Report to Cabinet Item

13 July 2016

Report of Chief finance officer

**Subject** Revenue budget monitoring 2015-16: Year End 2015-16

# 8

### **Purpose**

To update cabinet on the revenue outturn for the year 2015/16, and the consequent general fund and housing revenue account balances

#### Recommendation

To note the revenue outturn 2015-16.

### **Corporate and service priorities**

The report helps to meet the corporate priority value for money services and the service plan priority to provide accurate, relevant and timely financial information.

### **Financial implications**

The net revenue outturn for the General Fund for the year 2015/16 is a surplus of £2.534m.

The net revenue outturn for the Housing Revenue Account for the year 2015/16 is a surplus of £6.008m. This represents a transfer to reserves of £1.901m as a result of a reduced contribution to capital in 16/17 and an underspend of £4.107m.

The total HRA Revenue Contribution to Capital outturn in 2016/17 was £9.400m. This is £15.835m lower than budgeted due to lower than anticipated capital expenditure in year. Resources will be carried forward to fund future HRA spend.

The impact in 2015/16 of deficits on the Collection Fund in respect of business rates arising in 2013/14 is £0.354m and for 2014/15 is £0.893m. To offset the deficit a transfer of £1.247m has been made from the S31 earmarked reserve.

Section 31 business rates relief grant received in 2015/16 has been transferred to the earmarked reserve to be offset against future deficits in the years that they impact on the revenue accounts. For 2015/16, a transfer of £1.188m has been made from the General Fund revenue to the earmarked reserve. The forecast underspend above takes account of these transfers.

The Collection Fund revenue outturns for the Council Tax and Non-Domestic Business Rates Collection Fund for the year 2015/16 were surpluses of £0.106m and £0.623m respectively. The impact in 2016/17 of the business rates net deficit arising in previous years is £1.149m. This will be offset by a transfer from the S31 earmarked reserve in the 2016/17 financial year.

Ward/s: All wards

Cabinet member: Councillor Stonard – resources and business liaison

### **Contact officers**

Justine Hartley, chief finance officer

01603 212440 01603 212561

Hannah Simpson, group accountant

### **Background documents**

None

### Report

- 1. Council approved budgets for the 2015/16 financial year on 17 February 2015.
- 2. The attached appendices show the provisional forecast outturn for the General Fund and the Housing Revenue Account:
  - Appendix 1 shows the General Fund by Corporate Leadership Team responsibilities, and by Subjective Group
  - Appendix 2 shows the Housing Revenue Account in (near) statutory format, and by Subjective Group
  - Appendix 3 shows budget and expenditure for the year to date in graphical format

### **General Fund**

3. Budgets reported include the resources financing the Council's net budget requirement (which includes a contribution of £0.383m from reserve balances as allowed for in the Medium Term Financial Strategy) so that the net budget totals zero:

Item	Approved Budget £000s
Net Budget Requirement	17,056
Non-Domestic Rates	(4,645)
Revenue Support Grant	(4,096)
Council Tax precept	(8,315)
Total General Fund budget	0

4. The net revenue outturn for the General Fund for the year 2015/16 is a surplus of £2.534m. Key variances from budget are set out below:

General Fund Service	Outturn variance £000s	Commentary
Business Relationship Management	(513)	LGSS fraud team transferred to DWP but reduced grant still received for one year resulting in a £184k underspend.
		Underspend on Council Tax and Benefits admin due to lower corporate recharges than budgeted (£319k) and additional government grant receipts (£177k).
		Total underspend reduced as the budgeted transfer in from General Fund Reserves of £383k was not required and therefore not processed.
		£205k additional income including from unbudgeted grant receipts.

General Fund Service	Outturn variance £000s	Commentary
Finance	(1,099)	<ul> <li>£1,025k underspend on the Minimum Revenue Provision charge due to policy change (£795k) and correction of prior year expenditure (£230k);</li> <li>£149k overspend on financial arrangements due to lower interest receipts than budgeted;</li> <li>£323k underspend on Housing Benefit mainly due to additional subsidy received following a review of previous subsidy returns;</li> <li>£128k lower debt charge to the HRA.</li> </ul>
Communication and Culture	323	<ul> <li>Key variances include:</li> <li>Advertising income review budget of £50k is reflected in advertising savings across the council;</li> <li>Depreciation over budget by £68k on St Andrews Hall and the Norman Centre due to a budgeting misalignment;</li> <li>Salix expenditure of £38k on Riverside offset by savings made in 2013/14;</li> <li>Overspend on Events costs of £46k covered by equal contribution to general reserves in 2014/15;</li> <li>Norman Centre overspend of £83k on NPS repairs &amp; maintenance costs.</li> </ul>
City Development:	(916)	<ul> <li>Key variances include:</li> <li>Underspend of £320k on parking premises and supplies costs, associated with reduced works and salt/gritting and reduced corporate recharges;</li> <li>Parking income £103k higher than budget; following increase in parking tariffs in November;</li> <li>£282k underspend due to depreciation being lower than budgeted;</li> <li>Net £128k underspend across the property portfolio.</li> </ul>
Citywide Services:	(384)	<ul> <li>Key variances include:</li> <li>Staffing costs below budget in various teams (£118k);</li> <li>Depreciation variances from budget on Markets &amp; Green Spaces (£47k);</li> <li>CDS recharges under budget on Food Health &amp; Safety (£61k);</li> <li>Repairs &amp; maintenance costs under budget on cemeteries (£23k);</li> <li>Additional licensing income (£100k).</li> </ul>
Neighbourhood Housing	(167)	Higher income form homelessness lettings (£70k) and lower corporate recharges for Housing Options than budgeted.

### **Housing Revenue Account**

5. The budgets reported include a £13.9m use of HRA balances, so that the net budget totals zero:

Item	Approved Budget £000s
Gross HRA Expenditure	85,912
Gross HRA Income	(71,979)
Contribution from HRA Balance	(13,933)
Total net HRA budget	0

6. The net revenue outturn for the Housing Revenue Account for the year 2015/16 is a surplus of £6.008m. Key variances from budget are set out below:

HRA Division of Service	Outturn variance £000s	Commentary
Repairs & Maintenance	(3,303)	<ul> <li>Outturn being below the anticipated requirement for the general major and minor repairs responsive budget (£1,347k)</li> <li>Additional expenditure due to the decapitalisation of structural works totalling £523k</li> <li>Less painting carried out than originally planned (£532k)</li> <li>Internal wall insulation due to less projects requiring this type of work (£162k)</li> <li>Cavity wall insulation underspend due to mid-year change in contractor (£440k)</li> <li>Savings negotiated with contractors by NPS during the year for gas central heating repairs (£319k).</li> <li>Other underspends on security improvements, lighting repairs and specific maintenance budgets e.g. lighting, fire alarm and lifts (£324k)</li> <li>Lower than budgeted void repair costs (£234k)</li> <li>Reduced requirement on the responsive garage repair budget (£131k)</li> <li>Additional income from contributions to HRA repairs (from tenants and grants) (£254k)</li> </ul>
Rents, Rates, & Other Property Costs	(390)	Underspend on Anglian Water costs (£327k), partially offset by under-recovery through water service charges. Professional advice budget underspent by £200k but offset by higher property recharges and insurance costs of £168k.

HRA Division of Service	Outturn variance £000s	Commentary			
Special Services	(374)	Spend below budget on tree maintenance and rubbish clearing (£61k). Reduced fuel costs for district heating (£199k) and sheltered housing (£70k) and underspends on snow clearing and gritting due to mild winter (£42k). Additional staffing underspends due to vacant posts (£68k).			
General Management	(664)	<ul> <li>£195k underspend on staff costs due to vacancies;</li> <li>Unrequired audit fee of £98k;</li> <li>Fewer grants issued than budgeted (£53k) and less compensation paid to tenants (£21k)</li> <li>Lower share of corporate recharges than budgeted (£50k); and</li> <li>Less decoration allowance &amp; leave it tidy payments</li> </ul>			
Depreciation & Impairment	(1,648)	made on voids (£68k).  £2,492k unbudgeted profit on sale of assets, offset by corresponding debit within "Adjustments & Financing items". Higher than budgeted depreciation costs of £690k reducing the net underspend.			
Provision for Bad Debts	(405)	Revised provision based on arrears figures, partially offset by unbudgeted write-off costs within 'Dwelling Rents'.			
Dwelling Rents	202	Overspend due to unbudgeted write off costs, partially offset by underspend against bad debt provision.			
Garage & Other Property Rents	(204)	Mainly due to lower than anticipated garage void rate resulting in higher than budgeted income of £217k.			
Service Charges - General	788	Income from Anglian Water service charges lower than anticipated (£594k), this is partially offset by reduced Anglian Water expenditure against 'Rents, Rates, & Other Property Costs'  Additional reduced income due to long term voids St. James & Britannia impacting service charges.			
Adjustments & Financing Items	210	(£2,491k) unbudgeted profit on sale of assets, offset by corresponding credit against "Depreciation & Impairment".  £1,901k contribution to reserves as a result of a reduced contribution to fund capital expenditure in 15/16. The budgeted contribution from reserves of £13,933k not required due to the £15,835k reduction in the revenue contribution to capital resulting in a net transfer to reserves.			

### **Financial Planning**

- Overall levels of overspend and underspend will have an ongoing impact on the budget for following years and the size and urgency of savings requirements.
- 8. Net overspends and underspends will be consolidated into the General Fund and Housing Revenue Account balances carried forward to 2016/17. These are reflected in periodic updates to the Medium Term Financial Strategy and Housing Revenue Account Business Plan.

### **Impact on Balances**

9. The prudent minimum level of General Fund reserves has been assessed as £4.474m. The budgeted and forecast outturn's impact on the 2014/15 balance brought forward, is as follows:

Item	£000s
Balance at 1 April 2015	(9,615)
Outturn 2015/16	(2,534)
= Balance at 31 March 2016	(12,149)

- 10. The General Fund balance is therefore expected to continue to exceed the prudent minimum.
- 11. The Medium Term Financial Strategy will be updated to reflect the increase in reserves and assess the impact on the savings profile. The strategy already assumes that reserves are further built up in 2016/17 ahead of drawing significant balances down in future years as set out in the 2016/17 General Fund Revenue Budget report to Council (23 February 2016) to offset known and anticipated grant reductions and ensure a balanced budget.
- 12. The prudent minimum level of HRA reserves has been assessed as £3.111m. The budgeted and forecast outturn's impact on the 2014/15 balance brought forward, is as follows:

Item	£000s
Balance at 1 April 2015	(20,181)
Outturn 2015/16	(6,008)
= Balance at 31 March 2016	(26,189)

13. The Housing Revenue Account balance therefore continues to exceed the prudent minimum.

#### **Collection Fund**

- The Collection Fund is made up of three accounts Council Tax, the Business Improvement District (BID) account, and National Non-Domestic Rates (NNDR).
  - Council Tax is shared between the city, the county, and the police and crime commissioner based on an estimated tax base and the council tax rates

- agreed by each of the preceptors. Any surplus or deficit is shared in the following financial year.
- The BID account is operated on behalf of the BID company, to collect their income from the BID levy. Any surplus or deficit is passed on to the BID company.
- NNDR income is shared between the city, the county, and central government. Since "localisation", any surplus or deficit is also shared, rather than as formerly being borne wholly by the government.
- 15. There are particular risks attached to NNDR, which are:
  - O Appeals the impact of any appeals will fall on the Collection Fund, and therefore in part on the city. The Valuation Office has cleared a large number of appeals which has adversely affected the council's business rates income levels. However, a backlog of appeals remains and the value of the appeals is not known, nor the likelihood of success, nor the timing of the appeal being determined.
  - NNDR billable changes in the NNDR billable, e.g. demolition or construction of new billable premises, will impact on the amount billable. Assumptions of growth may also be affected by changes in the larger economic environment.
  - NNDR collectable arrears and write-offs (e.g. where a business goes into administration) will also impact on the Collection Fund.
- 16. These risks are monitored and mitigated through normal Revenues operations.
- 17. A summary of the Collection Fund is provided below:

Collection Fund Summary					
Approved Budget	Current Budget		Actual	Variance	
£000s	£000s		£000s	£000s	
		Council tax			
53,797	53,797	Expenditure	57,393	3,596	
(53,797)	(53,797)	Income	(57,561)	(3,764)	
Business Improvement District					
656	656 Expenditure 528 (128				
(656)	(656)	Income	(652)	4	
National Non-Domestic Rate					
77,698	77,698	Expenditure	81,195	3,497	
(77,698)	(77,698)	Income	(81,818)	(4,120)	
0	0	Total Collection Fund	(915)	(915)	

18. On Council Tax, actual income is not posted from the council tax system into the finance system until year-end. The actual year-end surplus or deficit will be taken into account in considering distribution of balances between the preceptors (city, county, and police).

- 19. The council operates the BID account on behalf of the BID company, so no surplus or deficit will fall on the council's accounts.
- 20. Any surplus or deficit reported on the NNDR account will roll forward and be distributed in the 2016/17 budget cycle. The forecast impact on the council in 2015/16 of deficits arising in 2013/14 and 2014/15 is £1.247m. The impact in 2016/17 of deficits arising in 2014/15 and 2015/16 is £1.149m. This will be offset by a transfer from the S31 earmarked reserve in the 2016/17 financial year.
- 21. Additional (section 31) grant has been received in the General Fund to offset all or part of any shortfall in business rate income due to additional reliefs granted by government. On 17th February 2015, Council approved the creation of an earmarked reserve for this section 31 business rate relief grant, and that all grant monies received from 2013/14 and going forwards be transferred to this earmarked reserve to be offset against deficits in the years that they impact on the revenue accounts.
- 22. To offset the deficit impact in 2015-16 a transfer of £1.247m has been made from the S31 earmarked reserve.
- 23. Section 31 business rates relief grant received in 15/16 has been transferred to the earmarked reserve to be offset against future deficits in the years that they impact on the revenue accounts. For 2015/16, a transfer of £1.188m has been made from the General Fund revenue to the earmarked reserve. After these movements, the closing balance on the Section 31 Earmarked Reserve is £1.467m.
- 24. The associated transfer from revenue to the earmarked reserve for monies received in 2015/16, and from general fund reserve to the earmarked reserve for monies received in 2014/15 but not applied against deficits to date, is included in the reserve forecasts set out at para 14 above.

## **Integrated impact assessment**



Report author to complete	
Committee:	Cabinet
Committee date:	
Head of service:	Chief Finance Officer
Report subject:	Revenue Budget Monitoring 2014/15
Date assessed:	12/06/15
Description:	This is the integrated impact assessment for the Revenue Budget Monitoring 2014/15 report to cabinet

	Impact			
Economic (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Finance (value for money)				The report shows that the council monitors its budgets, considers risks to achieving its budget objectives, reviews its balances position, and is therefore able to maintain its financial standing
Other departments and services e.g. office facilities, customer contact				
ICT services				
Economic development				
Financial inclusion				
Social (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Safeguarding children and adults				
S17 crime and disorder act 1998				
Human Rights Act 1998				
Health and well being				

	Impact			
Equality and diversity (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Relations between groups (cohesion)	$\boxtimes$			
Eliminating discrimination & harassment				
Advancing equality of opportunity				
Environmental (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Transportation				
Natural and built environment				
Waste minimisation & resource use	$\boxtimes$			
Pollution				
Sustainable procurement				
Energy and climate change				
(Please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Risk management				The report demonstrates that the council is aware of and monitors risks to the achievement of its financial strategy.

Recommendations from impact assessment
Positive
None
Negative
None
Neutral
None
Issues
The council should continue to monitor its budget performance in the context of the financial risk environment within which it operates.

Budget Monitoring Summary Year: 2015/16 Outturn Period: 13 (EOY)

#### **GENERAL FUND SERVICE SUMMARY**

Approved Budget	Final Budge	•	Budget	Actual	Removal of Unbudgeted Accounting adjustments*	Revised Actual	Revised Variance
		<b>Business Relationship Management &amp; Den</b>	nocracy				
1,537,574	86,343	Business Relationship Management	86,343	39,209	-465,694	(426,484)	(512,827)
292,745	292,328	Democratic Services	292,328	304,002	26,519	330,521	38,193
(19,263,443)	(18,099,941)	Finance	(18,099,941)	(13,274,901)	-5,924,327	(19,199,227)	(1,099,286)
0	(35,251)	Procurement & Service Improvement	(35,251)	11	35,262	51,107	86,358
(17,433,124) (		Total Business Relationship Management & Democracy	(17,756,521)	(12,931,678)	-6,312,406	(19,244,083)	(1,487,562)
		Chief Executive					
0	0	Chief Executive	0	(1)	11679	11,678	11,678
0	0	Total Chief Executive	0	(1)	11679	11,678	11,678
		Customers, Comms & Culture					
2,124,719		Communications & Culture	2,156,322	2,374,441	104,673	2,479,114	322,792
(105,756)	( , ,	Customer Contact	(93,389)	(305,351)	236,632	(68,719)	24,670
2,018,963	2,062,933	Total Customers, Comms & Culture	2,062,933	2,069,090	341,306	2,410,396	347,463
		Regeneration & Growth					
(1,101,624)	(1,213,353)	City Development	(1,213,353)	(7,986,784)	5,857,634	(2,129,150)	(915,797
0	0	Environmental Strategy	0	1,020	6,248	7,268	7,268
0	0	Executive Head of Regeneration &	0	(1)	6035	6,034	6,034
1,447,674	1,447,502	3	1,447,502	1,345,226	95,267	1,440,493	(7,009)
262,834		Property Services	262,195	867,700	-603,133	264,567	2,372
608,884	496,344	Total Regeneration & Growth	496,344	(5,772,838)	5,362,051	(410,787)	(907,131)
		Strategy, People & Neighbourhoods					
10,069,543		Citywide Services	10,127,416	9,356,475	387,346	9,743,821	(383,595)
0	( , ,	Human Resources	(1,172)	0	31463	31,463	32,635
2,315,862		Neighbourhood Housing	2,433,505	2,198,504	67,693	2,266,197	(167,308)
2,419,872	2,619,747	Neighbourhood Services	2,619,747	2,546,350	85,703	2,632,053	12,306
0		Strategy & Programme Management	17,747	(123)	25164	25,041	7,294
14,805,277	15,197,243	Total Strategy, People & Neighbourhoods	15,197,243	14,101,205	597,370	14,698,575	(498,668)
0	(1)	Total General Fund	(1)	(2,534,222)	0	(2,534,222)	(2,534,221)

#### **GENERAL FUND SUBJECTIVE SUMMARY**

Approved Budget	Final Budget		Budget	Actual	Removal of Unbudgeted Accounting adjustments*	Revised Actual	Revised Variance
17,380,959	17,640,766	Employees	17,640,766	16,720,308	898,759	17,619,067	(21,699)
10,487,504	9,177,286	Premises	9,177,286	8,740,334	0	8,740,334	(436,952)
271,926	271,926	Transport	271,926	257,618	0	257,618	(14,308)
15,313,363	15,269,874	Supplies & Services	15,269,874	15,092,171	(208,833)	14,883,338	(386,536)
7,530,604	7,398,948	Third Party Payments	7,398,948	7,113,987	0	7,113,987	(284,961)
94,772,700	94,772,700	Transfer Payments	94,772,700	92,687,556	0	92,687,556	(2,085,144)
2,426,386	2,186,386	Capital Financing	2,186,386	2,619,418	(901,872)	1,717,546	(468,840)
(24,100,589)	(23,201,043)	Receipts	(23,201,043)	(24,860,112)	211,945	(24,648,167)	(1,447,124)
(116,926,173)	(116,560,238	) Government Grants	(116,560,238)	(114,549,286)	0	(114,549,286)	2,010,952
1,075,019	1,075,019	Centrally Managed	1,075,019	1,068,199	0	1,068,199	(6,820)
16,924,953	17,079,866	Recharge Expenditure	17,079,866	16,438,126	0	16,438,126	(641,740)
(25,156,652)	(25,111,491)	Recharge Income	(25,111,491)	(23,862,540)	0	(23,862,540)	1,248,951
0	(1)	Total General Fund	(1)	(2,534,222)	0	(2,534,222)	(2,534,221)

<sup>\*</sup>At year end a number of accounting adjustments are put through as part of preparing the council's annual accounts. A large number of these are not budgeted for and net to zero across the cost centres. Actual outturn figures including year-end adjustments are reported above but in addition revised variances excluding these transactions are reported to show more clearly under and overspends against budget.

**Budget Monitoring Report** 

Year: 2015/16 Outturn Period: 13 (EOY)

### HOUSING REVENUE ACCOUNT STATUTORY SUMMARY

Approved Budget	Final Budget		Budget	Actual	Removal of Unbudgeted Accounting adjustments*	Revised Actual	Revised Variance
16,069,344	16,069,344	Repairs & Maintenance	16,069,344	12,684,338	82,050	12,766,388	(3,302,956)
6,436,719	6,436,719	Rents, Rates, & Other Property Costs	6,436,719	6,046,594	0	6,046,594	(390,125)
11,016,261	10,836,180	General Management	10,836,180	9,908,468	263,913	10,172,381	(663,799)
5,086,385	5,266,474	Special Services	5,266,474	4,808,089	83,915	4,892,004	(374,470)
21,430,943	21,430,943	Depreciation & Impairment	21,430,943	(30,761,393)	50,543,967	19,782,574	(1,648,369)
584,000	584,000	Provision for Bad Debts	584,000	178,534	0	178,534	(405,466)
(60,143,678)	(60,143,678)	Dwelling Rents	(60,143,678)	(59,942,006)	0	(59,942,006)	201,672
(1,980,123)	(1,980,124)	Garage & Other Property Rents	(1,980,124)	(2,184,203)	0	(2,184,203)	(204,079)
(9,144,884)	(9,144,884)	Service Charges - General	(9,144,884)	(8,356,596)	0	(8,356,596)	788,288
0	0	Miscellaneous Income	0	(86,857)	0)	(86,857)	(86,857)
11,355,513	11,355,513	Adjustments & Financing Items	11,355,513	62,539,742	(50,973,845)	11,565,897	210,384
(560,480)	(560,480)	Amenities shared by whole community	(560,480)	(652,660)	0	(652,660)	(92,180)
(150,000)	(150,000)	Interest Received	(150,000)	(189,760)	0	(189,760)	(39,760)
0	7	<b>Total Housing Revenue Account</b>	7	(6,007,709)	0	(6,007,709)	(6,007,716)

### HOUSING REVENUE ACCOUNT SUBJECTIVE SUMMARY

Approved Budget	Final Budget		Budget	Actual	Removal of Unbudgeted Accounting adjustments*	Revised Actual	Revised Variance
6,465,622	6,566,922	Employees	6,566,922	7,135,112	(873,803)	6,261,309	(305,613)
24,417,209	24,462,209	Premises	24,462,209	20,915,259	Ó	20,915,259	(3,546,950)
144,964	144,964	Transport	144,964	136,860	0	136,860	(8,104)
3,736,358	3,590,066	Supplies & Services	3,590,066	2,345,323	0	2,345,323	(1,244,743)
351,727	351,727	Third Party Payments	351,727	309,535	0	309,535	(42,192)
5,848,850	5,848,850	Recharge Expenditure	5,848,850	5,740,440	0	5,740,440	(108,410)
(5,091,704)	(5,091,704)	Capital Financing	(5,091,704)	8,013,811	873,803	8,887,614	13,979,318
(72,665,149)	(72,665,150)	Receipts	(72,665,150)	(72,055,804)	0	(72,055,804)	609,346
(150,500)	(150,500)	Government Grants	(150,500)	(150,500)	0	(150,500)	0
(881,537)	(881,537)	Recharge Income	(881,537)	(947,973)	0	(947,973)	(66,436)
25,235,490	25,235,490	Rev Contribs to Capital	25,235,490	9,400,043	0	9,400,043	(15,835,447)
12,588,670	12,588,670	Capital Financing	12,588,670	13,150,185	0	13,150,185	561,515
0	7	Total Housing Revenue Account	7	(6,007,709)	0	(6,007,709)	(6,007,716)

<sup>\*</sup>At year end a number of accounting adjustments are put through as part of preparing the council's annual accounts. A large number of these are not budgeted for and net to zero across the cost centres. Actual outturn figures including year end adjustments are reported above but in addition revised variances, excluding these transactions, are reported to show more clearly under and overspends against budget.

The following graphs show the monthly budget profile and income/expenditure to date for each service (both General Fund and Housing Revenue Account) for the financial year.

The actual income/expenditure reported is influenced by accrual provisions brought forward from the previous financial year, and by any delays in invoicing and/or payment.

Budgets are profiled to show the expected pattern of income & expenditure, and will be refined and improved during the course of the financial year.











