

TELFORD & WREKIN COUNCIL

**CABINET – 23 JUNE 2022
COUNCIL – 14 JULY 2022**

SERVICE & FINANCIAL PLANNING REPORT – 2021/22 OUTTURN

REPORT OF THE DIRECTOR: FINANCE & HR (CHIEF FINANCIAL OFFICER.)

LEAD CABINET MEMBER: CLLR RAE EVANS

PART A) – SUMMARY REPORT

1.0 SUMMARY OF KEY ISSUES

1.1 2021/22 General Fund Revenue Financial Outturn

Despite more than a decade of severe financial constraint, Telford & Wrekin Council has a long track record of sound financial management which has meant that it has been reasonably well placed to withstand the continuing financial impacts of the coronavirus pandemic in 2021/22. In addition to the pandemic, the Council has seen additional demand and increasing costs for many services, including Adult Social Care and Children's Safeguarding. It is a testament to Cabinet Members and Senior and wider management teams that, despite the significant and unprecedented financial pressures the Council has ended the year within budget. This is a solid basis upon which to move into 2022/23 and demonstrates ongoing financial resilience in challenging circumstances.

Throughout the year, the Council continued to demonstrate strong and effective financial management. Clearly, given the scale and complexity of the Council's budget and the vast number of different services provided to our residents there are a number of significant variations from the approved budget which relate to Covid-19 however spend has been effectively managed and supported by some limited Covid funding.

Importantly the Council has not had to make any unplanned use of reserves in 2021/22 and has retained a prudent level of balances set aside which will support the delivery of the medium-term Financial Strategy and support a high level of financial resilience in future years, as we will continue to feel the longer-term impacts of Covid and inflationary pressures in the economy, particularly higher rates of inflation, and at the same time also face the uncertainties of potential changes to the local government funding system.

The gross revenue budget for 2021/22 was £412m and the net budget was £131m. The estimated revenue outturn position is within budget by £0.048m (which is equivalent to -0.04% of net budget) after the proposed

transfers to reserves and balances have been made. This position has been achieved after delivering £7.3m of budget savings in 2021/22, on top of the £126.4m made since 2009/10 giving a total of just over £133m ongoing savings – equivalent to around £1,600 p.a. less that the Council has available to fund services for every household in Telford & Wrekin.

Due to the sustained effective financial management, the year-end position has also allowed some funds to be set aside to support the future Medium Term Financial Strategy, including an allowance for inflationary pressures and supplementing the invest to save/capacity reserve to support delivery of further ongoing savings that will be required.

The funding outlook for the medium term is very uncertain but will clearly continue to be challenging. Due to the impact of Covid19, the major planned reforms to the local government finance system were postponed with the earliest date for implementation now being April 2023 – although there is currently no clear timetable and limited time for Government to undertake the necessary work and consultation changes could still, potentially, be implemented from next year making forward financial projections very difficult. There is currently no detailed information available to indicate how a new system might operate and the impact for individual authorities. There are also anticipated changes to the New Homes Bonus system with consultation expected during 2022 and a revised scheme potentially being introduced from April 2023. Further, Adult Social Care Reform is in progress however the level of ongoing funding to support the Adult Social Care pressures has not been confirmed.

Using the information that was available when the budget was set in March, it was anticipated that the Council would need to deliver the £9.9m savings already identified for 2022/23 and 2023/24 plus around £4.5m of further savings over the three years 2023/24 to 2025/26, taking the total savings to £148m by the end of 2025/26. However, given current very high rates of inflation the budget gap is expected to increase further unless the Government makes additional ongoing funding available.

1.2 2021/22 Capital Outturn.

Capital spend ended the year at £57.37m against an approved budget of £73.31m. The programme of expenditure continued to be impacted by the effects of the coronavirus pandemic, however all schemes are now in progress. Some re-phasing of expenditure into 2022/23 will take place including as a result of some late allocations and extended negotiations with third parties and external funders. The repassing of some schemes will generate some treasury management benefits in 2022/23.

1.3 Income Monitoring

Covid-19 continued to have an impact on collection rates during 2021/22, however at the end of the year, income collection was ahead of the targets set for Council Tax and Business Rates while Sales Ledger was slightly behind target.

It is difficult to predict the ongoing impact of Covid-19 on income collection going forward and the position will be closely monitored during 2022/23. Ultimately, all debt will be rigorously pursued and will continue to be collected after the end of the financial year with appropriate recovery avenues being pursued at appropriate times.

1.4 NuPlace Ltd

NuPlace is the Council's wholly owned housing investment company. It was set up primarily to improve standards in the private rented sector and to offer homes for life to tenants operated by a responsible and responsive landlord. It is a separate legal entity and as such prepares its own accounts; in addition the Council is also required to prepare consolidated group accounts as part of its financial statements which incorporates NuPlace's financial position. The unaudited accounts show that NuPlace generated an operating profit after interest and taxation of £0.407m in 2021/22. The company issued a dividend of £0.163m in 2021/22 during the year which was paid to the Council as its sole investor. The Council also received other income from NuPlace totalling £1.8m during 2021/22, net of additional interest and other marginal costs. The financial benefits that arise from NuPlace are invested in providing front line services such as providing Adult Social Care services to vulnerable residents and have helped to reduce the budget savings that would otherwise have had to have been made as a result of Government grant cuts.

1.5 General

In December 2021, the Department for Levelling-up, Housing and Communities (DLUHC) announced an intention to amend the financial reporting deadlines for the 2021/22 accounts and audit process. Secondary legislation to do this is anticipated during the Summer period. The expectation is that, once these changes are introduced, the period of public inspection must be on or before, the first working day in August and the audited Statement of Accounts (SOA) must be published by 30 November at the latest. The Council's draft SOA was considered at the Audit Committee on 26 May, and the period of public inspection runs during June. Subject to the external audit being completed by Grant Thornton, it is anticipated that the final, audited SOA will be presented to the November Audit Committee.

1.6 Summaries of the outturn on revenue and capital along with major variations are shown as appendices to this report.

2.0 RECOMMENDATIONS

2.1 Cabinet Members are asked to approve the following recommendations which will go forward to Full Council for final approval:

- (i) To approve:
 - the Revenue outturn position for 2021/22, which remains subject to audit by the Council's external auditors, and related virements in Appendix 3
 - the transfers and changes to reserves and associated approval to the relevant members of the Senior Management Team (as determined by the Chief Executive) and after consultation with the relevant Cabinet Member to spend the reserves detailed in section 5 and Appendix 5
- (ii) To approve the Capital outturn position and related supplementary estimates, re-phasing and virements shown in Appendix 4 and as summarised in the report
- (iii) To grant delegated authority to the Director: Finance & HR to make any changes required, in consultation with the Cabinet Member for Finance, Governance & Customer Service
- (iv) To note the performance against income targets
- (v) To approve the 2022/23 Public Health Grant and update the 2022/23 budget strategy accordingly

3.0 SUMMARY IMPACT ASSESSMENT

COMMUNITY IMPACT	Do these proposals contribute to specific Priority Plan objective(s)?	
	Yes Delivery of all priority objectives depend on the effective use of available resources. Effective financial management ensures best use of resources.	
TARGET COMPLETION/DELIVERY DATE	Outturn forms the basis of the formal statement of accounts which was presented to the Audit Committee in draft format in May. The statement of accounts will then be audited and the final version will be published before the 30 November deadline subject to timely completion of the external audit.	
FINANCIAL/VALUE FOR MONEY IMPACT	Yes	The financial impacts are detailed throughout the report.

LEGAL ISSUES	No	None directly arising from this report. The S151 Officer has a statutory duty to monitor income and expenditure and to take action if overspends /shortfalls emerge. In December 2021, the Department for Levelling-up, Housing and Communities (DLUHC) announced an intention to amend the financial reporting deadlines for the 2021/22 accounts and audit process. Secondary legislation to do this is anticipated during the Summer period. The expectation is that, once these changes are introduced, the period of public inspection must be on or before, the first working day in August and the audited Statement of Accounts (SOA) must be published by 30 November at the latest.
OTHER IMPACTS, RISKS & OPPORTUNITIES	No	Budget holders actively manage their budgets and the many financial risks and challenges that Council services face, examples include the risk of a particularly harsh winter which would impact adversely on the winter gritting and adult social care budgets, the increasing dependency on income from a wide range of activities and the risk of interest rate movements and increases in the rate of inflation. The Council has comprehensive risk management arrangements in place and an appropriate level of contingency within its revenue budget as detailed in this report as well as adequate funding set aside on reserves to cover anticipated risks.
IMPACT ON SPECIFIC WARDS	No	

PART B) – ADDITIONAL INFORMATION

4.0 2021/22 REVENUE BUDGET

- 4.1** The Council had a gross revenue budget of £412m for 2021/22 and the final net revenue outturn position is as follows (a more detailed summary is provided in Appendix I):

	£m
Net Budget	131.014
Net Expenditure	130.966
Net Position	-0.048
Percentage Net Variance	-0.04%

- 4.2** Variations by Service Delivery Unit are summarised below and further detail is provided in Appendix 2.

Service Area	Final Budget £	Outturn £	Variance £
Prosperity & Investment	(7,649,260)	(7,143,109)	506,151
Finance & HR	12,776,564	8,024,517	(4,752,047)
Policy & Governance	844,761	1,411,477	566,716
Children's Safeguarding & Family Support	36,763,304	39,230,435	2,467,132
Education & Skills	7,898,448	8,587,764	689,315
Adult Social Care	48,104,681	51,841,400	3,736,719
Health and Wellbeing	2,181,876	2,159,867	(22,009)
Neighbourhood & Enforcement Services	24,934,414	24,754,196	(180,218)
Communities, Customer & Commercial Services	1,133,363	2,477,251	1,343,888
Housing, Employment & Infrastructure	1,847,621	1,850,163	2,542
Corporate Communications	0	41,744	41,744
Council Wide Items	2,177,814	(2,194,595)	(4,372,409)
Total	131,013,586	131,041,110	27,525

Funding Streams	0	(75,532)	(75,532)
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Net Position	131,013,586	130,965,578	(48,008)
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This table shows the position for each service area after the transfers to reserves detailed in section 5 of this report. The figures in the above table exclude budgets and variances on capital charges which are “non-controllable” accounting entries.

The outturn for 2021/22 has been impacted by the Covid pandemic and many of the variances in service area outturn positions (notably, Prosperity & Investment, Education & Skills and Communities, Customer & Commercial Services) shown above are due to additional spending pressures and income reductions caused by the pandemic.

- 4.3 Service variances over £0.250m are highlighted; all other variances over £50k are detailed in Appendix 2.

Service Area	Variance £m
<u>Property & Investment</u>	
Building Innovation Telford (BiT) – fee income shortfall due to re-phasing some schemes into 22/23 which will see increased income levels.	+0.496
Operational & Admin. Buildings –pressures included additional cleaning across all sites and repairs and maintenance costs	+0.374
<u>Children's Safeguarding & Family Support</u>	
Children In Care Placements – pressure on residential placement costs during the year, including a number of placements that have become significantly more expensive due to the complexities and challenges of cases being presented; the cost of 5 young people placed on remand has added £0.546m to the projected costs; there has however also been some success with a number of young people being stepped down from residential placements.	+1.844
Post 18 Staying Put and Leaving Care Support – a significant number of teenagers are approaching adulthood which gives rise to this pressure.	+0.289
Health funding – further engagement with Health representatives has led to increased health funding contributions linked to health needs.	-0.393
Children with Disabilities – additional support required to families as the pandemic impacted on the opportunities available to children which has resulted in additional costs.	+0.337

<u>Education & Skills</u>	
Home to School Transport – this pressure during the year has been exacerbated by an increase in taxi costs from September 2021; a number of initiatives are underway to address the issue including reviewing different transport options, providing minibus transport rather than taxis, reviewing routes and retendering.	+0.540
Arthog – Summer term bookings were impacted by Covid-19 restrictions which resulted in a shortfall of income.	+0.319
<u>Adult Social Care</u>	
Purchasing, Long Term Care –expenditure pressure on all types of long term care.	+5.762
Purchasing, Short Term Reablement – cost of care provided; partly offset by income from CCG	+5.442
Client Contributions – income from clients who pay an assessed contribution towards their care costs, partially offsets some of the additional costs referred to above.	-0.801
CCG Joint Funding – income relating to client care part funded by the CCG partially offsets some of the additional costs referred to above.	-0.965
NHS Contributions and agreed risk share agreement partially offsets some of the additional costs referred to above.	-5.702
Operational Teams – cost of agency workers required to cover vacancies, maternity leave and additional client numbers	+1.104
Grant Income – additional grant income	-0.711
Contribution to Reserves – to cover committed reablement and other cost pressures in 22/23	+0.624
<u>Communities, Customer & Commercial Services</u>	
Leisure Operations – loss of budgeted income relating to closures required due to Covid-19 in the first quarter of the year. The impact of planned closure of Newport Pool from December until the end of March for remedial works is also included in the shortfall.	+0.459
Catering (Education & Commercial) – income shortfall due to Covid in the first part of the year and ongoing impact.	+0.502

Housing Benefit Subsidy – the shortfall includes the impact of B&B spend where no subsidy can be claimed and lost subsidy from charity landlords.	+0.298
<u>Housing, Employment & Infrastructure</u> There are no variances over £250,000 to report.	
<u>Neighbourhood & Enforcement</u> There are no variances over £250,000 to report.	
<u>Finance & Human Resources</u> Treasury –benefit from continued active treasury management and borrowing at lower than budgeted short term interest rates.	-4.425
<u>Corporate</u> Pension Costs –relates to the benefit from prepayment of employers pension contribution	-0.478

Transfers to reserves are detailed in Appendix 5.

4.4 Public Health

The Council receives a ring-fenced grant to support its Public Health responsibilities. In 2021/22 this grant totalled £12.808m. The conditions of the grant are that it must be used to address health needs and improve health and well-being in the community. Work to support improving public health outcomes is delivered across a number of the Council's Service Areas and a summary of the grant in 2021/22 is shown in the table below:

	£
Public Health Reserve (grant bfwd from 2020/21)	1,665,552
Public Health Grant allocation 2021/22	12,808,327
Total Funding	14,473,879
Funding applied during 2021/22	12,028,438
Grant carried forward to 2022/23	2,445,442

4.5 Dedicated Schools Grant (DSG)

Excluding funds passed to academies and colleges, Dedicated Schools Grant totalled £107.7m in 2021/22. There was a planned overspend of £0.244m (0.23%) during the year. As £0.576m had been carried forward

into 2021/22 from the previous year, a year-end surplus of £0.332m has been carried forward to 2022/23.

The continued maintenance of a positive DSG balance is particularly noteworthy compared to the position in many other councils. The pressures seen in other parts of the country are also apparent in Telford & Wrekin. However, the Council's strong financial control, investment in additional staff focusing on post 16 and residential provision and positive relationships with schools have enabled budgetary control to be maintained whilst ensuring that we meet our responsibilities to young people. In addition, the national recognition of high needs cost pressures has led to additional resources being allocated to councils, including Telford & Wrekin.

The Council has a constructive relationship with the local Schools Forum and continues to work hard to tackle the high needs pressures in partnership with the Forum, schools and other providers of education.

5.0 RESERVES & BALANCES

- 5.1 The main General and Special Fund balances were £5.218m at 1 April 2021. The position on the main General and Special Fund Balances is now:

	£m
Balances at 1 st April 2021	5.218
Planned approved use	(0.159)
2021/22 Final Contribution to Balances	+0.048
Balances at 31st March 2022	5.107

The General/Special Fund balance forms part of the Council's overall reserves and balances.

- 5.2 In addition to the General and Special Fund Balances, the Council has general contingencies of £3.95m and £2.794m held centrally for inflation in 2022/23. Further, there is a prudent level of reserves and provisions available to support the medium term financial strategy.
- 5.3 A number of specific transfers to reserves are proposed which support the Council's priorities, Covid recovery and regeneration and the future medium term financial strategy. These are included in the overall outturn position as reported above and are detailed in Appendix 5.
- 5.4 The balance of the Public Health ring-fenced grant has also been carried forward to 2022/23 (in line with the grant conditions see section 4.4 above) as has the residual balance of other grants received in year, in line with accounting requirements.

6.0 2021/22 CAPITAL PROGRAMME

- 6.1 The capital programme for 2021/22 totalled £73.31m. Some re-phasing of expenditure into 2022/23 will take place including as a result of the continued effects of the coronavirus pandemic, some late allocations and extended negotiations with third parties and external funders. Spend at year end was £57.37m as summarised in the table below, all schemes that have been re-phased are already in progress:

Service Area	Budget	Spend	% Spend	Year End
	£m	£m	£m	£m
Adult Social Care	0.12	0.06	52%	-0.06
Prosperity & Investment	25.33	18.03	71%	-7.30
Neighbourhood & Enforcement Services	17.86	17.34	97%	-0.52
Education & Skills	11.05	12.96	117%	+1.91
Housing, Employment & Infrastructure	12.17	5.82	48%	-6.35
Communities, Customer & Commercial Services	4.51	2.17	48%	-2.33
Health, Wellbeing & Commissioning	0.07	0.06	82%	-0.01
Policy & Governance	0.12	0.03	26%	-0.09
Finance & Human Resources	2.10	0.90	43%	-1.20
Total	73.31	57.37	78%	-15.94

Note: The approved estimate excludes the new allocations, slippage and virements detailed in Appendix 4

- 6.2 The main scheme re-phasing to future years is shown below with detail included in Appendix 4.

	£m
<u>Prosperity & Investment</u>	
Property Investment Programme – primarily the purchase of Plot 12 Hortonwood, for the onward development of small industrial units from within the Growth Fund allocation, which completed early in 2022/23.	-1.26
Stalled sites programme – a number of complex schemes completed early in 2022/23	-1.16
Stronger Communities/Get Building Fund – work reprofiled at New College in line with the contractor delivery plan	-1.67
HE Land Deal, Board Schemes and Liability sites – rephasing of spend, mainly site preparation	-0.90
Housing Company – rephasing of spend, fully committed to schemes currently in development in 2022/23	-0.79

<u>Neighbourhood & Enforcement Services</u>	
Highways, Carriageways and Integrated Transport –fully committed to schemes currently in delivery	-0.52
Environmental Improvements –accelerated spend to address urgent priorities	+0.15
Miscellaneous Asset Schemes – fully committed for delivery in 2022/23	-0.37
A442 Challenge Fund – scheme delivery is on schedule for 2022/23 completion	+0.39
Ironbridge Gorge Stability –ongoing works in the Gorge	-0.11
<u>Education & Skills</u>	
Other School Schemes – spend rephased in particular on secondary school expansion projects, (Holy Trinity Academy, Priorslee) in line with contractor schedules. Fully funded from Basic Need capital grant allocations.	+1.91
<u>Housing, Employment & Infrastructure</u>	
Housing – empty property strategy allocations were approved mid year and required to meet future intervention initiatives	-1.10
Housing – Rough Sleeping Accommodation and Affordable Warmth Programmes grant was awarded late in the year.	-1.26
Housing - spend on Temporary Accommodation strategies fully committed in 2022/23	-3.55
Pride In Your High Street – some programme slippage due to Covid pandemic	-0.62
<u>Communities, Customer & Commercial Services</u>	
ICT/eGov – spend re-profiled to 2022/23, all fully committed to future years. Delays due to ongoing impact of Covid supply chain issues.	-1.29
Customer Services System Development – budget for digital access initiatives such as MyTelford, required for future years	-0.37

Climate Change –to fund projects to be delivered in 2022/23	-0.30
<u>Finance & Human Resources</u> Capitalisation of Efficiency Schemes/Severance costs in accordance with eligible spend during 21/22.	-1.20

- 6.3 There are a number of new approvals, virements and slippage which are also detailed in Appendix 4 and require formal approval.
- 6.4 The funding for the capital programme in 2020/21 included £14.743m estimated income from capital receipts. The actual income received in year was lower at £5.5m – the difference was mainly due to some receipts now expected early in 2022/23.

NUPLACE

- 7.1 2021/22 was the seventh year of operation for Nuplace Ltd, the Council's wholly owned housing investment company. It was set up primarily to improve standards in the private rented sector and to offer homes for life to tenants operated by a responsible and responsive landlord. The principal activity of which is the procurement of the construction and management of private and affordable residential property for rent. During 2021/22, Nuplace established the sub brand known as Telford & Wrekin Homes, intended to acquire and refurbish existing housing stock, to provide a further product within the private rental sector, continuing to raise the bar in terms of property and tenancy management.

Nuplace's housing portfolio now comprises of 431 homes of which 45 are affordable. The programme has resulted in over 23 acres of brownfield land being regenerated, addressing sites that might otherwise blight communities. The programme is also delivering added value in terms of local employment, apprenticeships, supply chain development and the delivery of a range of community projects.

Works are ongoing at Southwater Way, Telford, Nuplace's low carbon Town Centre scheme of 46 housing units and the first 12 Telford & Wrekin Homes properties, seeking to bring old, redundant properties back into use, which are undergoing refurbishment and due to be completed in May 2022.

In accordance with the Company's accounting policy, the housing portfolio was revalued at the year end, which has resulted in an increase in value of 5% (£3.7m) over the nine completed sites.

- 7.2 Nuplace Ltd is a separate legal entity and as such will prepare its own Statement of Accounts and comply with company regulations. The accounts will be independently audited. As Nuplace is wholly owned by

Telford & Wrekin Council, the Council is required to prepare Group Accounts as part of its Statement of Accounts for 2021/22 which will consolidate the Council and Nuplace's financial position.

- 7.3 Nuplace distributed a final dividend of £0.01 per ordinary share registered on 16th February 2022, totalling £163,000. The company reported an operating profit before taxation of £0.564m, £0.406m after tax. It should be noted that the Council has received income totalling £1.8m from Nuplace during 2021/22 net of additional interest and other costs which is a combination of interest paid relating to the loan agreement, dividend income and services Nuplace purchased from the Council. The Council will also benefit from additional Council Tax, and New Homes Bonus as Nuplace properties are completed. The financial benefits that arise from Nuplace are invested in providing front line services such as providing Adult Social Care and have helped to reduce the budget savings that would otherwise have had to been made as a result of Government grant cuts.

8.0 CORPORATE INCOME MONITORING

- 8.1 The Council's budget includes significant income streams which are regularly monitored to ensure they are on track to achieve targets that have been set and so that remedial action can be taken at a very early stage. The three main areas are Council Tax, NNDR (business rates) and Sales Ledger. Current monitoring information relating to these is provided below. The Council pursues outstanding debt vigorously, until all possible recovery avenues have been exhausted, but also prudently provides for bad debts in its accounts.
- 8.2 In summary, Council Tax and Business Rates collection rates are above target, but Sales Ledger collection is slightly behind target.

INCOME COLLECTION- 2021/22 YEAR END			
	Actual	Target	Performance
Council Tax Collection	97.26%	97.03%	0.23% ahead of target
NNDR Collection	98.4%	97.58%	0.82% ahead of target
Sales Ledger Outstanding Debt	6.05%	4.70%	1.35% behind target

8.3 **Council Tax (£100.5m)**

The percentage of the current year liability for council tax which the authority should have received during the year, as a percentage of annual collectable debit. The measure does not take account of debt that continues to be pursued and collected after the end of the financial year in which it became due. The final collection figure for all financial years exceeds 99%.

Performance is cumulative during the year and expressed against the complete year's debit.

Year End Target	Year End Actual	Last year Actual
97.03%	97.26%	97.09%

Council Tax collection has out-turned at 0.23% ahead target and last year's performance which was 97.09%. The better than expected performance was in part due to:

- The Covid hardship payments of £100 to working age Council Tax Reduction recipients approved by the Council
- Increased levels of "surplus" cash flow for households during the lockdown

8.4 NNDR-Business Rates (£63.1m)

The % of business rates for 2021/22 that should have been collected during the year. This target, as for council tax, ignores our continuing collection of earlier years' liabilities.

The measure does not take into account the debt that continues to be pursued and collected after the end of the financial year in which it became due. As a general rule the final collection figure for any financial year exceeds 99%.

Year End Target	Year End Actual	Last year Actual
97.58%	98.41%	96.34%

Collection performance has out-turned in a better position than was expected and considerably better than the 96.34% achieved in 2020/21 which in part will be due to:

- The CARF (Covid additional restrictions relief) which was awarded to certain businesses at the end of the financial year.
- Continued Business Support Grants paid to businesses which assisted with cash flow
- 66% Retail discount for those in the hospitality, leisure and accommodation sectors.

8.5 Sales Ledger (£84.6m)

This includes general debt and Social Care debt. Debt below 2 months is classified as a normal credit period.

The target percent is set relating cumulative debt outstanding from all years to the current annual debit. The targets and performance of income collection for 2021/22 are as follows:

Age of debt	Annual Target %	March 2022	
		£m	%
Total	4.70	5.119	6.05%

Sales ledger is outside of target although can tend to fluctuate from one month to the next. Collection difficulties have been experienced due to the Covid pandemic and resource having to be diverted to administer prompt payment of business support grants.

9.0 PREVIOUS MINUTES

04/03/2021	Council, Medium Term Financial Strategy
10/06/2021	Cabinet, 2020/21 Outturn Report
08/07/2021	Cabinet, 2021/22 Financial Monitoring Report
22/07/2021	Council, 2021/22 Financial Monitoring Report
04/11/2021	Cabinet, 2021/22 Financial Monitoring Report
18/11/2021	Council, 2021/22 Financial Monitoring Report
06/01/2022	Cabinet, 2021/22 Financial Monitoring Report
13/01/2022	Council, 2021/22 Financial Monitoring Report
17/02/2022	Cabinet, 2021/22 Financial Monitoring Report

10.0 BACKGROUND PAPERS

2020/21 Budget Strategy and Financial Ledger reports

2020/21 Financial Management Reports

2022/23 Budget Strategy

Report Prepared by:

Ken Clarke, Director: Finance & H.R. (C.F.O.) – 01952 383100;

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