

Report Title:	2023/24 Draft Revenue Budget
Contains Confidential or Exempt Information	No - Part I
Cabinet Member:	Councillor Hilton, Cabinet Member for Asset Management & Commercialisation, Finance, & Ascot
Meeting and Date:	Cabinet – 1 December 2022
Responsible Officer(s):	Andrew Vallance, Head of Finance and Deputy S151 Officer Adele Taylor, Executive Director of Resources and S151 Officer
Wards affected:	All



## **REPORT SUMMARY**

This report sets out the Council's proposed draft revenue budget for 2023/24 based on information as we currently know it.

Like all organisations, Local Government faces significant financial challenges. High interest rates and inflation pose significant cost pressures. For councils, there is additional uncertainty over funding levels. Although the Autumn Statement confirmed Council Tax can be increased by up to 2.99% before a referendum is required, with a further 2% adult social care precept, uncertainties remain. It is not yet clear to what extent additional Adult Social Care grant funding is new and what conditions are attached, and other grants such as the New Homes Bonus have not been confirmed. An exact date for when we will have more certainty is still not known although it is understood to be at some point in December.

At the same time demand for services such as Children's and Adults' social care and housing continues to grow, and recruitment challenges remain across all services. Questions remain to the extent certain income budgets will fully recover post-pandemic. The delay in the Adult Social Care reforms for two years until October 2025 does offer some respite as the additional costs and workforce pressures these would entail are significant. A key focus of this budget and the MTFP is working to look to prevent the growth in demand for the most intensive services by working differently with people across the Borough.

The Council approved a balanced budget in February 2022, reflecting continued recovery from the pandemic and strengthening of the financial reserves to stabilise the Council's financial position and address the issues for longer term financial sustainability.

The position for the Council is more acute than some other councils, due to our low level of Council Tax rates and low levels of general reserves. The low level of Council Tax means each percentage point allowed by central government generates less funds than for others. The reserves, whilst in a stronger position than a few years ago, remain low and there is the added uncertainty as to the extent the current year's budget pressures can be mitigated.

For all councils, reserves are set aside to mitigate and smooth out the impact of financial shocks in the short term given they are one-off sources of funding. Sustainable savings would always need to be found to address ongoing increases in levels of activity.

This report presents pressures and mitigating savings to enable the Council to balance its budget in 2023/24. The proposals in this paper will be consulted on in the period between this Cabinet and the February 2023 budget meetings of Cabinet and Full Council. They will also be reviewed by Overview and Scrutiny panel in December 2022. The results of these consultations will be reported to Cabinet in February alongside analysis from engagement with other appropriate stakeholders including residents, businesses, and partner organisations

This report presents likely continuing pressures from both the Covid-19 pandemic and the financial consequences of service issues, as well as proposed savings to enable the Council to balance its budget in 2023/24 and consideration of the way in which future years potential savings gaps will be mitigated and managed.

## 1. DETAILS OF RECOMMENDATIONS

**RECOMMENDATION: That Cabinet agrees the draft budget that will be consulted on prior to final budget setting during February 2023 including the:**

- i) **draft budget and revised Medium Term Financial Plan set out in Appendices A and B.**
- ii) **proposed growth and budget pressures set out in Appendix C; and**
- iii) **proposed savings set out in Appendix D.**

## 2. REASON(S) FOR RECOMMENDATION(S) AND OPTIONS CONSIDERED

### Options

**Table 1: Options arising from this report**

<b>Option</b>	<b>Comments</b>
Cabinet is requested to agree the draft budget that will be consulted upon prior to final budget setting during February 2023.	<b>This is the recommended option</b>

- 2.1 The Local Government Act 2000 states that it is the responsibility of the full council, on the recommendation of the executive to approve the budget and related council tax demand. Failure to set a legal budget may lead to intervention from the Secretary of State under section 15 of the Local Government Act 1999.
- 2.2 Notwithstanding the legislative requirement to set a budget, financial plans are important because they act as a financial expression of the Council's policies and instruct officers on the areas they should attribute spend. The budget is effectively the resources that are required to deliver the Council's stated objectives in its corporate plan.

### 3. KEY IMPLICATIONS

- 3.0 The Council faces considerable financial risks that can have a significant and immediate impact on its finances. However, whilst reserves are currently above minimum levels that the S151 Officer has deemed are required to protect against financial and service risks, they remain low compared to the optimum level that should be held. The Medium-Term Financial Plan assumes that the Council will identify sustainable savings over the medium term and therefore remain above the minimum level of reserves identified by the S151 Officer (£6.700m). The minimum level of reserves will be reviewed prior to the final budget setting report in February 2023 to consider the most up to date financial risks at that time.

**Table 2: Key Implications**

<b>Outcome</b>	<b>Unmet</b>	<b>Met</b>	<b>Exceeded</b>	<b>Significantly Exceeded</b>	<b>Date of delivery</b>
General Fund Reserves	<£6.7m	£6.7m to £6.9m	£6.9m to £16.9m	> £16.9m	31 March 2024

### 4. FINANCIAL DETAILS

#### Introduction

- 4.1 Like many other authorities, the Council continues to face considerable financial challenges from the economic turbulence, including high inflation and interest rates. At the same time, there is uncertainty over some aspects of the grant funding announced in the Autumn Statement. As well as increasing demand for social care, there also continues to be questions over how much some income budgets will fully recover to pre-pandemic levels.
- 4.2 Unlike many other councils, low levels of reserves and low council tax have made the Council's financial position more challenging when balancing increasing demographic pressures with other service demands.
- 4.3 This document sets out the draft budget for 2023/24. Once agreed, it will be consulted upon to inform the final budget proposals in February 2023. The final budget will take account of the responses to the consultation process, as well as final funding settlements from the Government.

#### Corporate Priorities

- 4.4 The Council's Corporate Plan for the period 2021-2026, "Building a borough of opportunity and innovation" sets out our overarching strategy and priorities. The Plan sets out the Council's objectives, and the specific goals to be achieved in support of those objectives, over the 2021-26 period.
- 4.5 Our Medium-Term Financial Strategy, and the underpinning Medium Term Financial Plan, are aligned with the priorities set out in the Corporate Plan. The Strategy provides a framework for prioritising resources and taking the difficult budgeting decisions necessary due to the significant uncertainty around funding and the economic environment.
- 4.6 When the Corporate Plan was agreed in November 2021, we agreed to review it after a year. This process is currently under way and will be informed by the

changes in the external context, as well as the Council's internal financial position. The review will not change the overarching objectives and priorities of the Council but will reflect the increased pressures on Council finances and the resourcing decisions being considered as part of budget setting. New evidence from the 2022 Residents Survey, 2021 Census and the inequalities project, plus progress and performance against the Corporate Plan goals will also be considered.

- 4.7 The rises in cost of living are putting financial pressure on both our residents, and the Council, and risk driving rises in inequalities within the borough and increasing demand on services. The Council is responding by working with partners to deliver support to mitigate the impacts of cost of living rises. (For more information see our [Here to Help campaign](#).) The more difficult economic climate increases the importance of strengthening our approach to prevention, both to improve outcomes for our residents, and to reduce demand on high cost, high threshold services. Our response to these pressures will be reflected within the Corporate Plan refresh, as well as in the Medium-Term Financial Strategy and Plan.
- 4.8 The Corporate Plan refresh and budget-setting processes are being taken forward in parallel, to ensure that the 2023/24 budget and refreshed Corporate Plan are fully aligned, and together form the framework for planning and decision-making going forward.

**Figure 1: Corporate Plan Overview**



### **Financial Climate**

- 4.9 Over recent years all local authorities have faced significant spending reductions as part of government efforts to reduce the national budget deficit. It looks likely that this approach will continue. At the same time pressure on core service delivery has increased, particularly in Children's Services and Adult Social Care, as well as housing and homeless services.
- 4.10 Inflation and interest rates are also high which adds further pressure to the finances. Inflation increases the cost of services and increases staff expectations of pay increases. High interest means the cost of borrowing to fund capital schemes increases.
- 4.11 In addition to this, whilst the impact of the pandemic has diminished for some in everyday life, the impact on public services continues. For example, there continue to be pressures in adult social care nursing and residential costs as hospitals look to protect capacity going into the winter period. Parking income remains under pressure as changing working patterns have resulted in a lower take up of season tickets.
- 4.12 Over recent years all councils have adopted different approaches to address their budget gaps. This has included outsourcing key services and entering service delivery partnerships with other councils, as well as looking at other forms of sustainable income through regeneration activities and a greater focus on commercial activity. Each council, including RBWM, will have looked to consider the most appropriate package of responses when considering their own local circumstances.

### **RBWM Financial Context**

- 4.13 The Council is on the face of it better placed than some authorities to meet the financial challenges that it faces.
- Relatively low levels of deprivation mean that it does not have the same level of pressure on Adult Social Care and Children's Services that some councils have experienced although this does mean that small changes in client numbers can make relatively large differences to budgets.
  - Significant capital assets have enabled it to continue to fund its capital programme at a time when government support for capital schemes has diminished.
  - Lower reliance on Government Grant also meant that the impact of spending reductions was less than in some other councils, noting the corollary of the increased importance of Council Tax, compared to others.
  - A focus on developing other income streams using both the Council's asset base and regeneration activities which, unlike many councils, has not left the authority overexposed to fluctuations in market conditions.
- 4.14 The Council has still had to make significant savings. It has also been able to protect local non-statutory services to a greater extent than other councils through some of the actions that it took including sharing services with other councils and changing delivery models.

4.15 In more recent years the Council has also embarked on significant investment in regenerating the borough which will in the medium to long term provide significant financial benefits overall which are important when considering longer term financial sustainability.

4.16 The Council has several significant risks that need to be considered as part of its budget and medium-term financial plans and any potential mitigations identified, where possible.

- **Council Reserves are under considerable pressure.** Whilst reserves were strengthened in 2021/22 they remain low and there is uncertainty over the current year's outturn. Reserves should only be used to smooth and mitigate short term impacts as they are one-off sources of funding so should never be relied upon in lieu of a financially sustainable budget, but they can be used to manage short-term risks whilst longer-term, often transformative, solutions are put in place.
- **The Pension fund deficit** means that a growing share of Council funding is required to cover pension deficits in the future before budget is allocated to services. This is an issue for all local authorities.
- **High inflation.** The cost of goods and services is increasing due to high inflation. Staff will expect salary increases to help with the increased cost of living.
- **Higher interest rates on borrowing.** An increasing share of the Council's budget is required to service debt before money can be spent on day-to-day services. This risk has become more acute this financial year with the rise in interest rates. Getting the balance right between ensuring that sufficient money is spent on longer term capital projects to generate sustainable income or to reduce ongoing pressures is an important part of the consideration that the Council needs to make when determining how to utilise its resources.
- **Maintaining a low level of council tax,** means that the Council has missed out on additional revenue from raising council tax in prior years. It also means that any future increases will generate less as they start from a lower base. National policy on council tax capping has also meant that our ability to increase our funding has been difficult, which is particularly pertinent given a significant proportion (approximately 80%) of our funding comes from council tax that we collect.
- **Growing pressures around Children and Adult Services and other demand led services** have been widening the budget gap further.

#### **Proposed Draft Revenue Budget 2023/24**

4.17 The proposed draft revenue budget is set out in the table below. Appendix A provides further detail.

**Table 3: Draft Revenue Budget 2023/24**

	<b>22/23 Budget</b>	<b>Inflation<sup>1</sup></b>	<b>Savings</b>	<b>Growth</b>	<b>Other</b>	<b>23/24 Budget</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
Chief Executive	279	10	(2)	20	0	<b>307</b>
Adults & Housing	40,126	1,798	(4,899)	3,816	3	<b>40,845</b>
Children's Services	26,798	1,289	(3,751)	2,992	(74)	<b>27,254</b>
GLS&PH	3,699	89	(418)	291	0	<b>3,661</b>
Place	13,434	(273)	(1,943)	1,731	(1,272)	<b>11,676</b>
Resources	5,498	297	(991)	202	135	<b>5,141</b>
<b>Total services</b>	<b>89,834</b>	<b>3,211</b>	<b>(12,005)</b>	<b>9,052</b>	<b>(1,208)</b>	<b>88,884</b>

Central budgets	<b>13,512</b>	<b>0</b>	<b>(129)</b>	<b>475</b>	<b>2,523</b>	<b>16,380</b>
Funding	<b>(103,346)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(1,919)</b>	<b>(105,265)</b>

<b>Budget gap</b>	<b>0</b>	<b>0</b>
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1. Inflation includes inflation on Council fees and charges.

### Budget Growth

4.18 Budget growth in 2023/24 is driven by the following factors:

- Increasing demand and complexity for both Adults and Children's social care.
- High inflation and interest costs increasing pressures on all our partners and suppliers.
- Continuing impact of the pandemic on behaviour, especially in respect of parking services.
- External changes beyond the Council's control, such as changes to grant allocations and additional responsibilities through legislation change.

4.19 The table below summarises the main cost pressures that exceed £0.100m. Further detail is provided in Appendix C.

**Table 4: Service Department Budget Growth above £0.100m**

<b>Directorate / Growth Description</b>	<b>£m</b>
<b>Adults &amp; Housing</b>	
Nursing placements	2.567
Residential placements	0.277
Block contracts	0.313
Client contributions to care	0.418
Hackney carriage licence income	0.120
Items less than £0.100m	0.121
<b>Sub-total</b>	<b>3.816</b>

<b>Directorate / Growth Description</b>	<b>£m</b>
<b>Children's Services</b>	
Children in care costs	0.694
Fostering recruitment strategies	0.157
Home to school transport	0.352
New case management system	0.200
Unaccompanied asylum-seeking children	0.703
External legal services	0.300
Invest to save: Intensive Support Scheme	0.448
Items less than £0.100m	0.138
<b>Sub-total</b>	<b>2.992</b>
<b>Governance, Law, Strategy &amp; Public Health</b>	
Local elections 2003	0.206
Items less than £0.100m	0.085
<b>Sub-total</b>	<b>0.291</b>
<b>Place</b>	
Leisure Centre concession income	0.194
Public transport subsidies	0.200
Tree maintenance	0.454
Parking income season tickets	0.250
Car parks	0.210
Fly Tipping	0.100
Tivoli Contract	0.150
Items less than £0.100m	0.173
<b>Sub-total</b>	<b>1.731</b>
<b>Resources</b>	
ICT costs	0.114
Items less than £0.100m	0.088
<b>Sub-total</b>	<b>0.202</b>
<b>Chief Executive</b>	0.020
<b>Total Growth</b>	<b>9.052</b>

### **Budget Savings**

- 4.20 The table below summarises the main savings that exceed £0.100m. Further detail is provided in Appendix D.
- 4.21 Each saving has been evaluated for whether an equality impact assessment is required. Appendix E includes initial assessments where they are required. These will be completed more fully ahead of the February Cabinet and Full Council.

**Table 5: Service Department Budget Savings above £0.100m**



<b>Directorate / Saving Description</b>	<b>£m</b>
<b>Adults &amp; Housing</b>	
Reablement for all	(0.300)
Right-sizing care with wider support	(0.250)
Long term independent living	(0.160)
Promote independence	(0.250)
Top-up fees and choice policy	(0.150)
Charging recipients of Adult Social Care	(0.350)
Review of partner contributions for support	(0.250)
Provider services	(0.215)
Domestic Abuse Funding	(0.177)
Utilisation of temporary accommodation	(0.100)
Review of environmental health teams	(0.160)
Line by line budget review	(0.411)
Review policies for access to care	(1.000)
Review Optalis agency use and establishment	(0.750)
Items less than £0.100m	(0.376)
<b>Sub-total</b>	<b>(4.899)</b>
<b>Children's Services</b>	
Children in care costs	(0.694)
Children in care placement review	(0.375)
In-house provision of accommodation	(0.100)
Reduction in reliance on agency workers	(0.144)
Workforce retention initiatives	(0.170)
Reduction in reliance on external legal services	(0.300)
Unaccompanied Asylum Seeker Children	(0.500)
Review SEND policies	(0.250)
Reduction in Business Support Service Team	(0.170)
Non-statutory Family Hub services	(0.480)
Family Support Worker posts	(0.110)
Items less than £0.100m	(0.458)
<b>Sub-total</b>	<b>(3.751)</b>
<b>Governance, Law, Strategy &amp; Public Health</b>	
Recharge of corporate costs to Public Health	(0.190)
Items less than £0.100m	(0.228)
<b>Sub-total</b>	<b>(0.418)</b>
<b>Place</b>	
Line by line review of budget	(0.376)
Public transport subsidies	(0.350)
Transformation programme	(0.250)

<b>Directorate / Saving Description</b>	<b>£m</b>
Economic growth team	(0.115)
Climate partnership funding	(0.100)
Items less than £0.100m	(0.752)
<b>Sub-total</b>	<b>(1.943)</b>
<b>Resources</b>	
Line by line review of budget	(0.275)
Debt recovery	(0.190)
Property assets	(0.118)
Staffing review in resources	(0.100)
Items less than £0.100m	(0.308)
<b>Sub-total</b>	<b>(0.991)</b>
Other savings	(0.002)
<b>Total Savings</b>	<b>(12,005)</b>

### **Funding Settlement and Council Tax**

4.22 At the time of writing local authorities have not received detailed information in relation to the funding settlement and it has not yet been confirmed whether it will be a multiyear settlement. Current assumptions in the draft budget are therefore:

- Council tax is increased in line with the referendum limit (2.99%) and Adult Social Care precept (2%) for a total increase of 4.99%.
- Government Grant funding remains largely unchanged in 2023/24 with the exception that the New Homes Bonus Funding does not continue. Adult Social care grants referenced in the Autumn Statement will not be included until it is certain they are new monies.

4.23 In short, there is still a considerable level of uncertainty around financial plans for 2023/24 and beyond. They will continue to be revised as more information becomes available.

4.24 A 4.99% increase would equate to an increase for a Band D property by £58.09 from £1,164.99 to £1,223.11. It should be noted this is only the RBWM element of Council Tax with relevant other precepts from police and fire and rescue on top of this amount. Each 1% of Council Tax raises £0.831m.

### **Income**

4.25 Increases in fees and charges income for 2023/24 will be part of the budget consultation. The Council generally seeks to increase fees to cover costs. Clearly, with inflation being particularly high at present to achieve cost recovery increases need to be higher than in previous years. Some of the more significant income streams are set out below:

### **Table 6: Fees and charges income**

	<b>22/23 Budget</b>	<b>23/24 Draft Budget</b>	<b>Average Increase</b>
	<b>£000</b>	<b>£000</b>	<b>%</b>
Parking Services	(10,272)	(11,465)	11.61%
Adult Social Care	(9,850)	(10,312)	4.68%
Property services	(4,342)	(4,469)	2.92%
Planning services	(2,111)	(2,624)	24.28%
Highways	(1,465)	(1,666)	13.77%
Housing	(1,253)	(1,290)	2.99%
Waste & Highways Environmental	(1,102)	(1,183)	7.39%

4.26 Some fees and charges are statutory, such as planning fees which are set nationally. Others, such as Adult Social Care, the Council has little discretion over and increases are determined by factors such as the pensions triple lock or increases in welfare benefits. Similarly, income in Housing is largely dependent on changes to the Local Housing Allowance set by the DWP.

4.27 Areas that the Council does have discretion on include budgets such as parking, highways, and waste.

### **Sensitivity Analysis**

4.28 There are many uncertainties in the budget, but one of the most material items is interest on borrowing. Different scenarios are detailed in the table below, but the current budget assumes interest at 4.19%. The table below models fluctuations in this rate.

**Table 7: Interest on borrowings**

<b>Interest rate</b>	<b>3.19%</b>	<b>3.69%</b>	<b>4.19%</b>	<b>4.69%</b>	<b>5.19%</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
Borrowing costs	6,116	6,353	6,592	6,828	7,065
Investment income	(887)	(1,020)	(1,152)	(1,284)	(1,416)
<b>Net</b>	<b>5,229</b>	<b>5,333</b>	<b>5,440</b>	<b>5,544</b>	<b>5,649</b>
Variance from base	(211)	(107)	0	104	209

4.29 The budget currently assumes a sum equivalent to a 3% pay increase for all staff. Each 1% of pay increase is currently expected to cost £0.514m. Note this includes an assumption that AfC and Optalis follow the RBWM pay award, and so includes the anticipated increase in the relevant contract should this be required. Negotiations on pay continue and final recommendations on pay proposals will be included in the final budget setting report in February 2023.

4.30 The New Homes Bonus grant is assumed not to continue. If it does this could equate to up to an additional £0.500m but would not be on a sustainable, recurrent basis. Other government grants have been adjusted for what we know to date, but final figures will not be known until the final settlement. Each 1% of inflation on these grants equates to £0.054m.

## 5. Closing the Budget Gap in Future Years

- 5.1 The immediate challenge has been to close the budget gap to enable the Council to set a balanced budget for 2023/24. Legally, the Council must balance the financial year in which it is going into and should consider the resources it has over the medium term.
- 5.2 There is considerable uncertainty around the size and scale of future budget gaps and a lot of this will depend on final Government funding decisions. While there is always room to be more efficient, the Council is already a low spending council which constrains it from reducing costs easily.
- 5.3 On this basis it would be unwise to assume that the projected budget gaps could be closed through greater efficiency alone. There is a fine dividing line between further efficiency and a reduction in service.
- 5.4 Future savings plans will need to continue to focus on more transformative savings measures.
- 5.5 The Council agreed a revised Medium Term Finance Strategy at Full Council in September 2022. It contained 6 objectives on how the Council will manage its resources over the medium to long term, aligned with the corporate plan principles. These are:
  - Empower and enable individuals, communities, and businesses to maximise their potential.
  - Invest in prevention and intervene early to address problems before they escalate.
  - Shape our service delivery around our communities' diverse needs and put customers at the heart of all we do.
  - Make the most effective use of resources – delivering the best value for money.
  - Promote awareness of a sustainable and biodiverse environment across all our decision making.
  - Promote health and wellbeing, and focus on reducing inequalities, across all areas.
- 5.6 Appendix B details an updated Medium Term Financial Plan. However, this will need to be further updated when the details of the final settlement are known. At this stage it continues to make several assumptions that may become clearer in the coming weeks.
- 5.7 In developing the budget for 2023/24 consideration has also been given to how to manage council resources in the medium to long term by defining areas to explore through specific projects that will help shape resource requirements in future years. These include:
  - Making more efficient use of our physical assets.
  - Regeneration and placemaking impacting on our service demands.
  - Prevention, demand management and partnership working.
  - Reprioritisation of services that do not impact on corporate plan.

- Income review including fees and charge, external funding, and debt management.
  - Transformation of services.
  - External funding including CIL/S106.
- 5.7 Underpinning the management of our resources both in the short and medium term is working to manage demand in our services for the most vulnerable in our community, especially Children’s and Adults services.
- 5.8 Working with our partners especially around preventative measures will ensure that we can look to be a more financially sustainable council but just as importantly, provide improved outcomes for our those in our community who may need additional support. Whilst work has already started to deliver savings and service changes that will impact in 2023/24, this remains a focus over the medium term and fully aligns with our corporate plan outcomes.

## **6. Next steps**

- 6.1 The proposals contained in this report will be subject to consultation that will inform final decisions at Cabinet and Council in February 2023. The Council will consult with residents, businesses, partners, and its own staff.
- 6.2 Equality Impact Assessments have been completed for relevant savings and these will be updated throughout the remaining budget setting process.
- 6.3 This draft budget will be amended once the Local Government Finance Settlement is published.
- 6.4 The Corporate Overview and Scrutiny Panel will review the proposals in December 2022.
- 6.5 Final budget proposals will be considered by Cabinet on 9 February 2023, with recommendations to Full Council on 21 February 2023.

## **7. LEGAL IMPLICATIONS**

- 7.1 None at this stage of the budget process.

## **8. RISK MANAGEMENT**

- 8.1 Failure to identify sufficient savings as part of the budget process would risk the Council being unable to maintain minimum levels of reserves. Failure to deliver the planned savings would have the same effect.

## **9. POTENTIAL IMPACTS**

- 9.1 Equalities. A full EQIA will be undertaken on the budget submitted to Council in February 2023. Saving proposals will also have an EQIA undertaken where

appropriate. Appendix E includes draft EQIAs. All EQIAs will be revised in the light of any relevant consultation responses.

9.2 Climate change/sustainability. The potential impact of budget recommendations will be considered once details of budget submissions are published.

9.3 Data Protection/GDPR. Not applicable.

## 10. TIMETABLE FOR IMPLEMENTATION

Implementation date if not called in: Immediate.

## 11. APPENDICES

11.1 This report is supported by three appendices:

- Appendix A Draft revenue budget 2023/24
- Appendix B Medium Term Financial Plan
- Appendix C Growth
- Appendix D Savings
- Appendix E Equality Impact Assessments

## 12. BACKGROUND DOCUMENTS

12.1 None.

## 13. CONSULTATION

<b>Name of consultee</b>	<b>Post held</b>	<b>Date sent</b>	<b>Date returned</b>
<i>Mandatory: Statutory Officers (or deputies)</i>			
Adele Taylor	Executive Director of Resources/S151 Officer	10/11/22	21/11/22
Emma Duncan	Director of Law, Strategy & Public Health/ Monitoring Officer	10/11/22	10/11/22
<i>Deputies:</i>			
Andrew Vallance	Head of Finance (Deputy S151 Officer)	10/11/22	22/11/22
Elaine Browne	Head of Law (Deputy Monitoring Officer)	10/11/22	
Karen Shepherd	Head of Governance (Deputy Monitoring Officer)	10/11/22	
<i>Mandatory: Equalities Officer</i>			
Ellen McManus-Fry	Equalities & Engagement Officer	10/11/22	22/11/22
<i>Other consultees:</i>			
<i>Directors</i>			
Tony Reeves	Interim Chief Executive	10/11/22	21/11/22
Andrew Durrant	Executive Director of Place	10/11/22	15/11/22

Kevin McDaniel	Executive Director of People Services	10/11/22	21/11/22
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Confirmation relevant Cabinet Member(s) consulted	Cabinet Member for Asset Management & Commercialisation, Finance, & Ascot	Yes
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## REPORT HISTORY

Decision type:	Urgency item?	To follow item?
For information	No	Not applicable

Report Author: Andrew Vallance, Head of Finance
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