12-month Timeline for Financial Planning and Control

- **January**: Budget compliance guidelines addressed by City Board
- **February**: Creation of performance budgets and action plans at the Divisions
- **March**: Collection of data as a basis for the framework
- **April**: Preliminary debate on the framework in City Council
- **May**: Budget proposal submitted to planning system
- **June**: Reading of budget proposal by City’s management group
- **July**: Mayor’s budget proposal is announced
- **August**: Reading of budget proposal by Committees and Boards
- **September**: City Council decides on the budget
- **October**: City Council’s first reading of the budget and decision on tax rates
- **November**: Reading of the budget in City Board
- **December**: Budget discussion with Divisions

**Key Events**

- **January**: Preparation of budget proposals at the Divisions and preparation of subsidiaries’ operational goals
- **February**: Preparation of budget proposals at the Divisions
- **March**: City Council strategy seminar (every other year)
- **April**: Reading of budget framework (in Euro) and draft guidelines by City’s management group
- **May**: Reading of budget framework (in Euro) and draft guidelines addressed by City’s management group
- **June**: Preparation of budget framework at City Executive Office
- **July**: Framework discussed with the Divisions
- **August**: Reading of budget framework (in Euro) and draft guidelines
- **September**: Collection of data as a basis for the framework
- **October**: Collection of data as a basis for the framework in City Council
- **November**: City Council strategy seminar (every other year)

**Timeline**

- **January**: Budget preparation
- **February**: Budget realisation and follow-up
- **March**: Financial statements and evaluation
- **April**: Processing by City Board and Council
- **May**: Preparation at City Executive Office
- **June**: Committees and Divisions level
- **July**: Financial control group of Central administration and Divisions (TOR)