Apologies for absence were received from Councillors N. Hamilton and Swift.

Councillors Pitchley and Read from the Improving Lives Select Commission submitted their apologies in relation to Item 7 on the agenda.

11. DECLARATIONS OF INTEREST

There were no Declarations of Interest to report.

12. QUESTIONS FROM MEMBERS OF THE PUBLIC AND THE PRESS

There were no questions from members of the public or the press.

13. MINUTES OF THE PREVIOUS MEETING HELD ON 21ST JULY, 2011

Resolved:- That the minutes of the meeting of the Self Regulation Select Commission held on 21st July, 2011 be approved as a correct record for signature by the Chairman.

14. CHILDREN'S PEER CHALLENGE OCTOBER 2011

Consideration was given to a report presented by Sue Wilson, Performance and Quality Manager, and supported by Joyce Thacker, Strategic Director of Children and Young People's Services, which set out details of how Children and Young People's Services would be undergoing a Peer Challenge facilitated by Local Government Improvement and Development Agency from the 3rd to 7th October, 2011.

A scoping meeting was held on the 20th June, 2011 with representatives from Local Government Improvement and Development at which there was an early indication of the areas that would be covered:-

- The effectiveness of the delivery and commissioning of early intervention services and the use of Children and Families, thresholds and effectiveness.
- How the Council and its partners can learn from and improve the service user experience.
- An independent perspective on our approach to improving Key Stage 2 results.
- Review the effectiveness of the multi-agency resource panel in relation to Out of Authority Placements and value for money.

The Select Commission were informed that the peer challenges from the Local Government Improvement and Development Agency were safeguarding focused, but the review team was to look at facilitating a Key Stage 2 attainment element to give an independent view of the work that had been taking place around this specific issue in Rotherham over the past few years

It was noted that there were a series of deliverables which have to be in place prior to the review commencing which needed to be complete and submitted by the second week in September.

The Local Government Improvement and Development Agency would convene a team to deliver the challenge representing a variety of backgrounds and expertise from an integrated children's sector, typically comprising of a Director of Children's Services, Lead Member, Operational Manager or Senior Social Worker, a NHS Manager/Practitioner plus the Peer Challenge Manager and Analyst. It was intended that the Team Leader would be Helen Jenner, Director of Children's Services in Barking and Dagenham.

It was noted that the peer challenge was free of charge with no cost to the Local Authority, apart from refreshments for the period of the review team were on site in Rotherham.

On receipt of the final report the Council had the choice in whom they wished to share the information and this would be given further consideration.

A discussion and question and answer session ensued and the following issues were raised and subsequently clarified:-

- In light of this peer challenge, whether or not the Consultants employed following the Ofsted inspection of Children and Young People's Services were considered value for money.
- Whether the perspective of the KS2 results would mirror the outcome of the performance clinic.
- Early intervention and electronic tracking of performance of rising four and five year olds in order to improve KS2 results and to bring the results above the national average.
- Opportunities to recommended different methods of working in order to improve KS2 results.
- Safeguarding young people and the implications of using social network sites.
- Role of the Councillor in the peer review.
- Safeguarding controls and whether the review team would give consideration to the Council's partner agencies.
- Invitation to Head Teachers and Chairs of Governors to review meetings to discuss the performance of schools not achieving their floor targets.
- Risks associated with sustaining partners whilst reducing costs.
- Evidence of working with young people and more difficult to engage families.

Resolved:- (1) That the Cabinet Members for Lifelong Learning and Culture and Safeguarding Children and Adults and Sue Wilson and Joyce Thacker from

Children and Young People's Services be thanked for their attendance.

(2) That the report be received and the contents noted.

(3) That the final report following the conclusion of the challenge be submitted to this Select Commission in due course.

15. CENTRAL ESTABLISHMENT CHARGES

The Chairman welcomed Stuart Booth, Director of Central Finance, to the meeting of the Select Commission who gave a presentation on the review of central establishment charges and gave an update on progress.

The presentation drew specific attention to:-

- What central establishment charges are, how they are allocated and what was charged out.
- Which services were typically treated as central establishment charges.
- Service cost composition.
- Which services and costs were excluded from central establishment charges.
- Central establishment charges charging methodology.
- Services treated as central establishment charges in Rotherham.
- The 2010/11 central establishment charges analysis by Directorate.
- Central establishment charges related reviews and how these have contributed to reducing back office costs.
- Issues currently being faced.
- The review's progress to date.
- Final report recommendations.

An in-depth discussion and question and answer session ensued and the following issues were raised and subsequently clarified;-

- The need to refresh aspects of the current charging methodology
- Changes to the charging methodology and what these would be.
- Outcome of the review and whether this should be undertaken on an annual basis.
- Why External Audit had not picked up on the need to update methodologies for charging used by the Council.
- Distribution of charges across all Directorates.
- Role of External Audit and their consideration of the Council's statutory returns.
- Reasons for charging central establishment charges at year end.
- Whether the charges at the year end contributed to the overspend of Directorates.
- Whether central establishment charges would impact on business rates of Council buildings.
- Whether shared services would improve central establishment charges.
- Who was responsible for allocating charges to codes.
- The need for a timely review of central establishment charges given the economic downturn.

Resolved:- (1) That Stuart Booth be thanked for his informative presentation.

(2) That the report relating to the review of central establishment charges be submitted to the Select Commission's next meeting in October, 2011.

16. PERFORMANCE REPORTING UPDATE - FEEDBACK FROM MEMBERS' WORKING GROUP

Further to Minute No. 5 of this Commission's meeting held on 21st July, 2011, which asked for a sub-group to review the format of future performance data, Caroline Webb, Scrutiny Adviser present this report which summarised the discussions and sought the views of the Select Commission on the recommendations of the working group.

The new reporting format was based on the twenty nine priority areas outlined in the Corporate Plan. The working group discussed with officers the rationale behind each of the targets and offered suggestions where measures could be improved or where a greater level of detail was required. These suggestions have been incorporated, were being considered, or have informed other pieces of work.

The Members requested that a number of areas also be addressed, but suggested that this Select Commission could either be:-

- Proactive in between receiving the agenda and the meeting and seeking clarification on areas of concern, which could then be fed into the meeting.
- Receive the agenda and at the meeting request clarification/further information on areas of concern that would be reported on at the next meeting.

The officer involved in this review of future performance were thanked for their support and would provide score card information, which would highlight to this Select Commission the value and intent of each delivery outcome.

Resolved;- (1) That officers be thanked for their support to the sub-group and the progress made to date.

(2) That the draft format of future performance reports be approved.

(3) That the sub-group continue to take a proactive approach and undertake detailed scrutiny of areas for improvement/concern on receipt of their agendas.

17. REVENUE ACCOUNT OUTTURN 2010/11

Consideration was given to a report presented by Stuart Booth, Director of Central Finance, which set out how in 2010/11 the Council budgeted to spend £216.985m on its General Fund Revenue Account. Actual spending for the year was £214.756m, a saving against budget of £2.229m (or 1.0%).

In addition, the Delegated Schools' Budget was £185.276m. Actual spend

against this was £185.196m, an under-spend of £80,000 for the year which has been added to Schools' Reserves which at 31st March 2011 stood at £2.828m.

The Housing Revenue Account in 2010/11 showed a variance to budget of +£4.118m which had been met from Housing Revenue Account Reserves.

Reflecting on the above out-turn position the Council's Revenue Reserves as at 31st March, 2011 stood at:-

- Reserves available to support the Budget £8.4m.
- Earmarked Reserves (incl Schools and HRA Reserves) £31.3m

In spite of these significant pressures and commitments, the Council had managed to achieve, through careful financial management, a positive financial out-turn. Excluding the position on schools, there was a net under spend of £2.149m (1.0%) on the Council's Revenue Budget. This reflected the Council's continued prudent and sustainable approach to financial management.

As part of the process of reconfiguring and rationalising its services in order to meet the challenges facing it both in 2010/11 and future years the Council offered the option of voluntary severance scheme during the latter half of the financial year. By the 31st March, 2011 some 483 employees had left or had been given approval to leave the Council under the terms of its Voluntary Severance arrangements (that was Voluntary Early Retirement, Voluntary Redundancy, Phased Retirement and Redeployment).

The impact of unforeseen circumstances and adverse variances against budget would be minimised by continuing improvements in financial management, including the more effective management of financial risks.

Discussion ensued on the Housing Revenue Account overspend of £4.1m, the reduction in Housing Revenue Account balances, the moratorium on spending in Directorates and the costs associated with the voluntary severance scheme.

It was suggested that as part of the remit of this Select Commission and its scrutiny of the Council's budget setting process that a small sub-group look at this and report back to the next meeting.

Resolved:- (1) That the Council's General Fund, Schools' and the Housing Revenue Account (HRA) Revenue Outturn Position Statements for 2010/11 be noted.

(2) That the level of the Council's Revenue Reserves as at 31 March 2011 be noted.

(3) That the carrying forward of the under-spends of £500,029 in accordance with the Council's approved policy on the carry forward of year end balances on the Revenue Account be noted.

(4) That a report be submitted to the next meeting of this Select Commission outlining the position of the Housing Revenue Account balances.

[5] That a small sub-group made up of Councillors Atkin, Ellis, J. Hamilton, Hughes and Sharman considers the Select Commission's involvement in the budget setting process and report back their deliberations at the next meeting in October, 2011.

18. WORK PROGRAMME

Further to Minute No. 4 of the meeting of this Select Commission held on 21st July, 2011, Caroline Webb, Scrutiny Adviser, updated the meeting on the areas that would be subject to further work. These included:-

- The budget process.
- The review of central establishment charges.
- . Customer feedback and complaints

Resolved;- That the selected areas above be approved for inclusion on the respective agendas and the work take place as suggested.

19. DATE AND TIME OF THE NEXT MEETING

Resolved:- That the next meeting of this Select Commission take place on Thursday, 27th October, 2011 at 3.30 p.m.

ROTHERHAM BOROUGH COUNCIL - REPORT TO MEMBERS
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1.	Meeting:	Self Regulation Select Commission
2.	Date:	27th October 2011
3.	Title:	Housing Revenue Account Balances 2011/12
4.	Directorate:	Neighbourhoods and Adult Services

5. Summary

At the meeting of the 15th September 2011, Members of the Self Regulation Select Commission asked that a report be prepared outlining the current position on the Housing Revenue Account Balance and the management actions that have been taken to address the reduction in the Balance at the end of the financial year 2010/11.

As previously outlined to Members, the latest forecast outturn position for the HRA in 2011/12 projects a £4.876m surplus which would restore the Working Balance to £7.648m which is considered to be a prudent based on an assessment of the financial risks facing the HRA. Decisions on the future use of the Balance will be considered in the context of the new HRA Self Financing regime and the Council's 30 year Business Plan that is currently being drawn together.

Over the last 18 months the Council has been significantly altered the way in which housing services are delivered in the Borough in particular:

- By externalising the repairs and maintenance function, thereby ending the ongoing trading deficit of the In House Service Provider (ihsp) and securing significant savings on previous costs.
- By returning the management of all housing services back to the Council, and restructuring those services to reduce duplication, back office functions and bureaucracy and reinvesting resources in front line activities.

During this period the Decent Homes programme has also been successfully concluded. This programme saw over £318m invested in council housing across the borough.

Additional, one off costs associated with the management of these major change programmes and accounting code requirements (in recognising the financial closure of 2010 Rotherham Ltd) mostly contributed to the temporary, planned reduction in the 2010/11 year end balance (£2.772m).

6. Recommendations

Members of the Select Commission are asked to note the contents of this report.

7. Proposals and Details

7.1 Background

The Self Regulation Select Commission, at a meeting on the 15th September 2011, considered a report presented by the Strategic Director of Finance on the Council's Revenue Outturn 2010/11. Within that report, reference was made to the Housing Revenue Account (HRA) position and the reduction in the year end Balance.

Commission Members requested additional information in respect of the current forecast outturn position of the HRA and an understanding as to the prevailing circumstances that attributed to the reduction in the HRA Balance at the year ended 31st March 2011.

The Housing Revenue Account (HRA) is a statutory, ring fenced account and is subject to its own legislative, regulatory and accounting rules. It is not allowed to be in a deficit Balance position. As with the General Fund, the HRA needs to ensure that its level of Balance is sufficient to meet its known and potential future liabilities. The level of Balance is not prescribed; however, Council Members have previously considered that a Balance of between £150-£200 per property was a reasonable target.

7.2 Current Year Provision

The latest 2011/12 forecast outturn position for the HRA is that it will achieve a surplus of £4.876m which will lead to the HRA Balance to be carried forward into Self Financing being at £7.648m – see below:

Balance brought forward 2010/11	£2.772m
Forecast contribution to Balance 2011/12	<u>£4.876m</u>
Projected Total Working Balance 2011/12	£7.648m

Achieving this forecast outturn position will leave the HRA with a prudent level of Balance based on known and potential liabilities as the it moves into self financing and the implementation of the new 30 Year Business Plan for Housing Services that is currently being drawn together. Decisions on the future use of the Balance will need to be considered in the context of this Business Plan.

The positive forecast outturn position is in line with the original planned budget approved by Cabinet in February 2011 and is largely a reflection of the increased dwelling rents income resulting principally from rent convergence, maintaining high rent collection levels and minimising lost rent from empty houses (voids). In addition, the projected savings from reintegrating housing services to the Council is also contributing to this position.

7.3 Issues Arising from 2010/11

Over the last 18 months the Council has significantly altered the way in which housing services are delivered in the Borough in particular:

- By externalising repairs and maintenance functions, thereby ending the ongoing trading deficit of the In House Service Provider (IHSP) and securing significant savings on present costs.
- By returning the management of all housing services back to the Council, and restructuring those services to reduce duplication, back office functions and bureaucracy and reinvesting resources in front line activities.

During this period the Decent Homes programme has also been successfully concluded. This programme saw over £318m invested in council housing across the borough.

Additional, one off costs associated with the management of these programmes of change and accounting requirements (in recognising the financial closure of 2010 Rotherham Ltd) mostly contributed to the temporary, planned reduction in the 2010/11 year end balance (£2.772m).

These additional cost pressures are summarised below, together with a brief description of how service improvements will give better control and accountability and reduce the need to utilise current and future years' balances.

- **Completion of the Decent Homes Programme (£1.533m)** – in completing the £318m Programme and taking the decision to reintegrate housing services, the Council (that is, the HRA) had to financially recognise the net assets and liabilities of 2010 Rotherham Limited in its year ended 31 March 2011 Statutory Accounts, even though the Company was still operational until 30th June. Because the formal decision was not taken until February 2011, such costs were not recognised in the budget forecasts. These additional costs comprised of:
 - Accounting recognition of Decent Homes contractor final retention payments (£1.2m) that only become due for payment in 2011/12.
 - Additional contribution (£0.330m) to meet one-off costs associated with completing the Decent Homes Programme in particular related to ad hoc (pepper potted) capital works on houses / estates across the borough. Such works led to higher than expected cost variations (as the efficiencies which accrue from a programme of works on properties located in close proximity to each other, were not achievable).
- **Additional Repairs and Maintenance (R&M) Investment (£1.2m)** - until 1st November 2010 all R&M works were undertaken by 2010 Rotherham's IHSP. The IHSP had incurred significant losses over several years. In the year 2009/10 these losses exceeded £900k, and were projected (should

nothing change) to be in the region of £2m each year by 2011/12. These losses resulted principally from reduced work programmes. As a means of addressing this, 2010 Rotherham Ltd Cabinet agreed in July 2010 to externalise R&M from 1st November 2010. In preparation for externalisation the IHSP, there was a need to address a series of backlog responsive and batched repair work. In addition, the Council working with 2010 Rotherham Ltd, sought to minimise the time lag in reletting empty houses (voids) as well as addressing an increase in the churn rate of properties.

Under the new contracts:

- planned work is let on a scheme by scheme basis with a fixed price agreed before the start of work. Any changes to the scope of work or the value requires specific client approval.
- Responsive and cyclical work has therefore been awarded through the externalised service on an agreed Price Per Property (PPP). This means that all works carried out will be covered by one yearly payment regardless of the number and cost of work undertaken, so long as it is within the defined scope of works.

This approach gives greater transparency and control of both works and costs and therefore accuracy in financial forecasting. As a result no financial losses were incurred on R&M activity once the service was externalised.

- **Increase in subsidy payment (£1.162m)** - this position arose, due in the main, to reduced interest charges and debt management costs payable by the HRA than those forecast in the year resulting from treasury management decisions taken at the year end on behalf of the Council (not just the HRA) – this resulted in the Council receiving a reduced Government Subsidy entitlement. The introduction of the HRA Self Financing regime in 2011/12 will end the current subsidy system and the HRA will become responsible for its own treasury management and borrowing strategy.

- **Increase in the management fee amounting to £3.109m -**

2010 Rotherham Ltd transferred back to the Council at midnight on 30th June 2011. At this point, the net assets and liabilities (£3.109m) of the Company had to be transferred to the Council in line with professional accounting standards. Cumulatively these net liabilities reflect the financial position of the IHSP and additional one off costs resulting from management actions related to the externalisation and reintegration of services back to the Council. In disclosing this financial relationship, the Council in conjunction with its external auditors, (KPMG LLP), agreed that the item should be shown as 'an increase in the management fee'.

The above cost pressures were in part offset by:

- Less than expected supervision and management costs (£417k) due to downsizing
- Increased rental income of £713k due to minimising rent losses from empty homes and sustaining the high rent collection rates achieved.

This enabled the HRA to also reduce the forecast bad debt provision required by £117k.

8. Finance

The financial details are contained within the body of this report.

9. Risks and Uncertainties

Paragraph 7.1 states that a contribution to Working Balance of £4.876m has been forecast for the 2011/12 budget.

Any budget pressures or unforeseen items not provided for during 2011/12 may have to be met from Working Balance.

10. Policy and Performance Agenda Implications

The HRA supports the new Corporate Plan Priorities and is central to the long term Housing Strategy:

- Making sure no community is left behind.
- Helping to create safe and healthy communities.
- Improving the environment

11. Background Papers and Consultation

- Revenue Account Outturn Report (2010/11), 15th September 2011
- Budget and Council Tax Setting Report 2011/12, March 2011
- Director of Strategic Finance and Director of Housing and Neighbourhood Services have been consulted on the preparation of this report.
- Cabinet Report: 2010 Rotherham Ltd repair and maintenance externalisation (confidential) 21.07. 2010

Contact Name:

Maureen Gatt, Finance Director, Neighbourhoods and Adult Services, RMBC (ext: 2288, e-mail Maureen.gatt@rotherham.gov.uk)

**ROTHERHAM BOROUGH COUNCIL – REPORT TO SELF REGULATION
SCRUTINY COMMISSION**

1.	Meeting:	Self Regulation Scrutiny Commission
2.	Date:	27 October 2011
3.	Title:	Corporate Risk Register
4.	Directorate:	Financial Services

5. Summary

Attached to this report is the new look corporate risk register summary. The summary shows the risks associated with the Council's most significant priorities and projects, and actions being taken to mitigate these risks.

Following comments from Cabinet, the risk register has been streamlined to emphasize the Council's most significant risks and key actions and developments relating to these risks.

Not surprisingly, the Council's key current risks relate to the financial pressures faced by the Council. Management actions are being taken to mitigate these and other risks in the register.

6. Recommendations

The Self Regulation Scrutiny Commission is asked to:

- **note the revised corporate risk register summary attached at Appendix A**
- **confirm the current assessment of the Council's top four corporate risks**
- **indicate any further risks that it feels should be added to the risk register**

7 Proposals and Details

7.1 Format

This report contains the latest position on the Corporate Risk Register. The format of the report and corporate risk register summary, attached at **Appendix A**, has been changed to reflect comments made by Cabinet.

The covering report highlights the top four inherent risks. The corporate risk register summary reflects the current risk assessments for each corporate priority or project in the corporate risk register.

There are 3 overall categories of risk (RED, AMBER, GREEN) representing varying degrees of exposure. Each category contains a range of risk scores, so there are varying degrees of risk within each category. Appendix A shows the risk category and score for each priority or project included in the register before and after risk mitigation actions.

7.2 Top four inherent risks

The new risk register summary now shows risks in descending inherent risk order, to emphasize the most significant risks faced by the Authority. The top four inherent risks are:

- Managing Government budget reductions - unable to maintain key services due to budgetary limits.

Cabinet and Strategic Leadership Team are meeting on a regular basis to consider the options available and, ultimately, Cabinet will make decisions that ensure the Council can provide priority services within available resources.

- Unable to deliver effective Children's Services within budget.

Ongoing action is being taken by management to provide services within the budget available. Cabinet is being kept informed of the relevant financial challenges as part of the budget monitoring and budget setting processes and makes decisions accordingly.

- Funding of the Digital Region Project to provide comprehensive broadband facilities across South Yorkshire

The company (Digital Region Ltd), four South Yorkshire Councils and Government Department for Business, Innovation and Skills are continuing to work on plans to ensure the ongoing viability of the project.

- Sustaining improvement in Children's Services post DFE intervention

Relevant monitoring and scrutiny of progress is being conducted by Members and management, and action plans varied according to any emerging issues. Good progress is being made and reflected in positive outcomes and inspection feedback.

The summary at Appendix A provides more details of the actions being taken to mitigate these and other risks recorded in the corporate risk register.

The risks contained in the register require ongoing management action. In some cases additional resources may be necessary to implement the relevant actions or mitigate risks. Any additional costs associated with the risks should be reported to the Strategic Leadership Team and Members for consideration on a case by case basis.

9. Risks and Uncertainties

It is important to review corporate risks on an ongoing basis, to ensure risks relating to the Council's key projects and priorities are effectively monitored and managed by the Strategic Leadership Team and Members.

10. Policy and Performance Agenda Implications

Risk Management is part of good corporate governance and is wholly related to the achievement of the objectives in the Council's Corporate Plan.

11. Background Papers and Consultation

This report reflects the latest updates provided by the respective 'lead officers'.

Contact Names:

Colin Earl, Director of Audit and Governance, x22033

Andrew Shaw, Insurance and Risk Officer, x22088

Appendices

A Corporate Risk Register Summary

APPENDIX A: SUMMARY CORPORATE RISK REGISTER

No	Risk	Pre Controls 1-25	Lead officer Key Actions/Updates	Post Controls 1 -25	Links to Corporate Priorities
0027	Managing Government budget reductions - unable to maintain key services due to budgetary limits	25	<u>Andrew Bedford</u> <ul style="list-style-type: none"> High priority, driven through Strategic Leadership Team and Cabinet Further actions to mitigate budget reductions are being identified 	16	All Priorities
0022	Unable to deliver effective Children's Services within budget	25	<u>Joyce Thacker</u> <ul style="list-style-type: none"> Additional funding for 2011/12 resulting in a balanced original budget Continuing monitoring and review of pressures into 2011/12 Review of all service provision and structures continues. 	16	Priority 2 - Providing quality education ... Priority 3 - Care and protection for those people who need it most ...
0033	Funding of the Digital Region Project to provide comprehensive broadband facilities across South Yorkshire	20	<u>Andrew Bedford</u> <ul style="list-style-type: none"> South Yorkshire Councils are adopting a proactive approach to the project, including support Ongoing work with the Company and Central Government on project funding 	16	Priority 1: No community left behind
0021	Sustaining improvement in Children's Services post Department For Education (DFE) intervention	20	<u>Joyce Thacker</u> <ul style="list-style-type: none"> Service improvement and school attainment plan monitored by DFE Notice to improve removed Jan 2011 Unannounced inspection provided positive feedback Peer challenge taking place Oct2011 	12	Priority 2 - Providing quality education ... Priority 3 - Care and protection for those people who need it most ...

No	Risk	Pre Controls 1-25	Lead officer Key Actions/Updates	Post Controls 1 -25	Links to Corporate Priorities
0004	Costs of Capital Programme-significant consequences on revenue budget	16	Andrew Bedford <ul style="list-style-type: none"> Financial details within Medium Term Financial Strategy Regular monitoring, review and reporting taking place 	12	All Priorities
0031	Free Schools and other school arrangements could reduce LA provision and associated funding and could, therefore, adversely affect the Council's ability to support sustained improvement in attainment	16	Joyce Thacker <ul style="list-style-type: none"> Monitoring has taken place and a report is to be taken to cabinet highlighting the risk and possible implications Implications being assessed by CYPs working with schools at risk of the implications of new provisions becoming free schools 	12	Priority 2 - Providing quality education ...
0030	Schools Collaboration- impact of schools commissioning on LA services	16	Joyce Thacker <ul style="list-style-type: none"> Monitoring has taken place and a report is to be taken to Cabinet highlighting the risk and possible implications for the Council Strategic Director communicated with Head Teachers and Chairs of Governors regarding implications of collaboration and purchasing Commissioning exercise currently being devised in relation to Children Centre Provision in Rotherham. 	12	Priority 2 - Providing quality education ...

No	Risk	Pre Controls 1-25	Lead officer Key Actions/Updates	Post Controls 1 -25	Links to Corporate Priorities
0003	Availability of resources to carry out Schools Capital Investment programme	16	<u>Karl Battersby</u> <ul style="list-style-type: none"> DfE decision on funding ensures that the Council can now allocate resources appropriately Awaiting analysis of further Government statements on funding Developing strategies for Capital Investment in conjunction with schools, academies, diocese and relevant government bodies 	9	Priority 2 - Providing quality education ...
0019	Failure to fully realise benefits of the RBT partnership before completion	16	<u>Andrew Bedford</u> <ul style="list-style-type: none"> Transition arrangements being discussed Developing new forward plan 	9	All Priorities
0009	Implementation of Personalisation in Adult Social Services	16	<u>Tom Cray</u> <ul style="list-style-type: none"> Budget proposals and efficiency proposals put into place Re-enabling and warden services to merge 	8	Priority 3 - Care and protection for those people who need it most ...
0012	Local Government Reform (LGR) implementation Plan – Failure to implement reforms	16	<u>Matt Gladstone</u> <ul style="list-style-type: none"> All current statutory requirements are being met Member development on the LGR is in place 	6	All Priorities

No	Risk	Pre Controls 1-25	Lead officer Key Actions/Updates	Post Controls 1 -25	Links to Corporate Priorities
0013	Failure to commission services that will meet the needs of communities effectively and / or achieve efficiency savings.	12	<u>Matt Gladstone</u> <ul style="list-style-type: none"> High level reviews are being carried out Re-commissioning of Children's Services to achieve VFM and improved commissioning and procurement practice 	6	Priority 3 - Care and protection for those people who need it most ...
0029	Highway Maintenance	12	<u>Karl Battersby</u> <ul style="list-style-type: none"> Approval given for additional funding Target of 5% increase in efficiency by May 2011 Implementation of new working arrangements wef 1 July 2011 is resulting in improvements in operational efficiency now being realised s £3m prudential borrowing in place which will be drawn down over 3 years 	6	Priority 5 Improving the Environment
0002	Failure to deliver the waste management strategy	12	<u>Karl Battersby</u> <ul style="list-style-type: none"> PFI project plan in place Financial closure Summer 2011 Outline planning permission on preferred site due autumn 2011 	6	Priority 5 Improving the Environment
0024	Community Stadium – failure by RUFC to secure funding to develop the site and construct the stadium	12	<u>Karl Battersby</u> <ul style="list-style-type: none"> Site purchased Outline Planning permission granted RUFC selected contractor 	6	Priority 4 Helping to create safe and healthy communities

No	Risk	Pre Controls 1-25	Lead officer Key Actions/Updates	Post Controls 1 -25	Links to Corporate Priorities
0001	Civic Building Accommodation not fit for purpose	12	<u>Karl Battersby</u> <ul style="list-style-type: none"> • Building completed • First decants scheduled for November 	2	Priority 5 Improving the Environment
0025	Civic Centre –WorkSmart Project	9	<u>Karl Battersby</u> <ul style="list-style-type: none"> • Effective leadership by departments adapting to WorkSmart • Project now led by Strategic Director EDS • Pressures on timescales of EDRMS and management of decant program, leading to re-scheduling of EDRMS project 	4	Priority 5 Improving the Environment

ROTHERHAM BOROUGH COUNCIL – REPORT TO CABINET
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1	Meeting:	Self Regulation Select Commission
2	Date:	27th October 2011
3	Title:	Revenue Budget Monitoring for the period ending 30th September 2011
4	Directorate:	Financial Services

5 Summary

In setting the 2011/12 Revenue Budget the Council had to manage an unprecedented level of savings (£30.3m) resulting from the withdrawal of Central Government funding and grant allocations. In meeting this significant financial challenge the Council, from the outset, said that the Budget process must focus on the customers it serves, the communities and businesses of Rotherham. This has meant, as a first course of action, streamlining our management and administration, and reducing as far as possible our back office costs. These were highlighted as a priority by the public in our 'Money Matters' budget consultation.

This report provides details of progress on the delivery of the Revenue Budget for 2011/12 based on performance for the first 6 months of the 2011/12 financial year. The report flags up a potential overspend of £6.923m (3.20%). The main reasons for the variance are:

- The continuing service demand and cost pressures in looking after vulnerable children across the Borough, which are also being felt both nationally and locally by a large number of councils;
- Additional, one-off property costs relating to the continued rationalisation of the Council's asset portfolio as part of the efficiency drive to reduce operational costs; and
- The extended timescale for realising the full forecast management and business support savings of £1.45m.

However, the report identifies actions being taken by the Strategic Leadership Team to drive the Budget position towards a balanced position by the end of the financial year.

6 Recommendations

Self Regulation Select Commission is asked to:

- **Note the contents of this report;**
- **Note the progress made to date in delivering the significant financial challenges presented in the Council's Revenue Budget;**
- **Determine any further actions to be taken by Directorates so as to minimise the impact on the Council's medium term financial position.**

7.1 Proposals and Details

This report presents details of spending against budget by Directorate covering the first 6 months of the 2011/12 financial year – April to September.

7.2. The Overall Position

Service Area	Annual Budget 2011/12 £'000	Projected Outturn 2011/12 £'000	Variance after Actions (over+)/under spend) £'000	%
Children & Young People Services	35,623	41,023	+5,400	+15.2
Environment and Development Services	43,876	44,272	+396	+0.9
Neighbourhoods & Adult Services	80,056	79,996	-60	0
Chief Executive's Office	10,788	10,788	0	0
Financial Services	8,204	8,204	0	0
Central Services	41,075	42,262	+1,187	+2.9
TOTAL	219,622	226,545	+6,923	+3.2
Housing Revenue Account (HRA)	76,787	76,525	-262	-0.3

Appendix 1 to this report provides a detailed explanation of the key areas of forecast over / underspend by Directorate. The summarised position for each Directorate is described below.

Children & Young People's Directorate (£5.4m forecast overspend)

The £5.4m forecast overspend position is largely due to pressures within Safeguarding and Corporate Parenting Service and is a continuation of the position from 2010/11. The position in Rotherham is similar to that being publicly reported by statistical and regional neighbours as well as nationally.

Recent information acquired from a number of Local Authorities (including some statistical and regional neighbours) showed that in 2010/11 these authorities' outturn positions ranged from £1m overspend to £10.3m overspend - in one authority, the overspend was 14% above the budgeted amount. **For the current year, the same authorities are all forecasting an overspend of between £249k and £5m mostly resulting from the increasing number and cost of out of authority placements and / or agency staffing.**

The Director of Children's Services has contacted colleagues from Bedford, Middlesbrough, Darlington, and Poole, amongst others as to their Looked After Children (LAC) position. All are reporting increases in their LAC population. The Tees Valley authorities are reporting the highest ever. One of them has gone from

260 to 350 and rising. **In Rotherham we are doing well to hold our LAC population below 400 and reduce the numbers in residential care.**

Children's Services nationally suffered significant reductions in grant allocations both in 2010/11 and 2011/12. Rotherham's former Area Based Children's Grants (now paid via the Early Intervention Grant) were reduced by £3.9m in 2011/12. School grants were also reduced by £2.8m. This has inevitably placed further pressure on the service.

The service has been proactive in driving down costs:

- Management actions (predominantly through successful recruitment to vacant Social care posts), is expected to result in an equivalent staff/agency cost reduction of £353k compared with 2010/11. Plans are in place to end all remaining agency assignments on or before the 30th December (with the exception of the Operations Manager (Central), and, going forward the basis for using agency staff will be 50% of vacant posts.
- A Multi-Agency Support Panel was introduced by the Director of Safeguarding & Corporate Parenting in April 2011 and has delivered in the past 6 months, **cost avoidance in the region of £2.22m - this represents costs avoided through effective multi agency management actions and decision making.**
- Successful work undertaken in commissioning and re-commissioning service provider contracts has led to significant cost reductions/cost avoidance (£0.72m)

The service has also implemented a number of invest to save actions which will facilitate the implementation of more preventative and early intervention services, delivering net savings in excess of £1m over the next four years. In addition, the service aims to reduce the number of out of authority fostering placements from 130 to 80 over the next 3 years.

Children's Services are constantly looking for ways to reduce spend and increase efficiency with the aim of reducing their current forecast overspend.

Environment & Development Services (£396k forecast overspend)

Key areas of overspend are within Planning and Regeneration where there has been a significant reduction in external funding (£166k) and in Asset Management where additional, one-off cost pressures exist related to the ongoing rationalisation of the Council's asset portfolio (£200k). These pressures are partially offset by forecast savings within Streetpride due to one-off savings arising from deferred implementation of Waste contracts.

The service is actively looking to identify options to reduce and eliminate the forecast overspend.

Neighbourhoods and Adult Services (£60k forecast underspend)

Overall the Directorate is forecasting a £60k underspend. Within this, Adult Services are forecasting a balanced position and Neighbourhood Services £60k underspend. The forecast balanced position in Adult Services is made up of a number of under and overspends, detailed in Appendix 1.

Financial Services - (forecast balanced budget)

Although Financial Services is currently forecasting a balanced budget for 2011/12 the service budget includes a number of savings (£1.141m) in relation to the successful completion of the Council's Strategic Partnership with RBT. Managing the transition towards reintegrating these services into the Council is ongoing and an update on delivery of these budgeted savings will be provided in the next budget monitoring report.

Chief Executive - (forecast balanced budget)

At this stage of the financial year the Directorate is forecasting an outturn position in line with budget (balanced).

Other Issues

In setting the 2011/12 Budget, the Council pledged **to protect services for those in most need**. To do this, the Council put forward a wide range of Council-wide savings or additional sources of funding – totalling £14.4m. It is currently forecast that the Council may not fully realise this target this year by just over £1.1m (7.6%). The main reasons for this variance are:

- **Management Review (£1.25m)** – Progress to date shows management savings of £1.78m which includes annual revenue savings of £1.07m. Due to timing effects, this amounts to savings of £593k for 2011/12 as staff have left part way through the year. It is expected that further revenue savings will be identified from this review, and these will be included in the next budget monitoring report.
- **Business Administration Review (£200k)** – Progress to date shows that annual revenue savings of £134k have been achieved although for 2011/12 this amounts to £70k as staff have left part way through the year. Any further revenue savings identified from this review will be included in the next budget monitoring report.
- **Localities Review & Premises Costs (£500k)** – the Council is optimistic that over time it will be possible to deliver the savings target - to date revenue savings of £100k are expected to be achieved in 2011/12.

Progress on delivery of other savings targets including development of shared services (£500k), Customer Services Review (£250k), Improved Commissioning (£400k) are proactively being managed and are projected to be on target. However, delivering these savings will be challenging. A progress update will be included in the next budget monitoring report.

Other cross-cutting savings within the 2011/12 budget included non-payment for Concessionary Days (£1.120m) and deferral of incremental progression (£800k), mileage savings (£100k) and reductions to supplies and services budgets (£400k). These targets have been allocated across Council Directorates and performance against these is included in the Directorate forecast outturn positions in the table at 7.2 above.

Management Actions

Given the pressures in the Council's Budget, the Strategic Leadership Team has identified a series of actions aimed at driving the Budget towards a balanced position by the end of the financial year. These include:

- Ensuring that all available resources are focussed on the Council's priorities, as set out in the Corporate Plan
- Limiting operational expenditure to that which is essential, whilst ensuring that the needs of Rotherham's most vulnerable people are fully and securely met
- Ensuring that target savings within the 2011/12 Budget are delivered at the earliest opportunity
- Ensuring that all staff vacancies are tightly managed
- Working with partners to maximise the impact of scarce resources (such as working with Health colleagues on continuing health care services)
- Reviewing all contractual arrangements to ensure best value in a changing financial climate
- Identifying further actions to bring spend into line with Budget limits.

Housing Revenue Account (HRA) (£262k forecast underspend)

At this stage of the financial year the Housing Revenue Account is forecasting a £262k (0.3%) underspend. Any underspend at the end of the year will transfer to HRA reserves (ringfenced funding).

8. Finance

The financial issues are discussed in section 7 above.

9 Risks and Uncertainties

Management actions have been put in place to address some of the issues identified to date and work is being undertaken to identify further actions. As these take effect they will be monitored to enable the impact of the actions to be assessed. Careful scrutiny of expenditure and income across all services and close budget monitoring therefore remain essential.

10. Policy and Performance Agenda Implications

The delivery of the Council's Revenue Budget within the parameters agreed at the start of the current financial year is essential if the objectives of the Council's Policy agenda are to be achieved. Financial performance is a key element within the assessment of the Council's overall performance framework.

11. Background Papers and Consultation

- Revenue Budget and Council Tax for 2011/12 Report to Council 2nd March 2011.
- Strategic Directors and Service Directors of the Council
- Cabinet – 19th October, 2011

Contact Name: Andrew Bedford, Strategic Director of Finance, ext. 22004
Andrew.Bedford@rotherham.gov.uk

Key reasons for forecast over / underspends**Children & Young People's Services (£5.4m forecast overspend)**

The key factors contributing to the forecast overspend are:

Children Looked After – Forecast overspend of £2.m net of Invest to Save funding. The forecast overspend on Residential out of authority placements is £602k. The number of children in residential out of authority placements as at 31st August is 15.

The forecast overspend on Independent Fostering placements is £2,604k. The number of children in Independent foster care as at 31st August is 129 (an increase of 22 since the end of March 2011).

The number of looked after children requiring placements increased from 345 at the end of March 2008 to 391 at the end of March 2011. As at the end of August this number is 389, a reduction of 2 (-0.5%) since the end of March 2011. The commissioning work to negotiate reductions in placement costs has already achieved a reduction in costs of £582K and an additional projected saving of £139K is included in the figures above.

Commissioning and Social Work – Forecast overspend of £1.961m due to staffing costs (£1,671K), interpretation costs (£24k), Section 17 payments (£38K), Section 23 payments (£8K), premises costs (£99K), Transport (£34K), supplies & services (£87k)

Other Children & Families Services – Forecast overspend £580k as a result of non-achievement of vacancy factor target (£85k), projected overspends on inter agency adoption costs (£177k), Special Guardianship allowances (£124K), Action For Children contract due to there being 27 care leavers to support & the budget was for only 15 (£278K) and offset by projected under spends on Adoption Allowances (£84K).

Support Services & Management Costs – Forecast Overspend of £634k is mainly due to Legal costs relating to Looked After Children.

Strategic Management – Forecast overspend of £338k mainly due to £256K costs on central supplies & services & £82K on non-achievement of vacancy factor.

School Effectiveness Service – Forecast over spend of £21k mainly due to staff savings not fully realised in year.

Access to Education – Forecast overspend of £12k due to non-achievement of vacancy factor.

Youth & Community – Forecast Overspend of £38k due to a projected under recovery of income with the outdoor education service (£45K) which is offset by staffing slippage within Adult Community Learning (-£7K).

Pension/Miscellaneous – Forecast Overspend of £28k due to additional pensions costs.

Delegated Services – Forecast Overspend of £106k. £52K of the forecast overspend is as a result of Rockingham Teachers Centre being unable to meet its income target as due to a reduction in staff within School Effectiveness Service they are unable to offer the

normal level of training courses. £44K is due to the Schools Music Service not achieving full year savings as the new structure has only been implemented in September. £10K is due to an under recovery of income on the RBT Schools HR SLA.

Other Children Looked After Services - £17k forecast underspend which includes a forecast overspend on Residence Orders (£144K), non-achievement of vacancy factor on the Fostering Team (£52K). This is offset by a forecast under-spends on fostering allowances (-£154K), Families Together packages (-£16K), staff slippage on Residential homes (-£43K).

The above over spends are being offset by under spends of £301k from redistribution of grant (£119k), slippage on Invest to save implementation (£148K) and below budget SEN placements (£34K).

Environment & Development Services (£396k forecast overspend)

Streetpride – The service is forecasting an underspend of £163k due to slippage on the implementation of some of the approved 2011/12 budget savings proposals (£305k), and pressures in respect of fuel inflation (£136k), these pressures are being more than offset by some one off savings in Waste due to deferred implementation of waste contracts.

Asset Management – The service is forecasting an overall overspend of £230k. £200k one-off cost pressures exist related to the ongoing rationalisation of the Council's asset portfolio. There is also a forecast part year pressure for Rawmarsh JSC when it becomes operational towards the end of 2011/12 (£30k).

Regeneration and Planning – The service is forecasting an overspend of £166k due to reduced external funding. This pressure is being reviewed on an ongoing basis.

Neighbourhoods & Adult Services (£60k forecast underspend)

Although Adult Services are forecasting a balanced outturn a number of pressures are being offset by a number of areas of forecast underspend. The key underlying budget pressures include:

Older Peoples' Home Care Service – forecast overspend of (+£669k) mainly due to increased demand for maintenance care within independent sector.

Physical and Sensory Disability Services – independent home care services forecast overspend (+£128k) due to a continued increase in demand. An additional increase of 40 new clients (+394 hours) on service since April.

In House Residential Care - income shortfall in respect of client charges (+£142k).

Older People in-house residential care - additional costs to cover vacancies and long term sickness (+£216k).

Direct Payments – forecast overspend of (+£460k) across all client groups due to increase in demand, a net increase of 13 clients since April.

Transport - recurrent budget pressure on transport (+£145k) including income from charges.

These pressures are being offset by the following forecast underspends:-

Older People's service – forecasting a net underspend on independent sector residential and nursing care due to an increase in the average client contribution and income from property charges (-£198k).

Learning Disabilities – forecasting an underspend within residential and nursing care due to slippage on transitions from Children's Services and additional income from health (-£479k).

Physical and Sensory Disabilities - In year slippage on developing Supported Living Schemes (-£140k). This scheme will however be fully operational in 2012/13.

Learning Disabilities - Review of care packages within supported living resulting in efficiency savings with external providers and additional funding from health (-£320k).

Mental Health – forecasting an underspend in respect of slippage in a number of service level agreements with external providers as clients move to Direct Payments (-£232k), therefore reducing the overall pressure on direct payments budgets.

Rothercare Direct – forecasting an underspend (-£106k) due to slippage on vacant posts and a reduction in expenditure on equipment including leasing costs.

Neighbourhood Services - £60k forecast underspend comprises:

Housing Access - There are small projected surplus balances within Adaptations Service (£5k) and Housing Management & Admin (£16k) as a result of vacant posts. These are partially reduced by a small forecast shortfall of £1k on the Medical Mobility and Community Care budget due to the unmet vacancy factor on this small budget area and a small projected income shortfall of £2k on the Housing Mortgage cost centre due to reducing income from Mortgage Interest.

Housing Choices - projecting a surplus within the Homelessness budget as a result of a post being held vacant since the post holder's secondment to another service area within Housing Choices.

Safer Neighbourhoods - forecast underspend within Community Protection due to vacant posts. This underspend is slightly offset by pressures on Transport and ICT support costs (£23k). Additional underspends are projected within Community Safety (£11k), Domestic Violence (£2k) and Anti-Social Behaviour (£12k) mainly due to vacant posts being held.

The Pest Control Service is currently facing a forecast income pressure of £18k which is being closely monitored.

Business Regulation - forecast underspends in Health & Safety and Food & Drugs totalling (£45k) as a result of vacant posts, which are mostly offset by projected overspends on Animal Health and Trading Standards mainly due to the services being unable to meet its vacancy management target.

Neighbourhood Partnerships - forecasting a small overspend (£4k) as a result of not being in a position to deliver its vacancy management target plus additional external audit costs on the Local Ambition programme.

ROTHERHAM BOROUGH COUNCIL – REPORT TO CABINET

1.	Meeting:	Self Regulation
2.	Date:	27th October, 2011
3.	Title:	Medium Term Financial Strategy and Budget Timetable August 2011– March 2012
4.	Directorate:	Financial Services

5. Summary

This report provides detail of the proposed timetable for the revision of the 2011-2016 Medium Term Financial Strategy (MTFS) and for determining the 2012/13 Revenue Budget and the Capital Programme for the period 2012/13 to 2014/15.

6. Recommendation

- **That the Self Regulation Select Commission note the MTFS and Budget Timetable in Appendix A.**

7. Proposals and Details

The Council's Medium Term Financial Strategy (MTFS) indicated that it would be developed and revised in the light of changing circumstances and that it would be subject to a formal annual review. Part of this process includes preparing the 2012/13 Revenue Budget which forms the first of the four years covered by the new MTFS. This process will reflect the forecast budget outturn position reported in 2011/12 budget monitoring and other changes and developments including: new spending pressures and savings proposals. It will also reflect the outcomes of the current Local Government Resource Review (including the localisation of Business Rates).

Provision has been made within the proposed timetable for reviewing the Council's currently approved Capital programme and for approving the programme for the period 2012/13 to 2014/15. This is in line with best practice to ensure that the revenue budget implications of capital spending decisions are more effectively integrated into MTFS and annual Revenue Budgeting decision-making. In addition, policy options for the period 2012/13 to 2014/15 will need to apply the Council's Overarching Charging Policy approved by Cabinet on 25 March 2009, which agreed that an annual review of fees and charges should be included as an integral part of the annual budget setting process.

The opportunity to reflect on experience of the 2011/12 Budget Process and to learn lessons that could be applied to improve the delivery of the 2012/13 budget has been used. The proposed timetable has been integrated with that of the Council's Budget Consultation process, reflects the revised scrutiny arrangements for the budget process by including the meetings of the Self Regulation Select Commission and includes the Government's resource review.

Appendix A comprises a timetable for this process over the coming months ending with the full Council meeting on 7th March 2012, which will set the Revenue Budget and Council Tax level for 2012/13 and the Capital Programme for the period 2012/13 to 2014/15. The proposed timetable relates only to Member involvement in the budget process.

The proposed timetable has been considered jointly with Corporate Policy and Performance and reflects the work using Budget Matrices that has been undertaken over the Summer. The timetable also includes the Consultation Process that is now underway and attached as appendix B is the Budget Consultation timetable.

8. Finance

There are no direct financial implications arising from this report.

9. Risks and Uncertainties

The Council is required by law to have determined its Budget and Council Tax level by 10 March and this timetable is intended to allow Members the opportunity to have considered in detail the issues, pressures and savings surrounding the Council's

Revenue Budget for 2012/13 and to integrate this with the review of the MTFS – the Council's Medium Term Financial Strategy. Given the statutory deadline in early March 2012 there is limited scope to accommodate slippage in other aspects of the Budget process.

Delivery of the annual Revenue Budget and Capital Programme and the MTFS is essential to the achievement of the Council's key priorities.

10. Policy and Performance Agenda Implications

As indicated, the Council's Corporate Plan and Community Strategy are represented in financial terms by the MTFS and Capital Programme. Delivery of the Plan and strategy is facilitated by the MTFS and Capital Programme and they underpin the Council's established policy priorities. The annual review of the MTFS, the Capital Programme and the budget setting process allows assumptions within the strategy to be revised and priorities to be reassessed to reflect changes in circumstances both locally and nationally.

11. Background Papers and Consultation

Provisional Schedule of Council, Cabinet, Board, Committee and Panel Meetings for the Period June 2011 to July 2012.

The Council's Medium Term Financial Strategy (MTFS) 2008-2011.

Overarching Charging Policy: – report of the Strategic Director of Finance, Cabinet 25 March 2009.

The Council's Capital Programme 2011/12 to 2013/14.

Cabinet – 19th October, 2011.

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MEDIUM TERM FINANCIAL STRATEGY AND BUDGET TIMETABLE
JULY 2011 – MARCH 2012

Cabinet

To consider the 2010/11 Revenue and Capital Outturn

Summer 2011
20th July

Special Cabinet/SLT

To consider 2012/13 Budget and beyond

8th August

September 2011

Budget Consultation Process starts

Online consultation built including e Survey, paper questionnaires used in workshops with Communities of Interest. Press release to advertise consultation.

September 2011

Council

To consider the 2010/11 Revenue and Capital Outturn

14th September

Self Regulation Select Commission

To consider the implications of the 2010/11 Outturn

15th September

October 2011

**Local Government Resource Review and Localisation of Business Rates
Consultation ends and legislation published**

October 2011

Consultation

Online consultation via e survey starts. Qualitative consultation workshops with Communities of Interest and with Communities of Place (via Area Assemblies) take place.

Cabinet/SLT

To review the initial outcomes of the Budget Matrix Process prior to starting consultation on outcomes.

4th October

Cabinet/SLT

To progress the MTFS & Annual Revenue Budget and Capital Programme and address emerging issues

18th October

Self Regulation Select Commission

To receive outcomes of Budget Matrix process and consider their implications for budget proposals.

27th October

Consultation by Survey undertaken at Fayre's Fair Event

27th October

November 2011

Consultation

Analysis of results and production of reports

November/December

Overview and Scrutiny Management Board

4th November

Cabinet / SLT

To progress the MTFS & Annual Revenue Budget and Capital Programme in the light of emerging issues.

8th November

Cabinet / SLT To review the initial outcomes of the Budget Matrix Process and consultation processes and assess their implications for the budget and capital programme.	22nd November
Settlement Figures Received -	End Nov/early Dec 2011 December 2011
Cabinet/SLT Following initial consultation results and feedback from the Budget Matrix process to progress the MTFS & Annual Revenue Budget and Capital Programme.	6th December
Self Regulation Select Commission To consider emerging Budget Proposals and initial results from the consultation process.	8th December
Member Seminar To consider implications of Provisional Local Govt Finance Settlement	13th December
	January 2012
Consultation Final report for SLT and Cabinet. Final report for Self-Regulation Select Commission. Public dissemination of results via press release and feedback to participants.	January/February
Overview and Scrutiny - to review proposals for Housing Rents	13th January
Cabinet/SLT To consider and assess the final outcomes of the consultation process and Budget Matrix and their implications for the Council's Budget and Capital Programme	17th January
Cabinet To approve Council Tax Base / Recommend Council House Rents and to receive a monitoring report to the end of November 2011 on the Council's 2011/12 Revenue Budget and Capital Programme	18th January
Self Regulation Select Commission To review the outcomes of the Consultation Process and their implications for the Council's Budget.	26th January
Final Settlement Figures Received	(around) end January
	February 2012
FULL COUNCIL Meeting To set Housing Rents	1st February
Cabinet / SLT To revenue and progress the Council's Revenue Budget and Capital Programme in the light of the Local Government Finance Settlement.	7th February
Overview and Scrutiny Management Board	10th February

Budget Seminar to consider the proposed Budget for 2012/13.	14th February
Cabinet/SLT To consider the draft Revenue Budget, Council Tax and Capital Programme	21st February
Cabinet To finalise Recommendation to Council on Revenue Budget and Capital Programme for 2012/12 to 2014/15 and to seek approval for the Council's Treasury Management Strategy and Prudential Indicators for the period 2012/13 to 2014/15.	22nd February
FULL COUNCIL Meeting To set Council Revenue Budget and Council Tax Level and Capital Programme for 2012/13 to 2014/15.	7th March

Budget Consultation 2011/12

Timetable	
Date	Method/Details
August/September 2011	<ul style="list-style-type: none"> • Develop questions for the electronic/web and paper based consultation using key headlines from the Budget Matrix exercise. • Report on the MTFS Budget Timetable for Cabinet to include details of Budget Consultation 2011/12. • Press release produced and disseminated on the Budget Consultation 2011/12 advertising the electronic/web and paper based consultation.
October 2011	<ul style="list-style-type: none"> • Online consultation via an e survey starts. • Qualitative consultations workshops with communities of interest take place. • Qualitative consultations workshops with communities of place via area assemblies take place. • Quantative consultation takes place at Fayre's Fair on 27th October. • Budget Consultation 2011/12 incorporated into other consultations if opportunities arise.
November/December 2011	<ul style="list-style-type: none"> • Analysis of results and production of reports.
January / Feb 2012	<ul style="list-style-type: none"> • Final Report for SLT and Cabinet • Final report to Self-Regulation Scrutiny Commission. • Public dissemination of results via press release. • Feedback to participants attending workshops.
March 2012	<ul style="list-style-type: none"> • Council budget for 2012/13 approved by Council.