POLICY, RESOURCES & GROWTH COMMITTEE	Agenda Item 53 Brighton & Hove City Council

Subject:		**Targeted Budget Management (TBM) 2018/19: Month 7**	
Date of Meeting:		**6 December 2018**	
Report of:		**Executive Director of Finance & Resources**	
Contact Officer:	**Name:**	**Nigel Manvell**	**Tel: 29-3104**
	Email:	**Nigel.manvell@brighton-hove.gov.uk**	
Ward(s) affected:		**All**	

FOR GENERAL RELEASE

1 SUMMARY AND POLICY CONTEXT:

1.1 The Targeted Budget Monitoring (TBM) report is a key component of the council's overall performance monitoring and control framework. This report sets out an indication of forecast risks as at Month 7 on the council's revenue and capital budgets for the financial year 2018/19.

1.2 As set out in the General Fund Revenue Budget 2018/19 report to Budget Council, £9.268m was provided for in the budget for re-investment in identified service pressures across social care and £3.616m for pressures in other services. These sums were expected to meet projected demand led pressures in 2018/19. As a result, maintaining a risk provision at £1.500m, as in previous years, was considered adequate to meet potential demand risks and/or any difficulties in delivering savings targets. Rather than being held as a recurrent budget, this risk provision is now held as a one-off "financial risk safety net" of £1.500m as part of general reserves. The report reiterated that the focus in 2018/19 would continue to be on strengthening budget accountability, managing demand effectively and localising risk management within services wherever possible.

1.3 The forecast risk for 2018/19 at Month 7 is a £1.487m overspend on the General Fund revenue budget. This includes a forecast overspend of £1.130m on the council's share of the NHS managed Section 75 services and is also after taking into account the available one-off Adult Care Support Grant of £0.768m. As noted above, the council set aside a £1.500m one-off financial risk safety net to mitigate identified risks if absolutely necessary. Taking this into consideration, the council's financial position therefore remains in a manageable position at this point in the year where there is time for further recovery and corrective action to take effect.

1.4 The report indicates that of the £12.678m savings package in 2018/19, approximately £9.909m is on track and either achieved or anticipated to be achieved. However, a significant element of savings are at risk (£3.773m) and are reflected in the overall service forecasts.

2 RECOMMENDATIONS:

2.1 That the Committee note the forecast risk position for the General Fund which indicates a budget pressure of £1.487m. This includes an overspend of £1.130m on the council's share of the NHS managed Section 75 services.

2.2 That the Committee note that the one-off financial risk safety net of £1.500m is available to mitigate the forecast risk if the risks cannot be completely eliminated by the year-end.

2.3 That the Committee note the forecast for the Housing Revenue Account (HRA), which is currently an underspend of £0.500m.

2.4 That the Committee note the forecast position for the Dedicated Schools Grant, which is an underspend of £0.235m.

2.5 That the Committee note the forecast outturn position on the capital programme and approve the variations and slippage in Appendix 5 and the new schemes as set out in Appendix 6.

2.6 That the Committee accept the grant awarded for the South East Museum Development Programme as set out in paragraph 6.3.

3 RELEVANT BACKGROUND INFORMATION/CHRONOLOGY OF KEY EVENTS:

Targeted Budget Management (TBM) Reporting Framework

3.1 The TBM framework focuses on identifying and managing financial risks on a regular basis throughout the year. This is applied at all levels of the organisation from Budget Managers through to Policy, Resources & Growth Committee. Services monitor their TBM position on a monthly or quarterly basis depending on the size, complexity or risks apparent within a budget area. TBM therefore operates on a risk-based approach, paying particular attention to mitigation of growing cost pressures, demands or overspending through effective financial recovery planning together with more regular monitoring of high risk demand-led areas as detailed below.

3.2 The TBM report is normally split into 8 sections as follows:

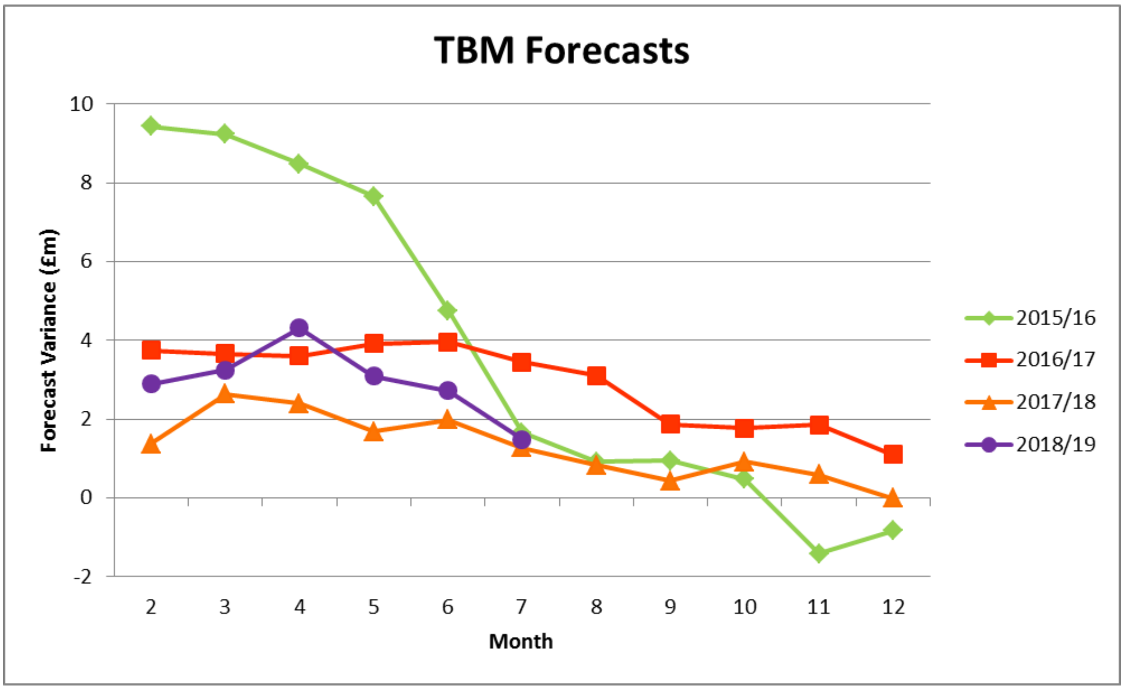
- i) General Fund Revenue Budget Performance
- ii) Housing Revenue Account (HRA) Performance
- iii) Dedicated Schools Grant (DSG) Performance
- iv) NHS Controlled S75 Partnership Performance
- v) Capital Investment Programme Performance
- vi) Capital Programme Changes
- vii) Implications for the Medium Term Financial Strategy (MTFS)
- viii) Comments of the Director of Finance & Resources (statutory S151 officer)

General Fund Revenue Budget Performance (Appendix 3)

3.3 The table below shows the provisional outturn for Council controlled revenue budgets within the General Fund. These are budgets under the direct control and management of the Executive Leadership Team. More detailed explanation of the variances can be found in Appendix 3.

Forecast Variance Month 5 £'000	Directorate	2018/19 Budget Month 7 £'000	Forecast Outturn Month 7 £'000	Forecast Variance Month 7 £'000	Forecast Variance Month 7 %
269	Families, Children & Learning	86,826	86,490	(336)	-0.4%
2,956	Health & Adult Social Care	53,779	55,737	1,958	3.6%
610	Economy, Environment & Culture	33,209	33,810	601	1.8%
(270)	Neighbourhood, Communities & Housing	15,363	15,043	(320)	-2.1%
(53)	Finance & Resources	20,601	20,429	(172)	-0.8%
(46)	Strategy, Governance & Law	5,135	5,120	(15)	-0.3%
3,466	Sub Total	214,913	216,629	1,716	0.8%
(388)	Corporately-held Budgets	(1,441)	(1,670)	(229)	-15.9%
3,078	Total General Fund	213,472	214,959	1,487	0.7%

3.4 The General Fund includes general council services, corporate budgets and central support services. Corporate Budgets include centrally held provisions and budgets (e.g. insurance) as well as some cross-cutting value for money savings targets. Note that General Fund services are accounted for separately to the Housing Revenue Account (Council Housing). Note also that although part of the General Fund, financial information for the Dedicated Schools Grant is shown separately as this is ring-fenced to education provision (i.e. Schools). The chart below shows the monthly forecast variances for 2018/19 and the previous three years for comparative purposes.

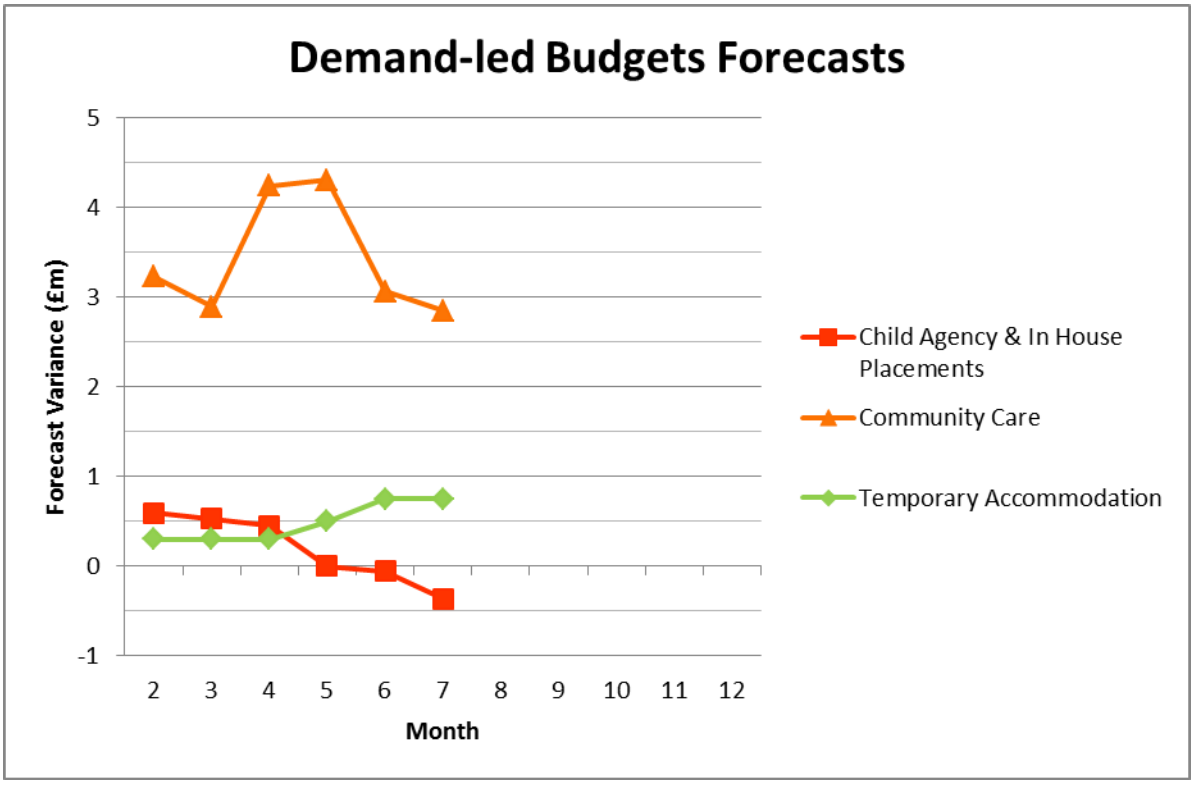


Demand-led Budgets

3.5 There are a number of budgets that carry potentially higher financial risks and therefore could have a material impact on the council's overall financial position. These are budgets of corporate significance where demand or activity is difficult to predict and where relatively small changes in demand can have significant implications for the council's budget strategy. These can include income related budgets. These therefore undergo more frequent and detailed analysis.

Forecast Variance Month 5 £'000	Demand-led Budget	2018/19 Budget Month 7 £'000	Forecast Outturn Month 7 £'000	Forecast Variance Month 7 £'000	Forecast Variance Month 7 %
(4)	Child Agency & In House Placements	22,448	22,078	(370)	-1.6%
4,303	Community Care	58,507	61,353	2,846	4.9%
500	Temporary Accommodation	2,682	3,432	750	28.0%
4,799	Total Demand-led Budget	83,637	86,863	3,226	3.9%

The chart below shows the monthly forecast variances on the demand-led budgets for 2018/19.



Summary of the position at Month 7

The main pressures identified at Month 7 are across the Families, Children & Learning, Health & Adult Social Care, and Economy, Environment & Culture directorates but other pressures are also being contained as summarised below:

3.6 **Families, Children & Learning:** The initial forecast budget risk across Families, Children & Learning was £2.382m, primarily resulting from increased demand pressures on adults with learning disabilities, services for children leaving care and costs relating to adoption and social work. Subsequently the directorate has put together a financial recovery plan to address the financial risks. There still remain significant financial pressures on services for adults with learning disabilities and adoption. In addition, there are a number of significant financial risks in supported employment and services for children with disabilities. These are being closely monitored but have had an adverse impact on the Families, Children and Learning Directorate 2018/19 budget position. However, the considerable success of measures put in place to address spending, particularly in social work and placements for children in care, has mitigated these budget risks.

The current projected position identifies potential cost pressures of £0.619m on Services for Adults with Learning Disabilities, £0.467m on Services for Children with Disabilities; £0.189m on Adoptions Services, £0.160m on Home to School Transport and £0.155m on Able & Willing. However, there are services with significant forecast underspends such as Social work and legal costs (£0.740m) and Children's placements (£0.553m). Together with other small variances (£0.433m), this results in a forecast risk of (£0.136m) as at Month 7. After taking into account the financial recovery measures of £0.200m the net position currently shows a projected underspend of (£0.336m.).

3.7 **Adults Services:** The service is facing significant challenges in 2018/19 in mitigating the risks arising from increasing demands from client needs, supporting more people to be discharged from hospital when they are ready and maintaining the provider market. This is alongside delivering a significant budget savings programme and developing integration plans through the Better Care Fund.

- We are currently forecasting an overspend of £1.958m at Month 7 after the implementation of a number of initiatives to improve the financial stability of the directorate in previous years, which have helped to contain the forecast risk. The recovery measures focused on attempting to manage demands on and costs of community care placements across Assessment Services and making the most efficient use of available funds.

- There is focus nationally on improving rates of hospital discharge in preparation for winter that leads to increasing financial pressure. This pressure is expected to increase over the winter months. There are also continued potential forecast risks concerning increased complexity of need and pressures on the in house older people resource centres. Service pressure funding and improved Better Care funding have partly mitigated the risk for this financial year.

- The forecast includes the fee uplifts agreed at Health & Wellbeing Board on 30th January 2018 across care in the community and residential care. In order to manage the local market and address the significant under-supply of providers in the city who will accept publicly funded residents, fee increases were essential.

- At this stage, £1.478m of the total approved budget savings of £3.416m are being forecast as unachievable in this financial year.

- Service pressure funding of over £4.000m, including the Adult Social Care precept, has been applied in 2018/19 and used to fund budget pressures resulting from: increased demands and complexity; DoLS; national living wage and fee rates. In addition, the one-off Adult Social Care Support grant of £0.768m and winter pressures funding of £1.229m has been used to augment the pressure funding. However, £1.610m was needed to offset the reduction in iBCF funding, £1.000m to backfill the withdrawal of CCG funding contributions and £0.500m for the reduction in the Public Health grant. Over the last two years there has been an overall £2.900m reduction in CCG funding for social care services (excluding significant reductions in CHC funding agreements). In addition, there are ongoing discussions regarding a further recurrent reduction in CCG funding from 2018/19 of £1.1m as part of a £14m savings target across the CCG. £0.660m is included in the current forecast and further options are being discussed with the CCG concerning management of the remaining risk.

The funding of all care packages is scrutinised for Value for Money, ensuring that eligible needs are met in the most cost-effective manner which will not always meet people's aspirations. This forms a key part of the savings implementation plan. Adult Services are also using benchmarking information to support the driving down of unit costs but are faced with increased complexity and demand (demographic) growth which is also a national picture. Through regional and other social care networks the service has been looking at best practice in delivering cost effective services in order to influence future direction - this includes demand management strategies and identifying opportunities through Housing provision.

3.8 **Housing Services and Temporary Accommodation:** The Temporary Accommodation 2017/18 outturn was overspent by £0.123m. This was a significant reduction on the 2016/17 overspend of £1.062m. This was a result of a combination of i) a focus on prevention of homelessness; ii) moving more homeless households into private rented accommodation, iii) the introduction of the new housing allocation policy and allocation plan which enabled more people to move from temporary accommodation and into social housing and iv) additional service pressure funding. All of which contributed to significantly reduce the cost and volume of spot purchasing and emergency accommodation in 2017/18.

The latest forecast for 2018/19, if no action is taken, is that Temporary Accommodation will overspend by £0.750m (compared to £0.500m at Month 5). This deterioration in the forecast is mainly due to not being able to reduce the stock of temporary accommodation as quickly as planned and budgeted for. The service has also noticed an increase in former tenant debt and is having to provide for this by contributing more to the bad debt provision. Post introduction of the more extensive requirements of the Homelessness Reduction Act, the service has reviewed its delivery model and is putting in place a range of measures which should halt and mitigate some of the forecast overspend. These measures include a change of structure to separate the prevention activities so that the service can focus on those that it would have an accommodation duty towards whilst still providing a prevention service to those it wouldn't have an accommodation duty to. Additional staff have been recruited and are now in place to support this work and to focus on moving on those who are in temporary accommodation. If these measures prove to be unsuccessful, the Flexible Homelessness Support Grant can be used, as a last resort, to mitigate any final in-year overspend.

The £1.300m trailblazer project is now fully underway and is changing the way the service identifies and responds to homelessness across the city.

The temporary accommodation service faces a number of challenges to this including, for example:

- the high cost local housing market;
- delays in recruiting staff able to support homeless households into permanent accommodation and manage void accommodation (due to a shortage of appropriately skilled local labour), coupled with a high turnover of staff
- the more intensive requirements of the Homelessness Reduction Act 2018 which came into force on 3rd April 2018 and;

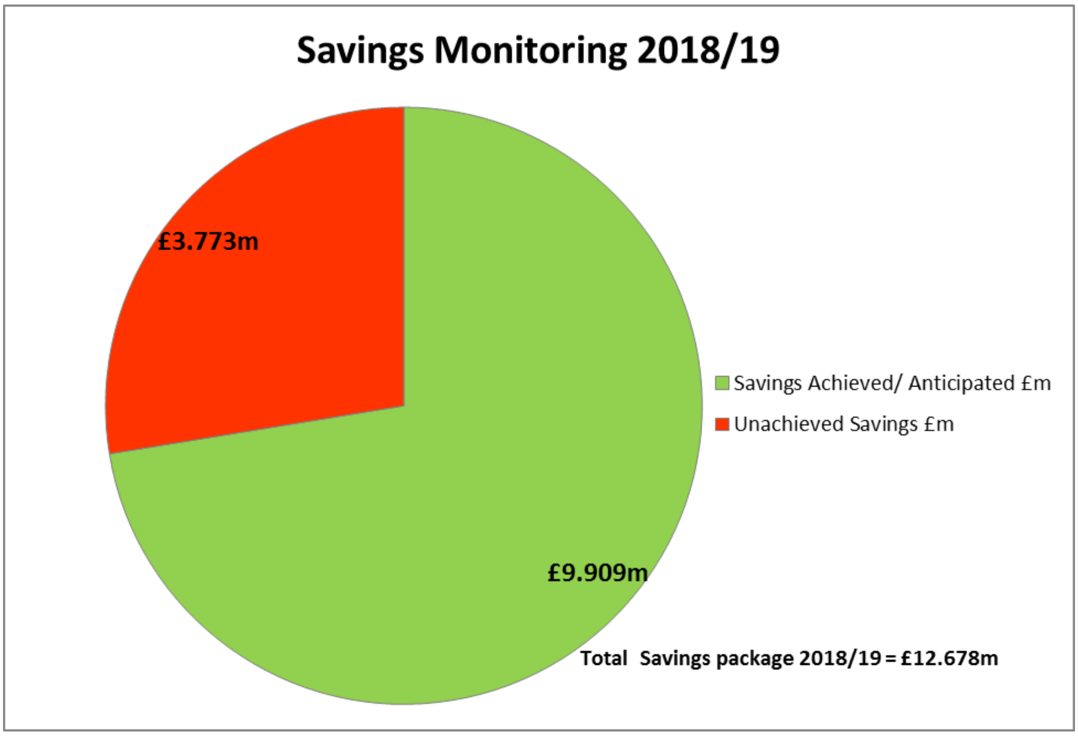
- the on-going roll-out of Universal Credit (potentially placing more privately renting benefit claimants at housing risk and in need of support).

3.9 **Environment, Economy & Culture:** The directorate is experiencing a number of pressures across CityClean services and Property & Design. Pressures in CityClean concern higher non-contracted overtime and agency staffing to cover vacancies and sickness, increasing fuel costs and higher vehicle maintenance costs, as well as income pressures for commercial waste, garden waste and fleet workshop services. Property & Design is experiencing a shortfall in rental incomes due to market conditions and the restructure of the commercial property portfolio. There are also some pressures from NNDR Business Rate revaluations leading to increased bills. The directorate is currently looking at all available options to mitigate increased costs and income shortfalls and has developed some successful financial recovery measures, the effects of which are included in the forecast. Further recovery measures are being developed and will be reported in the next TBM period.

Monitoring Savings

3.10 The savings package approved by full Council to support the revenue budget position in 2018/19 was £12.678m following directly on from a £21.367m savings package in 2017/18. This is very significant and follows 7 years of substantial packages totalling over £130m that have been essential to enable cost and demand increases to be funded alongside managing reductions in central government grant funding.

3.11 Appendix 3 provides a summary of savings in each directorate and indicates in total what is anticipated/achieved or is at risk. Appendix 4 summarises the position across all directorates and presents the entire savings programme. The graph below provides a summary of the position as at Month 7. This shows that a substantial element is on track with £3.773m (30%) currently at risk. Mitigation of these risks is included in the development of services' financial recovery actions.



Note: Savings Achieved/Anticipated includes an overachievement of savings of £1.004m

Housing Revenue Account Performance (Appendix 3)

3.12 The Housing Revenue Account is a separate ring-fenced account which covers income and expenditure related to the management and operation of the council's housing stock. Expenditure is generally funded by Council Tenants' rents.

There is a planned revenue contribution to capital of £1.500m from the various underspending budgets to further fund the supply of affordable rented housing, as set out in Appendix 6. The underspend is as a result of an additional £0.650m of Leaseholder Major Works income in-year compared to budget assumptions. There is also a reduction in forecast spend on responsive repairs and voids of £0.300m, on service contracts of £0.100m, on staffing of £0.300m, and on the transfer incentive scheme and utilities of £0.150m.

The forecast outturn after the above revenue contribution to capital is an underspend of £0.500m and more details are provided in Appendix 3.

Dedicated Schools Grant Performance (Appendix 3)

3.13 The Dedicated Schools Grant (DSG) is a ring-fenced grant which can only be used to fund expenditure on the schools budget. The schools budget includes elements for a range of services provided on an authority-wide basis including early years education provided by the Private, Voluntary and Independent (PVI) sector, and the Individual Schools Budget (ISB) which is divided into a budget share for each maintained school. The forecast outturn is an underspend of £0.235m and more details are provided in Appendix 3. Under the Schools Finance Regulations any underspend must be carried forward to support the schools budget in future years.

NHS Managed S75 Partnership Performance (Appendix 3)

3.14 The NHS Trust-managed Section 75 Services represent those services for which local NHS Trusts act as the Host Provider under Section 75 Agreements. Services are managed by Sussex Partnership Foundation Trust (SPFT) and include health and social care services for Adult Mental Health and Memory and Cognitive Support Services.

3.15 This partnership is subject to separate annual risk-sharing arrangements and the monitoring of financial performance is the responsibility of the respective host NHS Trust provider. Risk-sharing arrangements result in financial implications for the council where a partnership is underspent or overspent at year-end and hence the performance of the partnership is included within the forecast outturn for the Health & Adult Social Care directorate. An overspend of £1.130m is currently forecast and more details are provided in Appendix 3.

Capital Programme Performance and Changes

3.16 The table below provides a summary of capital programme performance by Directorate and shows that there is a forecast underspend of £0.506m at this stage. More details are provided in Appendix 5.

Forecast Variance Month 5 £'000	Capital Budgets	2018/19 Budget Month 7 £'000	Forecast Outturn Month 7 £'000	Forecast Variance Month 7 £'000	Forecast Variance Month 7 %
0	Families, Children & Learning	31,515	31,515	0	0.0%
0	Health & Adult Social Care	230	301	71	30.9%
0	Economy, Environment & Culture	47,268	47,268	0	0.0%
0	Neighbourhood, Comms & Housing	5,553	5,482	(71)	-1.3%
(624)	Housing Revenue Account	37,938	37,432	(506)	-1.3%
0	Finance & Resources	1,444	1,444	0	0.0%
0	Strategy, Governance & Law	2,501	2,501	0	0.0%
0	Corporate Budgets	0	0	0	0.0%
(624)	**Total Capital**	**126,449**	**125,943**	**(506)**	**-0.4%**

(Note: Summary may include minor rounding differences to Appendix 5)

3.17 Appendix 5 shows the changes to the capital budget and Appendix 6 provides details of new schemes for 2018/19 to be added to the capital programme which are included in the budget figures above. Policy, Resources & Growth Committee's approval for these changes is required under the council's Financial Regulations. The following table shows the movement in the capital budget since approval at Budget Council.

Summary of Capital Budget Movement	2018/19 Budget £'000
Budget approved as at TBM Month 5	160,212
Budget approved at other PR&G committees	360
New schemes to be approved in this report (see Appendix 5)	60
Variations to Budget (to be approved)	(4,029)
Reprofiling of Budget (to be approved)	(30,154)
Slippage (to be approved)	0
Total Capital	**126,449**

3.18 Appendix 5 also details any slippage into next year. However, as normal, project managers have forecast that none of the capital budget will slip into the next financial year at this stage.

Implications for the Medium Term Financial Strategy (MTFS)

3.19 The council's MTFS sets out resource assumptions and projections over a longer term. It is periodically updated including a major annual update which is included in the annual revenue budget report to Policy, Resources & Growth Committee and Full Council. This section highlights any potential implications for the current MTFS arising from in-year TBM monitoring above and details any changes to financial risks together with any impact on associated risk provisions, reserves and contingencies. Details of Capital Receipts and Collection Fund performance are also given below because of their potential impact on future resources.

Capital Receipts Performance

3.20 Capital receipts are used to support the capital programme. Any changes to the level of receipts during the year will impact on future years' capital programmes and may impact on the level of future investment for corporate funds and projects such as the Strategic Investment Fund, Modernisation Fund, Asset Management Fund and Digital First. The planned profile of capital receipts for 2018/19, as at Month 7, is £11.615m. To date there have been receipts of £1.022m in relation to the sale of 13 Roedean Way, a lease premium at Rowan Avenue, a parcel of land at Foxdown Road, Woodingdean and some minor lease extensions at the Marina. The capital receipts performance will be monitored over the coming months against capital commitments.

3.21 The forecast for the 'right to buy sales' in 2018/19 (after allowable costs, repayment of housing debt and the forecast receipt to central government) is that an estimated 50 homes will be sold with a maximum useable receipt of £0.500m to fund the corporate capital programme and net retained receipts of £4.600m available to re-invest in replacement homes. To date 28 homes have been sold in 2018/19.

Collection Fund Performance

3.22 The collection fund is a separate account for transactions in relation to council tax and business rates. Any deficit or surplus forecast on the collection fund relating to council tax is distributed between the council, Sussex Police and Crime Commissioner and East Sussex Fire Authority, whereas any forecast deficit or surplus relating to business rates is shared between the council, East Sussex Fire Authority and the government.

3.23 The council tax collection fund remains forecast to be in deficit by £0.642m at year end. The main reason is that adjustments to prior year's liability from exemptions and discounts are forecast to reduce the council tax income. The council's share of the overall forecast council tax deficit is £0.551m.

3.24 The business rates collection fund is now forecast to be in deficit by £3.957m at year-end and this is a change of £4.386m from TBM month 5 and mainly relates to two significant changes. First, a successful appeal on the Royal Pavilion dating back to the year 2000 rating list resulted in a refund of £2.458m. Second, an appeal court ruling has been made that ATM's should be taken out the rating list and the estimated cost of removing liability back to 1 April 2010 is £1.880m, which after allowing for the appeals provision held against ATM's represents a net loss of £1.386m. The council's share of the overall forecast business rates deficit is £1.939m and after allowing for the impact of timing differences to Section 31 grant this reduces to £1.602m. The council has set aside £1.214m from the Royal Pavilion refund to offset the council's 49% share of the deficit from the refund as the council was the beneficiary. Therefore, the net unfunded deficit for the council is £0.388m.

3.25 The council's share of the combined collection funds is now a deficit of £0.939m which is a decrease in resources since Month 5 of £0.868m and this is included in the budget forecast for 2019/20.

4 ANALYSIS & CONSIDERATION OF ANY ALTERNATIVE OPTIONS

4.1 The provisional outturn position on the General Fund is an overspend of £1.487m. This includes a forecast overspend of £1.130m on the council's share of the NHS managed Section 75 services. The one-off financial risk safety net of £1.500m is available to mitigate the position. Any overspend at the year-end would need to be funded from general reserves which would then need to be replenished to ensure that the working balance did not remain below the recommended level of £9.000m. A forecast position of lower than £1.500m overspent would release one off resources that can be used to aid budget planning for 2019/20.

5 COMMUNITY ENGAGEMENT & CONSULTATION

5.1 No specific consultation has been undertaken in relation to this report.

6 CONCLUSION AND COMMENTS OF THE DIRECTOR OF FINANCE & RESOURCES (S151 OFFICER)

6.1 The forecast risk at Month 7 represents 0.7% of the net General Fund, which reduces to break-even after taking into account the risk provision. The situation is therefore manageable but current demand trends remain challenging, particularly in Adult Social Care. The funding position of the Clinical Commissioning Group is also of concern as this organisation is also experiencing significant financial pressures. The forecast also includes a number of financial recovery plans (see Appendix 3), some of which are higher risk than others, and the forecast assumes that the recent peaks in demand across Adult Social Care will stabilise and not worsen further.

6.2 The 'gross' risks in existence are therefore considerable and have resulted in management action to ensure that the position does not escalate beyond manageable levels. The Executive Leadership Team therefore continue to focus on identifying and confirming appropriate financial recovery measures and have implemented revised recruitment and spending controls from September 2018 to ensure an appropriate and consistent corporate response over the remainder of the financial year.

Other Matters

6.3 The council's Royal Pavilion & Museums (RPM) service was awarded a grant of £2,046,488 by Arts Council England which will be managed by Brighton & Hove City Council as the accountable body for the South East Museum Development Programme for 2018-22. This programme is hosted by the RPM and supports museums across south east England (Kent, West & East Sussex, Hampshire, Isle of Wight, Berkshire, Oxfordshire and Buckinghamshire). There is no match funding requirement for this award, which is restricted to the South East Museums Development Programme activity. Legal agreements set out the obligations of the various parties in relation to this grant. To satisfy governance requirements for this award, approval from the Policy, Resources & Growth Committee to accept this award and to act as accountable body for the related expenditure is requested.

7 FINANCIAL AND OTHER IMPLICATIONS

Financial Implications:

7.1 The financial implications are covered in the main body of the report. Financial performance is kept under review on a monthly basis by the Cross-Party Budget Review Group and the management and treatment of forecast risks is considered by the Audit & Standards Committee as part of its review of strategic risks.

Finance Officer Consulted: Jeff Coates Date: 20th November 2018

Legal Implications:

7.2 Decisions taken in relation to the budget must enable the council to observe its legal duty to achieve best value by securing continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness. The council must also comply with its general fiduciary duties to its Council Tax payers by acting with financial prudence, and bear in mind the reserve powers of the Secretary of State under the Local Government Act 1999 to limit Council Tax & precepts.

Lawyer Consulted: Elizabeth Culbert Date: 21st November 2018

Equalities Implications:

7.3 There are no direct equalities implications arising from this report.

Sustainability Implications:

7.4 Although there are no direct sustainability implications arising from this report, the council's financial position is an important aspect of its ability to meet Corporate Plan and Medium Term Financial Strategy priorities. The achievement of a break-even position or better is therefore important in the context of ensuring that there are no adverse impacts on future financial years arising from performance in 2018/19.

Risk and Opportunity Management Implications:

7.5 The Council's revenue budget and Medium Term Financial Strategy contain risk provisions to accommodate emergency spending, even out cash flow movements and/or meet exceptional items. The council maintains a recommended minimum working balance of £9.000m to mitigate these risks. The council also maintains other general and earmarked reserves and contingencies to cover specific project or contractual risks and commitments.

SUPPORTING DOCUMENTATION

Appendices:

1. Revenue Budget RAG Rating
2. Revenue Budget Movement Since Month 5
3. Revenue Budget Performance Month 7
4. Summary of 2018/19 Savings Progress
5. Capital Programme Performance
6. New Capital Schemes and Future Years' Variations

Documents in Members' Rooms:

None

Background Documents

None