9. **2019-2020 OUTTURN (A.137/22/PN)**

Purpose of the Report

1. This report explains the outturn for 2019/2020 and seeks approval of the necessary appropriations to or from reserves, together with approval of unspent funds and overspends to be carried forward into the 2020/21 financial year.

Key Issues

- The 2019/20 financial year accounts need to be signed by the Chief Finance Officer by the 31st May 2020 with audited accounts published by 31st July 2020.

- In order to meet the deadline for the accounts it is suggested that if Members feel unable to approve all the recommendations it is proposed that the sums affected should be allocated temporarily to the slippage reserve (or other reserve where appropriate), subject to Members' further decision.

- In an accounting adjustment, between reserves only, £304,000 of resources previously approved by Members for allocation into priority areas (in line with Authority Minute 20/16) has been transferred from the General Reserve to the Matched Funding Reserve so that the General Reserve properly reflects un-earmarked contingency funds; this is why the General Reserve shows a reduction from the 2018/19 level shown in Appendix D.

- Subject to a number of possible minor adjustments and final confirmation of the figure, the general reserve is protected at its current level (taking account of the adjustment above) and there is an overall surplus of £481,900, which is recommended to be allocated as a contingency, following the requirements outlined in the bullet point below on the Coronavirus emergency, and also covered further in paragraph 8 of this report.

- The National Park Grant for 2019/20 was the final and fourth year of the "protected" Spending Review period, with an increase of 1.72% from the previous year.

- The exceptionally wet weather during 2019/20 has had an impact on our trading services' achieving income targets.

- At midyear review stage there were no major concerns reported, but it was noted that maintenance works at visitor centres, replacement tills, and the desirability of finding funds to raise the visitor centre specific reserve from its nil balance to a modest £25,000 were recommended by the Resources Management Meeting and were approved for virement by the Chair and Vice Chair of the Performance and Resources Committee. This was financed by virement from savings in the vehicle fleet through the operation of older vehicles and savings in planning fee advertising costs. It was noted that there was still a risk that Visitor centres and Cycle Hire centres were not likely to achieve their budget targets.

- There are significant concerns over the impact of the Coronavirus emergency on income in the 2020-21 year. The effect of this emergency was also felt in March, the last month of the 2019-20 financial year, when the visitor year starts in earnest. Estimates of the financial impact on the Authority will depend on the extent to which income across trading services is eventually effected in the months of lockdown, mitigated by any savings possible. Savings are limited as many of the costs, including staff, are fixed in nature. The Authority has furloughed staff who are directly income funded and who are unable to work during this period, in order to claim the 80% of wages covered by the Coronavirus Job Retention Scheme. Estimates of the impact are covered in more detail in paragraph 8 of this report.

- Defra have indicated that dealing with the Coronavirus impact should be a priority for use of National Park Grant over and above National Park purposes, and the extent to which Defra are able, or indeed intend, to support the impact on the Authority is unclear other than through the current National Park Grant. It is considered prudent therefore to find contingency sums from this outturn, as a priority over and above the usual slippage and specific reserve requests. Therefore a sum of £481,900 is recommended as emergency support, which will be held in a contingency reserve as the impact becomes clearer. In previous years, the funding used to create the Coronavirus contingency reserve would have been available to support the delivery of outcomes identified in the Corporate Strategy 2019/24. The consequential impact upon the delivery of planned Corporate Strategy outcomes will be assessed during 2020/21 and reported to Members. Some Specific reserve requests are also recommended for approval, for services which will be able to use them as a first call on any income deficits they face in 2020-21. The remaining recommended slippage requests and specific reserve requests, in support of budget-holders achieving their business plans, are also contained within Appendix C.

- The Authority's reserve position is otherwise maintained at the levels shown in Appendix D for three main purposes:-

  1) allowing a degree of one-off resilience to cope with existing challenges and liabilities, to safeguard National Park policies without immediately requiring resources to be found from diminished revenue budgets.

  2) helping to underwrite the consequences of adverse variances against budget in times of greater uncertainties in trading income , and also uncertainty over National Park Grant for future years, especially given the fact that Defra have been unable to commit to inflation protection for 2020-21, and there remains uncertainty over future years beyond that.

  3) acting as a mechanism for budget managers of key Authority properties to meet their financial objectives over a period longer than 1 year, allowing for surpluses to be retained and deficits to be supported on an annual basis, within the context of meeting the financial objective on an averaged basis.

  The Chartered Institute of Public Finance and Accountancy (CIPFA) publishes advice to Local Authorities (LAAP Bulletins) on what approach an Authority should take in its reserve policies to achieve its statutory finance responsibilities, and these considerations have informed the Authority's reserve structures and approach.

Recommendation

2. **1. That the outturn be noted, and the slippage requests and specific reserve appropriations shown in Appendix C be approved.**

How does this contribute to our policies and legal obligations?

3. The Accounts and Audit Regulations 2015 require the Chief Finance Officer to sign the annual accounts by the 31st May. This report has been written therefore to allow the Authority to agree recommendations on the movement of funds to and from reserves, which will need to be incorporated into the annual accounts. The accounts are required

to be audited and signed off by 31st July. The consequence of this is that the Chief Finance Officer will need to prepare and certify the accounts by 31st May. The outturn information in this report is based on the budget report agreed in February 2019.

4. There were periodic budget monitoring meetings of the Senior Leadership Team with the Head of Finance together with the three appointed Budget Monitoring Members at key stages of the year. Variances from the agreed budget and forecasts are discussed during this meeting, together with updates on the anticipated level of reserves and movements in the budget arising from in-year committee resolutions.

Background

5. The approved budget for 2019/20 was based on the level of National Park Grant confirmed by Defra on January 21st 2016, which confirmed a £111,357 (1.72%) increase to the agreed level of National Park Grant, as part of a protected settlement up to 31st March 2020 in line with the current Spending Review period. As part of coping with the resource reductions in the previous Comprehensive Spending Review Members had previously approved a total of £2,378,000 of savings/income in the 2010/11-2015/16 years, and the 2016/17 budget approved a further £602,000 of savings which were already in hand.

6. The March 2019 Authority meeting approved the Chief Finance Officer's report under the Prudential Code for Capital Finance, setting prudent borrowing limits for the 2019/20 year of £2.0m. In August 2006, in accordance with Services Committee Minute 41/05, the Authority borrowed £697,000 to finance the Aldern House Project, and in December 2009 £500,000 for the replacement of vehicles (Minute 22/08 in March 2008): total debt of £1,197,000. No further external borrowing has taken place to date, and the total outstanding external debt at 31st March 2020, after repayments to date, is now £419,942. Repayments are made half yearly and are a fixed amount, with a proportion covering the interest payable, and the remainder, in increasing proportion over the repayment period, repaying the original capital sum. A number of further borrowing approvals have been agreed since then totalling £1,897,045; these have been financed internally from internal cash balances. Those outstanding and hence current are:-

Committee / RMT Minute	Date	Approval	Reason	Annual charge to budget	Ending
ARP 41/12	20/07/2012	£108,812	Aldern House Biomass boiler	£8,000	2032/33 (20 years)
N/A Head of Service	16/05/2012	£9,247	Replacement vehicle Learning Team (now adopted as a general pool car following staff move to Aldern House)	£1,311	2019/20 (7 years)
RMT 70/12	31/07/2012	£19,480	Litter Service vehicle replacement (from lease to owned)	£2,770	2019/20 (7 years)
RMT 63/12	31/07/2012	£98,506	Borrowing for landlord elements of Big Fernyford Farm refurbishment	£5,758	2037/38 (25 years)
ARP 11/15	23/01/2015	£60,000	Showers and camping facility improvements at North Lees campsite	£4,583	2030/31 (15 years)
ARP 18/16	04/03/2016	£330,000	Castleton Visitor Centre re-modelling	£19,791	2037/38 (20 years)

RMT 17/16	09/05/2016	£40,000	2 additional Camping Pods	£2,057	2031/32 (15 years)
RMT 42/16	01/11/2016	£21,000	Replacement vehicle for volunteer service	£2,715	2023/24 (7 years)
RMT 01/17	10/01/2017	£90,000	Tenancy Refurb. - 2 properties	c. £5,000	2031/32 (15 years)
RMM 32/17	01/08/2017	£145,000	Tenancy Refurb – 1 property	c. £7,125	2041/42 (25 years)
RMM 38/17	04/10/2017	£75,000	Pool car replacements	c. £6,100	2023/24 (7 years)
ARP 21/18	16/03/2018	£370,000	Millers Dale Phase 1	c. £21,360	2043/44
RMM 14/18	30/07/2018	£110,000	Tenancy refurbishment Warslow Estate	c. £6,317	2044/45
ARP 4/19	18/01/2019	£450,000	Vehicle replacements	c.£58,000	2025/26

The annual charge to the budget is based on the same principle as external debt. This means that the service is charged annually a fixed amount, with a proportion covering interest (based on the prevailing fixed rate from the Public Works Loan Board at the time the sum is advanced) and the remainder repaying the original capital sum, over a term reflecting the nature of the underlying asset and its life. At some point external debt might need to be raised to cover any outstanding amounts but currently it is more cost effective to use internal funds.

7. The Budget Monitoring Group met during the year and as usual paid close attention to trading income, that being the least controllable element within baseline budgets. There were no significant areas of concern which merited reporting to Committee during the year, although it was noted that Visitor Services income was below budget and the outturn was likely to be an overspend.

Base Rates remained at 0.75% for most of the year up to March 2020, and investment receipts have improved slightly from the previous year. The actual interest rate earned decreased slightly from 0.95% at the beginning of the year to 0.87% at the end of the year. Interest earned was £70,966 (£60,671 last year). Interest rates were however reduced to the lowest ever recorded in March 2020, to 0.1%, so the interest rate earned in 2020-21 will be much lower.

8. At the outturn stage it is sometimes possible to make temporary resource allocations, based on actual results. The current year's outturn shows that there are likely to be extra funds available for allocation, after taking account of slippage requests and specific reserve requests, subject to confirming final accounting provisions. The table illustrates how these "outturn" resources have varied in the past few years:-

	2019-20	**2018-19**	**2017-18**	**2016-17**
Midyear Review allocation	81,000	32,000	95,000	0
Surplus for reallocation	481,900	345,000	0	34,000
Slippage approved	658,350	850,162	1,147,550	799,189

It is proposed that this surplus is allocated to a newly formed Covid emergency reserve, as explained below, subject to Members' approval of this approach to coping with the emergency in financial terms.

The main financial impact is loss of income from trading and other income sources, predominantly in 2020-21 (see table below). The position for 2019-20 has been established in this report, and any impact on 2019-20 has been coped with in the outturn figures. The estimated impact is based on broad analyses of past income achieved. The opportunity costs of lost income (e.g. sponsorship, donations and the loss of excellent trading through exceptional April and May weather for example) are not included but will still be felt.

It is proposed to attempt to finance the income shortfall in two phases, the first phase covering the April to June period. This will be supported from the Covid emergency reserve, together with any government help from announced packages, if available.

The second phase, covering July – October, will be dealt with by considering what 2020-21 revenue budget resources can be avoided; by understanding what our actual income achieved during the April to June period is for areas which have been able to continue (e.g. planning and some rentals); and also by using our increased knowledge of what post-lockdown activity in income related activities can be achieved during this second quarter. We will also look at whether some of this can be supported from other earmarked reserves. It is not possible to be more specific at this stage.

The Authority's revenue budget has been pared down considerably following the year on year cuts from 2010, and remaining budgets are mainly staff costs or are generally fixed in nature, so a short term response to COVID by reconsidering these allocations is not always possible, however it is likely that it will be necessary to consider what commitments may be capable of being deferred.

The main problem of any further drawdown from earmarked reserves is that these resources will need to be replaced as a further forward pressure, as the funds are set aside for the specific purposes they are earmarked for, many of which are commitments or obligations.

An indicative summary of the impact is shown below. The figures are likely to represent the maximum risk, and cover the full year; both scenarios which it is hoped can be avoided, but it is clear that there will still remain a substantial financial impact. It should be noted that there is still the possibility that we may have a problem with funding c £468,000 of project staff later in the year, if these project staff are unable to perform project work and reclaim their salary costs. Currently we are working on the basis at least in the first two quarters, that this will not be a problem for the funding bodies, but the figures have been included below as a possible problem later on.

£,000	**April**	**May**	**June**	**July-October**	**Nov-March**	**Total**
Net income loss – trading services	210	159	97	543	313	**1,322**
Net income loss – planning service	26	34	23	90	103	**276**
Project staff if costs not accepted by funders if not achieving full outputs				208	260	**468**
Total	**236**	**193**	**120**	**841**	**676**	**2,066**
CJRS scheme estimate*	(57)	(57)	(57)			**(171)**
Business Rate Relief*	(53)					**(53)**
Actual income achieved	(?)	(?)	(?)	(?)	(?)	(?)

Other Savings	(?)	(?)	(?)	(?)	(?)	(?)
Net Cost as known currently	**126**	**136**	**63**	**841**	**676**	**1,842**
Phase 1 Covid reserve drawdown	(126)	(136)	(63)	(157)		**(482)**
Possible Unfinanced Cost (full year)	**0**	**0**	**0**	**684**	**676**	**1,360**

*assuming repaid by HMRC and local authorities if eligible

9. Resource Management Meeting (RMM) discussed the outturn figures and slippage recommendations on the 12th May.

10. The main points in the appendices are summarised as follows:

<u>Reserve Levels (Appendix D)</u>

(a) <u>General Reserve</u>: The General Reserve exists to accommodate unforeseen circumstances and is approximately £350,000.

The level of the General Reserve needs to take account of about 8 principal variable factors – contingent liabilities; the quality of budgetary control; loss of key staff, policy or delivery changes; the extent of demand-led services; unidentified future budget savings; significant capital projects; and the availability of other reserves. Generally the Authority only has one or two of the above factors to consider in any one year; however up to three are currently pertinent.

The external auditors consider the adequacy of the Authority's reserve levels as part of their overall audit opinion and it is an important component of their financial viability assessment.

(b) <u>Specific Reserves</u>: The level of specific reserves overall has remained at the same broad level (excluding the proposed Covid reserve). The reserves are being operated in accordance with agreed policies, allowing services to draw from and add to their reserves in line with their longer term programmes, especially in relation to tackling backlog maintenance of properties occupied. This can be seen from the mix of proposals to and from the reserves.

(c) <u>Capital Reserve</u>: The Capital Receipts reserve started the year at £1,363,897, and there were sale receipts during the year of 1 further woodland and the disposal of 1 vehicle. The net receipts from these sales are added to the Reserve, increasing the reserve by £4,107, in line with the approved Capital Programme and needed to sustain that expenditure programme. The reserve was also used to support previously authorised Trails Structures work (Minute 51/16) totalling £35,550, and capital works at Pump Farm of £43,516 (ARP Minute 13/18), expenditure totalling £79,111.

(d) <u>Slippage Reserve</u>: This Reserve operates differently from the other reserves in the sense that the funds do not remain within the reserve, if they are required in the following year: basically the amount of slippage approved in Appendix C is temporarily held on the balance sheet on 31st March, and is then immediately allocated into the budgets upon committee approving the slippage amount if the funds are required in the next financial year. There is a balance between allowing sensible use of slippage between years to manage commitments prudently with due regard for value for money, and not allowing slippage to be too high with monies not being spent in-year. The level of slippage fluctuates year on year and the 2019/20 level is lower partly because of the need to create and finance the Covid emergency reserve.

(e) Matched Funding Reserve:
This reserve was created to protect funds committed to partnership projects. The Authority's annual contributions to these projects tend to be allocated on a straight line basis across the years of the project to facilitate budget planning, and the actual expenditure pattern is often very different between years: this, together with the accounting requirement to allocate partner income to expenditure proportionately to the contributions originally determined in the application means that unspent Authority funds committed to the projects in contracts with funding bodies need to be ring-fenced and carried forward to match expenditure, when required in future years, in order to fulfil the commitment. This reserve has also been used to ring fence funds approved for re-allocation, of which £600,000 are committed, but remain to be allocated. The reserve level is likely to be sustained at quite high levels until these re-allocated funds are fully spent. The reserve also contains the exchange rate earmarked contingency for the Moorlife 2020 project.

Revenue Account & Services

11. Appendix A, Column F, shows the final budget surplus or deficit arising from each service, after appropriations to and from reserves and slippage requests have been taken into account, and is useful to refer to along with the comments below, which only pick out the larger variances.

(a) *The Planning Service fee-based planning applications in £ terms were £37,000 below the previous year, and £49,000 below budget estimate. The service budget was helped by much higher vacancy savings than usual, with a net surplus of £25,000.*

(b) *The Moors for the Future core team achieved a £14,000 surplus which it is proposed is carried forward to help balance the 20-21 year's target.*

(c) *The Engagement Rangers' budget benefitted from a significant reduction in fuel and maintenance costs in the vehicle fleet, following changes in the use of vehicles, coupled with vacancy savings.*

(d) *The Warslow estate drew funds down as planned from the capital reserve and the condition survey allocation) to support refurbishment of Reapsmoor Chapel and the conversion of the barn at Pump Farm to create an estate office. The Chapel also used the bequest kindly left to the Authority by Sheila Streek.*

(e) *The Minor Properties budget included the capital project to re-configure Ashford Store for use as a base by the CMPT team following its relocation from Millers Dale, funded from the investment allocation.*

(f) *The North Lees estate exceeded its 93% full cost recovery target and is able to propose a small contribution to its Specific Reserve which will help to cope with income loss from the campsite in 2020-21 through closure. This was due to a number of positive factors, including net income from the campsite above budget of £10,000, and very strong income from Surprise View car park (£24,000 above budget).*

(g) *Conversely, the "non-Estate car park budget" did not achieve its budgeted income across car parks not associated with the main estates or Trails portfolio; and the associated toilets budget incurred extra costs for essential repairs and extra cleaning due to sickness. The overspends are partially covered by a drawdown of*

£27,000 from the Specific Reserve.

(h) The Conservation and Maintenance of Property Team over-achieved its income target by £24,000 whilst carrying vacancy savings, leading to a surplus of £42,000 at year end.

(i) The Trails' budget achieved a surplus of £59,000 arising from a combination of higher concession income, car park fees and lower non-pay expenditure. £36,000 of Trails infrastructure work was financed from the capital fund in line with the committee authority of September 2016 (Minute 51/16).

(j) Visitor centre sales had a strong start to the year but then tailed off in the second half of the year, with March also affected by the centre closures, leaving sales £21,000 below 2018/19 levels; and with the budget target being very demanding, income levels ended the year £74,000 below budget. Part of the ambitious income target was to help towards maintenance at the centres, and some of these costs were averted, with the budget was supplemented by virement at Midyear stage to help with replacement till costs, and remedial / maintenance costs at Castleton, Edale and Bakewell. A £25,000 allocation to the Specific Reserve at year end was also funded. However despite these extra allocations, because of the income shortfall, the budget just about balanced, with no surplus left to appropriate to the reserve.

(k) The Cycle Hire Service had a difficult year and its income ended the year £18,000 below 2018/19 levels, and £31,000 below budget. £10,000 of this related to March closure. This was exacerbated by pay and non-pay budgets also being overspent, leading to a £71,000 overspend. This has been absorbed in the overall outturn, as the specific reserve will be required to help towards the income loss in 2020-21 from continued closure. A significant disappointment is the fact that the exceptional April and May weather would have led to these income shortfalls being partially recovered, if it were not for the Covid emergency.

(l) The ICT service manages the revenue and capital budgets together, depending on requirements, in combination with the use of the specific reserve; this year software purchases required more capital budget, which was supplied partly from savings in the revenue budget and partly drawing from the ICT reserve.

(m) The Corporate Strategy team slippage requests are mainly for ring-fenced funds towards the climate change vulnerability assessment and carbon management projects.

(n) There were vacancy savings in the Property Support Unit.

(o) The Legal Services funds ring-fenced for legal actions which were not required in 2019/20 are usually carried forward into the Minerals and Legal Reserve. The level of the Reserve allows the Authority to make strong responses in defence of its policies. This year as a one-off the funds have been released to the Covid reserve.

(p) The corporate overhead recovery fund is managed by the Director of Corporate Strategy and Development and collects the agreed recharges levied against all externally funded projects based on staff in post, which support the extra demands placed on Corporate Support Services (finance, legal, IT, HR, property) as a result of these activities, which are very significant in financial terms and draw a heavy demand on support service resources. The demands are assessed by the Director and commitments – mainly additional temporary staffing - have been agreed for 2020/21 onwards, hence the proposed sum is requested as slippage to help meet the agreed demands in 2020/21 and 2021/22. It is in the nature of this fund that the charges to projects occur in advance of the supporting allocations so there is usually a timing difference between the income being received in the fund, and the subsequent expenditure. The Director has reviewed the level of commitments and support required and proposes a one-off allocation from this fund to the covid reserve.

(q) The Projects in Appendix A are separately shown away from the "core" budgets as they all rely on either Partnership or external grant funding and are ring-fenced for those purposes. The expenditure on these projects can be substantial and the Authority's cash contribution – often small in relation to the grant funding - is shown in the budget, or may be represented by in-kind contributions. If a project is entirely externally funded / has in-kind contributions, then the budget will show as zero – and also the outturn position (i.e. net expenditure) will be zero, illustrating that the gross expenditure has been fully balanced by the external income. Although this is the most appropriate presentation in respect of the overall impact on the budget, its does not of course show the actual expenditure of each project. Projects with expenditure over £150,000 have all been approved by ARP (or its predecessor) Committee; the smaller projects over £50,000 are approved by Resource Management Meeting in line with Standing Orders. If Members wish to see more analysis the Head of Finance will provide detailed breakdowns on request. The comments section of Appendix A highlights the principal funder and the total expenditure of the larger projects.

12. The current policy on under and overspends at year end is longstanding and was confirmed by the original Resources Committee on 19 July 2002 and is as follows:

- overspends are carried forward and found from service budgets the following year unless there are extenuating circumstances
- For underspends or surpluses remaining at year end, budget holders may bid for slippage (where commitments have already been made) or where specific reserves exist, for the balance to be appropriated to these reserves.
- All other underspends or surpluses are allocated to general reserve.

13. The RMM has reviewed the circumstances surrounding any overspends, and is content that where these have occurred, they are capable of being contained within overall service or divisional responsibilities, or dealt with corporately without impact on reserves, and no recommendations are put forward for these overspends to be carried forward and retrieved from next year's service budgets.

14. The following appendices are provided to give a full analysis of the outturn:

Appendix A
A variance analysis which highlights the individual service under or overspends, together with the impact of the proposed slippage and reserve requests on the overall figures – based on over and underspends from Appendix B. Column F shows the final balance of surpluses and deficits, with the total surplus or deficit at the bottom being the impact on the general fund. It should be noted that an "underspend" may arise from

additional income earned above budget.

Appendix B
The outturn in the form in which budget responsibility is allocated and monitored during the year. This Annex is used as the basis for RMM decisions on over and underspends, as it reflects directorate and service head budget responsibilities. A full analysis of income and expenditure by service/function and by type of income and expenditure is available on request to the Head of Finance.

Appendix C
C (i) lists the recommended slippage requests put forward by service heads and Directors for carry forward of unspent funds into the 2020/21 budget. C (ii) lists the recommended appropriations to or from specific reserves. C (iii) contains the overspends proposed to be carried forward against the 2020/21 service or project budget, if any.

Appendix D
Shows the level of the Authority's cash reserves, after all the above adjustments.

15. There may be some late adjustments arising from final provisions and system reconciliations, any final changes in the figures between this report and the final position will be reported to Members in the accounts report.

Proposals

16. In terms of the Authority's overall financial position, the outturn for the 2019/20 is as presented, and the actions recommended in Appendix C are regarded as an appropriate way of managing the Authority's resources across financial years.

17. Reserve levels have been maintained at the levels required to meet statutory requirements, to provide a prudent level of provision for substantial asset liabilities, and to give strong support to our planning policies in the legal process; they represent limited and temporary one-off sources of funds which allow the Authority to maintain stability of National Park outcomes into the medium term.

Are there any corporate considerations Member should be concerned about?

18. **Financial:** The issues have been covered in the report.

19. **Risk Management:**

The Chief Finance Officer has a statutory responsibility under Sections 25 – 28 of the Local Government Act 2003 to report to Members, the Monitoring Officer and external auditors on the robustness of the budget setting and monitoring process, and has an express duty to monitor the budget and underlying assumptions throughout the year, and to take action when significant overspends or shortfalls in income occur. The Annual Governance Statement prepared by the Monitoring Officer is reported to and approved by Members. The Leadership Team consider financial risks in the Risk Register during the year.

The External Auditor assesses the financial position of the Authority as part of its annual Value for Money conclusion.

This outturn report and the recommendations arising from it are considered to be evidence of the effectiveness of these processes as they relate to the 2019/20 financial year.

20. **Sustainability:** There are no issues relevant to this report.

Consultees

21. The outturn was discussed and agreed by the Resource Management Meeting (RMM) on the 12th May.

22. **Background Papers** (not previously published)

Full income and expenditure analysis

Appendices

Appendix A - 2019/20 Variance Analysis

Appendix B - 2019/20 Outturn by services within divisional headings

Appendix C - Slippage and reserve requests

Appendix D - Reserve Levels

Report Author, Job Title and Publication Date

Philip Naylor, Head of Finance / Chief Finance Officer, 13 May 2020