

# TONBRIDGE & MALLING BOROUGH COUNCIL

## CABINET

30 June 2020

### Report of the Director of Finance and Transformation

#### Part 1- Public

#### Executive Non Key Decisions

#### 1 COVID-19 AND IMPACT ON MEDIUM TERM FINANCIAL STRATEGY

The purpose of the report is to advise Cabinet of the financial impacts to the Council to the end of May; and then to begin to outline the scale of the potential longer term impact of the Covid-19 pandemic, in broad terms, on the Council's finances, the Medium Term Financial Strategy and Savings and Transformation Strategy and, in turn, savings and transformation contributions required to balance the budget.

#### 1.1 Introduction

1.1.1 As Cabinet is aware, the Medium Term Financial Strategy (MTFS) covers both revenue and capital budgets over a rolling ten-year period, and it is this Strategy that underpins the budget setting process each year and over the strategy period. The aim of the Strategy is to give us a realistic and sustainable plan that reflects the Council's priorities. The MTFS sets out the high level objectives the Council wishes to fulfil over the agreed time span. These are:

- To achieve a **balanced revenue budget** that delivers the Council's priorities by the end of the strategy period.
- To retain a **minimum of £3.0m** in the General Revenue Reserve by the end of the strategy period.
- Seek to set future increases in council tax having regard to the **guidelines** issued by the Secretary of State.
- Continue to **identify efficiency savings** and **opportunities for new or additional income sources** and to **seek appropriate reductions in service costs** in delivery of the Savings and Transformation Strategy approved by Members.
- Subject to there being sufficient resources within the capital reserve, set a **maximum 'annual capital allowance'** each year as part of the budget setting process for all new capital schemes (currently set at £250,000 from

the Council's own resources) and give priority to those schemes that generate income or reduce costs.

- 1.1.2 The MTFs sets out, not only the projected budgets for the period, but also the levels of council tax that are projected to be required to meet the Council's spending plans. Underneath the Strategy for the budget setting year sits detailed estimates formulated in conjunction with Services taking into account past outturn, current spending plans and likely future demand levels / pressures.

## **1.2 Managing the Financial Challenges Pre Covid-19 Pandemic**

- 1.2.1 The Council has for many years been working to address the significant financial challenge faced following the 2007 banking crisis and the subsequent Government's budget deficit reduction programme which resulted in reductions in the financial support offered to local government. Over this period our MTFs has proved to be resilient allowing the financial pressures likely to confront us to be addressed in a measured and controlled way, but with ever increasing pressure was becoming progressively more difficult.
- 1.2.2 When setting the budget for 2020/21 in February 2020, projections at that time suggested that there was a funding gap between expenditure and income of circa £320,000. This 'gap' was translated into two savings and transformation contributions of £20,000 and £300,000 to be achieved by the start of the year 2021/22 and 2024/25 respectively.
- 1.2.3 Members might be forgiven for thinking that, the future Spending Review, Fair Funding Review and Business Rates Reforms aside, we were in 'touching distance' of 'balancing the books' having identified cost savings / generated additional income of circa £4.5m over a challenging and protracted period and some difficult choices made.
- 1.2.4 Progress made in addressing the funding gap now is seriously overshadowed and overtaken by recent events and without significant additional government grant funding over that received to date (£1,356,890), the Covid-19 pandemic, and measures introduced in response, will inevitably have a serious adverse impact on the Council's finances and reserve balances.
- 1.2.5 Accordingly at its extraordinary meeting on 19 May (D200028CAB), Cabinet resolved that:
- for the time being and until the overall impact can be better assessed, the principle of an 'essential spend only' policy in relation to the Borough Council's budget, as imposed by Management Team, be endorsed.*
- 1.2.6 How serious the impact might be is discussed in more detail below.

### 1.3 Covid-19 Pandemic Impact so far

- 1.3.1 In the latter part of the year 2019/20 the Covid-19 pandemic commenced its profound impact across service areas, businesses and the wider community; testing the Council's business continuity planning arrangements.
- 1.3.2 It is safe to say that the pandemic will have a significant adverse impact on the Council's finances and reserve balances and, in turn, on the scale and timing of the savings and transformation contributions required to 'balance the books'.
- 1.3.3 This is primarily as a result of a marked reduction in sources of income (council tax receipts, business rates, fees and charges, rental income and investment income), but there are also unbudgeted costs to be met, both time limited and ongoing, e.g. setting up and operation of community hub facilities and increase in temporary accommodation costs.
- 1.3.4 **To the end of May**, for Members' information the Council has incurred, or committed to, the following costs as a direct result of Covid-19 which clearly were not budgeted for:

	<b>Period Ended May £</b>	<b>Projected Spend 2020/21 £</b>
Temporary Accommodation	16,150	75,000
Parks – security and additional litter collections	12,100	20,000
Community Hub / Food Supplies	66,500	85,000
Additional staff resources	7,850	30,000
IT equipment and software	41,750	60,000
Business Advice Service (Covid-19 hotline)	5,000	5,000
Hospital Discharge Scheme	10,000	10,000
Printing, postage, stationery, etc.	4,050	15,000
Contingency (incl Health & Safety, PPE, etc.)		50,000
<b>Total</b>	<b>163,400</b>	<b>350,000</b>

- 1.3.5 At its meeting on 3 June under a Part 2 report, Cabinet also resolved to support the Tonbridge & Malling Leisure Trust (a not for profit organisation) for the maintenance and operation of the **Council's leisure facilities** during the pandemic, given that TMLT is not eligible for government support (other than the job retention scheme) as things currently stand. Although we have not yet 'bottomed out' the fine detail of any support the Council will give, in broad terms this is factored into the financial planning. Bearing in mind that under the concession arrangement TMLT's normal income from fees and charges is circa £7m which covers the running costs (many of which are fixed) and staffing costs of the various facilities; the shortfall is going to be significant even after TMLT has defrayed as many of these costs that it can. This is of serious concern and is a

matter that the Director of Street Scene, Leisure and Technical Services raises in a separate report elsewhere on the agenda, recommending that the Council, in liaison with TMLT, lobbies government for direct financial support. In the meantime however, to preserve the integrity of the Council's facilities and to ensure that valued services can be opened up to the public in due course, officers from the Council and TMLT continue to work together on an 'open book' basis ensuring that costs are being mitigated wherever possible. As mentioned, a separate report on this agenda from the Director of Street Scene, Leisure and Technical Services refers, and further information will be provided to the Communities and Housing Advisory Board in due course.

- 1.3.6 In terms of income foregone, this can be broken down into a number of different categories as set out in paragraph 1.3.3 above. **As at the end of May**, the actual or estimated 'income foregone' compared to profiled budget is as follows:
- Fees and charges (primarily car parking income) £704,600
  - Investment income £25,000
  - Rental income £14,800
- 1.3.7 Council tax and business rates are more complex given that the Borough Council is the billing authority and collects on behalf of other preceptors. **At the end of May**, council tax collection was £775,000 below the profiled expectation (of which our share is £111,800). This is primarily as a result of deferral of instalments which we have agreed with taxpayers. It is of course hoped that this deferred income will still be collected in due course; but inevitably when the furlough schemes unwind and any economic impacts emerge, it may be the case that some of this debt, and indeed ongoing debt, becomes far more difficult to collect. The council tax base for 2020/21 also assumed a certain level of growth in housing numbers during the course of the year. The likelihood is that the housing build trajectory will be pushed back and this coupled with the likely increase in council tax support claimants will mean a shortfall in the tax base, and associated council tax receipts, at year end.
- 1.3.8 In a similar way, **at the end of May**, business rate collection was £900,000 below the profiled expectation primarily due to deferral of instalments (of which our share is £360,000). As Cabinet is aware, the business rate retention scheme is complex.
- 1.3.9 Projecting the income 'loss' forward to the end of the financial year will be dependent on the severity of the recession and the speed of recovery. In 2020/21 we estimate that the range of income lost/foregone will be between £4m and £5m; and depending on the scenario could continue to impact for a further two financial years. This latter point is picked up in the 'Looking Ahead' section below.
- 1.3.10 As previously reported, to date **two tranches of 'emergency' funding** have been provided by the government. The first tranche was £40,538 and the second

tranche £1,316,352 giving a total allocation of £1,356,890. No further tranches of funding have been indicated by government to date, although along with all local authorities we continue to lobby for it through a variety of forums.

## 1.4 Looking Ahead

- 1.4.1 We will not know the full extent of the impact on the Council's finances and reserve balances for some time. Much will depend on how quickly the recovery is, whether there is a second 'spike' which reignites some of the measures; and also the extent of the cultural and behavioural changes in society brought about by the response to the pandemic.
- 1.4.2 **That said, it is probably safe to say that unless there are further significant tranches of funding provided by the government above the £1.357m received, our reserves and balances will be depleted such that the scale and timing of savings targets set out in the Medium Term Financial Strategy will be stark and of serious concern.**
- 1.4.3 Notwithstanding the uncertainty surrounding the extent of the impact, we still need to plan ahead as best we can.
- 1.4.4 At the start of the crisis the indicative 'ballpark' figures we shared with both government and Members were a projected shortfall in income of between £3m and £5m and increased costs of £350,000 (excluding support for TMLT) in 2020/21, recognising these were our initial best guesses and would undoubtedly change. As mentioned at paragraph 1.4.1, the scale of the adverse impact beyond 2020/21 is very much dependent on the speed and extent of the recovery.
- 1.4.5 Cabinet quickly agreed a policy of "*essential spend only*" at its extraordinary meeting on 19 May in order to protect our financial position for as long as possible. This is a critical decision that has already been made and a 'best guess' at this point, by pulling back expenditure which is not deemed to be essential during the crisis together with the 'intelligence' gained from the 2019/20 outturn, is that we should be able to save circa £500,000. It is important that every pound is counted to enable the stability of our financial position going forward.
- 1.4.6 It is not my intention to produce a detailed 'revised' budget for Member approval at this point taking on board these matters. Budget preparations for the 2021/22 financial year traditionally commence towards the end of the Summer and as always will include as part of that process an update/revision to the estimates for 2020/21 (shown as the Revised Estimate in our Budget book). Management Team will, in the meantime, monitor the delivery of the anticipated £500,000 "*essential spend only*" saving as set out above.
- 1.4.7 Straddling all of this is the outcome of the future Spending Review, Fair Funding Review and Business Rates Retention Reforms which have been pushed back until 2021. The outcome of the deliberations about the future or replacement of New Homes Bonus (and any legacy payments) are also awaited. As Members

are aware, council tax increases are restricted in accordance with government direction (unless a referendum is held) and if ever there was a time for the council tax referendum principles to be rescinded it is now. A 3% increase compared to £5 year on year makes such a difference to the overall financial planning, even if it were to be time limited for a three-year period for example.

## 1.5 Modelling

1.5.1 In an attempt to give a sense of the scale of the potential impact three scenarios have been considered, each with multiple assumptions at play.

- Scenario 1 – impact short-lived and quick recovery (*optimistic scenario and probably unlikely*).
- Scenario 2 – slower recovery (*most likely scenario?*).
- Scenario 3 – more severe economic downturn and slower recovery (*pessimistic scenario and hopefully unlikely*).

1.5.2 At paragraph 1.3, I gave information as to the actual impact of Covid-19 to the end of May. Projecting forward to the year end, taking on board the savings target of £500,000 related to “essential spend only”, the full effect in 2020/21 (projections under each scenario to 2022/23 also provided) might be as follows:

	Scenario 1			Scenario 2			Scenario 3		
	20/21 £'000	21/22 £'000	22/23 £'000	20/21 £'000	21/22 £'000	22/23 £'000	20/21 £'000	21/22 £'000	22/23 £'000
Income	4,000	2,000	0	4,000	2,000	1,000	5,000	3,000	1,000
Budget Pressures	350	150	0	350	150	0	350	150	0
Essential Spend	(500)	0	0	(500)	0	0	(500)	0	0
TMLT	1,000	700	0	1,100	700	0	1,300	700	0
Homelessness (*)	300	200	100	300	200	100	300	200	100
Grant Funding	(1,350)	0	0	(1,350)	0	0	(1,350)	0	0
<b>Total</b>	<b>3,800</b>	<b>3,050</b>	<b>100</b>	<b>3,900</b>	<b>3,050</b>	<b>1,100</b>	<b>5,100</b>	<b>4,050</b>	<b>1,100</b>
<b>3-Year Total</b>	<b>6,950</b>			<b>8,050</b>			<b>10,250</b>		

(\*) Reflects general increase in homeless caseload above the 2020/21 budgeted level.

1.5.3 Focusing on **the mid-range scenario** (scenario 2), Members will note that this will mean that the increased net cost of **£3,900,000 in 2020/21**, after allowing for the government grant funding received, will need to be **funded from reserves**.

1.5.4 At the meeting of Cabinet on 13 February when the Budget was considered and recommended on to Full Council, Members endorsed the setting up of a **Budget Stabilisation Reserve** initially in the sum of £3,500,000 (CB 20/9 refers). This will be a first ‘port of call’ for the Covid-19 budget impact together with funding from some other earmarked reserves. By utilising these reserves first, this reduces what would have been a significant additional call on the general revenue reserve during 2020/21. The knock-on effect is to reduce the general revenue

reserve balance to circa £6.4m at the start of 2021/22 (compared to the balance of £6.576m as at 31 March 2020 as reported to Cabinet on 3 June 2020).

- 1.5.5 Cabinet will also note there are further significant calls on the reserve projected in the following two years. Still looking at scenario 2, Members will see that there is a potential call of **£3.05m in 2021/22** and a further **£1.1m in 2022/23**, and all other things being equal, this would have the effect of taking the general revenue reserve balance below the approved minimum of £3m. (This potential issue is addressed at paragraph 1.5.81.5.8 below).
- 1.5.6 Turning now to our 10-year Medium Term Financial Strategy which effectively needs to be 'rebuilt' given the scale of the impacts, I remain of the view that the objectives Members have previously endorsed remain good and fit for purpose. The objectives are set out in paragraph 1.1.1 for reference.
- 1.5.7 A key objective which has held the Council in good stead to enable it to respond to the challenges of the pandemic has been the need to preserve a minimum of £3m in the general revenue reserve by the end of the strategy period. Members will know that in reality, until the pandemic hit, the Council held in excess of this level in the general revenue reserve which helped significantly in addressing, and smoothing out, the funding gaps we faced and avoiding 'knee jerk' reactions. With the budget stabilisation reserve of £3.5m reduced to £nil and the potential for a further circa £4.15m to be met from reserves over the next three years, this ability to smooth out the savings targets is much reduced. **Therefore, it is extremely important to recognise that whatever level of savings we need to make – either those already committed or new savings we need to address and implement - will need to be made by the date assumed in order to preserve the integrity of the MTFs .**
- 1.5.8 It is possible that our general revenue reserve balance could dip below £3m during the course of the 10-year MTFs, before returning to the £3m level dependent upon the scenario which 'plays out' in reality. I do not believe we should allow this to drop below £2m at any point in time; and I also believe we should work towards building this back to the recommended £3m level by delivering on any necessary savings targets by the dates assumed. **If there has ever been a lesson to learn, it is that retaining an appropriate level of reserve balances for emergency situations is essential.**
- 1.5.9 Three scenarios have been modelled for the duration of the MTFs in line with paragraph 1.5.1 which are expanded upon below. However, first it is important to acknowledge some key assumptions that underpin each of the scenarios.
- Overall government grant funding over the medium term is as assumed in the recent budget setting process;
  - Housing trajectory / tax base realigned;
  - Council tax increases of £5 per annum;

- Pay inflation assumed at 2% per annum;
- Investment rates climb over the duration of the MTFs;
- Temporary accommodation costs remain at a high level during 2020/21, and begin to drop in 2021/22 and again in 2022/23 reducing to a financial level akin to that originally budgeted for 2020/21 thereafter;
- Following deferral of Cabinet's decision in respect of increases in / introduction of car parking charges for 2020/21, assumed that these will instead be implemented in 2021/22 and 2022/23 and reviews will continue annually thereafter;
- Transfer of ownership and responsibility for public conveniences to progress on original timetable as recommended by Members;
- Sale of River Walk Offices and River Lawn and associated investment income in line with previous assumptions and as per Member approvals;
- Necessary budget growth reported to other Committees / Boards included;
- Garden waste annual increases moving towards Kent average;
- Scaling down of office accommodation and associated costs to reflect increased home working by 2024; and
- Reduced use of car parks as a result of behavioural change where people work from home more often.

1.5.10 The outcome of the modelling for the three scenarios is as follows:

- Scenario 1 suggests a projected funding gap of £600,000 split into two equal savings tranches of £300,000 to be achieved **by** April 2024 and April 2027.
- Scenario 2 suggests a projected funding gap of £600,000 split into three savings tranches of £300,000, £200,000 and £100,000 to be achieved **by** April 2023, April 2025 and April 2027 respectively.
- Scenario 3 suggests a projected funding gap of £700,000 and one equivalent savings tranche to be achieved **by** April 2022.

1.5.11 To put the range of the scale of the funding gap into context for each scenario – '*significant*', '*daunting*' and '*becoming out of reach*'. **Not forgetting this is in addition to** all of the initiatives identified at paragraph 1.5.9 delivering at least the saving expected and by the date assumed, if not earlier, or substituted by something else of an equivalent or higher value and all that has been done to date to 'balance the books' following the fallout from the 2007 banking crisis.

- 1.5.12 Members should note that if we are faced with scenario 3 or something similar/worse (which we won't yet know), the need to deliver the additional savings over and above those we have already committed to will come over the horizon very quickly. **Therefore Cabinet may want to set some level of saving target to be delivered by April 2021 and by April 2022 (e.g. £100k for each of those target dates) in order to protect our position should the worst scenario happen.**
- 1.5.13 These are of course indicative projections and as the year progresses and we have greater certainty, or at least understanding, of the impacts, we will update the modelling. Again, Management Team will continue to closely monitor the impact on the Council's finances and reserve balances as more information becomes available and a better understanding begins to emerge, and update Members via the Finance, Innovation and Property Advisory Board.

## 1.6 Savings and Transformation Strategy

- 1.6.1 As Cabinet is aware, alongside the MTFs sits a Savings and Transformation Strategy. The purpose of the Strategy is to provide structure, focus and direction in addressing the financial challenge faced by the Council. In so doing, it recognises that there is no one simple solution and as a result we will need to adopt a number of ways to deliver the required savings and transformation contributions within an agreed timescale.
- 1.6.2 A number of key themes have been identified, together with outline targets and timescales which will need to be revisited and aligned with the latest projected funding gap. Under each scenario the scale and timing of requisite savings and transformation contributions have increased/ come forward in time compared to that determined as part of the recent budget setting process.
- 1.6.3 Not only will the Council need to deliver any new targets, but it will also need to ensure it delivers on the 'outstanding' decisions it made prior to the pandemic and which were built into the previous MTFs and continue in these latest versions. As mentioned earlier these include: transfer and/or sale of public conveniences; car parking increases and introduction of new charges; incremental increases in garden waste charges; and timely sales of River Walk and River Lawn sites.
- 1.6.4 Management Team will be considering this over the next few weeks and months with the intention of bringing a draft revision of the Strategy to Cabinet in the Autumn.

## 1.7 Legal Implications

- 1.7.1 The Localism Act gives local communities the power to veto excessive council tax increases. The Secretary of State will determine a limit for council tax increases which has to be approved by the House of Commons. If an authority proposes to raise council tax above this limit they will have to hold a referendum to get approval for this from local voters who will be asked to approve or veto the rise.

- 1.7.2 The Local Government Finance Act 2012 and regulations that followed introduced the current Business Rates Retention scheme.

## **1.8 Financial and Value for Money Considerations**

- 1.8.1 The scale of the financial challenge irrespective of the scenario is stark and, dependent on the scenario, places financial sustainability of TMBC at increased risk.
- 1.8.2 The future Spending Review, Fair Funding Review and Business Rates Reforms brings further uncertainty in addition to the adverse impact of the Covid-19 pandemic. How TMBC will fair, together with the current economic conditions have the potential to place further pressure on the Council's finances.
- 1.8.3 The Council maintains a prudent level of reserves to provide a safety net for unforeseen or other circumstances. The Robustness of Estimates and Adequacy of Reserves statement that the Council's Chief Financial Officer (i.e. myself as Director of Finance & Transformation) is required to produce under the local Government Finance Act 2003 to support Members in considering the Budget Setting report, lists examples of why the Council needs to retain a minimum level of reserves. Examples include: *Emergencies; Economic and world recession; Interest Rate volatility; Income volatility; Closure of major trading area e.g. leisure centre for uninsured works; and Government Legislation*. Rather than one or even two of these examples occurring, we have the situation of all of these examples impacting at the same time.
- 1.8.4 The Council has resolved to hold a minimum level of general revenue reserve of £3 million in order to provide for a host of potential financial and operational risks. At the start of 2020/21, the general revenue reserve balance was circa £6.6m giving some headroom to deal with issues arising without more immediate 'draconian' measures.

## **1.9 Risk Assessment**

- 1.9.1 The Medium Term Financial Strategy sets out the high level financial objectives the Council wishes to fulfil and underpins the budget setting process for the forthcoming year and over the Strategy period. As the Council's high level financial planning tool the Strategy needs to be reviewed and updated at least annually and in the current climate regularly reviewed by Management Team.
- 1.9.2 We will not know the extent of the adverse financial impact as a result of the Covid-19 pandemic for some time, but in all likelihood our reserve balances will be very much reduced from that assumed in February 2020; and as a result, in turn, have an adverse impact on the scale and timing of the savings and transformation contributions required. The scale of the financial challenge is such that financial sustainability at risk.
- 1.9.3 The continuing uncertainty and volatility surrounding local government finances does not aid financial planning with the increased risk of significant variations

compared to projections; and the consequent implications on the level of reserves held.

- 1.9.4 Any increase in council tax above the relevant threshold, even by a fraction of a percentage point, would require a referendum to be held.
- 1.9.5 The Cabinet instigated an essential spend only policy for the financial year 2020/21 in order to contain as far as possible budget growth as a result of the pandemic. The forecasts suggest that this, together with the balance in the general revenue reserve, should enable the Council to respond to, and recover from, the impacts of the pandemic provided of course any resulting (and potentially significant) savings targets are delivered. This is nevertheless a ‘tall ask’ and reserve balances will be significantly depleted with little room for manoeuvre. Cabinet will have noted in a report to the meeting on 3 June, that the Strategic risks ‘*Financial position/budget deficit*’ and ‘*Corporate Strategy and Savings and Transformation Strategy*’ have been escalated to RED risk on the Strategic Risk Register.
- 1.9.6 Much debate has been made of the potential and (perhaps necessity in some cases) for local authorities to issue s114 notices (under the s114 (3) of the Local Government Finance Act 1988). For Members’ information this says that the Chief Finance Officer of a relevant authority shall make a report under this section if it appears to him/her that the expenditure of the authority incurred (including expenditure it proposes to incur) in a financial year is likely to exceed the resources available to it to meet that expenditure. As Cabinet will have gathered, due to careful and prudent husbandry of resources in the past, I do not believe that TMBC is in this position. **However, it is imperative that we carefully monitor and contain expenditure and continuously update our forecasts to ensure that we remain on track.** This will of course include reflecting in our forecasting the outcome of the Fair Funding Review and Business Rates Reform which is as yet an unknown quantity.

## 1.10 Equality Impact Assessment

- 1.10.1 The decisions recommended through this paper have a remote or low relevance to the substance of the Equality Act. There is no perceived impact on end users.

## 1.11 Policy Considerations

1.11.1 Business Continuity/Resilience

1.11.2 Community

1.11.3 Healthy Lifestyles

1.11.4 Health and Safety

## 1.12 Recommendations

### 1.12.1 Cabinet are **RECOMMENDED** to:

- 1) Note the spend and income foregone as a result of Covid-19 as at end of May and as set out in the report;
- 2) Approve the target of £500,000 to be saved during 2020/21 from appropriate budgets in relation to the 'essential spend only' policy and request that Management Team continuously monitor this during the year;
- 3) Note the imperative to continue to progress the savings initiatives as soon as practically possible for which decisions were made prior to the pandemic;
- 4) Note the range of potential financial impacts forecast for the end of the financial year 2020/21;
- 5) Continue to lobby for additional grant payments from government to assist with the unprecedented financial impacts;
- 6) Agree that the general revenue reserve balance should not drop below £2m at any point in the MTF5 10-year period as we recover from the pandemic, and that a minimum level of £3m be returned by the end of the period;
- 7) Consider whether indicative savings targets of, say, £100,000 to be achieved April 2021 and £100,000 to be achieved by April 2022 be set in order to protect the Council's financial position;
- 8) Note that the Covid-19 pandemic will, in all likelihood, have a significant impact on the Council's reserve balances and as a result, in turn, have an adverse impact on the scale and timing of the savings and transformation contributions required;
- 9) Note the scale of the financial challenge such that financial sustainability is at risk; and
- 10) Management Team be asked to bring a draft revision of the Savings and Transformation Strategy to Cabinet in the Autumn.

Background papers:

Nil

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