

<b>Report title:</b>	<b>Strategic and Financial Planning – business planning and Budget 2020-21</b>
<b>Date of meeting:</b>	<b>20 May 2019</b>
<b>Responsible Cabinet Member:</b>	<b>Andrew Proctor, Leader of the Council Andrew Jamieson, Cabinet Member for Finance</b>
<b>Responsible Director:</b>	<b>Simon George, Executive Director of Finance and Commercial Services Fiona McDiarmid, Executive Director of Strategy and Governance</b>

### **Executive Summary/Introduction from Cabinet Member**

This report provides an overview of the Council's overall gap position as set out in the Medium Term Financial Strategy agreed by Full Council in February 2019 and the latest information about the wider financial forecasts for the Council. It also describes the approach to business planning in 2020-21 alongside a summary of key areas of risk and uncertainty.

This information will collectively inform the development of the Council's 2020-21 Budget and Cabinet is therefore asked to agree the Council's proposed budget planning process for 2020-21.

### **Recommendations**

- 1. To note the overall budget gap of £70.857m as reported to County Council, and the indicative £40m gap for 2020-21 (table 1 and paragraph 2.6).**
- 2. To consider the key budget risks and uncertainties as set out in this report.**
- 3. To agree the proposed approach to service planning (as set out in section 3) and budget setting (section 4) including:**
  - a. the allocation of savings targets into three blocks;**
  - b. the indicative allocation of savings to Departments;**
  - c. the outline timetable and process for 2020-21 Budget setting; and**
  - d. the proposal to defer allocating the 2021-22 gap until further details of funding are known.**
- 4. To comment and advise on the areas under consideration as set out in the summary of initial savings proposals being developed through Business Transformation, Corporate Finance, and Service Departments to support in closing the budget gap for 2020-21 (section 5).**

## 1. Background and Purpose

1.1. On 11 February 2019, the County Council agreed a balanced 2019-20 Budget but a gap remained in the following two years of the Medium Term Financial Strategy (MTFS) of £70.857m, which is roughly evenly split at £35m per annum. County Council therefore also agreed the objective of identifying further funding or savings for 2020-21 and 2021-22 to produce a balanced budget in all years 2019-22.

1.2. The tables below summarise the final approved budgets by Service Department over the MTFS period, and the current level of planned savings to be delivered.

### 1.3. Table 1: MTFS net budget by Service Department 2019-20 to 2021-22

	2019-20	2020-21	2021-22
	£m	£m	£m
Adult Social Care	247.606	261.934	273.061
Children's Services	211.667	222.096	226.933
Community and Environmental Services	160.712	164.176	166.667
Strategy and Governance Department	8.657	8.881	9.135
Finance and Commercial Services	26.395	25.260	25.245
Finance General <sup>1</sup>	-245.745	-225.712	-193.458
<b>Total</b>	<b>409.293</b>	<b>456.635</b>	<b>507.583</b>
Council tax income (forecast)	-409.293	-420.749	-436.726
<b>Gap</b>	<b>0.000</b>	<b>35.886</b>	<b>70.857</b>

1.4. The current MTFS assumes council tax increases of 1.99% in 2020-21 and 2021-22, reflecting the expected referendum limit of 2%. No increases in Social Care Precept have been assumed as the Government has not indicated whether this flexibility will be extended beyond the 2016-17 to 2019-20 period.

1.5. The Budget report to County Council in February 2019 identified that in the event of an increase in the referendum limit, or given the scope to further increase the Adult Social Care precept, it would be highly likely that the Section 151 Officer would recommend the maximum available council tax be raised in future years. In view of the Council's wider financial position and the overall funding context for local government, these considerations remain relevant and the Section 151 Officer's advice is unchanged.

---

<sup>1</sup> Finance General is a corporate budget which includes council wide income and expenditure. Assumed reductions in core government funding, and cost pressures relating to the Minimum Revenue Provision, mean that the overall net income position of this budget is reducing over the period of the MTFS.  
T:\Democratic Services\Committee Team\Committees\Scrutiny Committee\item 9 Cabinet 20 05 2019 - Strategic Planning FINAL v6 08 05 2019.docx

1.6. **Table 2: MTFS planned savings by Service 2019-20 to 2021-22**

	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2019-22</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Adult Social Care	17.894	17.257	5.700	<b>40.851</b>
Children's Services	6.822	3.484	2.000	<b>12.306</b>
Community and Environmental Services	3.891	3.707	3.390	<b>10.988</b>
Strategy and Governance Department	0.931	-0.963	0.000	<b>-0.032</b>
Finance and Commercial Services	0.945	1.750	0.650	<b>3.345</b>
Finance General	1.122	5.847	5.000	<b>11.969</b>
Savings total	<b>31.605</b>	<b>31.082</b>	<b>16.740</b>	<b>79.427</b>

1.7. This report provides the latest update on the Council's business and budget planning position for 2020-21 and further details of the process for developing departmental plans and savings proposals to deliver a balanced budget for the year.

1.8. The MTFS makes a considerable number of assumptions around government grant levels the council will receive. The two main assumptions are:

- Phasing out of Revenue Support Grant over three years (circa £13m reduction per annum).
- Complete reversal of the 2019-20 Social Care monies in 2020-21 (£11m).

1.9. Given these assumptions, the actual level of savings that the Council could need to find could vary significantly, as shown in the sensitivity analysis below for 2020-21.

1.10. **Table 3: Budget gap sensitivity analysis**

	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Base case saving requirement (2020-21 MTFS gap)	-35.886	-35.886	-35.886	-35.886	-35.886
<i>Scenario:</i>					
Social Care Grant continues	11.317				11.317
RSG 100% reduction in 2020-21		-25.874			
RSG 50% reduction in 2020-21			-6.468		
RSG 0% reduction in 2020-21				12.937	12.937
<b>Potential required saving gap 2020-21</b>	<b>-24.569</b>	<b>-61.760</b>	<b>-42.354</b>	<b>-22.950</b>	<b>-11.633</b>

## 2. National developments

2.1. It was anticipated that some further clarity about future funding would be provided by the Chancellor in the **2019 Spring Statement**, which was announced on 13

March 2019. A Treasury summary of the announcements can be found here: <https://www.gov.uk/government/news/spring-statement-2019-what-you-need-to-know>. The Chancellor also made a written ministerial statement: <https://www.gov.uk/government/publications/spring-statement-2019-written-ministerial-statement>.

- 2.2. The Chancellor had previously reserved the right to upgrade the Spring Statement to a full “fiscal event” but in the event chose not to do this. As such the Spring Statement was essentially an update on the overall UK economy as informed by the Office for Budget Responsibility’s (OBR) forecasts and there were no major tax or spending changes. The Spring Statement was predicated on an EU exit deal being agreed.
- 2.3. The key announcement by the Chancellor was to confirm that the Government intends to hold a **Spending Review** which will be launched before the summer recess and will conclude alongside the Autumn Budget. This will set departmental budgets for the next three years, subject to an EU exit deal being agreed. The Chancellor indicated average real terms increases in departmental spending of 1.2% annually. The effect of this for other departments will be impacted by the Government’s funding commitments to the NHS, although the Chancellor made reference to social care and schools in his speech. The Chancellor continued to anticipate a “deal dividend” providing the opportunity for “real choices” in the Spending Review. The Spending Review will also include a zero based review of capital spending to set multi-year capital budgets.
- 2.4. Since the Spring Statement announcement, the Government has obtained an extension to the deadline for the UK to leave the EU until the 31 October 2019. The Chancellor has repeatedly indicated that in the absence of a clear solution, or in the event of a disorderly exit from the EU, it is likely that there would be a one-year Spending Review only. At the time of writing, the way forward on the UK’s withdrawal from the EU and hence the implications for the Spending Review, remain unclear.
- 2.5. The written statement published alongside the Spring Statement also announced or confirmed:
  - £6.1m from the Transforming Cities Fund for Tranche 1 schemes.
  - £8m for Norfolk for Local Full Fibre Networks.
- 2.6. Following the Spring Statement, it remains the case that the Council will not know its detailed funding position for 2020-21 until Autumn 2019 at the earliest. It therefore continues to be appropriate to plan for a slightly higher level of savings than our base case assumptions in the MTFs. In line with Policy and Resources budget papers<sup>2</sup>, a target of circa £40m has been proposed for 2020-21 to both reduce the risks to savings delivery and to provide Members with options to close the budget gap.
- 2.7. The **Housing, Communities and Local Government Select Committee** is in the process of undertaking an inquiry into local government finance which will consider how effective the existing funding set-up for local government is in providing

---

<sup>2</sup> 28 January 2019 Policy and Resources Committee, Strategic and Financial Planning 2019-20 to 2021-22 and Revenue Budget 2019-20, paragraph 14.6.

resources to meet need and demand for local services both now and in the future. The County Council has submitted evidence to the inquiry, calling for any changes to the local government funding system to be designed to ensure that:

- The quantum of funding within the new system following the Spending Review is adequate.
- The resources provided within the new system are capable of keeping pace with demand growth after 2020-21.
- Social care (Adults and Children's) is placed on a sustainable financial footing and the importance of funding for preventative activities is recognised.
- The costs associated with rurality and sparsity are adequately recognised.
- Transition arrangements are fair, appropriate, and seek to transition local authorities to the new funding allocations as fast as possible while simultaneously protecting those which experience a reduction over an appropriate timescale to ensure that no authority is placed in an unsustainable financial position as a result of the new funding system.
- Reliable indications of funding levels from 2020-21 for the medium term are provided as early as possible to support robust and sustainable budget planning activity.

- 2.8. The Chartered Institute of Public Finance and Accountancy (CIPFA) has recently closed a consultation on a draft **Financial Management Code** (FM Code), intended to support good practice in financial management and to assist local authorities in demonstrating their financial sustainability. The FM Code identifies a collective responsibility of elected members, the chief finance officer and the Council's wider leadership team to demonstrate that the requirements of the FM Code are being satisfied. The FM Code will be applied in relation to the 2020-21 Budget and will include a requirement for longer term budget planning considerations to be reflected in the budget process. Any changes required to ensure compliance with the Code will be incorporated later in the planning process when the final version of the Code is published and these requirements have been confirmed.

### 3. Business Planning

- 3.1. Caring for our County, the vision for Norfolk<sup>3</sup>, approved by Members in February 2018, outlines the Council's commitment to playing a leading role in:

- Building communities we can be proud of;
- Installing infrastructure first;
- Building new homes to help young people get on the housing ladder;
- Developing the skills of our people through training and apprenticeships;
- Nurturing our growing digital economy; and
- Making the most of our heritage, culture and environment.

---

<sup>3</sup> <https://www.norfolk.gov.uk/-/media/norfolk/downloads/what-we-do-and-how-we-work/policy-performance-and-partnerships/policies-and-strategies/corporate/vision-for-norfolk-in-2021.pdf?la=en&hash=CB6D42C3DCE39C4CC2C27827567419066D542DAF>

- 3.2. The Council's plan, "*Together for Norfolk – an ambitious plan for our County 2019-2025*"<sup>4</sup> focuses on inclusive growth and on improving social mobility. These themes are already known and well-supported by the local government system in Norfolk, through the newly formed Inclusive Growth Coalition, and the New Anglia Local Enterprise Partnership. This plan will enable Norfolk County Council to play a leading role in creating the appropriate conditions for inclusive growth and improved social mobility.
- 3.3. The County plan brings together the vision, strategy and values of the County Council and provides a whole-council view of significant activity that the council needs to deliver alone or with partners, for the next six years, which also support delivery of the MTFS and the strategic themes and goals. Together with the Norfolk Futures Transformation programme, the plan forms the basis for service design and delivery. Significant activities include, large scale service change or redesign, infrastructure, assets and technology, including capital programmes or projects, strategy or policy development.
- 3.4. The Council has established a planning framework and guidelines which inform the development of Service Plans
- 3.5. "Together, for Norfolk" supports and is aligned to our Medium Term Financial Strategy to ensure continued visibility and oversight of critical strategic initiatives (for example, £120m capital investment in complex needs schools).
- 3.6. The plan does not contain day-to-day essential service delivery, which will continue to be captured in departmental and team plans. Departmental and team plans will be owned by Directorates who will be responsible for their development and delivery, together with respective Cabinet Members.
- 3.7. It will be underpinned by a number of corporately significant vital signs (or key performance indicators) to be agreed as part of the Council's performance management framework, which will be designed over the next 6-9 months.
- 3.8. The plan will form part of the County Council's Policy Framework.
- 3.9. Service planning cannot be separated from financial planning, and is a vital part of the planning and performance management framework which links corporate priorities through to individual performance plans. Service Plans need to be:
- The critical route map to ensure achievement of the outcomes prioritised by the Council;
  - The narrative which describes how a service will look and be delivered as a result of transformation or reallocated resources;
  - A way by which managers and the whole Council can focus on improvement and performance management;
  - A tool through which community needs can be outlined and addressed by services;
  - A key aid in identifying resource needs and risks to planned service levels and improvements; and
  - A way to identify partnership related action

---

<sup>4</sup><https://norfolkcc.cmis.uk.com/norfolkcc/Meetings/tabid/128/ctl/ViewMeetingPublic/mid/496/Meeting/1452/Committee/2/SelectedTab/Documents/Default.aspx> (Agenda item 15)

## 4. Proposal

- 4.1. In recent years the standard approach taken to budget setting has been to allocate budget savings in proportion to net budgets, adjusted for budgets which are not “controllable” (for example Public Health grant, capital charges). The proposal for the 2020-21 process is to adopt a slightly different approach, based on three key “building blocks” as shown in the table below.

### 4.2. Table 4: Allocation of 2020-21 saving targets

Block	1: Business Transformation	2: Corporate Finance	3: Departmental Target
Target	£10m	£10m	£20m
Allocation	Review of non-frontline expenditure across the authority focussing on: <ul style="list-style-type: none"> <li>• Smarter working</li> <li>• Contract compliance and optimisation</li> <li>• Buildings rationalisation</li> <li>• Collaborative operating model</li> <li>• Inward corporate funding</li> <li>• Digital Norfolk</li> <li>• Traded services</li> <li>• Local Service Strategy (multifunction centre element)</li> </ul>	Review of Finance General budgets and central financing costs.	Allocation to departments in line with net “controllable” budgets. Indicative 2020-21 targets subject to confirmation: <ul style="list-style-type: none"> <li>• Adults <b>£9.0m</b></li> <li>• Children’s <b>£4.5m</b></li> <li>• Community and Environmental Services <b>£5.0m</b></li> <li>• Strategy and Governance <b>£0.5m</b></li> <li>• Finance and Commercial Services <b>£1.0m</b></li> </ul>

- 4.3. In view of the lack of information about funding allocations for 2021-22, it is recommended that the process to address the 2021-22 gap of £34.971m will need to be further considered later in 2019 when there may be greater certainty about the outcomes of the Spending Review and Fair Funding Review. In this context it is proposed that it would be appropriate to hold the £35m 2021-22 budget gap centrally to be addressed later in the 2020-21 Budget process.
- 4.4. The timetable below sets out a process for the development of proposals to address these targets for approval by Cabinet. The timetable also outlines how this sits alongside the framework for service planning which complements the development of budget proposals. This reflects a process to develop and scrutinise proposed savings for the 2020-21 Budget which will involve review of saving proposals by Cabinet and launch of consultation activity in October, with the findings of public consultation being available for consideration in January to inform final budget decisions as usual. An outline timetable is set out below, with full details in Appendix 1.

20 May	<ul style="list-style-type: none"> <li>• <b>Cabinet</b> considers 2020-21 budget position and agrees allocation of savings required and framework for service planning.</li> </ul>
May to September	<ul style="list-style-type: none"> <li>• Development of saving proposals for 2020-21.</li> <li>• Development and update of "Plans on a Page".</li> </ul>
7 October	<ul style="list-style-type: none"> <li>• <b>Cabinet</b> considers 2020-21 savings proposals, service plans, and agrees savings for consultation.</li> </ul>
October to November	<ul style="list-style-type: none"> <li>• Public consultation on 2020-21 Budget proposals.</li> </ul>
TBC	<ul style="list-style-type: none"> <li>• Reporting to <b>Cabinet</b> in Nov/Dec as appropriate when details of Autumn Budget / Spending Review / Fair Funding / 75% Business Rates available.</li> </ul>
5 December	<ul style="list-style-type: none"> <li>• Government's target date for provisional Local Government Finance Settlement.</li> </ul>
13 January 2020	<ul style="list-style-type: none"> <li>• <b>Cabinet</b> recommends 2020-21 Budget and council tax to County Council.</li> <li>• <b>Cabinet</b> agrees Departmental Plans.</li> </ul>
28 January	<ul style="list-style-type: none"> <li>• <b>Scrutiny Committee</b> - potential scrutiny of 2020-21 budget proposals, consultation and EQIA.</li> </ul>
17 February	<ul style="list-style-type: none"> <li>• <b>County Council</b> agrees 2020-21 Budget and council tax.</li> </ul>

## 5. Impact of the Proposal

- 5.1. This paper sets out details of the proposed outline timetable and approach to the Council's budget planning process for 2020-21. The proposals in this report will ultimately help to:
- set the context for service financial planning for the year to come;
  - assist the Council in managing the significant uncertainty around the Fair Funding Review; and
  - contribute to the Council setting a balanced budget for 2020-21.
- 5.2. Initial work is underway across the Council to develop new saving proposals to help to deliver the targets identified as follows. These proposals will impact upon the nature and type of services delivered by the Council, as well as delivering transformation to underlying Council structures and operating models.



5.3. **Business Transformation (£10.0m target)**

The programme areas have been shaped in high level detail and business leads have been allocated to each programme area. Initial indicative savings estimates are being developed and work is underway to establish in which financial year savings will be realised as some are related to longer term activity. Business leads are currently working on developing the detail, project plan, and timescales for each programme area and will validate indicative savings as part of this exercise.

5.4. **Corporate Finance (£10.0m target)**

Work is underway in conjunction with the Pension Fund actuary to explore opportunities to deliver a contribution towards the savings requirement through an assessment of the Council's pension position and the level of required contributions. In addition, options arising from Business Rates and Council Tax will be examined to support in closing the overall gap.

5.5. **Adult Social Services (£9.0m target)**

Opportunities to deliver additional savings in 2020-21 are being explored. The approach has been shaped recognising the existing planned savings total for 2020-21 of £17m (see Table 2) and expected risks. Proposals are predominately focused on expanding the scope and scale of preventative services – 30% increase in reablement, expansion of accommodation based reablement (ABR), extending ABR to support people with higher needs or dementia; extending Homes for Norfolk to working age adults and falls prevention; but also strengthening market opportunities through exploring preferred provider blocks for residential care and seeking some strategic joint commissioning with health for nursing care.

5.6. **Children's Services (£4.5m target)**

Based on existing transformation trajectories, Children's Services expect the transformation programme to deliver additional net cashable savings in 2020-21, with further savings anticipated in 2021-22 and beyond. A review is currently underway of trajectories using 2018-19 full year data. This intelligence, combined with a review of the expected impact of interventions following recent programme developments, will be used to inform Children's Services budget planning proposals.

Work is also underway to consider and develop additional proposals; this is at an early stage and ideas are being considered as part of the overall programme. The department's focus is upon transformational change that will improve outcomes through better use of resources, with a view to avoiding the cutting of services that will lead to longer-term pressures or will undermine the overall transformation programme.

5.7. **Community and Environmental Services (£5.0m)**

The department has identified a number of proposals from initial discussions and development of new ideas. These have been RAG rated with the majority being red or amber at this stage. Work is underway across the department to identify options to address the remaining target and this constitutes a significant challenge in view of the available budgets that may have capacity to contribute.

5.8. **Strategy and Governance (£0.5m)**

Work to develop options within the Strategy and Governance Department is underway and will include a review of the Collaborative Operating Model, which

will involve utilising design principles and capability gap knowledge and focusing on integrated working, better communications, agile working and a consistent and coherent action team approach.

**5.9. Finance and Commercial Services (£1.0m)**

Proposals to achieve savings across Finance and Commercial Services are now being developed focussing on detailed reviews of budget assumptions, levels of fees and charges, and existing contracts. In addition, work is continuing to quantify the savings achievable within IMT activities, building upon the savings already achieved from additional income generation, the use of a clearly defined capitalisation programme, and opportunities to make further savings from contracted services such as Voice and Data.

**6. Evidence and Reasons for Decision**

- 6.1. As set out elsewhere in this report, there is an almost unprecedented level of uncertainty about Government funding from 2020-21 and many of the wider assumptions underpinning the Council's MTFS. The Council therefore needs a robust approach to planning the 2020-21 Budget which also offers flexibility to respond to any changes in the wider environment and operating context.
- 6.2. It is also the case that the level of savings required for 2020-21, when coupled with the existing savings planned from the 2019-22 MTFS, would be difficult to achieve from Service budgets in isolation. The proposed process recognises this by retaining a significant, but realistic, element of the target corporately.
- 6.3. This reflects a prudent response to the challenges and uncertainties present in the 2020-21 planning process and will ultimately enable the Council to develop a robust budget for the year.

**7. Alternative Options**

- 7.1. This report sets out a framework for developing detailed saving proposals for 2020-21 and at this stage no proposals have been agreed, meaning that a range of alternative options remain open. To inform the direction of budget development, Cabinet's views are therefore sought on the initial areas for savings under consideration as described in section 5 above.
- 7.2. In addition, there are a number of areas where Cabinet could choose to consider different parameters for the budget setting process, such as:
- Adopting an alternative allocation of targets between services, or retaining a higher or lower target corporately.
  - Considering an alternative timetable within the time constraints required to develop proposals, undertake public consultation, and meet statutory deadlines for the setting of council tax.
  - Changing assumptions within the MTFS (including the level of council tax) and therefore varying the level of savings sought.

## **8. Financial Implications**

- 8.1. This paper sets out a detailed timetable for the 2020-21 Budget process including the indicative savings targets which will need to be found by each department to contribute to closing the 2020-21 budget gap, subject to formal approval by Cabinet in May 2019.
- 8.2. In the event that additional budget pressures for 2020-21 emerge through budget planning, there may be a requirement to revisit the indicative saving targets for 2020-21 shown in the table 4 above during the planning process.
- 8.3. However, subject to the outcome of the Spending Review and any associated announcements, there may alternatively be some scope for proposals identified for 2020-21 to be deferred to help address the budget gap in 2021-22 and this will need to be kept under review throughout the budget process.
- 8.4. Other financial implications have been described throughout the report.

## **9. Resource Implications**

- 9.1. **Staff:**  
There are no direct implications arising from this report although there is a potential that staffing implications may arise linked to specific saving proposals developed. These will be identified as they arise later in the budget planning process.
- 9.2. **Property:**  
There are no direct property implications arising from this report although existing saving plans include activities linked to property budgets and assumptions around capital receipts to be achieved. In addition, activities planned within Business Transformation will include further work to deliver property related savings.
- 9.3. **IT:**  
There are no direct IT implications arising from this report although existing saving plans include activities linked to IMT budgets. In addition, activities planned within Business Transformation will include further work to deliver savings through activity related to digital and IT initiatives.

## **10. Other Implications**

- 10.1. **Legal Implications:**  
This report sets out a process that will enable the Council to set a balanced budget for 2020-21 in line with statutory requirements, including those relating to setting council tax, and undertaking public consultation.
- 10.2. **Human Rights implications**  
No specific human rights implications have been identified.
- 10.3. **Equality Impact Assessment (EqIA)**  
Any saving proposals with an impact on service delivery will require public consultation and an Equality and Rural Impact Assessment of all proposals will need to be completed as part of budget-setting in due course. The results of public

consultation and the findings of all EqlAs will be presented to Cabinet in January 2020 in order to inform budget recommendations to County Council.

No specific EqlA has been undertaken in respect of this report.

## **11. Risk Implications/Assessment**

- 11.1. A number of risks have been set out throughout this report. Significant risks around budget setting were also detailed in the 2019-20 budget papers to County Council<sup>5</sup> and these will continue to apply in 2020-21.
- 11.2. There remains considerable uncertainty about the level of funding reduction that will be faced in 2020-21, although any over-identification of savings for 2020-21 will support in addressing the 2021-22 saving gap.
- 11.3. The Council's risk register also details key financial risks in this area, and actions in place to address them. These Corporate risks include:
- RM002 - The potential risk of failure to manage significant reductions in local and national income streams.
  - RM006 - The potential risk of failure to deliver our services within the resources available over the next 3 years commencing 2018-19 to the end of 2020-21.

## **12. Select Committee comments**

- 12.1. None.

## **13. Recommendation**

- 13.1. Cabinet considers the recommendations as set out in the Executive Summary.

## **14. Background Papers**

- 14.1. Caring for our County, the vision for Norfolk: [Link](#)  
County Council's plan for Norfolk 2019-2025: [Link](#)  
County Council Budget 2019-20, 11 February 2019: [Link](#)

## **Officer Contact**

If you have any questions about matters contained in this paper, please get in touch with:

**Officer name:** Titus Adam **Tel No:** 01603 222806  
**Email address:** [titus.adam@norfolk.gov.uk](mailto:titus.adam@norfolk.gov.uk)



If you need this report in large print, audio, braille, alternative format or in a different language please contact 0344 800 8020 or 0344 800 8011 (textphone) and we will do our best to help.

<sup>5</sup><https://norfolkcc.cmis.uk.com/norfolkcc/Meetings/tabid/128/ctl/ViewMeetingPublic/mid/496/Meeting/1450/Committee/2/SelectedTab/Documents/Default.aspx>

## Detailed Budget Planning Timetable 2020-21

Activity/Milestone	Time frame
<b>Cabinet</b> review of the financial planning position for 2021-23 – including formal allocation of targets	20 May 2019
Service review of budget pressures and development of detailed savings proposals 2020-23 Development of “Plans on a Page”	May – September 2019
Spending Review to be launched	TBC Summer 2019
Social Care Green Paper	TBC 2019
<b>Cabinet</b> considers full savings proposals and agrees proposals for public consultation	7 October 2019
Development of full Departmental Plans	September to December 2019
Public consultation on 2020-21 Budget proposals and council tax options	Mid-October to mid-December 2019
Further indicative details of Fair Funding Review and Business Rates Retention may be released	TBC Autumn 2019
Chancellor’s Autumn Budget 2019 – including outcomes of Spending Review	TBC October / November 2019
Reporting to Cabinet as appropriate	November – December 2019
Provisional Local Government Finance Settlement announced including outcomes of Fair Funding Review and provisional council tax and precept arrangements	TBC 5 December 2019
<b>Cabinet</b> considers outcomes of service and financial planning, EQIA and consultation feedback and agrees revenue budget and capital programme recommendations to County Council	13 January 2020
Final Local Government Finance Settlement	Late January / February 2020
Scrutiny Committee 2020-21 Budget scrutiny	28 January 2020
Confirmation of District Council tax base and Business Rate forecasts	31 January 2020
<b>County Council</b> agrees Medium Term Financial Strategy 2020-21 to 2022-23, revenue budget, capital programme and level of council tax for 2020-21	17 February 2020