



AGENDA ITEM: 5

OVERVIEW & SCRUTINY BOARD

DATE: 25 August 2009

1st Quarter Revenue Budget Projected Outturn

PAUL SLOCOMBE: DIRECTOR OF RESOURCES

PURPOSE OF THE REPORT

1. To present to the Overview and Scrutiny Board an estimate of the annual projected outturn for 2009/2010 based on the first quarter review of revenue expenditure against the current years Revenue Budget.

BACKGROUND AND EXTERNAL CONSULTATION

2. The Council on the 6th March 2009 set its revenue budget at £130,980 million for 2009/2010. A Council Tax increase of 4.5% for Middlesbrough Council was approved.
3. In setting the 2009/2010 budget, approximately £6.5 million of efficiency savings were identified. The Council approved an extra £2.1 million for key services; including:
 - £0.8m for Children, Families and Learning
 - £0.7m for Social Care for older people and disadvantaged groups
 - £0.6m for investment in the Environment, Highways and Transport
4. The projected outturn position for 2009/2010 is a net budget pressure of (+£1,918K). This represents a 1.46% pressure against the £130.980m 2009/2010 budget. The projected outturn position is summarised below:

	Budget 2009/2010 £'000s	Estimated Outturn £'000s	Variance £'000s	Variance %
Children, Families and Learning	23,029	23,940	911	3.96%
Social Care	36,490	36,941	451	1.24%
Environment	26,245	26,523	278	1.06%
Regeneration	8,530	8,530	0	0.00%
Corporate Services	27,868	27,819	-49	-0.18%
Central Costs & Provisions	8,839	9,490	327	3.70%
Total	131,001	133,243	1,918	1.46%

A breakdown of Gross Expenditure and Income budgets against projected Expenditure and Income outturns are contained in Appendix A.

Children, Families and Learning: (+£911,000)

5. The service predicts a net budget pressure of (+£911,000) at the end of the 1st quarter. The projected outturn position is summarised below: -

	Budget 2009/2010 £'000s	Estimated Outturn £'000s	Variance £'000s	Variance %
Commissioning & Resources	4,921	4,879	-42	-0.85%
Achievement	6,560	6,560	0	0.00%
Young Peoples Services	1,805	1,805	0	0.00%
Schools Budget	72,596	72,596	0	0.00%
DSG	-78,912	-78,912	0	0.00%
Strategic management	213	223	10	4.69%
Demand Led Contingency	664	0	-664	-100.00%
Safeguarding	15,182	16,805	1,607	10.58%
Total	23,029	23,956	911	3.96%

6. **Commissioning and Resources: (-£42,000)** Catering is projecting a net overspend in 2009/10 of (+£101,000). The total overspend is largely due to an anticipated (+£173,000) overspend on food and reduced meals income of (+£117,000), offset by savings on energy costs (-£69,000), equipment purchase costs (-£50,000) and additional income from SLA totalling (-£70,000). This pressure will be offset by a contribution from DSG as approved by Schools Management Forum (SMF) on 2nd July 2009. A review of the service is on-going and a costing analysis exercise is currently being examined to identify additional savings. There are projected staff savings of (-£7,000) across the service. The recent taxis tender has generated projected savings of (-£37,000).
7. **School Budget: (£Nil):** A Individual Schools Budget has increased due to the finalised DSG allocation providing additional funding of £186,000. School Management Forum gave approval for this to be distributed to schools at the meeting on 2nd July 2009. There are currently no pressures or savings to report for this service area.

8. **Strategic Management (+£10,000)** A pressure of (+£10,000) is projected across this service area on running costs.
9. **Demand Led Contingency (-£664,000)** This budget will be used to partly offset the pressures within Safeguarding as detailed below.
10. **Safeguarding (+£1,607,000)** The Assessment and Care management service is projecting a net pressure of (+£336,000). There is a net pressure (+£303,000) within the Locality Teams which primarily is a result of the employment of agency staff to cover vacant posts, demand led pressures and the additional cost of car allowance, transport cost and premises costs.
11. The Children's looked after Team are projecting a net pressure of (+£11,000) which primarily relates to transport cost offset by salary savings. The Review and Development unit are projecting a net pressure of (+£43,000). This comprises additional ASP cost of (+£22,000), additional cost of (+£36,000) for chairing child protection meetings offset by Sure Start grant contributions of (-£15,000).
12. Local Children's Safeguarding Board is projecting a pressure of (+£9,000) a result of cost associated with serious case reviews. The Children Looked after service has a projected pressure of (+£1,277,000). This comprises savings of (-£116,000) on in-house fostering as a result in the number of carers and placements. Independent Fostering Agencies are a pressure of (+£524,000) due to the number of additional placements above those projected in the budget setting.
13. Children's Agency Residential Schools is forecasting a pressure of (+£843,000) as a result of additional placements above those budgeted for. Gleneagles is projecting a budget pressure of (+£10,000) on running costs.
14. The service is continuing its efforts to reduce the pressures across all areas and work is continuing on increasing the number of in-house foster carers.
15. The Family Support Services is projecting a pressure of (+£20,000) in the under 8's budget due to an increase in the number of placements.
16. Other Children's & Family Services are projecting savings of (-£30,000) mainly as a result of staffing savings in the Leaving Care Services.

Social Care: (+£451,000)

17. The service predicts a net budget pressure of (+£451,000) after the use of (-£706,000) from the Social Services provision to meet demand led pressures as summarised below: -

Older people with Mental Health	13,531	14,163	632	4.67%
Physical disability / Sensory Impairment	3,789	3,916	127	3.35%
Learning Disabilities	8,118	8,420	302	3.72%
Mental Health	2,875	2,822	-53	-1.84%
Other Adults Services	134	134	0	0.00%
Adults Holding Accounts	-636	-647	-11	1.73%
Asylum Seekers	92	92	0	0.00%
Ayresome Industries	747	1,027	280	37.48%
Domiciliary Care	3,296	3,441	145	4.40%
Supporting People	0	0	0	0.00%
Performance & Modernisation	1,987	1,972	-15	-0.75%
Service Strategy	533	535	2	0.38%
Street Wardens	1,537	1,534	-3	-0.20%
Registrars	115	115	0	0.00%
Repaid Direct Budgets	0	-151	-151	0.00%
Social Care Demand Led Provision	373	275	-98	0.00%
Contribution from Social Services Provision	0	-706	-706	0.00%
Total	36,491	36,942	451	1.24%

18. **Older People: (+£632,000)** A pressure of (+£402,000) is forecast on Elderly residential budgets as a result of demand led pressures from an increase of 15 service budget setting (+£219,000). Efficiency targets associated with Preferred Provider status will slip resulting in a pressure of (+£206,000).
19. An increase of 36 service users receiving direct payments is expected to result in a further budgetary pressure of (+£148,000).
20. A further pressure of (+£142,000) is projected on Carelink costs. This is in addition to the (+£80,000) provided within the base budget for 2009/10 only. The pressure for future years is therefore (+£222,000). This is mainly due to a shortfall in income as the number of service users receiving the service has fallen significantly. The department is proposing to appoint a marketing consultant to assist in a review of the service aimed at achieving greater value for money and increasing the number of service users. The service is requesting £100k from the Change Programme to fund this review and its implementation
21. There is a (+£43,000) pressure on the Pennyman House budget. The budget was set prior to all clients moving into the facility being identified and a number of those who did move have higher dependency needs than originally assumed, thereby increasing the number of care hours that are purchased.
22. There has been an increase of 2 service users receiving Direct Payments within the Older People with Mental Health Needs division. A service pressure of (+£48,000) is forecast..
23. A pressure of (+£37,000) is projected on the Hazeldene Day Centre budget. This relates to the cost of 2 bus escorts currently budgeted for within the Ayresome Community Transport Service.

24. A net pressure of (+£26,000) is forecast on Older Persons' Mental Health Residential budgets due to an increase of 4 Service Users since the budget was set, partially offset by the receipt of (-£11,000) of unbudgeted income from the PCT towards the cost of a care package.
25. The above pressures are partially offset by an anticipated saving of (-£46,000) within Older Persons' Mental Health Nursing due to a reduction of 5 Service Users.
26. **Physical Disabilities: (+£127,000)** A net pressure is forecast comprising (+£46,000) on Nursing Care, (+£52,000) on Residential Care and (+£35,000) on Direct payments as a result of an increase in service users. An additional pressures of (+£31,000) is projected from the delay in the re-provision of the Landsdown Day Centre.
27. **Learning Disabilities: (+£302,000)** A pressure of (+£241,000) is projected against the budgeted efficiency target of £415,000 for Continuing Health Care Reviews. There is a pressures expected on the Day Care budgets (+£33,000) resulting from a 12% increase in charges from Redcar & Cleveland Council for Day Care services. Further pressures are anticipated on Learning Residential budget of (+£142,000). Delays in identifying and gaining the agreements of individuals to move from out of area placements to Marton Road Independent Supported Living Centre (ISL) has meant that the budgeted efficiency saving on Bringing People Back Home will not be met in full. There is a resultant pressure of (+£84,000)
28. Additional Service user income, external funding and backdated Independent Living Fund (ILF) income totalling (-£383,000) have helped offset the projected pressures.
29. **Mental Health: (-£53,000).** Savings are projected within the Effective disorder team of (-£53,000) and Community Support of (-£19,000) and Psychosis team of (-£10,000) as a result of vacant posts. Savings are also forecast for Independent Supporting Living schemes (-£50,000) as a result of vacancies and an out of area service user being placed in our care.
30. An increase in the Supporting People recharge has resulted in a pressure of (+£39,000) being forecast for the cost of Section 117 reviews. A significant pressure of (+£106,000) is also anticipated on Mental Health residential care. This is mainly due to a delay in implementing the Mental Health rehabilitation restructure (+£31,000) and an increase of 2 service users since the budget was set (+£32,000).
31. **Ayresome Industries (+£280,000)** The economic downturn is continuing to effect sales at the workshop, particularly on UPVC window and door production. Trading is further hindered as 2009/10 sees the end of the Erimus window replacement programme resulting in a net trading deficit of (+£340,000) for the year. The Department is requesting that the balance of £74,000 on the Ayresome Industries balance sheet reserve is utilised this year to partially mitigate the anticipated trading loss.
32. A further pressure is forecast for the Ayresome Community Transport Service. The review carried an agreed efficiency target of (+£211,000) arising out of the transfer of Fleet Management and Dial-a-Ride to Social Care. Executive did not approve

the review recommendations in full creating an inability to achieve the saving. This pressure will be covered by an allocation from a central provision

33. **Personal Care: (+£115,000)** An increase in demand for the service has resulted in a pressure of (+£215,000). The weekly number of hours purchased is projected to exceed budgeted hours by 384 hours per week. Also contained within the estimated spend are costs of (+£106,000) arising out of the implementation of a Fair Price for Home Care, which was approved by Executive in June 2009. This pressure will be funded by an allocation from the Pay & Prices provision. A saving of (-£14,000) is forecast on the Adult Protection budget primarily due a vacancy.
34. **Home Care: (+£30,000)** A net pressure of (+£17,000) is forecast on the Independence Team budget. Unbudgeted costs for shift allowances (+£41,000), higher than budgeted levels of car allowance payments (+£7,000) and a failure to achieve the abatement target due to low staff turnover (+£10,000) are the main reasons. This is partly offset by the receipt of additional client contributions of (-£43,000). Further minor pressures of (+£13,000) are predicted on Home Care Management and the Older Peoples' Mental Health Team budget.
35. **Performance & Modernisation: (-£15,000)**. Staffing vacancies have led to projected savings within User/Carer Support (-£17,000) and Operational Support (-£16,000) budget. This is partly offset by the need to increase the service's bad debt provision by (+£19,000).
36. **Demand led Budgets: (-£98,000)**. A contingency budget of £373,000 was set up to cover the effects of increases in demand for services. Demand pressures totalling (+£275,000) are anticipated during quarters 2 to 4 and these costs have been charged against this budget.
37. The Department is expecting to receive unbudgeted income of (-£151,000) relating to the repayment of Direct Payment surpluses.
38. A detailed breakdown of the efficiency savings are shown in appendix B
39. An update on the Social Care actions required from 2008/2009 quarter three budget clinic is shown in appendix C.
40. Provision for demand led pressures. The Council has set aside a provision of £1.168 million to meet costs associated with the increased demand for 'Social Services' (Children & Adults). The above projection assumes a contribution of £706,000 to meet the net pressure across adult services as a result of increased places.

Environment: (+£278,000)

41. The service predicts a net budget pressure of (+£278,000) at the end of the 1st quarter. The projected outturn position is summarised below:

	Budget 2009/2010 £'000s	Estimated Outturn £'000s	Variance £'000s	Variance %
Transport & Design	8,148	8,356	208	2.55%
Community Protection	4,680	4,680	0	0.00%
Streetscene – Revenue Funded	13,072	13,162	90	0.69%
Director	345	325	-20	-5.80%
Total	26,245	26,523	278	1.06%

42. **Transport & Design: (+£208,000).** On Parking Solutions there is projected shortfall in income of (+£180,000) primarily due reduced income. This pressure is partly offset by (-£30,000) savings on salaries and responsive maintenance.
43. There is a pressure of approx. (+£70,000) on the Intervention Team. This is made up of a (+£14,000) pressure on the costs of overtime and Tree Works, and (+£56,000) on the cost of Cemeteries & Parks Inspections.
44. There are un-achieved Gershon savings relating to the Bus Station for 2006/07 and 2007/08 totalling (+£75,000) for which the budget has been reduced. A full evaluation of what is required operationally at the Bus Station is taking place and this will be matched to available resources and may require negotiation with Mouchel regarding posts to be transferred back to the Council. These pressures are partly offset be a saving of (-£74,000) on vacant posts within Road Safety.
45. Savings of (-£150,000) have been identified on the concessionary fares budget following the agreement with the Bus operators. This amount will be transferred back to corporate reserves.
46. **Community Protection: (£Nil).** Continued poor attendance at North Ormesby Market (£+20,000) is an ongoing concern. Staff savings offsets this pressure across the service.
47. The Sport and Leisure service is projecting a break-even position for the year. There is a general pressure on income, with the service not achieving its target. Current savings on management salary costs and a number of grant funded initiatives are offsetting this pressure.
48. **Streetscene: (+£90,000).** The Waste Services have a predicted pressure of (+£30,000) due to the projected under-achievement of the efficiency saving for charging for replacement bins. on the Waste Collection budget due to the projected under-achievement of the efficiency saving for charging for replacement bins. Property Services is projecting a pressure of (+£60,000).
49. **Director: (-£20,000)** There is an expected saving of around (-£45,000) on the Director of Environment budget due the Director of Environment being vacant this year and also the PA to the Director of Environment currently being vacant. This assumes that both the Director of Environment post, and the PA to the Director of

Environment post, will be filled from August. This saving is offset by the pressure of (+£25,000) relating to the efficiency target for the transfer from weekly to monthly pay, which is not likely to be achieved this financial year

- 50. A detailed breakdown of the efficiency savings are shown in appendix B
- 51. An update on the Environment actions required from 2007/2008 quarter three budget clinic is shown in appendix C

Regeneration: (nil)

- 52. The service predicts a net budget position of (nil) at the end of the 1st quarter. The projected outturn position is summarised below:

	Budget 2009/2010 £'000s	Estimated Outturn £'000s	Variance £'000s	Variance %
Planning & Regeneration	2,073	2,040	-33	-1.6%
Cultural Services	1,058	1,059	1	0.1%
Economic & Community Regeneration	1,249	1,259	10	0.8%
Libraries	2,159	2,159	0	0.0%
Executive Director	337	337	0	0.0%
Museums	1,654	1,667	13	0.8%
Bad Debt Provision	0	9	9	0.0%
Total	8,530	8,530	0	0.00%

- 53. **Planning and Regeneration: (-£33,000).** The Development Control income budget has been noticeably affected by the economic downturn and it is anticipated this will create a pressure of (+£25,000). This pressure is offset set by (-£12,000) due to the cancellation of additional service provision.
- 54. Costs associated with the disposal of Acklam Hall site are anticipated to be (+£37,000) this pressure is partly of set by staff savings of (-£15,000)
- 55. The Local Development Framework is projecting a (-£31,000) saving against budget.
- 56. There was Planning Delivery grant brought forward of £703,734 from 2008/09 which is split between revenue (67.5%) and capital (32.5%). The authority will receive an indicative additional allocation in July / August 2009 followed by actual payment and finalised amount in October 2009. Allocation assumptions have been reduced as HPDG allocation was cut by 25% by government and the new criteria will not generate high payments as it is more housing development focused. By quarter 2 the indicative allocation should be known
- 57. **Cultural Services: (+£1,000).** There are projected staffing savings and additional income of (-£42,000) within the service. This is offset by a net pressure of (+£43,000) on the events programming budget in relation to the Music Live event

due to a rise in infrastructure costs, a reduced contribution from one of the event's business partners.

58. **Economic & Community Regeneration. (+£10,000)** Net savings on Economic Development and support and Town centre Team of (-£50,000) are projected on staffing and running costs. The Community Development re-structure has been completed and generated net savings of (-£30,000) after taking account of pension and retirement costs.
59. There is an anticipated pressure of (+£86,000) on the Enterprise Centres due to under achievement of income,, the projection is based on the current occupancy of each centre. The main reason for the pressure is due to businesses relocating having reached the highest rental levels and also the problem in re letting the units in the present economic climate.
60. The outturn projection includes an increase in the bad debt provision of (+£9,000) due to a company going into liquidation in March 2009, there is currently no bad debt provision for the company as all debts are under one year old.
61. **Museums: (+£13,000)** mima budget includes an abatement target of (-£39,000) it is projected that this will not be fully achieved creating a pressure of (+£13,000).
62. A detailed breakdown of the Gershon savings are shown in appendix B
63. An update on the Regeneration actions required from 2007/2008 quarter three budget clinic is shown in appendix C.

Corporate Services: (-£49,000)

64. The service predicts a net budget saving of (-£49,000) at the end of the 1st quarter. The projected outturn position is summarised below:

	Budget 2009/2010 £'000s	Estimated Outturn £'000s	Variance £'000s	Variance %
Legal & Democratic Services	3,121	3,083	-38	-1.22%
Strategic Resources	24,358	24,332	-26	-0.11%
Performance & Policy	2,636	2,631	-5	-0.19%
Corporate Services Bad Debt	0	20	20	0.00%
Total	30,115	30,066	-49	-0.16%

65. **Legal & Democratic Services: (-£38,000).** There are projected staffing savings in Senior Management (-£16,000), Common Law (-£12,000) and the Welfare budget (-£6,000). As in 2008/09 the continuing economic downturn is having a significant effect on property sales and a shortfall of (+£53,000) is predicted on the Property & Regeneration fees & charges income budget as a result. This is partially offset by anticipated savings of (-£22,000) on staffing costs due to vacant posts.

66. Further pressures totalling (+£34,000) are forecast on General Services costs. This is primarily a consequence of the rising cost of essential Law publications (+£25,000). The service is reviewing the provision of electronic and hard copy publications with the aim of reducing costs wherever possible. An increase in exam & course fees has also contributed to the overall projected pressure on General Services.
67. Savings of (-£70,000) are predicted on Members' office budget this comprises staffing savings of (-£32,000) and general savings of (-£38,000).
68. **Strategic Resources: (-£26,000).** Savings of (-£107,000) are anticipated on Housing Benefits budgets. Housing benefits subsidy grant income is forecast to exceed the budgeted level by (-£66,000) because the actual subsidy received for 2008/09 exceeded the estimated figure used when closing last year's accounts. The other main reason for the saving is because of a reduction in the amount of grant payable to Mouchel (-£36,000) due to vacancies.
69. Savings of (-£15,000) are projected on the Loans & Investment Section and (-£24,000) Strategic Accountants budget as a result of staff vacancies. On-going recruitment difficulties and the resultant need to recruit agency staff on short-term contracts will result in a net pressure of (+£76,000) on Internal Audit. The Senior management budget is projecting a pressure of (+£20,000) relating to the cost of consultants.
70. Further pressures have been identified on Local Taxation budgets (+£20,000) due to increased costs from transaction charges on payments via the internet and debit/credit cards and on Financial Planning costs (+£5,000) as a consequence of the delay in the retirement date of the Financial Planning Officer. .
71. No variances are anticipated at this point on Property Services income budgets. GONE have agreed in principle to forgo the clawback on £125,000 of potential urban programme grant providing the money is reinvested on urban programme activity or to deliver LAA outcomes. This figure has not been included in the projected outturn position.
72. **Performance & Policy: (-£5,000).** A small saving of (-£5,000) is predicted for Performance & Policy running costs.
73. The bad debt provision will increase by (+£20,000) due to outstanding commercial rent charges. Work on reviewing the level of debt will continue with the aim of improving the position by the end of the financial year
74. A detailed breakdown of the efficiency savings are shown in appendix B.
75. An update on the Central services actions required from 2007/2008 quarter three budget clinic is shown in appendix C.

Central Costs and Provisions: (+£327,000)

76. Central Costs and Provisions predict a net budget pressure of (+£327,000) at the end of the 1st quarter. The Projected Outturn position and the projection variance are summarised below:

	Budget 2008/2009 £'000s	Estimated Outturn £'000s	Variance £'000s	Variance %
Pay & Prices	122	-101	-223	-182.79%
Job Evaluation	357	357	0	0.00%
Capital Financing	6,662	7,368	706	10.60%
Custodian Properties	-15	-15	0	0.00%
Right to Buy Receipts	-191		191	-100.00%
Ex Trading Services	328	231	-97	-29.57%
Designated Authorities	40	9	-31	-77.50%
Contribution to/From	-449	-449	0	0.00%
Unfunded Pensions	1,812	1,603	-209	-11.53%
Levies	164	155	-9	-5.49%
Precepts	9	9	-1	-11.11%
Total	8,839	9,167	327	3.70%

77. **Efficiency Savings:** The Council has embedded within its budget monitoring procedures reporting on efficiency savings. The Council is projected to under achieve its efficiency savings target by (+£670,000). The table below summarises the Projected Outturn position:

	Target £000's	Outturn £000's	Variance £000's
Children, Families and Learning	1,025	1,025	0
Social Care	1,187	650	537
Environment	1,088	1,033	55
Regeneration	322	293	29
Corporate Services	407	358	49
Total Savings	4,029	3,359	670

Appendix B provides a detailed analysis for each service.

78. **Service Reviews:** Services were requested to identify areas for future review as part of the 2008/2009 budget setting exercise and a list of proposed reviews was presented to Executive in January 2009. It is important that that these reviews are undertaken during 2009/2010 to assist in addressing the significant budget pressures the Council will need to deal with in future years. The progress across the services has been mixed, some major reviews have still to be started, and other reviews are progressing well. Services have been requested to provide an expected completion date for each of the reviews.

Balance Sheet Management

79. **Reserves / Provisions:** The table below summarises the projected movements on reserves and provisions for 2009/2010. A detailed breakdown of the movements is shown in Appendix E - Reserves and Appendix F -Provisions.

	31 March 2009 £'000s	Receipts in Year £'000s	Payments in Year £'000s	31 March 2009 £'000s
School Reserves	4,826	0	0	4,826
Investment Reserves	948	0	0	948
Specific Revenue Reserves	11,120	35 -	2,035	9,120
Provisions	5,231	0 -	927	4,304
Total	22,125	35 -	2,962	19,198

80. **Bad Debt Provision:** The Council's intention is to link its budget monitoring with its Balance sheet management. The first stage in this process is to report on the aged debt across each service and the impact this may have on service budgets and bad debt provision. The table below summarises the projected Outturn position: -

81.

	Bad Debt Provision 31/03/2009 £000's	Estimated Bad Debt Provision 31/03/2010 £000's	Projected Increase / Decrease £000's
Children, Families and Learning	243	242	-1
Social Care	527	546	19
Environment	437	449	12
Regeneration	323	332	9
Corporate Services	352	372	20
Total Bad Debt Provision	1,882	1,941	59

82. **Sale of Assets (Losses/Gains):** No assets have been disposed of the first quarter of 2009/2010 and as a result there are no gains or losses to report.

OPTION APPRAISL / RISK ASSESSMENT

83. Not applicable to this report.

FINANCIAL, LEGAL AND WARD IMPLCATIONS

84. A net budget pressure of (+£1,918,000) is forecast within general fund services for the year as summarised below:-

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Children, Families and Learning	23,029	23,940	911	3.96%
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Total	131,001	132,919	1,918	1.46%

85. A statement of projected revenue balances is set out below: -

	General Fund £'000s
Opening Balance	5,539
Less:	
Forecast Net Pressure	(1,918)
Estimated balance as at 31st March 2010	<u>3,621</u>

RECOMMENDATIONS

86. Overview and Scrutiny Board are asked to: -

- a) Note and consider the contents of report

REASONS

- a) To ensure that Middlesbrough Council reports on resource utilisation against approved budgets
- b) To consider implications upon the Medium Term Financial Plan.

BACKGROUND PAPERS

The following papers were used in the preparation of the report

- 2009/2010 Revenue Budget Executive Report 6th March 2009
- 2009/2010 Council Tax Report: Council 6th March 2009
- 2009/2010 – 2012/2013 Medium Term Financial Plan: Exec Report 9th Dec 08
- Quarter 3 Consolidated Revenue Budget Projected Outturn 14th February 2009

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