



Community Leadership and Libraries Committee 31st October 2022

Title	Business Planning 2023-27
Report of	Chair of the Community Leadership and Libraries Committee
Wards	All
Status	Public
Urgent	No
Key	Yes
Enclosures	Appendix A – Medium Term Financial Strategy (MTFS) Savings and Pressures Proposals for Committee Appendix B – Fees & Charges January 2023
Officer Contact Details	Clair Green, Executive Director, Assurance Clair.Green@Barnet.gov.uk Nick Stylianou, Head of Finance – Assurance, and Customer and Place Nicholas.stylianou@barnet.gov.uk

Summary

The council has refreshed its MTFs ahead of the budget setting process taking into account revised assumptions around inflation, service pressures and revised savings and income generation opportunities.

A Business Planning Report was received by Policy and Resources Committee on 29 September 2022, setting out the process which will take place for 2023/24 and future years, to achieve a balanced budget.

Theme Committees are requested to consider their response to this challenge, by considering savings proposals to secure a balanced council budget (the same process as used in previous years).

Given the high level of uncertainty over the MTFs period related to inflationary pressures, the cost-of-living crisis and uncertainty around Government grant income, 3 scenarios have been modelled. The base case scenario (Scenario B) estimates an overall budget gap of £10.443m in 2023/24 where additional savings would be required, and additional savings of £44.721m over the four years to 2026/27.

This report asks the Committee to agree to the revenue savings and proposals attached and to note the service pressures identified; and note the changes to Fees and Charges approve at Policy and Resources Committee on 29th September 2022.

The outcomes of revenue savings discussions will go forward as recommendations to Policy and Resources Committee in December 2022 and be subject to public consultation and an updated equality impact assessment at a later stage.

In line with the administrations priorities, a Business Planning paper was presented at Policy and Resources Committee on 19 July, outlining that revised fees and charges will be effective from January 2023. Previously, fees and charges were effective from April each year. Moving the uplift forward to January will support the council's financial need to maximise cost recovery.

All revised fees and charges should be at full cost recovery, where consideration is given for those driven by inflation, or statute.

This report asks the Committee to note the approved the Fees and Charges for services reporting to this Committee, which were presented to Policy and Resources Committee in September 2022 and recommended to Full Council in November.

Officers Recommendations

That the Community Leadership and Libraries Committee consider and approve the savings proposals that relate to the committee as set out in Appendix A, after having considered the initial equalities impacts and refer these recommendations on to Policy and Resources Committee.

That the Committee note that Policy and Resources Committee recommended fees and charges for 2023/24 as set out in Appendix B, at its meeting on 29th September 2022, to Full Council in November 2022.

1. WHY THIS REPORT IS NEEDED

- 1.1 This report is required as part of the council's annual business planning process, to discuss and approve priorities for the Community Leadership and Libraries Committee for 2023/24 to 2026/27.
- 1.2 The Committee's approval is requested for:
 - 1.2.1 Savings proposals within its authority so they can then be recommended to Policy and Resources (P&R) Committee in December 2022, to support the setting of a balanced budget for 2023/24.
 - 1.2.2 Proposed Fees and Charges which were included in budget proposals and submitted to Policy and Resources Committee in September 2022.

2. STRATEGIC CONTEXT

2.1 Background to 2022/23 Business Planning

- 2.1.1 The council has a statutory duty to set a balanced budget for the coming financial year and uses the Medium-Term Financial Strategy (MTFS) to estimate the budget position for the following three years. Savings proposals for future years are identified and proposed to Committee. Savings proposals for all years are proposed through Theme committees, recommended to Policy and Resources Committee, and then on to Full Council in March to be approved.

2.2 Approach to MTFS 2023-27

- 2.2.1 Likely resources available across the MTFS have been reviewed. The council remains firmly in control of its spending and continues to invest in priority areas identified by residents, partner agencies and councillors; and to redirect resources from lower priority activities
- 2.2.2 The availability of ongoing resources to support council activity is uncertain. In the context of this uncertainty, the council is planning on using a range of scenarios, so that the financial outlook can be mapped from different perspectives and the necessary decisions taken in a timely way and in the light of the available information.
- 2.2.3 This MTFS review has, therefore, been prepared in a different way than usual, as set out in the Business Planning paper presented at Policy and Resources

Committee on September 29 (See link to report – [Business Planning 2023 - 2027](#)).

2.2.4 This allows a clear analysis of where there is more or less certainty in the MTFS period, and highlights current areas of higher uncertainty, and the possible impact of those. The areas of uncertainty will be reduced as we get closer to approving the budget. As this happens the MTFS which supports the budget report will remove the scenarios and replace them with a single set of likely estimates, based on the most recent information.

It is anticipated that a combination of government announcements, local political decisions, and the further development of service financial plans, will reduce the overall level of uncertainty substantially by March 2023 when the budget is set.

2.3 MTFS September Summary – Scenario B ‘Base case’

2.3.1 The main assumptions underlying Scenario B are as shown in the table below:

Table 1 MTFS Base Case Assumptions

Scenario B assumptions	2023/24	2024/25	2025/26	2026/27
Non-pay inflation	7.97%	4.00%	1.50%	1.90%
Business Rates Multiplier increases	7.97%	4.00%	1.50%	1.90%
Revenue Support Grant	7.97%	4.00%	1.50%	1.90%
Public Health Grant	7.97%	4.00%	1.50%	1.90%
New Homes Bonus (£m)	(1.200)	(1.200)	(1.200)	(1.200)
2022/23 Services Grant	(4.049)	(4.049)	(4.049)	(4.049)
New Social Care Grant	0.000	0.000	0.000	0.000

2.3.2 This scenario assumes that New Homes Bonus funding and the one-off Services Grant received in 2022/23 will both to continue or be replaced by alternative funding but, apart from funding already announced, there will be no additional government funding for Adult Social Care.

2.3.3 The assumptions underlying Scenario B over the four years to 2026/27 would result in a budget gap of £10.443m for 2023/24 and additional savings of £44.721m being required for expected expenditure to be sustainable within expected income as shown below.

Table 2 Scenario B MTFS 2023/24 to 2026/27

MTFS Summary	2023/24	2024/25	2025/26	2026/27
Resources vs. Expenditure	£m	£m	£m	£m
Expenditure	382.505	414.566	437.274	458.744
Resources	(363.426)	(375.037)	(386.757)	(398.014)
Cumulative (Surplus)/Shortfall to Balanced Budget	19.079	39.529	50.518	60.730
In Year Budget Gap before Savings	19.079	30.893	36.892	46.336
Efficiencies and Income Generation options Proposed	(8.636)	(4.989)	(0.668)	(1.716)

(Surplus)/Shortfall to Balanced Budget	10.443	25.904	36.224	44.721
In year savings requirement	19.079	20.451	10.988	10.212

2.4 Committee Context

- 2.4.1 Responsible for libraries, culture, civic events, the mayoralty, community safety, registration and nationality service and grants to the voluntary sector.
- 2.4.2 To receive nominations and determine applications for buildings/ land to be listed as an Asset of Community Value (Community Right to Bid)
- 2.4.3 To submit to the Policy and Resources Committee proposals on the Committees budget for the following year in accordance with the budget timetable and make recommendations on issues relating to virements, underspends or overspends. No decisions which result in amendments to the agreed budget may be made by the Committee unless and until the amendment has been agreed by Policy and Resources Committee.
- 2.4.4 To receive reports on relevant performance information and risk on the services under the remit of the Committee.
- 2.4.5 Oversee library strategy to ensure the library service is modern, fit for purpose, responds to the needs of local communities and that communities understand the library offer.
- 2.4.6 Maintaining good community relations with Barnet's diverse communities ensuring all have the opportunity to participate fully in the Boroughs affairs.
- 2.4.7 Promote community cohesion through activities to tackle prejudice and promote understanding between communities
- 2.4.8 Contribute to achieving better outcomes in the Safer Communities Strategy through CCTV, fighting crime and anti-social behaviour, action against violence and other relevant council activity.
- 2.4.9 Work together with partners on the Barnet Safer Communities Partnership including Police, Fire and Criminal Justice Agendas to help make Barnet a safer place.
- 2.4.10 Work together with voluntary, community and faith sector to share information on issues and explore solutions to community needs, identifying shared priorities and build new partnerships.
- 2.4.11 Provide scrutiny aspect of Community Safety.

2.5 In-year (2022/23) Management and Risks

- 2.1.1 The financial position for the current year continues to be marked by uncertainty over inflationary pressures, the cost-of-living crisis and ongoing impact on service demand.
- 2.1.2 It is anticipated that the coming months will provide greater clarity on the financial outlook for this year (and also future years), in terms of both expected spending patterns and available resources.

2.6 Theme Committee Savings

2.6.1 Theme Committees have been asked to set out savings proposals to contribute to the council's overall savings requirement and offset suggested pressures. Appendix A shows proposed savings for Community Leadership and Libraries Committee for 23/24 to 26/27.

2.6.2 As set out in Table 1, one savings proposal has been identified relating to Community Leadership and Libraries Committee. This saving has a total value of £0.075m through an increased income generation target for the Registration and Nationality Service.

2.6.3 As this savings proposal does not represent a change to the service, no equalities impact assessment is required to be completed. Equalities and diversity, as well as the impact on residents, will remain a key consideration for the council and the Registration service in the future.

Table 1: Community Leadership and Libraries Savings Proposals (£'000)

Opportunity By Area	Description of saving	2023/24 £'000	2024/25 £'000	2025/26 £'000	Total Savings £'000
Registrars	Registrars' income increase. 2022/23 will require additional investment in the town hall (carpets, paint etc.) and increased promotion. Current plans aim to achieve increased targets for weddings.	(75)	0	0	(75)
		(75)	0	0	(75)

2.7 Fees & Charges

2.7.1 Fees and charges are reviewed on an annual basis to ensure that the costs of chargeable services are covered, and the council is achieving value for money.

All fees and charges should be at full cost recovery. Consideration should be given to how the fees and charges increases will be prioritised:

- 2.7.1.1 some are driven by inflation so should be increased by the August inflation rate (Consumer Price Index (CPI) at around 10.1%,
- 2.7.1.2 others are driven by demand, statutory prescription, and other factors.
- 2.7.1.3 Consideration must be given to consultation/ Equalities Impact Assessment (EQIA).

2.7.2 The budget paper recommended by Policy and Resources Committee to Full Council on 29th September 2022 incorporated the latest projection of income from fees and charges. Full Council will be asked to approve all fees and charges on 1st November 2022.

2.7.3 All fees and charges that fall under the remit of this committee are listed in Appendix B. These include:

2.7.4 Registrars' Services

- 2.7.4.1 Registrars' fees and charges which are prescribed by statute have remained at the same level as 2022/23.
- 2.7.4.2 For discretionary charges, they have been increased by August Consumer Price Index (CPI) at 10.1%.
- 2.7.4.3 A benchmarking exercise took place in 2022/23 to align fees with neighbouring boroughs.
- 2.7.4.4 There is a current programme of improvements to Hendon Town Hall, which is expected to increase demand for Marriages and other services. The impact will be reviewed in early 2023/24 and may be factored into uplifts in subsequent year's fees and charges.

2.7.5 Libraries Services

- 2.7.5.1 Library fees are to increase by a mixture of inflation (10.1%), market competitive prices, those directly set by the British library, or no change from 2022/23.
- 2.7.5.2 Consideration has been given to charges made by other local authority library services.
- 2.7.5.3 Services for schools have been set at a lower rate, with consideration of already pressured school budgets.

3. REASONS FOR RECOMMENDATIONS

- 3.1 Local Government continues to face significant reductions in funding and increased demand for services, as set out in the above context. These challenges require longer term, robust financial and strategic planning and the recommendations in this report support this.
- 3.2 By law, the council is required to set a balanced budget. These proposals are the best way of doing that by meeting financial requirement and delivering outcomes and ambitions for Barnet.

4. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 4.1 The alternative options are not to propose changes to fees and charges, or to increase the fees and charges by a lower percentage. This, however, is not considered to be good practice and may expose the council to the risk of not achieving a balanced budget, and under recovery on costs of providing services. There is a statutory requirement to set a balanced budget, so increases to fees and charges are in the council's best inter.

5. POST DECISION IMPLEMENTATION

- 5.1 If the Community Leadership and Libraries Committee approves the recommendations made by this report, then the savings proposals will be referred to Policy and Resources Committee on 13th December 2022 as part of the council's Medium-Term Financial Strategy (MTFS). Public consultation on the MTFS will commence in December. Fees and Charges have been referred to November Full Council and will be affective from January 2023.

6. IMPLICATIONS OF DECISION

6.1 Corporate Priorities and Performance

6.1.1 This report supports the administration's priorities. This includes the **outcomes** we want to achieve for the borough, the **priorities** we will focus limited resources on, and our **approach** for how we will deliver this.

6.1.2 All measures outlined in this report align with council strategy, priorities, and commitments, for example, a 'Safer Barnet', Safer Streets and ending Violence against women and girls.

6.1.3 The approach for delivering on this is underpinned by four strands; ensuring residents get a fair deal, maximising on opportunities, sharing responsibilities with the community and partners, and working effectively and efficiently.

6.2 Resources (Finance & Value for Money, Procurement, Staffing, IT, Property, Sustainability)

6.2.1 The Community Leadership and Libraries Committee savings programme will enable the council to meet its savings target as set out in the MTFS. These budgets will be formally agreed each year, and individual proposals will be subject to appropriate consultation and equality impact assessments where necessary. For this reason, the proposals are subject to change.

6.2.2 The outcomes of all Theme Committee savings discussions will go forward as recommendations to Policy and Resources Committee in December 2022 and Full council in March 2023.

6.2.3 Revised fees and charges were recommended by Policy and Resource Committee to Full Council in November, and will be effective from January 2023

6.2.4 The council is required by law to set a balanced budget for each financial year. It is also good financial management to set a Medium-Term Financial Strategy (MTFS) for a further 3–5-year period. The proposals in this report will support the council in its legal obligations in setting a balanced budget through increasing income receipts to finance revenue expenditure.

6.2.5 Where costs recovered do not meet expected and planned resources, officers will seek to align with the overall financial envelope within the remit of this Committee, through appropriate mitigation plans. The Financial Regulations, part of the council's Constitution, are clear *Chief Officers have no authority to overspend revenue budgets, or under-recover income budgets under their control*

6.3 Legal and Constitutional References

6.3.1 Section 151 of the Local Government Act 1972 states that: “without prejudice to section 111, every local authority shall make arrangements for the proper administration of their financial affairs and shall secure that one of their officers has responsibility for the administration of those affairs”. Section 111 of the Local Government Act 1972 relates to the subsidiary powers of local authorities.

6.3.1.1 Local authorities owe a fiduciary duty to council taxpayers, which means it must consider the prudent use of resources, including control of expenditure, financial prudence in the short and long term, the need to strike a fair balance between the interests of council tax-payers and ratepayers and the community’s interest in adequate and efficient services and the need to act in good faith in relation to compliance with statutory duties and exercising statutory powers.

6.3.1.2 Local authorities have a variety of powers to charge for specific statutory services set out in statute. The Local Government Act 2003 also provides a power to trade and a power to charge for discretionary services, the latter on a cost recovery basis. Discretionary services are those that a local authority is permitted to provide under statute but is not obliged to do so. The power to charge for discretionary services is not available to local authorities if there is a statutory duty to provide the service or if there is a specific power to charge for it or if there is a prohibition on charging for the service.

6.3.1.3 Additionally, the Localism Act 2011 provides local authorities with a general power of competence that confers on them the power to charge for services but again subject to conditions/limitations similar to those noted above.

6.3.1.4 Where authorities have a duty to provide a statutory service free of charge to a certain standard, no charge can be made for delivery to that standard, however delivery beyond that point may constitute a discretionary service for which a charge could be made.

6.3.1.5 There is a variety of legislation permitting charging for different services, some of which sets prescribed fees and charges (or the range of charges for a given service), and others which allow a discretion to determine the charge based on recovering the costs of providing the service.

6.3.1.6 The savings proposals are to be referred to Policy and Resources Committee. They will then be subject to consultation and a cumulative equality impact assessment before being referred on to Council so that Council may set the Council Tax, being mindful of any equality impacts and consultation responses.

The Council's Constitution (Article 7, Article 7 – Committees, Forums, Working Groups and Partnerships) sets out the responsibilities of all council Committees. The responsibilities of the Community Leadership and Libraries Committee include:

- (1) Responsibility for general consultation and engagement policy not linked to projects under the terms of reference of other committees, libraries, culture, civic events, the mayoralty, voluntary, community and faith sector strategy and engagement, community safety, environmental crime (excluding littering, fly-tipping, flyposting and graffiti), registration and nationality service, food security and Covid-19 enforcement.
- (2) To act as the Crime and Disorder Scrutiny Committee in accordance with the Police and Justice Act 2006 (Crime and Disorder (Overview and Scrutiny Regulations) 2009
- (3) To receive nominations and determine applications for buildings / land to be listed as an Asset of Community Value (Community Right to Bid)
- (4) To submit to the Policy and Resources Committee proposals on the Committee's budget for the following year (including fees and charges) in accordance with the budget timetable and make recommendations on issues relating to virements, underspends or overspends. No decisions which result in amendments to the agreed budget may be made by the Committee unless and until the amendment has been agreed by Policy and Resources Committee.
- (5) To receive reports on relevant revenue and capital expenditure, contracts, performance information and risk on the services under the remit of the Committee

6.3.2 A link to the council's Financial Regulations can be found at (see section 2.3.6): [4 \(modern.gov.co.uk\)](http://modern.gov.co.uk), in which the following is stated:

6.3.3 - *Changes to fees and charges should be included in the budget proposals submitted by theme Committees or the relevant committee as part of the budget setting process. Theme Committees and other committees refer all fees and charges to the Policy and Resources Committee. The Policy and Resources Committee reviews all fees and charges which then form part of the budget that is subject to public consultation. Subject to public consultation outcomes, the Policy and Resources Committee recommends all fees and charges to Full Council for approval as part of the council's overall budget.*

6.3.4 Some of the proposals, relate to savings resulting from operational decisions being made in a different way and are therefore estimated savings. The saving is therefore an indicative saving, and its deliverability will be dependent on several factors. As part of the budget setting process, Policy and Resources Committee will consider the need for an appropriate contingency to cover any savings that are indicative and may not be met due to operational decisions.

Some of the proposals in the MTFS relate to proposals that are at a very early stage. These proposals will be subject to further business planning and decision making to test whether they can be delivered and what the impact of such a proposal will be. These proposals will be considered in further detail during future business planning reports.

- 6.3.5 All proposals emerging from the business planning process will need to be considered in terms of the council's legal powers and obligations (including, specifically, the public-sector equality duty under the Equality Act 2010).

6.4 **Insight**

- 6.4.1 None in the context of this report

6.5 **Social Value**

- 6.5.1 None are applicable to this report; however, the council must take into account the requirements of the Public Services (Social Value) Act 2012 to try to maximise the social and local economic value it derives from its procurement spend. The Barnet living wage is an example of where the council has considered its social value powers.

6.6 **Risk Management**

- 6.6.1 The Council has taken steps to improve its risk management processes by integrating the management of financial and other risks facing the organisation. The allocation of an amount to contingency is a step to mitigate the pressures that had yet to be quantified during the budget setting process.
- 6.6.2 The allocation of budgets from contingency seeks to mitigate financial risks which have materialised.

6.7 **Equalities and Diversity**

- 6.7.1 Equality and diversity issues are a mandatory consideration in the decision making of the council.
- 6.7.2 Decision makers should have due regard to the public sector equality duty in making their decisions. The Equality Act 2010 and the Public-Sector Equality Duty require elected Members to satisfy themselves that equality considerations are integrated into day-to-day business and that all proposals emerging from the business planning process have taken into consideration the impact, if any, on any protected group and what mitigating factors can be put in place. The equalities duties are continuing duties they are not duties to secure a particular outcome. The statutory grounds of the public sector equality duty are found at section 149 of the Equality Act 2010 and are as follows:

- 6.7.3 A public authority must, in the exercise of its functions, have due regard to the need to:
- eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
 - advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
 - Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.
- 6.7.4 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:
- remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic.
 - 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.
 - 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.
- 6.7.5 The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include steps to take account of disabled persons' disabilities.
- 6.7.6 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 to the need to:
- Tackle prejudice, and
 - Promote understanding.
- 6.7.7 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
- 6.7.8 This is set out in the council's Equalities Policy together with our strategic Equalities Objective - as set out in the Corporate Plan - that citizens will be

treated equally with understanding and respect; have equal opportunities and receive quality services provided to best value principles.

6.7.9 Progress against the performance measures we use is published on our website at:

www.barnet.gov.uk/info/200041/equality_and_diversity/224/equality_and_diversity

6.7.10 Where there are changes to service delivery or changes to staff, these will impact on individuals in different ways. However, at each stage of the process, the council will conduct an equalities impact assessment (EIA) where appropriate to ensure that where persons are impacted, proper measures are considered to mitigate the effect as far as possible. The savings proposed are not anticipated to have an impact on service delivery or customer satisfaction. Where necessary, proposals will not be implemented or agreed until members have fully considered the equality impacts and responses to any consultation.

6.7.11 The revenue savings sheet shown in Appendix A shows where an equalities impact assessment has been carried out/considered for the savings proposals.

6.7.12 All human resources implications will be managed in accordance with the Council's Managing Organisational Change policy, which supports the Council's Human Resources Strategy and meets statutory equalities duties and current employment legislation.

6.7.13 The proposed fees and charges have been reviewed against the protected characteristics and it is considered that there will not be any specific adverse impact on any of the groups.

6.8 Corporate Parenting

6.8.1 In line with the Children and Social Work Act 2017, the council has a duty to consider Corporate Parenting Principles in all relevant decision-making. Promoting independence is priority of the council. Barnet Homes work closely with relevant council departments to ensure that care leavers make a successful transition to independent living.

6.8.2 The Council, in setting its budget, has considered the Corporate Parenting Principles both in terms of savings and investment proposals. The Council proposals have sought to protect front-line social work and services to children in care and care leavers and in some cases, has invested in them.

6.9 Consultation and Engagement

6.9.1 As a matter of public law, the duty to consult with regards to proposals to vary, reduce or withdraw services will arise in four 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
- exceptionally, where the matter is so important that there is a legitimate expectation of consultation
Where consultation is required to complete an equalities impact assessment.

6.9.2 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 reasons for 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
- there is a mechanism for feeding back the comments and those comments are considered by the decision-maker / decision-making body when making a final decision
- the degree of specificity with which, in fairness, the public authority should conduct its consultation exercise may be influenced by the identity of those whom it is consulting
- where relevant and appropriate, the consultation is clear on the reasons why and extent to which alternatives and discarded options have been discarded. The more intrusive the decision, the more likely it is to attract a higher level of procedural fairness.

6.9.3 The council will perform a budget consultation during December 2022 through to January 2022. This consultation will cover any proposals to increase council tax together with seeking views on the council's budget overall.

6.9.4 In terms of service specific consultations, the council has a duty to consult with residents and service users in several different situations including proposals to significantly vary, reduce or withdraw services. Consultation is also needed in other circumstances, for example to identify the impact of proposals or to assist with complying with the council's equality duties. Service specific consultations will take place where necessary in line with timescales for any changes to be implemented.

6.9.5 If when council sets the budget envelope some service specific consultations have not been completed, then Council will allow a contingency so that decision makers may make alternative decisions should there be undesirable equalities impacts.

6.9.6 Where appropriate, separate service specific consultations have already taken place for the 2023/24 savings and a link to the report presenting findings of the consultation is provided within the MTFs spreadsheet (Appendix A). Policy and Resources Committee has reviewed all fees and charges which form part of the budget that is subject to public consultation between October and November

2022. Subject to public consultation outcomes, the Policy and Resources Committee recommends all fees and charges to Full Council for approval from January 2023.

6.10 Environmental Impact

6.10.1 None in the context of this report.

7. BACKGROUND PAPERS

7.1 Business Planning and in-year financial management 19th July - [Revised budget 2022/23 and Business Planning 2023-2027](#)

7.2 Business Planning and in-year financial management 29th September - [Business Planning 2023 - 2027](#)