



Haringey Council

Report for:	Cabinet	Item Number:	
Title:	Financial (Budget) Monitoring 2015/16 Period 2		
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Ward(s) affected: ALL	Report for Key/Non Key Decisions: Key		

1. Describe the issue under consideration

- 1.1. To consider a range of indicators relevant to the Council's overall financial health. These include the forecast financial revenue and capital outturns for 2015/16 based on actual performance to 31 May 2015.
- 1.2. To consider the proposed management actions set out in this report and approve the budget adjustments (virements) in **Appendix 1** as required by Financial Regulations.

2. Cabinet Member introduction

- 2.1. The Council's 2015 – 2018 Medium Term Financial Strategy (MTFS) was published alongside the Council's Corporate Plan in December 2014 and the final budget for 2015/16 was approved in February 2015.
- 2.2. The MTFS reflected the significant financial challenges facing the Council due to sustained funding reductions implemented by the government as part of their austerity measures. In summary the MTFS delivered savings of c£70m and was substantially balanced, requiring a net contribution from reserves of £4.3m over the three year planning period.
- 2.3. I reported the Council's provisional outturn position to you in June and this confirmed the budgeted surplus for 2014/15 of £4.9m had been achieved together with a further planned £2.2m for the establishment of a Risk Reserve. The achievement of that position



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balanced the need for the reserves contribution set out in the 2015-2018 MTFs and also allowed the creation of the Risk Reserve for potential application from 2015/16.

- 2.4. We also now await the Government's emergency budget which is due on 8th July and which we expect will set out some detail on plans to deliver significant savings in the welfare budget but will also outline measures to deliver a continuation of the austerity programme. This will almost certainly result in reductions to Local Government funding as explained later in this report.
- 2.5. The Council can expect to face the continuing challenge of a reducing resource base along with increasing demands and customer expectation for services but, due in part to the Council's 2014/15 outturn performance, we are in a good position to deliver the Corporate Plan and priorities in 2015/16, notwithstanding the forecast overspends this year.
- 2.6. There are a number of budget pressures emerging this year, particularly in Children's and Adults services. I have already engaged with the Directors of both services to ensure robust plans are in place to reduce the forecast overspend position this year and I intend to report back further on the progress of these measures in October. Both Directors will be regularly reporting to me personally on progress against their action plans.
- 2.7. To enable us to achieve the outcomes we have set it is important that we maintain the financial rigour of previous years' and we have set out in this report enhanced financial information to assist us in achieving that. Some of the indicators are drawn from work undertaken by the Local Government Association allowing us to compare performance with other Councils. I am particularly keen to see an increase in our Council Tax and Business Rates collection rates to nearer the London average so we will explore the extent to which this is achievable over the coming months.
- 2.8. I hope that the Cabinet will consider the analysis set out in this report to be useful and I am asking officers to continue developing and reporting such information to assist us in our strategic financial management role.

3. Recommendations

That Cabinet:-

- 3.1. Consider the report and the progress being made against the Council's 2015/16 budget in respect of net revenue and capital expenditure;
- 3.2. Approve the budget changes (virements), and note the transfers to/ from reserves approved by the Chief Financial Officer, as set out in Appendix 1;
- 3.3. Note the potential use of the Strategic Risk Reserve to mitigate the Council's overall revenue position; and,
- 3.4. Maintain under review the key risks and issues identified in this report.

4. Alternative options considered

- 4.1. This report proposes that the Cabinet considers the financial position for 2015/16 in line with existing procedures. However, for the first time it also includes enhanced financial information and comparisons, drawn from work undertaken by the Local Government Association (LGA) to give the Cabinet a more rounded view of the Council's financial position.



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- 4.2. A risk based approach to budget monitoring has been developed in order to manage the Council's finances at a time of economic and financial uncertainty including additional benchmarking information.
- 4.3. Cabinet could choose to adopt a less rigorous regime and examine the financial position at a later stage. Projections could be marginally more accurate if a delayed approach was adopted, but there would be less time for robust development and consideration of management action and virements.

5. Background information

5.1. Introduction

- 5.1.1. Previously Cabinet have received regular financial management reports covering in-year revenue and capital performance. These reports were focussed on the estimated outturn position and any key issues arising from that.
- 5.1.2. This report brings together additional information and provides analysis to enhance the strategic consideration of the Council's financial position. There are four broad areas of analysis each with further detail within them as summarised below:
 - Financial/ Management Indicators
 - Revenue outturn 2015/16
 - Key financial management issues 2015/16
 - Key financial management issues 2016/17
 - Additional grants/ bids
 - Capital outturn
 - Capital receipts
 - Collection Fund
 - Liquidity Indicators
 - Working capital
 - Cash flow
 - Debt analysis
 - Sustainability Indicators
 - Earmarked Reserves
 - General reserves
 - Risks

5.2. Financial/Management Indicators

Revenue Outturn 2015/16

- 5.2.1. The Government has announced a summer (emergency) budget scheduled for 8th July and, although the scope for the Government to make in-year reductions to the Council's resources is effectively limited to specific grants, it is expected that the Public Health grant will be reduced in 2015/16. Nationally the Department of Health budget is required to deliver a reduction of c£200m in 2015/16 and an estimate has been made of the impact to the Council if that reduction was achieved wholly through the Public Health Grant made to Local Authorities. The reduction represents a c7% cut that would equate to a reduction of c£1.3m in Haringey. Consideration of the Council's response in the event of such a reduction is already underway.



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- 5.2.2. Budget managers have been providing their estimated outturn position as at the end of Period 2 (May 2015). Taking into account the use of the Risk Reserve the overall position at this early stage in the year, on the General Fund, is an estimated **overspend of c£5m**. This position is summarised in Table 1 (below) with further details of the key budget issues and pressures being set out further below. For the Housing Revenue Account (HRA) the estimated outturn position is an **underspend of £0.3m**.
- 5.2.3. It is important to note that although the outturn for 2014/15 overall was an underspend position, within individual services such as Adults and Children’s Social Care, significant pressures were experienced with those services overspending by £3.1m and £5.1m respectively. Given that both services are required to deliver further base budget savings in 2015/16 it is important that decisive action is taken early in the year if both services are to avoid repeat overspends at the end of this financial year.
- 5.2.4. Members approved the creation of a £2.2m Risk Reserve from the 2014/15 underspend and, given the pressures being faced, it is proposed to apply that reserve against the current estimated overspend position should that prove necessary at the year-end.
- 5.2.5. The table below shows the current year-end forecast against the approved budget, including the proposed use of the Risk Reserve.

Table 1 – Summary Forecast Revenue Position (Month 2)

£'000 General Fund	2015/16 Budget Variance		
	Budget	Estimated Outturn	Variance
Leader and Chief Executive	3,545	3,545	0
Chief Operating Officer	65,717	67,367	1,650
Deputy Chief Executive	142,721	151,387	8,666
Dir. of Regeneration/ Planning	16,469	16,390	(79)
Non Service Revenue (NSR)	15,964	12,964	(3,000)
Sub-total	244,416	251,653	7,237
Application of Risk Reserve			(2,200)
Total			5,037

£'000	2015/16 Budget Variance		
	Budget	Estimated Outturn	Variance
Housing Revenue Account (HRA)	(16,314)	(16,614)	(300)



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Key financial management issues 2015/16

Children's Services (Deputy Chief Executive)

- 5.2.6. The latest projection from Children's services indicates a gross overspend of £5.4m offset by proposed management actions of £2.4m resulting in a **net forecast overspend of £3m** which has been reflected in this report.
- 5.2.7. The service is making progress towards the planned savings in the MTFs but the financial context for Children's Services remains very challenging as levels of demand are still high resulting in pressures across the service. Slippage on savings and on mitigating actions remains a high risk and the potential for new pressures to emerge during the year is ever present.
- 5.2.8. All areas of the Children's Service budget have action plans, which are being refreshed monthly as part of the budget management process. Planned actions include:
- Review of staffing across the service and transition to a new operating model;
 - This includes a new focus on permanent recruitment to replace agency staff with Haringey employees;
 - An in-depth review of all Looked After Children has been carried out, focusing on potential permanency arrangements such as adoption, special guardianship or safe return home; and,
 - A similar approach has been taken to Leaving Care and Young Adults' cases with additional emphasis on claiming housing and welfare benefits.

Adults Services (Deputy Chief Executive)

- 5.2.9. The latest projection from Adults services indicates a gross overspend of £7.0m offset by proposed management action of £1.2m resulting in a net **overspend of £5.8m** which has been reflected in this report.
- 5.2.10. It had been assumed that the New Pathways to Care savings in the MTFs could be achieved in full. So far there has been limited progress towards these targets as the service has not yet secured the additional resources required to bring about the large scale changes in practice; however the service has recently made a bid to the Transformation Reserve for the additional investment for project management, social work and commissioning capacity required to bring about the large scale changes in practice set out in the MTFs and in the recent reports to Cabinet in June.
- 5.2.11. There has been a net growth in client numbers in the last two months, however there is no forward projection of this trend. It has been assumed that some of it was a short term effect from the NHS Winter Resilience work (which tends to move clients out of hospital and into the social care system quickly) and that recent changes to the front door and reablement will help to counteract other demand pressures. However there remains a risk that this pressure could continue which would lead to a worse out-turn position. Management action has been put in place across all client groups to:
- Review care packages to ensure that they are appropriate, including to apply spare reablement capacity to reduce dependence.
 - Renegotiate key contracts with our largest suppliers; and,
 - Strengthen the brokerage/commissioning function to ensure value for money is being obtained on spot contracts.



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5.2.12. For both Children's and Adult Services, further detailed work is on-going to address the overspend position and the results of that work will be brought back to Cabinet in October with an updated estimated outturn position. These options could involve some changes of current policy and practice.

Other Deputy Chief Executive budgets

5.2.13. The Commissioning service is reporting an underspend of £178k largely from the non-renewal of voluntary sector contracts in advance of savings due in 2016/17.

5.2.14. Although the Public Health service is currently indicating a balanced position there is uncertainty around potential changes to the 2015/16 Public Health Grant which is highlighted above.

Environmental Services and Community Safety (Chief Operating Officer)

5.2.15. The latest projection from Environmental Services and Community Safety (ECS) indicates an **overspend of £0.75m**. The main areas of concern relate to the reduction in income for Parking Services as a result of the recent De-regulation Bill. The service has already taken action to mitigate the impact of these changes, which is estimated to have reduced the overspend by around £1.5m. However this forecast is subject to some volatility and thus a further update will be provided in the October report to Cabinet.

5.2.16. The catering service has also struggled to achieve its income target as a result of schools choosing to opt-out of the service; this has previously been highlighted to Cabinet as an issue.

Revenues Benefits and Customer Services (Chief Operating Officer)

5.2.17. The Revenues and Benefits and Customer Services and Libraries are currently reporting an **overspend of £0.9m** due to use of additional agency staff as a result of Transformation projects.

5.2.18. The service continues to look for efficiencies and remains confident that the savings for this area can still be delivered over the course of the Medium Term Financial Strategy.

Other Chief Operating Officer budgets

5.2.19. Human Resources are currently spending above their base budget allocation due to significant transformation activity, however these additional one-off costs will be funded from the Transformation Reserve.

5.2.20. The Housing service within the General Fund is broadly balanced, although there remain significant risks in that area around temporary accommodation due to the impact of welfare reform and rising rent levels.

Regeneration, Planning and Development (Director of Regeneration)

5.2.21. Regeneration, Planning and Development is currently projecting a small underspend of £79k, although there are pressures due to project costs in Regeneration teams and in the capital delivery team.



Non Service Revenue

5.2.22. At this stage an underspend of c£3m is forecast representing the need to utilise the £2m contingency budget as a strategy for offsetting service budget pressures and a further £1m assumed benefit from the on-going successful Treasury Management strategy.

Housing Revenue Account (HRA)

5.2.23. Currently the HRA is estimating a minor underspend of £300k against the repairs contract.

Key financial management issues 2016/17

5.2.24. In addition to the potential for an in-year reduction in resources identified in paragraph 5.2.1 above, we have also undertaken a review of a number of possible scenarios reflecting the impact of further reductions in funding above those already assumed in the 2015 – 2018 MTFS. We anticipate that the detail of how the reductions are to be implemented, and how therefore they will affect Haringey, will not be known until after the publication of the Spending Round in autumn 2015.

5.2.25. The planning assumptions made at this stage for 2016/17 onwards are:

- An additional 5% reduction to most specific grants – **loss of c£1.3m**
- Two funding loss scenarios for New Homes Bonus resources (Table 2)
- The effect of each further 1% loss of Settlement Funding Assessment (SFA) above the 9% reduction assumed in the MTFS (Table 3)

Table 2. New Homes Bonus – funding reduction scenarios

Estimated funding loss (£000)	2016/17	2017/18	2018/19
NHB Phased out commencing 2016/17	(890)	(1,607)	(2,204)
NHB ceases fully 2016/17	(5,443)	(5,443)	(5,443)

Table 3 - Revenue Support Grant – estimated potential funding reductions

Estimated funding loss (£000)	2016/17	2017/18	2018/19
Each additional 1% cumulative SFA loss	(1,369)	(2,460)	(3,327)

5.2.26. The impact of these changes in 2016/17 alone is a reduction of between **c£3.5m to c£8m** and all reductions would be on-going.



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Additional Grants/ Funding bids

5.2.27. Since the 2015/16 budget was approved in February further additional grant resources of £950k have been identified reflecting the finalisation of the distribution for a number of government grants as set out below:

- Additional RSG - £240k identified after the final settlement announcement on 3 February;
- Additional 0 – 5 Public Health commissioning £525k (part year effect) following finalisation of the distribution formulae;
- Additional Council Tax and Housing Admin grant £93k;
- Additional LACSEG £80k; and
- Other minor additional grants £12k.

5.2.28. The Council has also been successful in its bid for a Transformation Challenge award in 2015/16 which was announced after the 2015/16 budget approved by the Council. This bid totalling £935k is focussed on Tottenham Regeneration: Supporting the People priority in Northumberland Park ward and the bid sets out the expectation that it will deliver £700k of cashable savings to Haringey Council. Both the additional grant and the associated savings can now be reflected in the relevant years' budget.

Capital Outturn

5.2.29. The 2015/16 approved General Fund Capital Programme was set at £54.5m, in addition a further £9.2m of capital carry forward requests together with associated financing components were approved at the June Cabinet meeting where the 2014/15 outturn was considered. This implies total spending of £63.7m in 2015/16; in comparison the total General Fund capital spending achieved in 2014/15 amounted to £65.4m.

5.2.30. The 2015/16 approved Housing Revenue Account Capital Programme was set at £55.3m and similarly carry forward requests totalling £10.3m were also approved at June Cabinet. Consequently total capital spending of £65.6m is implied in 2015/16. However, it is important to note that given the spending below budget in 2014/15, it is probable some underspending or slippage will also be seen in 2015/16.

5.2.31. Currently there are no projected 2015/16 capital variances being reported on either the General Fund or Housing Revenue Account.

Capital Receipts

5.2.32. The General Fund capital expenditure programme agreed by the Council in February 2015 is in part predicated on the achievement of capital receipts. In total over the period 2015 – 2018 a further £41.7m of receipts are required to finance expenditure. In the current year receipts of £9.3m are required and, to date, c£1m has been achieved.

5.2.33. Significant anticipated receipts in 2015/16 are from the sales of:

- Red House;
- Keston Centre; and
- Apex House.



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- 5.2.34. The Council has retained Right to Buy (RtB) capital receipts with the intention of building additional housing under the 'sell one build one' scheme. Since 2012/13 the Council has retained £24.8m of RtB receipts. In order to comply with the scheme requirements the Council would need to provide match funding of c£80m. In addition, and in order to comply with the scheme, expenditure relating to the earliest retained receipts needs to have been incurred by September 2015.
- 5.2.35. At this stage it is considered unlikely that all scheme requirements will be met which will necessitate the return to central government of a significant amount of the receipts received to date; interest charges will additionally be levied.

Collection Fund

- 5.2.36. The buoyancy of Business Rates and Council Tax are both indicators used in the Local Government Association's financial position analysis. These indicators are based on changes in the relevant taxbase over a period of time – 2009 to 2013 for Council Tax and 2002 to 2014 for Business Rates. For Haringey the indicators suggest that Council Tax has been relatively buoyant over that period but Business Rates less so.
- 5.2.37. In part the Business Rate position can be explained by the low Business Rate taxbase in absolute terms; illustrated by the extent to which the Council is a 'top-up' authority. This reinforces the position that further devolution of the central share represents a potential risk to the authority depending on how compensating resource equalisation is achieved.
- 5.2.38. In addition the financial position report highlights both the Business Rate and Council Tax collection rates as being opportunities for the Council; based on the 2014 data provided by the Local Government Association the average collection rates across English authorities for Council Tax and Business Rates are 97.64% and 98.24% respectively (96.27% and 98.31% in London boroughs). Haringey actually achieved collection rates of 95.07% and 96.66% in 2014/15.
- 5.2.39. The target collection rates for 2015/16 are 95% (Council Tax) and 97% (Business Rates).

Business Rates

- 5.2.40. The latest forecast outturn for net business rates income is £68.6m which is £0.1m higher than originally forecast.
- 5.2.41. Since the introduction of the Business Rate Retention Scheme local authorities have been responsible for providing for the cost of potential losses in business rate income arising from appeals against previous rating revaluations (the last ones took place in 2005 & 2010). The number of appeals outstanding in Haringey at 31 May 2015 is 931 cases with an annual cash value of approximately £26.8m.
- 5.2.42. Virgin Media has filed a new appeal to have all their valuation administered in a single location. Should this be settled in 2015-16 in a single location out of Haringey, our share of the potential settlement for backdated rate payments could be in the region of £2.2m with an annual loss of income of £324k. Under such circumstances the Council will make robust representations to the Government about this potential loss of income.
- 5.2.43. The in-year collection rate to May 2015 is 19.51% and is on target for the budgeted collection rate of 97%.

Council Tax



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- 5.2.44. The latest forecast outturn for net council tax income is £107.46m which is £2.7m higher than originally forecast. This can be attributed to higher than expected collection from council tax payers under the Local Council Tax Reduction Scheme.
- 5.2.45. The in-year collection rate to May 2015 is 21%. Currently, Liability Order court hearings are not being scheduled pending resolution of the challenge made in the High Court against the Liability Order charge levied by the Council; this will impact the Council Tax collection performance although it is too early to quantify this risk.

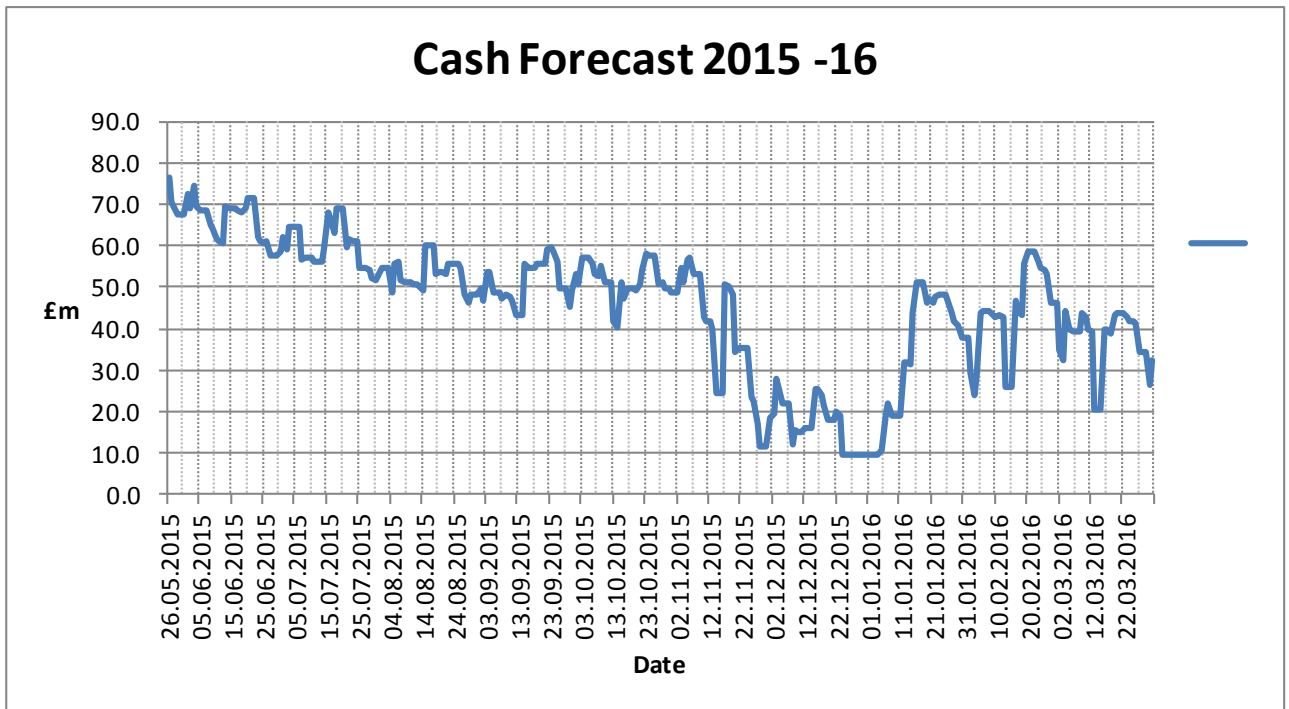
5.3. Liquidity Indicators

Working Capital

- 5.3.1. The Local Government Association highlight working capital as a potential issue at Haringey – ranking the authority 321 out of the 353 English authorities (31 out of the 33 London Boroughs). Working capital identifies the relationship between current assets and current liabilities and, in a business context, is a key indicator of solvency. In Haringey the position at 31 March 2014 shows net current liabilities; this position also is true of the provisional 2014/15 Balance Sheet at March 2015.
- 5.3.2. However, for Haringey it supports the positive Treasury Management activity which is being used to significant effect in minimising long term borrowing costs. At March 2015 the Council held £294.1m of loans, (a decrease of £13.1m on March 2014) as part of its strategy for funding previous years' capital programmes from internal borrowing. Having reviewed this area there is no cause for concern about the Council's overall liquidity position.

Cashflow

- 5.3.3. The Council uses a detailed cash flow forecast in support of its Treasury Management activities; in particular to estimate surplus cash for investment and identification of cash shortfalls to be matched by returning investments.
- 5.3.4. The primary focus of the cashflow analysis is to maximise the Council's investment returns whilst ensuring that its immediate cash needs can be met. The cashflow is reviewed regularly to determine investment opportunities and highlight unexpected variances. A graph showing the Council's estimated cashflow position for 2015/16 is included below and shows a positive cashflow position throughout the year.



Debt Analysis

Business Rates

5.3.5. Summary information relating to Business Rates debt levels and collection performance in 2015/16 is set out below in Table 4.

Table 4 – Business Rates debt performance 2015/16 (Period 2)

Net Collectable Debt	Net Collected		Last year at same point	Target	Variance		Gross Arrears
	£m	%			%	£m	
68.6	13.4	19.51	19.44	19.00	0.51	0.3	9.1

Council Tax

5.3.6. Summary information relating to council tax debt levels and collection performance in 2015/16 is set out below in Table 5.

Table 5 – Council tax debt performance 2015/16 (Period 2)

Net Collectable Debt	Net Collected		Last year at same point	Target	Variance Ahead / (Behind)		Gross Arrears
	£m	%			%	%	
107.5	23.6	21.00	21.67	23.50	(2.50)	(2.8)	30.1

Housing Benefit Overpayments (Excluding Council Tax Benefit)

5.3.7. Summary information relating to Housing Benefit Overpayment debt levels and collection performance in 2015/16 is set out below in Table 6.

Table 6 – Housing Benefit Overpayment debt performance 2015/16 (Period 2)

Debt b/fwd	New debt	Recovered			Debt o/s		
		2015/16		Last year	Debtors	Live HB	Total
£m	£m	£m	%	%	£m	£m	£m
26.7	2.9	2.0	7.0	5.0	13.7	13.9	27.6

- 5.3.8. Current data indicates that this year’s collection performance has increased compared to last year although absolute debt levels still remain very high. Inter-Borough comparisons with Camden and Islington show they have Housing benefit overpayment debt levels around half those at Haringey. All councils have suffered debt increases due to the data matching now carried out between DWP & HMRC leading typically to further overpayments being identified.
- 5.3.9. The Council is currently enhancing its debt management procedures and is also centralising the function within the planned Support Service Centre (SSC). Further details of progress will be provided in future monitoring reports to Cabinet.

5.4. Sustainability Indicators

Earmarked Reserves

- 5.4.1. The Council’s provisional outturn position indicates that the General Fund earmarked reserves at 31 March 2015 stood at £84.1m (from £91.9m at March 2014).
- 5.4.2. Some reserves have commitments already lodged against them; for example the transformation reserve is currently fully committed following approval of projects in 2014/15 that have liabilities spanning 2015/16 and later years. Additionally Schools’ Reserves (£11.7m) are held by the Council on behalf of schools and are not available to use.



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- 5.4.3. The Housing Revenue Account's earmarked reserves at 31 March 2015 were £3.5m (£4.2m at March 2014)

General Reserves

- 5.4.4. The Council's provisional outturn position indicates that the General Fund reserve at 31 March 2015 stood at £25.8m; taking into account the 2015/16 budget requirement to draw £4.2m from reserves, the estimated closing position at March 2016 is £21.6m.
- 5.4.5. The Housing Revenue Account General Reserve stood at £38.6m (March 2015) from £26.6m (March 2014). The 2015/16 HRA budget assumes a further contribution to the General HRA reserve of £16.3m.

5.5. Financial Risks

- 5.5.1. As part of the 2015/16 budget setting process the Chief Financial Officer carried out an assessment of the adequacy of the Council's reserves to meet a range of both identified and unforeseen risks.

5.6. Summary/ Conclusions

- 5.6.1. The positive 2014/15 outturn position enables the Council to provide cover from its General Fund Reserve against the overall need to draw down £4.3m from reserves over the MTFS planning period. Taking this into account, General Fund reserves will stand at an estimated £20m.
- 5.6.2. There is some uncertainty about the level of any in-year reductions to the Council's resources arising from the summer (emergency) budget; best estimates suggest a reduction in Public Health Grant of £1.3m is a possible outcome. The impact of further austerity reductions from 2016/17 onwards is also a concern with a range of outcomes being modelled ranging from £3.5 to £8m in 2016/17 with on-going effects.
- 5.6.3. The continuation of significant budget pressures within Adults and Children's services from previous years is being seen in 2015/16 and this is the subject of robust action from the relevant Directors.
- 5.6.4. The Local Government Association has identified Council Tax and Business Rate collection rates as areas where the Council currently performs below average benchmarks and appears to have scope to increase its collection yield.
- 5.6.5. A number of risks together with an assessment of the impact and likelihood of impact has been compiled and should be kept under review. The identified risks around the Council's medium term finances and the 2015/16 revenue outturn position are starting to crystallise.

6. Comments of the Chief Finance Officer and financial implications

- 6.1. This report covers all of the relevant financial implications for members to consider.



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7. Comments of the Assistant Director of Corporate Governance and legal implications

- 7.1. The Assistant Director of Corporate Governance has been consulted on the preparation of this report and confirms that there are no specific legal implications arising from this report.

8. Equalities and Community Cohesion Comments

- 8.1. Not applicable.

9. Head of Procurement Comments

- 9.1. Not applicable.

10. Policy Implication

- 10.1. There are no specific policy implications arising from this report.

11. Reasons for Decision

- 11.1. Members' involvement in financial monitoring is an essential part of delivering the Council's priorities.
- 11.2. The constitution requires Members to approve certain financial transactions such as virements according to approved limits.

12. Use of Appendices

Appendix 1 – Virements Schedule

13. Local Government (Access to Information) Act 1985

- 13.1. The following background papers were used in the preparation of this report:
- Budget management papers
 - Medium Term Financial Planning Reports
- 13.2. For access to the background papers or any further information please contact Neville Murton – Head of Finance (Budgets, Accounting and Systems Team).