

Report to Rochdale Township Committee



Date of Meeting	2 nd August 2017
Portfolio	Corporate & Resources
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Public/Private Document	Public

Budget 2018/19 to 2020/21 Guidelines, Timetable and Public Engagement

Executive Summary

1. To recommend the budget guidelines, timetable and method of public engagement to be used in preparing the detailed 2018/19 budget and provisional budgets for 2019/20 and 2019/21.

Recommendation

- 2.1 Members are requested to consider and comment on the following:
 - 2.1.1 The proposed budget timetable detailed at Appendix 1.
 - 2.1.2 The revenue assumptions detailed in paragraph 4.2 to be incorporated into the budget setting process.
 - 2.1.3 The revenue and capital budget principles referred to in paragraph 4.4.
 - 2.1.4 The proposed methods of public engagement outlined in paragraph 4.5 as part of the 2018/19 budget setting process.
- 2.2 Members are asked to note the Budget Challenge sessions to be undertaken as part of the 2018/19 budget setting process.
- 2.3 The Corporate Overview and Scrutiny are requested to consider the report further to its approval by Cabinet on 27th June 2017

Reason for Recommendation

- 3.1 Under the Budget & Policy Framework Cabinet is required to approve the proposed guidelines, timetable and methods of public engagement for setting the 2018/19 Budget and Provisional Budgets for 2019/20 and 2020/21 by September each year.

Key Points for Consideration

- 4.1 **Timetable**

4.1.1 The Council's budget must be approved by full Council before 11th March each year. This is a statutory requirement. The process begins in June with approval being sought for the assumptions and principles on which the budget is to be based. These will be used as a part of the determination of the overall budget position.

4.1.2 Throughout the year we consult on the budget and savings proposals. Financial projections are updated as further information becomes available for the Government Funding Settlement and other known changes, including local decisions. The updated budget and feedback from consultations are reported back to Cabinet in February with recommendations for Budget Council, who will in turn set the budget.

4.1.3 Services are notified of their resource allocations following Budget Council in February. The full budget timetable is detailed at Appendix 1

Revenue Budget Assumptions for 2018/19 – 2020/21

4.2 As part of the budget setting process the Council makes a number of assumptions in respect of the key elements of the Council's revenue budget. Appendix 2 provides a summary of these assumptions for 2018/19, 2019/20 and 2020/21. Future reports will make Cabinet aware of any changes that impact on the current budget assumptions. These are outlined below.

Local Government Finance Settlement

4.2.1 As part of the 2016/17 Local Government Finance Settlement the Government offered any council that wished to take it up a four-year funding settlement to 2019/20. The Council agreed to accept the offer, and the funding was confirmed in the 2017/18 Local Government Finance Settlement. For Rochdale the four-year settlement covered the level of Revenue Support Grant.

Central Government has also announced that Revenue Support Grant will be phased out and that councils will retain 100% of business rates generated nationally. Rochdale is part of the Greater Manchester 100% Business Rates Retention Pilot Scheme, and as such will not receive Revenue Support Grant directly. Instead the levels of Revenue Support Grant contained in the four-year settlement are built into the revised calculation of Business Rates Top-up Grant under the 100% Business Rates Retention Pilot Scheme (see section 4.2.3).

Council Tax Increases - Assumptions 2018/19 – 2020/21

4.2.2 The Council's Medium Term Financial Strategy is to maximise income generated locally and therefore, assumes, for planning purposes, an increase in Council Tax of 1.99% for each year 2018/19 to 2020/21 in line with current referendum limits.

The 2017/18 Local Government Finance Settlement offered the flexibility to charge an Adult Social Care Precept of up to an additional 3% on council tax for the next 2 years. If a council applies a 3% precept in 2017/18 and 2018/19, they cannot apply an increase for the Adult Social Care Precept in

2019/20, in order to maintain a 6% precept across the 3 years. A 3% precept was approved for 2017/18. The budget assumes a 3% precept in 2018/19 and no additional precept in 2019/20 and 2020/21.

Any variation in the level of Council Tax increase approved will have an impact on the forecast budget position.

Council Tax Base

Our Council Tax base is currently 53,025, representing the number of Band D equivalent properties that we collect Council Tax from. The Council Tax base will be reviewed and formally considered by Cabinet in January of each year. The level of Council Tax Base is a key component in the calculation of resources available to the Council.

4.2.3 Business Rates

Central Government has announced that Revenue Support Grant will be phased out and that councils will retain 100% of business rates generated locally. The Local Government Settlement 2017/18 included the introduction of the 100% retention of Business Rates for identified regional pilot authorities, including Greater Manchester.

The pilot authorities will each retain 100% of locally-raised business rates. In return Greater Manchester will forgo Revenue Support Grant (RSG) and the Public Health Grant. Authorities' tariffs and top-ups will be adjusted to ensure that these changes are cost neutral to individual authorities. The pilots will also test a number of potential elements of the 100% business rates retention scheme, including revised safety net arrangements.

The pilots will be without detriment to the resources that would have been available to individual authorities under the current local government finance regime (with any "detriment" payments funded from outside the Settlement). The budget assumes that the GM Pilot will continue in 2018/19 and 2019/20, prior to the introduction of 100% Business Rates Retention from 2020/21.

The budget assumes, for planning purposes, an increase in the level of business rates income received of 3.2% in 2018/19, 3.6% in 2019/20, and 2% in 2020/21. The business rates increases are based on the assumed RPI at September over the next four years, as per the 2017/18 Local Government Finance Settlement.

4.2.4 Pay Inflation

The budget assumes for planning purposes that the pay award will be 1% per annum for 2018/19 to 2020/21. The Government has implemented a 1% pay settlement for most local government staff for both 2016/17 and 2017/18. Any settlement above 1% will increase the expenditure requirement for 2018/19 to 2020/21. Every change of 0.5% equates to approximately £400k.

The salary budget includes assumptions for planning purposes for the rise in the Rochdale Living Wage for 2018/19 to 2020/21, maintaining the Council's current pay above the level of the National Living Wage through to 2020/21.

4.2.5 Superannuation Rates

The employer superannuation contribution rate is assumed not to increase during 2018/19, 2019/20 and 2020/21. This is based on the advice by Greater Manchester Pension Fund (GMPF). Detailed work has been undertaken with GMPF and the proposal is to amend the contribution rates to 20.5%, and to reduce the level of the early retirement and redundancy provision provided by the GMPF to reflect our current forecast level of early retirement and redundancy costs.

4.2.6 Price Inflation

The budget assumes 0% inflation across the majority of the Council's non-pay expenditure budgets including grants that the Council provides. Contractual arrangements and other significant inflation issues will be considered on a case by case basis.

4.2.7 Discretionary Fees and Charges

Fees and Charges are reviewed on an annual basis. For 2018/19 to 2020/21 the amount of increase assumed for planning purposes is recommended to be 2% per annum.

4.2.8 Waste Disposal Levy

The waste disposal levy is calculated by a formula across Greater Manchester which takes account of recycling levels. If Rochdale Borough did not increase recycling at the same level as other GM Authorities there would be an impact on the waste disposal levy charged to the Council thus leading to an increased cost to the Council's budget.

The Waste Disposal Levy assumed for in the budget is based on the latest projections provided by GM Waste Disposal Authority (GMWDA).

Planned contract changes will now take place from 2019/20 rather than 2018/19 as previously anticipated, meaning that the GMWDA levy for 2018/19 is estimated to increase by 12.2%. The levy is estimated to decrease by 9.9% in 2019/20 and 2.9% 2020/21 as savings are realised.

4.2.9 Passenger Transport Levy

The budget assumes a 0% increase in the Passenger Transport Levy for 2018/19 to 2020/21. The Passenger Transport Levy will be subject to consideration/agreement as a consequence of the Passenger Transport Authority's budget setting process in 2018/19 and subsequent years.

4.2.10 Improved Better Care Fund

The Better Care Fund (BCF) brings together elements of the Clinical Commissioning Group and Local Authority budgets into a pooled arrangement. This is to encompass integrated commissioning which will support the transformation and integration of health and social care services.

The national Improved Better Care Fund allocations of £825m in 2018/19 and £1.5bn in 2019/20, confirmed in the 2017/18 Local Government Finance Settlement, assumed that councils will increase Council Tax for the Adult

Social Care precept. The allocation methodology uses the 2013 social care relative needs formula and allocates funding against resources available.

Rochdale's allocation is £5.361m in 2018/19 and £9.240m in 2019/20.

In the March 2017 Budget the Government announced an additional £2bn to help local authorities provide high quality social care to more people and to ease the pressure on the NHS. The £2bn is to be paid over 3 years, £1bn in 2017/18, £0.674bn in 2018/19 and £0.337bn in 2019/20. The funds are to be built into the original Improved Better Care Fund, with local authorities working closely with NHS colleagues to consider how the funds can be spent effectively.

Rochdale's allocation is £3.169m for 2018/19 and £1.568m for 2019/20.

Improved Better Care Fund

	2018/19	2019/20
	<u>£m</u>	<u>£m</u>
Initial allocation per 2017/18 Local Government Finance Settlement	5.361	9.240
Additional funding for adult social care announced at Budget 2017	3.169	1.568
Total Improved Better Care Fund	8.530	10.808

No information has been provided on grant allocations for 2020/21. The budget assumes the same funding levels as 2019/20 for planning purposes.

4.2.11 New Homes Bonus

The New Homes Bonus (NHB) Scheme is designed to provide incentives and rewards for Local Authorities who have a net increase in housing stock and have brought empty properties back into use in their areas. From 2018/19 the number of years the NHB is paid for is 4 years. Growth in housing stock will only be rewarded above a baseline of 0.4% of opening housing stock.

The assumed level of New Homes Bonus grant is based on a net growth in total housing stock of 450 properties per annum and a decrease in the number of long-term empty properties of 68 per annum. This will generate NHB grant of £300k per annum.

4.3 **Capital**

4.3.1 A review of the capital programme is currently being undertaken. This review will provide a three year capital programme for 2018/19 to 2020/21 taking into consideration the estimated reduction in capital resources and the limited revenue funding available for Capital Schemes in these years.

4.3.2 Aims of the Capital Programme

The Capital Programme aims to:

- Deliver investment in the Borough to support the Borough wide priorities, including economic benefit to the Borough and bring in additional resources;
- Deliver investment in Service Provision to deliver future savings;
- Maintain and enhance the Council's assets;
- Support Devolution;
- Meet Statutory provision;
- Provide Value for Money.

4.3.3 A report to Cabinet in September will recommend a Capital Programme for 2018/19 to 2020/21 for consideration. This will then be included as part of the 2018/19 budget consultation.

4.4 **Budget Principles**

4.4.1 Detailed guidelines are provided to all relevant staff to ensure that revenue budgets for individual services are prepared consistently. These guidelines contain details of the assumptions that are to be made in setting the revenue budget and also set out broad principles that are to be adhered to. The principles that are proposed for inclusion in the budget guidelines for 2018/19 to 2020/21 are provided at Appendix 3.

4.4.2 The Capital Principles have been developed to enable focus on the purpose of the Capital Programme and to seek agreement for the use of limited resources. The principles for the Capital Programme are provided at Appendix 4.

4.5 **Public Engagement**

4.5.1 The Council is intending to undertake a Public Engagement initiative during Summer and Autumn 2017, involving residents, businesses and other stakeholders prior to consultation on the budget 2018/19 to 2020/21 and savings proposals.

4.5.2 As in previous years the initiative is intended to:

- raise awareness of the services that the Council currently delivers;
- raise awareness of the Council's current budget position, both resources and expenditure;
- explain the future challenges as a result of funding reductions, increased demand for services and other pressures, and the difficult decisions we have to make;
- highlight the part that residents and businesses can play in the future of Rochdale and in helping to reduce costs;
- highlight the need for the Council and residents/businesses to work together;

- undertake a general conversation with stakeholders on their opinions and thoughts on the above.

4.5.3 Wherever possible the intention will be to work alongside other engagement initiatives to raise awareness of the budget challenges, to seek views and also highlight how residents can help.

4.5.4 Public Engagement for the Budget 2018/19 is suggested to be undertaken as a three stage process:

A) General Budget Conversation during July – September by :

- Prezi animation (animated digital presentation).
- Online questionnaire
- Social media campaign to direct the public to the website and a 1 minute version of the Prezi.
- Staff engagement via intranet content and briefings.
- Printed questionnaire to work with targeted group of residents who are unlikely to engage via the Council's website.
- Link into Directorate events to promote the Budget Conversation.

B) Formal consultation of the Budget 2018/19 and savings proposals during September 2017 – January 2018.

C) March 2018 – provide feedback online as to the engagement process and what is happening as a result of the resident participation in the Budget process.

4.6 **Budget Challenge Sessions**

4.6.1 As part of the budget process Budget Challenge Sessions will be held for each Committee Portfolio Area.

4.6.2 The aim of the sessions is:

- For Directors to provide service information to enable Members to scrutinise spend and service priorities;
- To enable a challenge process to be undertaken on budgets;
- To review options for savings over the next three years to meet the budget gap in 2018/19 – 2020/21.

4.7 **Alternatives Considered**

4.7.1 The Council is legally obliged to set a balanced budget. The budget setting process is complex and must be undertaken in a planned way. It is equally important that assumptions used in the preparation of the budget are agreed, reasonable and consistently applied by all services.

Costs and Budget Summary

5.1 Financial implications are considered in the main body of the report.

Risk and Policy Implications

6.1 Risk Implications

6.1.1 The budget forecast has been based on a number of assumptions, known levels of expenditure and anticipated levels of resources. Final confirmation of these assumptions will not be received/ finalised until November/December this year. There are a number of areas of the Council's budget where risks to the projections contained in this report have been identified.

6.1.2 The most significant of these are:-

- Monitoring of the 2017/18 budget will provide Cabinet with regular updates on any pressures/savings for the Council. Any associated on going implications will be incorporated into the budget projections for 2018/19 and future years.
- Savings – the level of savings required for 2018/19, 2019/20 and 2020/21 is currently being considered. There is a risk to the overall budget of the non-achievement of these savings due to the identification and/or implementation of the proposals. A three year budget is to be set in February 2018 which provides time to implement the level of savings required to balance the budget over the period 2018/19 to 2020/21.
- Specific Grants and Contributions – the number and amount of specific grants received by the Council may be lower/higher than anticipated. If a grant increases, a process has been introduced to review all additional income received and the decision is made whether the resource is allocated to that area. If a grant decreases, Cabinet will consider the financial implications on the Council services provided.
- Council Tax – Central Government provides a cap on the amount of Council Tax increase a Local Authority could make before a referendum of the local residents was required. The budget assumes a 4.99% increase in 2018/19 comprising a 1.99% increase for general purposes and a 3% increase in respect of the adult care precept, and a 1.99% increase in both 2019/20 and 2020/21, comprising a 1.99% increase for general purposes and a 0% increase in respect of the adult care precept. These percentage increases are included for planning purposes only, and will be reviewed by Cabinet leading up to a recommendation at Budget Council for each year.
- Council Services - the impact of the economic climate on the residents

of Rochdale Borough and the increased demand this may lead to for Council services could impact on cost of services, as could general demographic changes.

- Health and Social Care Devolution – the impact of pooling budgets with the Clinical Commissioning Group within a pooled Budget. The financial risk is that the investment in health and social care services does not deliver the benefits assumed. These benefits are required not only to fund interventions to invest to save in the long term but also to contribute towards closing the budget gaps of all partners delivering health and social care services.
- Public Health – impact of the reduction in Public Health funding.
- Waste Disposal Levy – the Waste Disposal Levy is calculated by a formula across Greater Manchester, which takes account of recycling levels. Should Rochdale Borough not increase recycling at the same level as other GM Authorities this will impact on the levy, and would lead to an increased cost to the Council's budget.
- Inflation – impact of changes in the price of goods and services used by the Council compared to the percentage assumed in the budget projections.
- Fees and charges income – impact of any economic slowdown on levels of usage of charged for Council services could lead to income levels not being achieved.
- Investment income – the impact of low interest rates and implications of the economic slowdown on the level of dividends/interest received by the Council.
- Academies – the impact of the Government's policies regarding the conversion of schools to Academies on the Council's budget.

6.2 Legal Implications

6.2.1 The Council is under a duty to calculate the budget in accordance with Section 32 of the Local Government Finance Act 1992 and must make three calculations namely: an estimate of the Council's gross revenue expenditure; an estimate of anticipated income; and a calculation of the difference between the two. The amount of the budget requirement must be sufficient to meet the Council's budget commitments and ensure a balanced budget. The amount of the budget requirement must leave the Council with adequate financial reserves. The level of budget requirement must not be unreasonable having regard to the Council's fiduciary duty to its Council Tax payers and non-domestic rate payers.

6.2.2 Failure to make a lawful Council Tax on or before 11 March could have serious financial results for the Council and make the Council vulnerable to an Order from the Courts requiring it to make a specified increase in Council

Tax.

- 6.2.3 Section 151 of the Local Government Act 1972 places a general duty on local authorities to make arrangements for 'the proper administration of their financial affairs'.
- 6.2.4 Information must be published and included in the Council Tax demand notice. The Secretary of State has made regulations, which require charging authorities to issue demand notices in a form and with contents prescribed by these regulations.
- 6.2.5 There is also a duty under Section 65 of the 1992 Act to consult persons or bodies appearing to be representative of persons subject to non-domestic rates in each area about proposals for expenditure (including capital expenditure) for each financial year.

6.3 Personnel Implications

- 6.3.1 The report outlines the proposed timetable for preparing the detailed 2018/19 budget and this timetable includes the requirement to undertake formal workforce consultation with the staff and trade unions. The consultation will be undertaken in accordance with the Council's established formal staff consultation processes including meetings of the Joint Consultative Group and Service Consultative Groups.

6.4 Equalities Impacts

- 6.4.1 Workforce Equality Impacts Assessment
Workforce equality impact assessments will be provided with any savings proposals and an overall workforce equality impact assessment on the budget will be presented to facilitate final decision making.
- 6.4.2 Equality/Community Impact Assessments
Equality Impact assessments will be provided with any savings proposals and an overall equality impact assessment on the budget will be presented to facilitate final decision making.

Consultation

- 7.1 Stakeholders are consulted at appropriate stages throughout the budget preparation process. The Council is intending to carry out a Public Engagement initiative during the Summer of 2017, involving residents, businesses and their representative bodies and other stakeholders.
- 7.2 Consultation with the Trade Unions via the JCC at Corporate level and via SCGs at service level will be undertaken and the outcome of consultations will be considered by Cabinet.

Background Papers	Place of Inspection
8. Budget 2018/19 to 2020/21 files	Finance Services, N1Riverside
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Budget Timetable 2018/19 to 2020/21

Date	Meeting/Event	Budget Guidelines and Timetable/Public Engagement
2017		
June	Cabinet 27th June	Budget Guidelines and Timetable/Public Engagement
September	Budget Cabinet 14th September	1. Discretionary Fees & Charges 2018/19 2. Capital Programme 2018/19 - 2020/21 } 3. Revenue Budget 2018/19 - 2020/21 } For Consultation 4. Savings Programme 2018/19 - 2019/20 } 5. Medium Term Financial Strategy 2018/19 - 2022/23
November	Cabinet 28th November	1. Discretionary Fees & Charges 2018/19 - Post Consultation 2. Savings programme 2018/19 - 2019/20 - Post Consultation 3. Savings Programme 2018/19 - 2019/20 - Pre Consultation workforce for service delivery proposals
December	Council 13th December	Approval of: Council Tax base setting 2018/19 Business Rates baseline 2018/19
2018		
January	Budget Cabinet (January)	1. Savings Programme 2018/19 - 2019/20 - Post Consultation (Workforce proposals only) 2. Budget update 2018/19 - 2020/21 following Autumn Budget/Provisional Settlement
February	Budget Cabinet (20th February)	1. Local Government Act 2013 - 2. Budget 2018/19 including: - Council Tax setting 2018/19 - Revenue Budget 2018/19 and forecast 2019/20 and 2020/21 - Capital Budget 2018/19 and forecast 2019/20 and 2020/21 - Treasury Management Strategy 2018/19 - Pay Policy 2018/19 - Medium Term Financial Strategy 2018/19 - 2022/23 (Review)
February	Budget Council (28th February)	
March	Statutory Deadline to set Budget 11th March	

APPENDIX 2

Budget Assumptions 2018/19 to 2020/21

Area of Budget	2018/19	2019/20	2020/21
Pay	1% Increase	1% Increase	1% Increase
Local Living Wage	4.7% Increase	5.1% Increase	5.4% Increase
Superannuation Contribution Rate	20.5%	20.5%	20.5%
	(0.0% Increase)	(0.0% Increase)	(0.0% Increase)
Prices*	0%	0%	0%
Discretionary Fees & Charges	2% Increase	2% Increase	2% Increase
Underlying Waste Disposal Levy	12.2% Increase	9.9% Decrease	2.9% Decrease
Underlying PTA Levy	0% Increase	0% Increase	0% Increase
* Prices – Contractual arrangements and other significant inflation issues will be considered on a case by case basis.			
Council Tax			
General Increase	1.99% Increase	1.99% Increase	1.99% Increase
Adult Care Precept	3% Increase	0% Increase	0% Increase
Total Council Tax	4.99% Increase	1.99% Increase	1.99% Increase
Business Rates			
Business Rates income/Top-up Grant	3.2% Increase	3.6% Increase	2% Increase

REVENUE BUDGET PRINCIPLES

1. Budget Preparation

- 1.1 Service estimates are required at service level for the years 2018/19 through to 2020/21. The format of the service submissions, which are to be supported by appropriate working papers, will be determined by the Chief Financial Officer in consultation with Directors.
- 1.2 Estimate preparation should take account of technical guidance issued from time to time on local authority accounting practices and other related issues.
- 1.3 The budget process shall adhere to the approved timetable.

2. Existing Service Level Budgets

- 2.1 The budget will initially be prepared on the basis that current resources support existing service levels and with the exception of the schools budget should be varied to reflect:
 - (a) The full year effect of previous year's savings proposals.
 - (b) Consequences of the approved capital programme.
 - (c) Adjustments in relation to specific 'one year only' allocations and other time expired funding.
 - (d) Other specific Council decisions.
- 2.2 Most education and related budgets are funded through a specific grant namely the Dedicated Schools Grant (DSG). Separate systems and procedures relating to DSG funded budgets operate outside of the mainstream budget guidelines.
- 2.3 Salary budgets are to be prepared with reference to the 2018/19 budget (net of any vacancy factor) adjusted for pay awards, approved service changes, savings and other approved variations. The salary budgets can only be used to employ staff in established posts on approved grades in line with the following conditions:
 - (a) All changes to the establishment where Council funding is available in full must be approved by Cabinet, or within the requirements of the Scheme of Delegation.
 - (b) All changes to the establishment where resource implications arise, even if the costs are met entirely from external funding, must also be approved by Cabinet, or within the requirements of the Scheme of Delegation.
 - (c) Posts funded from external sources must be established as temporary or specific purpose posts unless it can be demonstrated that:
 - the external funding is permanent, or
 - specific approval has been given, or
 - future years' costs can be contained within current budgets.

- (d) Directors must balance service requirements against the need to manage within their budgets when taking decisions to fill vacant posts or employ temporary staff.

3 Discretionary Fees and Charges

- 3.1 Fees and charges must be reviewed on an annual basis. A report will be submitted to Cabinet in September each year on proposals for the following year.
- 3.2 Fees and charges are to be varied to achieve an overall annual increase in income for each Service in line with the level approved by Cabinet. Increases can be implemented at any time subject to the overall financial target being achieved.
- 3.3 If the target cannot be achieved by increasing fees and charges then alternative savings must be identified. Claims by Directors to exempt or apply a lesser increase to any part of their service must be justified in the context of their Service policies and plans and referred to Cabinet.

4. External Funding

- 4.1 Wherever possible external funding should be used to reduce pressure on current expenditure, thereby releasing resources for redirection into priority areas.
- 4.2 All legal, human resources, financial and administrative support costs required to manage grant conditions and fulfill the role of the accountable body should be charged, wherever possible, against the funding regime.

5. Consultation

- 5.1 Members will take account of consultations with stakeholders at appropriate stages throughout the budget preparation process. This will include Townships, Overview and Scrutiny Committee, Trade Unions, partners and the public.

CAPITAL PROGRAMME PRINCIPLES

1. Capital Programme Preparation

- 1.1 The Capital Programme is compiled at project level for the years 2018/19 through to 2020/21. The format of the capital schemes submissions, which are to be supported by appropriate working papers, will be determined by the Chief Financial Officer in consultation with Directors.
- 1.2 Estimate preparation should take account of technical guidance issued from time to time on local authority accounting practices and other related issues. The profiling of capital expenditure into the correct financial years and over the projects development will be key to ensure the amount of re phasing of capital resources from one year to another is kept to a minimum, and to reduce the amount of revenue budget required to finance the project.
- 1.3 The budget process shall adhere to the approved timetable.

2. Principles for the Capital Programme

- 2.1 Capital Resources are to be used as follows:
 - Decisions on the use of Capital Receipts will be considered as part of the budget process.
 - Un-ring fenced and ring fenced externally funded grants are considered on a case by case basis.
 - Any new borrowing is considered with the implications for the revenue budget position.
- 2.2 Capital projects for approval are:
 - Considered by Portfolio Holders for the service who agree to the services requests for funding.
 - Completed to ensure all implications of the Capital Scheme are included in the 'Business Cases'.
 - Inclusive of Multi Year Schemes with the spend profiled accurately across the financial years.