

REPORT FOR: **CABINET**

Date: 12 December 2013

Subject: Draft Revenue Budget 2014/15 and Medium Term Financial Strategy 2014-15 to 2016-17

Key Decision: Yes

Responsible Officer: Simon George, Director of Finance and Assurance

Portfolio Holder: Councillor Tony Ferrari, Portfolio Holder for Finance

Exempt: No

Decision subject to Call-in: Yes

Enclosures: Appendices listed below

Appendices are attached as follows:

No	Appendix	Page
1	MTFS 2013/14 to 2016/17 as approved by Cabinet / Council February 2013	6
2	MTFS 2013/14 to 2016/17 as approved by Cabinet / Council– detailed investment / saving schedules (For information only)	6
3	MTFS 2013/14 to 2016/17 – Proposed changes to MTFS for member approval following budget re-refresh process.(These are the investments / savings that will be taken forward to set the council tax if approved by members)	6

4	MTFS 2014/15 to 2016/17 – Proposed investments / savings for member approval following budget re-fresh process. (These are the investments / savings that will be taken forward to set the council tax if approved by members)	7
5	Draft Public Health Funding 2014/15	10
6	Schools Budget 2014/15	12

Note: the page numbers in the table above refer to the small page numbers (bottom right of page) on the report itself and not the large numbers (bottom middle of page) that run throughout the agenda pack.

Section 1 – Summary and Recommendations

This report sets out the draft revenue budget for 2014-15 and medium term financial strategy (MTFS) for 2014-15 to 2016-17. The budget will return to Cabinet in February 2014 for final approval and recommendation to Council.

RECOMMENDATIONS:

- 1) That Cabinet approves the draft budget as set out in appendix 3 for 2014-15 and the MTFS for general consultation including an anticipated 0% Council Tax increase
- 2) That Cabinet notes the current remaining budget gaps of £19.481m in 2015-16 and £18.612m in 2016/17.
- 3) That Cabinet approves the draft Public Health budget for 2014/15 as set out in Appendix 5
- 4) That Cabinet notes the statutory changes to schools funding for 2014/15 and approves the proposed arrangements for the 2014/15 school funding formula as set out in Appendix 6
- 5) That Cabinet agrees the sum of £239,219 as Harrow's contribution to the London Grant Scheme in 2014/15
- 6) That Cabinet agree to the establishment of a capital financing risk reserve to allow for delays in capital receipts in the current financial year

REASON:

To ensure that the Council publishes a draft budget for 2014-15

Section 2 – Report

Current Financial Context

- 1.1 In 2010 the Government's funding settlement meant Local Government received the most challenging funding settlement in decades, resulting in a 28% cut to the Council's controllable costs over the 4 years to 2014/15, some £62m in Harrow's case from 2010/11 levels of expenditure. This is on top of the £45m the Council has already saved before this, meaning that by 2015 the Council will have been making savings of over £10m a year for the last nine years. By and large Harrow has demonstrated a successful track record in delivering these savings by:
- Identifying efficiencies
 - Adopting a more commercial approach to contracting and procurement
 - Taking advantage of new technologies
 - Introducing new and innovative ways of service delivery
- 1.2 The MTFs agreed by Cabinet and Council in February 2013 showed a balanced budget position for 2013/14 and 2014/15 with a budget gap of £15.693m and £14.236m for 2015/16 and 2016/17 respectively. The MTFs included an indicative assumption that Council Tax would increase at 2% per annum.
- 1.3 The draft budget set out in this report shows a refreshed MTFs with a number of changes requiring Cabinet approval. The changes achieve a balanced budget position for 2014/15 with an estimated budget gap of £19.481m and £18.612m for 2015/16 and 2016/17 respectively. In terms of Council Tax, the refreshed MTFs assumes a 0% increase from 2014/15 to 2016/17. The estimated cost of a reduction of 1% in Council Tax is £930.5k.
- 1.4 All councils, not just Harrow, continue to find themselves in a very uncertain and volatile situation with a significant number of external events, beyond the Council's control, adversely impacting on funding and the nature of demand for Harrow services. The economy is showing the early signs of recovery but this is not expected to lead to any change in the Government's policy regarding funding levels to Local Government. This continues to create a very challenging environment for the very real role that local government plays in the local community and the positive impact that the Council can have on people's quality of life. This does mean that the Council will have to consider how to fund specific new projects requested by Members.
- 1.5 The provisional grant settlement for 2014/15 is expected to be announced on 19 December 2013 with the final settlement in late January and the impact of the announcements on the draft budget will be reported to Cabinet in February 2014.

External Environment

2.1 The challenging environment the Council faces is caused by a number of external factors which the Council must make budgetary provision for in the MTFS. The key external factors are summarised below along with the relevant MTFS adjustments:

- Harrow is one of the lowest funded councils in London. Earlier in the year London Councils estimated the reductions in formula grant for 2014/15. Harrow's reduction was estimated at £1m and this is adjusted for in the refreshed MTFS.
- From April 2013, as a result of the change in the NNDR scheme, Council's are allowed to keep 30% of increases in Business Rates. Historically Harrow has not increased its tax base due to the trend of converting commercial property to domestic use.
- The Government has announced Council Tax Freeze Grants over the last couple of years. The MTFS agreed in February 2013 assumed no such grant on account of the indicative assumption of a 2% Council Tax increase. The MTFS for 2014/15 to 2016/17 has been refreshed to reflect a 0% increase in Council Tax. The impact of this assumption for three years is shown in table 2 below:

Table 2: Financial Impact of 0% Increase in Council Tax 2014/15 to 2016/17

Action	2014/15	2015/16	2016/17	Total
	£'000	£'000	£'000	£'000
Cost of 0% increase in Council Tax	1,861	1,861	1,861	5,583
Receipt of Council Tax Grant – 2014/15	(1,055)	0	1,055	0
Receipt of Council Tax Grant – 2015/16		(1,055)	1,055	0
Net Impact	806	806	3971	5,583

(The numbers in this table are based on 2013/14 data and will be updated once the tax base is finally agreed and the grant settlement is received in December 2013.)

The following points explain the contents of table 2 above:

- The estimated cost of a reduction of 1% in Council Tax is £930.5k
- In 2014/15 the estimate CT freeze grant is £1.055m. This will be received for **two** years only therefore comes out of the MTFS in 2016/17

- In 2015/16 the estimate CT freeze grant is £1.055m. This will be received for **one** year only therefore comes out of the MTFS in 2016/17
 - In 2016/17 there has been no indication of a CT freeze grant being received therefore no grant has been built into the MTFS.
- From 1 April 2013 the responsibility for the Council Tax Support Scheme was transferred to the Council but with a 10% reduction in budget meaning Harrow had to save £3.8m to be able to fund the scheme in year one. A report was taken to Cabinet in November recommending no amendments be made to Harrow's support scheme for 2014/15 hence no adjustment have been made in the refreshed MTFS.
- The Government are implementing the largest ever reform to the benefits system in an effort to save £18bn from the welfare bill. The changes are complex and the original MTFS included growth of £2m in 2013/14 to create a Welfare Reform contingency with £1m of the growth scheduled for removal in 2015/16. The anticipated pressures of welfare reform have not yet materialised as expected and this is reflected in the refreshed MTFS by the £2m growth being removed in 2014/15. This does however increase the level of potential risk as we cannot yet assess the full impact of welfare reform until it is fully implemented. In addition the council is currently experiencing increased numbers of homelessness families which will increase this risk further.
- The care and support spending round settlement announced the creation of a £3.8bn pooled health and social care budget from 2015-16. This is predicated on much better integration between health and social care, so that care is centred around the person rather than the service. In the Spending Review 2013 an extra £200m was announced for 2014/15 to support integration. The specific details of this funding and how it will be transferred to Local Authorities remains subject to confirmation.
- The 2011 Census data shows there has been a 15% increase in population in the last 10 years with the biggest growth being in the birth rate with a 33% increase in 0-4 year olds increasing the demand for both school and nursery places. For people aged over 80 years old the census showed an estimated increase of 1000 people. The original MTFS allowed for adult demographic growth of £2.8m in 2013/14 and £2.6m in 2014/15. In the refreshed MTFS a further £600k growth has been included for demographic growth within Adult Services.

Financial Performance for 2012/13 and 2013/14

3.1 In 2012/13 the Council under spent by £0.996m after a planned transfer to reserves of £9.808m as detailed below:

MTFS Implementation cost	£4.849m
Carry forward requests 12/13	£3.268m
Business Risk	<u>£1.691m</u>
	£9.808m

3.2 In 2013/14 the Council budget includes £10m of investment and a challenging savings target of £22.4m. The 2013/14 Quarter 2 Revenue Monitoring Report forecasts a net budget pressure of £2.61m on directorate budgets reducing to a pressure of £1.88m after accounting for corporate items. The directorates continue to work on management actions to further reduce the forecast pressure by year end.

2014/15 Budget Refresh Process

4.1 The MTFS as approved by Cabinet / Council in February 2013 is detailed in Appendix 1. The strategy covered the four year period 2013/14 to 2016/17. It showed a balanced budget position for 2013/14 and 2014/15 and a budget gap of £15.693m and £14.236m for 2015/16 and 2016/17 respectively. The detailed investment and saving schedules supporting the approved MTFS are detailed in Appendix 2. A number of the narratives have been re-freshed. The original MTFS narrative is shown in bold and the re-fresh amendments are shown in normal text.

4.2 Officers were asked to review approved investments and savings for 2013/14 and 2014/15 to ensure they are financially robust and deliverable and that they are in line with the current administrations policies of Cleaner, Safer and Fairer. The refresh process has resulted in a total of 67 proposed changes and takes the budget gap for 2014/15 to a small surplus of £24k. The budget gaps for 2015/16 and 2016/17 are £19.481m and £18.612m respectively. The revised MTFS assumes a 0% increase in Council Tax over the three year period. These changes are summarised in table 2 below and shown in detail in Appendix 3.

Table 2: MTFS Refresh – Proposed Changes for 2014/15

	Children & Families	Environment & Enterprise	Community, Health & Wellbeing	Resources	Technical
	£'000	£'000	£'000	£'000	£'000
Unachievable savings	300	1,490	2,357	460	0
Re-profiled investments / savings	0	456	0	(310)	0

Agreed growth no longer required	0	(726)	0	0	0
New growth	800	855	867	150	0
Substitute savings	0	(1,010)	0	(280)	0
Technical budget changes	0	0	0	0	(5,433)
TOTAL	1,100	1,065	3,224	20	(5,433)

4.3.1 Appendix 4 details the investments and savings to the budget for 2014/15 to 2016/17 after the MTFS refresh changes as detailed in appendix 3.

Proposed Directorate Changes

4.4 In total the proposed directorate changes add growth of £5.409m into the MTFS in 2014/15. The impact is summarised in table 2 above and the details are shown in Appendix 3. Further details are provided for the more significant items:

Children and Families

- The unachievable savings value of £300k relates to procurement. Procurement savings of £690k were planned over 2 years. Savings are being achieved on placements budgets through the work being undertaken with the West London Alliance. SEN Transport is subject to a separate savings target of £641k over 2 years therefore there is limited scope for further savings to achieve the full target of £690k.
- The growth of £800k covers two areas. First growth of £300k is requested to cover an increase in demand for Special Needs transport. Between Autumn term 2012 and Autumn term 2013 the number of young people requiring transport increased by 45 at a cost of £145k. If this trend continues the estimated demand pressure in 2014/15 is £300k.
- Secondly growth of £500k has been allocated to cover the costs of an additional 12 Social Worker posts.

Environment and Enterprise

- The unachievable savings value of £1.490m covers nine savings. Three of the savings which total £560k are proposed for removal in line with the current administrations priorities as detailed:
 - Returning parks to open space (£275k)
 - Review parks and cemeteries opening and locking and review specialist dog waste collection (£105k)
 - Introduction of Civic Centre staff car parking charges and other free car parks (£180k)

- The proposal to re-profile involves moving the savings for efficiencies from the Towards Excellence programme (£375k) and Grounds maintenance: annualised hours (£81k) from 2014/15 to 2015/16.
- The directorate are releasing previously agreed growth to go back into the MTFS. There are three elements of growth no longer required the most significant being growth of £568k agreed for 20 minute free parking.
- Seven bids for additional growth are proposed totalling £855k which are matched by substitute savings of £1.010m. £700k of the substitute savings is proposing to re-align the budget for Parking Services income to reflect historical performance. The other significant substitute saving is for £300k relating to a proposal to increase leisure centre parking income.
- Between now and February 2014 a number of commercially sensitive issues are being resolved that may need to be accommodated within the final MTFS when it comes back to Cabinet in February.

Community Health and Wellbeing

- Within the twelve agreed savings proposed for removal there are three significant items, from the £14.5m savings agreed over the two year period 2013-14 and 2014-15. The first is £500k to secure further earmarked investment from the PCT / CCG in Adult Social Care. The NHS Transfer grant is budgeted at £3.535m in 2013/14. Agreement on the s256 has now been reached and has resulted in the Council supporting the CCG STARRS service by £500k. Whilst the transfer for 2014-15 has yet to be agreed (and the grant is estimated to increase slightly to £3.636m), it is unlikely that the grant transfer will be significantly higher than the agreed 2013-14 position, hence the removal of this saving. The second relates to savings in older people's integrated care for £800k. Again this is related to funding negotiations with the CCG and their capacity to work with the Council to deliver the savings.
- The third significant unachievable saving is the commercialisation of Hatch End pool, Harrow Arts Centre, Museum and Bannister stadium (£355k). A commercialisation project has been set up to further investigate whether this saving can be delivered in the longer term.
- There are three bids for additional growth the most significant being for £600k demographic growth in Adult Services, and is in addition to the current MTFS demographic growth. The additional growth is as a result of an increasing number of referrals and increasing signs of complexity, an increasing number of cases moving into the borough and a significant increase in mental health referral rates. Overall the CCG financial position is very serious and it is possible that there will be continued pressures experienced as a result, although the Council will continue to work constructively to ensure that no inappropriate

costs are borne by Adult Social Care. This will mean that the growth position will need to be continually monitored until the final budget is set.

Resources

- There are six unachievable savings are proposed for removal, the most significant being to withdraw the expansion of Legal Practice Shared Services (£200k).
- The two growth bids are IT related. £100k is proposed for the revenue implications of security enhancements required by Public Services Network (PSN) and £50k is proposed for the contractual increase for channel migration supplier costs.
- The substitute saving of £280k is a new saving in relation to the current consultation process to delete the post of Chief Executive and associated business support.

Proposed Technical Budget Changes

4.5 In total the proposed technical budget changes create capacity of £5.433m in the MTFS for 2014/15. The significant changes are detailed below:

- **Capital financing costs and investment income** – Following a review additional capital financing costs of £910k and £700k are required in 2014/15 and 2015/16 respectively. This is as a result to delays in capital receipts.
- **New Homes Bonus** – In March 2013 the government announced the creation of the Local Growth Fund for LEP's who will access funding from 2015. Nationally the fund will amount to £2 billion in 2015/16 and £170m of this funding will come from the New Homes Bonus (NHB). London Councils have modelled what the NHB top slice will look like and their estimate for Harrow is £1.6m in 2015/16. This has been reflected in the refreshed MTFS.
- **Education Support Grant** – The MTFS was based on £2.5m of ESG being received in 2013/14 with the grant reducing by £1m per annum over 2014/15 and 2015/16, leaving £500k in the 2016/17 base budget. These assumptions have been reviewed taking into account updated pupil numbers, estimated academy conversions and government announcements on funding reductions. In January 2013 DFE announced a £10m reduction in ESG between 13/14 and 14/15 and from 2015/16 the ESG will be reduced nationally by £200m with this funding being transferred to the creation of the Local Growth Fund for LEP's. The MTFS has been refreshed to assume additional grant in 14/15 but with grant reductions in 2015/16 and 2016/17. By 2016/17 there will be £300k left in the base budget.

- **Council Tax and CT Freeze Grant** - The MTFS assumed an annual 2% increase in Council Tax. To freeze the Council Tax at 0% increase over the 3 year period 2014/15 to 2016/17 is estimated to cost £1.861m per annum. A Council Tax freeze grant of £1.055m is assumed for 2014/15 and 2015/16. The financial implications of this are shown in table 1.
- **Formula Grant Reduction** – A reduction in formula grant of £1m is estimated for 2014/15. This is based on estimates from London Councils and will be finalised once the grant settlement is announced on 19 December.
- **Council Tax Base / Collection Fund** – Additional funding of £1.519m has been assumed as a result of the increase in the council tax base as a result of a mixture of new properties and an under spend on the Council Tax Support Scheme. A prudent increase of £100k has been assumed in the Council Tax base for 2015/16 and 2016/17 and this will be refreshed for the February Cabinet report using the agreed Council Tax base. The Collection Fund is assumed to increase by £681k as a result of the additional collection of arrears, new properties coming on stream mid year and static growth on the Council Tax Support Scheme.
- **Budget Planning Contingency** - The contingency currently stands at £1.171m. The MTFS planned to increase the contingency by £1.829m in 2014/15. To achieve a balanced budget position the proposal is to not increase the contingency in 2014/15 and keep it at its 2013/14 level. A contingent figure in the region of £1m in the base budget is consistent with previous years.
- **Welfare Reform Contingency** – In 2013/14 growth of £2m was built into the MTFS to fund anticipated pressures as a result of the governments Welfare Reforms. The plan was to reduce the growth by £1m in 2015/16 to leave £1m in the base budget going forward. The implementation of the Welfare Reform cost pressures have not materialised as expected. To achieve a balanced budget for 2014/15 it is proposed to remove the Welfare Reform Contingency in full in 2014/15. There is a risk to this proposal, if anticipated costs start to materialise these will have to be contained within current resources.
- **Reduce inflation on goods and services** - The current MTFS assumes inflation of 2% per annum on goods and services. As at October RPI is 2.6% per the Office for National Statistics. The proposal is to reduce inflation to 1.3% for the three years 2014/15 to 2016/17 which creates £600k within the MTFS each year. This proposal is a concern for the directorates and will require strong contract management to manage the reduction. Officers will ensure this limited budget is prioritised in an efficient manner in order to reflect where price inflation does and does not occur.

Public Health Funding 2014/15

- 5.1 A two year ring fenced grant allocation for Public Health was announced in January 2013 with Harrow allocated £9.146m for 2014-15. The DOH recently announced the extension of the ring fenced grant for a further year to 31st March 2016. In setting the allocations, the DOH set a minimum of 2.8% and maximum of 10% growth in budgets for each year – 19 local authorities are at the minimum in 2014-15 and 8 at the maximum. The increase for Harrow in 2014-15 is 3.1%, marginally above the minimum increase, resulting in Harrow being the 2nd lowest spend per head of population over the 33 London boroughs.
- 5.2 2013/14 has been the first year that Public Health team have operated within the Council and in agreement with Barnet Council, a joint team has been developed and is supported by a single Director of Public Health. Given a number of uncertainties around liabilities and potential additional responsibilities, a prudent approach was taken in setting the commissioning intentions and a contingency was held to mitigate some of these risks whilst taking time to consider appropriately how best to utilise this funding to meet both public health and wider Council objectives.
- 5.3 During this first year of operation a number of contracts have been reviewed and consolidated with existing Council contracts, and a programme of procurement will continue into 2014-15 to ensure that commissioned services provide value for money, meet public health outcomes and reflect the commitment to providing support to those most in need. Appendix 4 details the level of funding proposed across both the mandatory and discretionary services and proposes additional investments in priority areas, a contingency and enables an unallocated amount of grant to be held for later allocation as appropriate.
- 5.4 Cabinet are asked to approve the draft Public Health budget for 2014/15 as detailed in Appendix 5. Following approval of the draft budget the commissioning intentions will be presented to the Health and Wellbeing Board at its meeting in January 2014.

Contingency

- 6.1 The planned contingency within the budget for 2014/15 was £5m made up of £2m for Welfare Reform and £3m for budget planning. Following the refresh process the proposed contingency for 2014/15 will be £1.171m. This is a significant reduction and will mean directorates will have to monitor their budgets very tightly and pressures, as far as possible, will have to be contained within current resources. The contingency is needed if, for example, decision makers decide not to implement proposals due to adverse equalities implications.

Equality Impact Assessments

- 7.1 All new service budget proposals and those previously approved which cover 2013/14 and 2014/15 are subject to an initial equalities impact assessment. Full equalities impact assessments will be carried out on proposals where appropriate. An equalities impact assessment will be carried out on the whole budget, when all proposals have been identified, to ensure that decision makers are aware of any overall impact on any particular protected group.

London Boroughs Grants Scheme

- 8.1 The London Boroughs Grants Committee proposed a scheme for London that cost London Boroughs £9m in 2013-14 compared to £11.5m in 2012-13. This gave Harrow a saving of £74k in 2013-14.
- 8.2 The Leaders Committee at London Councils met on 12 November 2013 to propose contributions for 2014/15. Harrow's contribution is £239,219, a reduction of 9.3% on last year. .
- 8.3 Cabinet is asked to agree the sum of £239,219 as Harrow's contribution to the London Grant Scheme in 2014/15.

Proposals for General Reserves

- 9.1 The detailed risk assessment of the budget will be updated for February cabinet. The Cabinet agreed the following reserves policy in February 2012:

The risk assessment of the budget dictates the minimum level of general balances required.

One of the calls on any under spend at the end of the year will be a contribution to general balances. The value of the contribution will be determined with regard to the size of the under spend, the underlying strength of the balance sheet, the need to support the transformation programme, and other priorities.

At the current time no amendments are required to the reserves policy.

- 9.2 The value of non ear marked reserves as at 01 November 2013 is £8.646m.
- 9.3 The schedule of property disposals is subject to delays dependent upon a mixture of issues including the disposals process and the change in market conditions. To support managing this scenario Members are asked to agree to the establishment of a capital financing risk reserve to allow for delays in capital receipts.

Schools Budget 2014/15

- 10.1 The funding arrangements for the Dedicated Schools Grant and the Schools budget for 2014/15 are detailed in Appendix 6. Cabinet are asked to note the statutory changes to schools funding for 2014/15 and approve the proposed arrangements for the 2014/15 schools funding formula (as agreed by Schools Forum on 15 October 2013),

Legal implications

- 11.1 Decision makers should have due regard to the public sector equality duty in making their decisions. The equalities duties are continuing duties they are not duties to secure a particular outcome. The equalities impact will be revisited on each of the proposals as they are developed. Consideration of the duties should precede the decision. It is important that Cabinet has regard to the statutory grounds in the light of all available material such as consultation responses. The statutory grounds of the public sector equality duty are found at section 149 of the Equality Act 2010 and are as follows:

A public authority must, in the exercise of its functions, have due regard to the need to:

- (a) *eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;*
- (b) *advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;*
- (c) *foster good relations between persons who share a relevant protected characteristic and persons who do not share it.*

Having due regard to the need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:

- (a) *remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic;*
- (b) *take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it;*
- (c) *encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.*

The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities.

Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:

- (a) *Tackle prejudice, and*
(b) *Promote understanding.*
- Compliance with the duties in this section may involve treating some persons more favourably than others; but that is not to be taken as permitting conduct that would otherwise be prohibited by or under this Act. The relevant protected characteristics are:*
- *Age*
 - *Disability*
 - *Gender reassignment*
 - *Pregnancy and maternity*
 - *Race,*
 - *Religion or belief*
 - *Sex*
 - *Sexual orientation*
 - *Marriage and Civil partnership*
- 11.2 It is important that robust equalities impact assessments are completed and that consultation is done whilst the budget is in a formative stage prior to final approval in February 2014.
- 11.3 The Council has a fiduciary duty to residents to set a balanced budget.

Consultation

- 12.1 As a matter of public law the duty to consult with regards to proposals to vary, reduce or withdraw services will arise in 3 circumstances:
- Where there is a statutory requirement in the relevant legislative framework;
 - Where the practice has been to consult or where a policy document states the council will consult then the council must comply with its own practice or policy; and
 - Exceptionally, where the matter is so important that there is a legitimate expectation of consultation.
- 12.2 Regardless of whether the Council has a duty to consult, if it chooses to consult, such consultation must be carried out fairly. In general, a consultation can only be considered as proper consultation if:
- Comments are genuinely invited at the formative stage;
 - The consultation documents include sufficient information about the proposal to allow those being consulted to be properly informed and to give an informed response;
 - There is adequate time given to the consultees to consider the proposals; and
 - There is a mechanism for feeding back the comments and those comments are conscientiously taken into account by the decision maker / decision making body when making a final decision.

12.3 Finally there will be staff consultation about these proposals in line with the Council's procedures.

Financial Implications

13.1 Financial matters are integral to this report.

Performance Issues

14.1 The in- year measurement of the Council is reported in the Strategic Performance Report. The Corporate Plan, which will be developed alongside the Budget Report, will have measures within it which will set out how Council delivery in 2014/15 will be measured and this again will be reported through the Strategic Performance Report.

Environmental Impact

15.1 The environmental impact of the draft budget will be complex and the net position is not known at present.

Risk Management Implications

16.1 As part of the budget process the detailed budget risk register will be reviewed and updated. This helps to test the robustness of the budget and support the reserves policy.

Corporate Priorities

17.1 The draft budget for 2014/15 supports delivery of the Council's vision and priorities.

Section 3 - Statutory Officer Clearance

Name: Simon George	<input checked="" type="checkbox"/>	On behalf of Director of Finance and Assurance
Date: 2 December 2013		
Name: Jessica Farmer	<input checked="" type="checkbox"/>	On behalf of Monitoring Officer
Date: 2 December 2013		

Section 4 – Performance Officer Clearance

Name: Alex Dewsnap

On behalf of
Divisional Director
Strategic Commissioning

Date: 30 November 2013

Section 5 – Environmental Impact Officer Clearance

Name: Andrew Baker

On behalf of
Corporate Director of
Environment & Enterprise

Date: 2 December 2013

Section 6 - Contact Details and Background Papers

Contact: Dawn Calvert
Head of Strategic Finance and Business.
Email: dawn.calvert@harrow.gov.uk

Background Papers:

- None

**Call-In Waived by the
Chairman of Overview
and Scrutiny Committee**

NOT APPLICABLE

[Call-in applies]