Nottinghamshire County Council

Report to Finance & Property Committee
17 June 2013

Agenda Item: 6

REPORT OF THE SERVICE DIRECTOR – FINANCE & PROCUREMENT

FINANCIAL MONITORING REPORT: PERIOD 1 2013/2014

Purpose of the Report

1.1 To outline the approved revenue and capital budgets for the 2013/14 financial year

1.2 To provide a summary of the revenue position of the County Council for the year to date with initial year-end forecasts

1.3 To provide a summary of the Procurement Team's current performance

1.4 To provide a summary of Capital Programme expenditure to date and initial year-end forecasts

1.5 To inform Members of the Council's in year Balance Sheet transactions

Information and Advice

2. Background

2.1 The Council's budget was approved at the Full Council meeting 28 February 2013. As with the previous financial year, progress updates will be reported to this Committee each month; with final outturn confirmed in the June meeting of each year. The 2012/13 Management Accounts are elsewhere on this agenda.

3. Summary Financial Position

3.1 At the beginning of the current financial year, the Corporate Leadership Team reviewed the budget pressures that had been approved during the 2013/14 budget cycle. This was informed by the 2012/13 outturn position. The resulting decision to hold back an element of the base budget, in a central contingency, amounts to £2m. Should this money be required to offset in-year spending pressures, it will be released back to the relevant departments.

3.2 After the budgeted use of £15.1m of General Fund balances, the forecast out-turn position overall for the County Council is a underspending of £1.1m as summarised in Table 1 below.

Table 1 – Summary Revenue Position

Committee	Annual Budget £'000	Actual to Period 1 £'000	Year-End Forecast £'000	Latest Forecast Variance £'000
Children & Young People	169,387	7,794	169,387	-
Adult Social Care & Health	216,346	13,946	218,346	2,000
Transport & Highways	63,367	4,181	63,367	-
Environment & Sustainability	29,027	(1,960)	29,027	-
Community Safety	4,096	(531)	4,096	-
Culture	13,268	838	13,268	-
Policy	24,860	1,761	28,420	3,560
Finance & Property	29,477	2,357	29,477	-
Personnel	2,535	(180)	2,535	-
Economic Development	1,116	587	1,116	-
Public Health	35,103	313	35,103	-
Net Committee (under)/overspend	**588,582**	**29,106**	**594,142**	**5,560**
Central items	(51,434)	(4,891)	(54,559)	(3,125)
Forecast prior to use of reserves	**537,106**	**24,215**	**539,583**	**2,435**
Transfer to / (from) Corporate reserves	(9,872)	-	(13,432)	(3,560)
Transfer to / (from) General Fund	(15,138)	-	(15,138)	-
Net County Council	**512,138**	**24,215**	**511,013**	**(1,125)**

4. Committee and Central Items

4.1 The main variations that have been identified are explained in the following section.

Children and Young People (forecast in line with budget)

4.2 In response to the budget challenge process referred to in section 3.1 above, this Committee has returned £2m of its allocated pressures funding to the Corporate contingency. This is attributable entirely to the activity in external placement of Looked After Children (LAC) within Children's Social Care.

4.3 The growth in numbers of LAC between December 2012 (the latest data available when the budget pressure was calculated) and March 2013 was slower than anticipated. Estimates suggest that this is still continuing towards the national average and assume that growth will continue at the previously forecasted rate albeit with a lower starting point for April 2013. Previously forecast numbers, therefore, will be reached, but at a later date. Should the rate of change, or mix of placement types utilised, vary significantly from forecast, so will the costs, and this will be reported through this monthly monitoring report.

Adult Social Care & Health (forecast £2m net overspend)

4.4 This is due to an anticipated shortfall in client contribution income, comprising £1.6m from personal budgets and £0.4m from residential and nursing income. These pressures will be investigated further and monitored closely throughout the year.

Policy
(forecast £3.6m net overspend, met by Improvement Programme reserve)

4.5 The 2012/13 Management Accounts confirm slippage of £1.6m within the Improvement Programme. The spending profile of the programme has been reviewed and latest estimates predict expenditure for the year will be £7.8m, which is £3.6m more than budgeted. Funding of the Programme is held in a central reserve which will be adjusted accordingly to ensure a net nil variance for the financial year.

Central Items (forecast £3.1m net underspending)

4.6 Central Items primarily consists of interest and payments on cash balances and borrowing, together with various grants, contingency and movements on reserves.

4.7 Interest payments are currently forecast to be £1.7m less than the original budget. This is primarily due to slippage of the 2012/13 capital programme, resulting in a reduction in the Council's borrowing requirement.

4.8 The 2012/13 Contingency budget was originally set at £5m, of which, £3m was earmarked for redundancy. Following realignment adjustments at the conclusion of the base budget review, and the budget challenge process as reported at paragraph 3.1, the total contingency budget now stands at £6.6m.

4.9 As in previous years, and in accordance with accounting practice, a provision was set aside in 2012/13 to meet the costs of expected redundancies that will fall in 2013/14. This was based on outstanding Section 188 notices at the time and totalled £1.3m. Redundancy payments made in the current financial year to date total £0.2m. It is expected that the remaining provision will be required later in the year. As yet it is not possible to estimate the current year's redundancy costs, but should the budget not be required in full, it is likely that the underspend will be transferred to the Councils redundancy reserve. Therefore the figures included in Table 1 assume nil variance against this budget.

4.10 There has been one request to date against the general contingency, being £62,500 for the current and following financial year as a contribution towards the costs of administering the D2N2 core funding. Members are requested to approve this use of contingency. It is likely that further contingency requests will be made throughout the year, and the figures in Table 1 assume that the original allocation for general contingency will be required. The remaining £1.5m is reflected as an underspend and will be used to reduce the use of County Fund Balances at year end if Committee budgets remain to forecast.

4.11 At the time of setting the 2013/14 budget, several funding allocations had not been confirmed and therefore assumptions about certain grants were made, based on the best information available at the time. Since then, the 'Education Services Grant' (ESG) and the 'Localisation of Council Tax Support Funding' (LCTSF) grant have been announced, resulting in a net shortfall of £104,405 in 2013/14. The (LCTSF) grant is a one off grant to aid local authorities during the transitional period, and the additional funding cannot be expected in future years. The ESG will vary in future due to further academy conversions and this was built in when the Medium Term Plan was constructed.

Transfer to/from Reserves (forecast £3.6 net overspend)

4.12 Due to slippage in 2012/13 within the Improvement Programme, £3.6m additional funding from the Corporate Improvement Programme reserve will be required in 2013/14, as referred to in paragraph 4.6 above.

Transfer to/from General Fund (forecast in line with budget)

4.13 The latest forecast assumes the budgeted £15.1m contribution from General Fund balances will be drawn upon. Given the forecast underspend, this may not all be required, which will allow a degree of protection to the Council's savings plans given the challenging economic outlook over the forthcoming years.

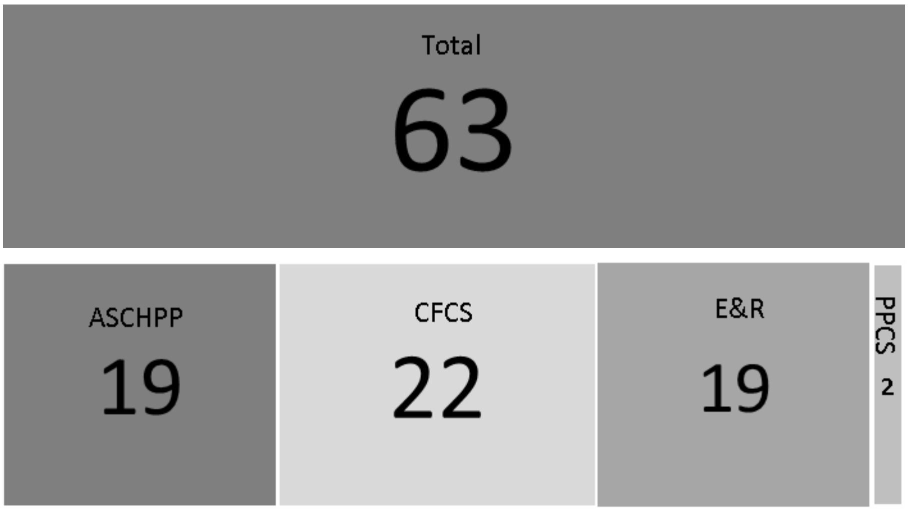
5. Progress with savings and risks to the forecast

5.1 Since 2010/11 the Council has delivered savings of over £100m with a further £10m expected in the current year. The base budget review identified some movement in the savings and realignments were made to 2013/14 budgets where appropriate. Officers monitor the deliverability of individual schemes and targets as part of the budget monitoring process and reflect achievability in the forecast outturn. The funding shortfall over the medium term will require further savings to be found and work has commenced in drafting proposals to deal with this as part of the Council's Medium Term Financial Strategy refresh.

6. Procurement Performance

6.1 As an organisation NCC has spent £63m year to date with external suppliers which is an increase of £6m from the same period in 2012/13.

6.2 The diagram below shows how the total amount spent is divided across the Portfolios, with 67% of all expenditure going through ASCHPP & CFCS and 26% through Highways and Property (E&R).



6.3 Operational Purchasing is responsible for activities that enable the organisation to order and pay for goods and services. These activities control the efficiency with which items are procured and also ensure compliance with Council Financial Regulations as well as EU and UK Directives and Law. This leads to greater savings and reduced risk. The following sections describe key measures for this aspect of Procurement activity.

6.4 Payment and Ordering routes are defined by the way the business raises orders with suppliers. The preferred route is to use BMS which has been a major investment in the last few years. Orders which use BMS are classified as Compliant Purchase Orders (Compliant), Non Purchase Orders (Semi or Non-Compliant) and Interface (Out of Scope - integrated systems that make payment only e.g. Frameworki – no other order details are retained on SAP).

6.5 Purchase Orders are beneficial to the organisation as they provide visibility of what we spend which in turn provides a financial benefit through savings and maximises return on investment in SAP.

Currently:-

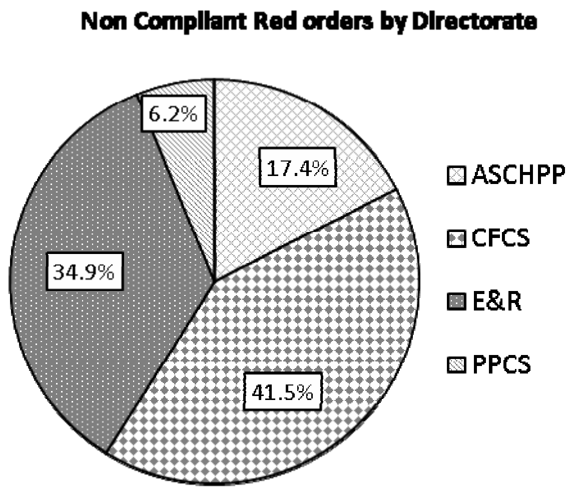
- Compliant ordering is increasing (currently 39% of the total)
- Non-compliant ordering is decreasing
- Interface is stagnant (gradual decrease expected over time as we maximise the use of BMS)

6.6 Purchase orders themselves are split into Green and Red orders. Green orders are those which are raised with the Procurement Centre's pre-arranged agreements or contracted suppliers.

6.7 An increase in Green ordering leads to:

- A reduction in the average number of days taken to raise an order with suppliers
- Reduced lead time to order and receive delivery of goods/ services
- Reduction in supply chain risk
- Increased department productivity
- Decreased processing costs

6.8 The chart below identifies Red orders year to date by Directorate. Although CFCS has the highest number of Red orders year to date, they also have the largest reduction with a 4% reduction in the last month.

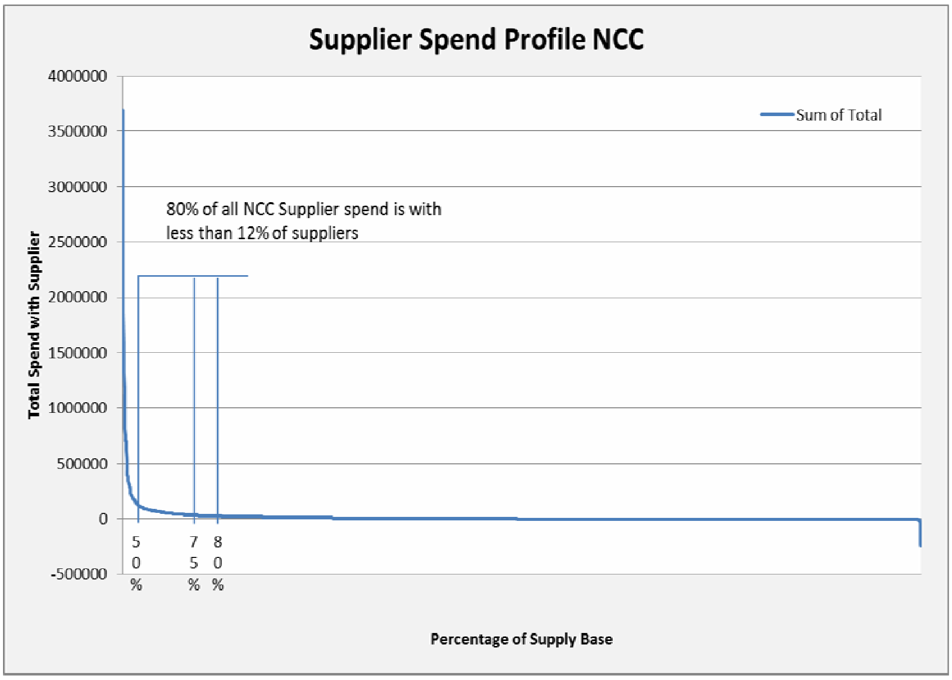


6.9 Chart below shows suppliers ranked by the amount NCC spends with them over the last month. There are a high number of suppliers with whom NCC spends less than £5k.

6.10 The top 12% (499) of suppliers account for 80% of the total supplier spend. The remaining 78% (2,915 suppliers) have a total expenditure of £12.5m with an average spend of £4,400. A high number of suppliers with a low average order value creates several distinct issues:-

- Reduced control over purchasing activity
- Higher processing costs (the cost of raising an order or processing an invoice remains the same regardless of order value)
- High risk to the organisation due historical lack of commercial auditing i.e. continuity of supply and financial robustness

6.11 Reducing the number of suppliers will allow more efficient ordering, fewer FTE hours processing the orders, reduced risk to the organisation and greater control of spend. The Procurement Centre has worked extensively with departments to reduce these risks/ issues by implementing catalogues and contracts and 'vetting' suppliers to ensure the widest possible product/ service availability to the organisation.



6.12 The strategy for the Procurement Centre is based on the Balanced Scorecard approach. This has four aspects:

- Financial: this looks at how we can create value by working with internal stakeholders and supply markets – cost savings is just one measure.
- Customer: to achieve our vision, how should we appear to the departments that we work with?
- Internal business processes: to satisfy our stakeholders and customers we need to focus on the things that add value and eliminate or streamline the rest
- Learning and growth: to achieve our vision, how will we sustain our ability to change and improve?

6.13 The following is an outline of the projects to be implemented as defined by the Balance Scorecard.

Customer Focus

- Customer Satisfaction - feedback from our client base on our performance.
- Marketing plan – marketing what we will do and how we will do it.
- Communications plan – How are we to communicate with our customers

Learning and Growth

- Skills audit and Gap analysis - to identify a structured and tailored training programme
- Renew and rationalise policies and procedures – optimising the way the department works
- Upskill Procurement Centre and the wider organisation in commercial skills

Business Processes

- Vendor Performance Management /SRM - Understand supply chain risks, market analysis
- Supplier spend analysis – improve knowledge of spend and analytics
- Design/improve processes – process improvement, making the department more efficient

Financial Objectives

- Cost savings – make transformational savings to support corporate objectives
- Demand Management – understanding and challenging the demand and the need for goods and or services
- Risk management - more consistent approach to analysing supply chain failure

7. Capital Programme

Approved Capital Programme

7.1 Table 2 summarises changes in the gross Capital Programme for 2013/14 since approval of the original programme in the Budget Report (Council 28/02/13):

Table 2 – Revised Capital Programme for 2013/14

	2012/13	
	£000	£000
Approved per Council (Budget Report 2013/14)		132,956
Variations funded from County Council Allocations:		
Net slippage/variations from 2012/13 and financing adjustments	9,766	
		9,766
Variations funded from other sources:		
Net slippage/variations from 2012/13	2,866	
		2,866

Revised Gross Capital Programme	145,588

Capital Monitoring

7.2 Table 3 shows actual capital expenditure to date against the forecast outturn at period 1.

Table 3 – Capital Expenditure and Forecasts as at Period 1

Committee	Revised Capital Programme £'000	Actual Expenditure to Period 1 £'000	Forecast Outturn £'000	Expected Variance £'000
Children & Young People	60,759	-4	60,759	-
Adult Social Care & Health	6,468	-104	6,468	-
Transport & Highways	41,611	-717	41,611	-
Environment & Sustainability	4,908	183	4,908	-
Community Safety	289	-	289	-
Culture	7,941	54	7,941	-
Policy	7,466	-138	7,466	-
Finance & Property	14,999	696	14,999	-
Personnel	68	0	68	-
Contingency	1,079	0	1,079	-
TOTAL	**145,588**	**-30**	**145,588**	**-**

7.3 No significant variances have yet been reported on the 2013/14 capital programme.

Financing the Approved Capital Programme

7.4 Table 4 summarises the financing of the overall approved Capital Programme for 2013/14.

Table 4 – Financing of the Approved Capital Programme for 2013/14

Committee	Capital Allocations £'000	Grants & Contributions £'000	Revenue £'000	Reserves £'000	Gross Programme £'000
Children & Young People	41,842	18,342	0	575	60,759
Adult Social Care & Health	4,440	1,891	45	92	6,468
Transport & Highways	7,966	21,685	0	11,960	41,611
Environment & Sustainability	3,682	726	500	0	4,908
Community Safety	289	0	0	0	289
Culture	2,365	1,465	172	3,939	7,941
Policy	7,466	0	0	0	7,466

Finance & Property	14,396	0	0	603	14,999
Personnel	0	0	0	68	68
Contingency	1,079	0	0	0	1,079
TOTAL	**83,525**	**44,109**	**717**	**17,237**	**145,588**

7.5 It is anticipated that borrowing in 2013/14 will increase by £11.1m from the forecast in the Budget Report 2013/14 (Council 28/02/13). This increase is a primarily as a consequence of net slippage of expenditure from 2012/13 to 2013/14.

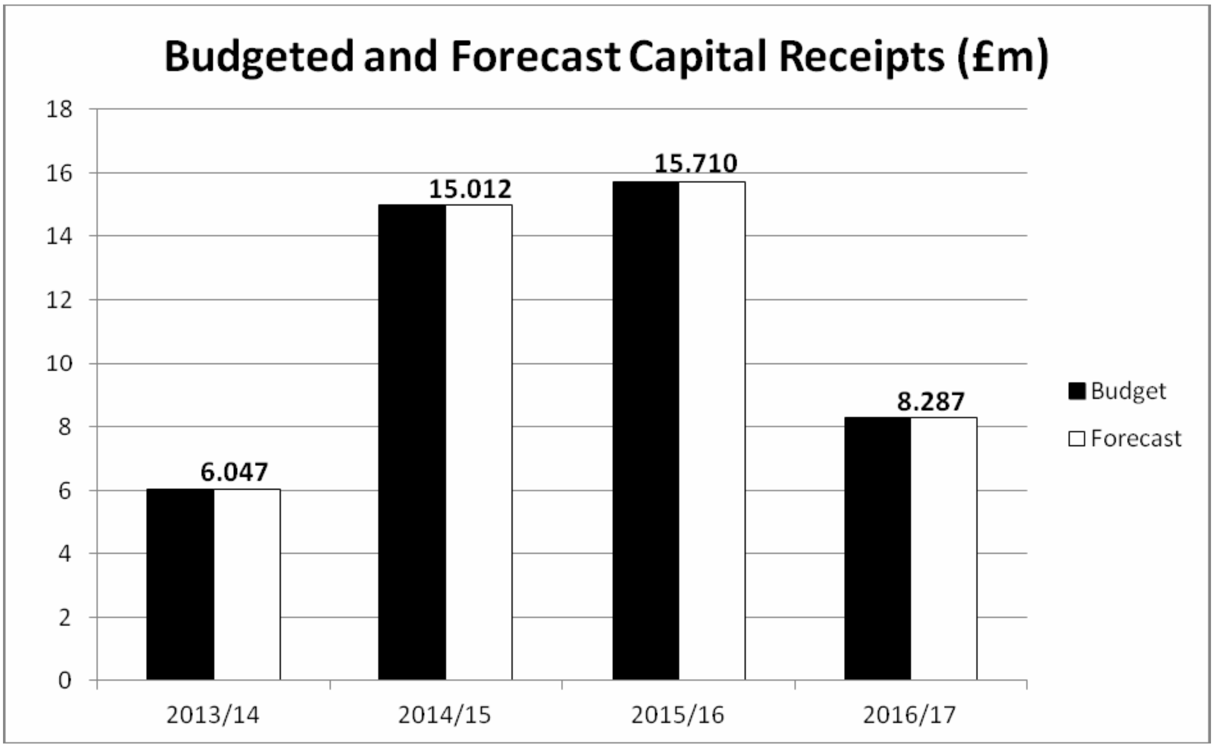
Prudential Indicator Monitoring

7.6 Performance against the Council's Prudential Indicators will be regularly monitored to ensure that external debt remains within both the Operational Boundary and the Authorised Limit.

Capital Receipts Monitoring

7.7 Anticipated capital receipts are regularly reviewed. Forecasts are currently based on estimated sales values of identified properties and prudently assume a slippage factor based upon a review of risk associated with each property. They also include an estimated £50k of vehicle receipts.

7.8 The chart below shows the budgeted and forecast capital receipts for the four years to 2016/17.



7.9 The dark bars in the chart show the budgeted capital receipts included in the Budget Report 2013/14 (Council 28/02/2013). These capital receipts budgets prudently incorporated slippage, giving a degree of “protection” from the risk of non-delivery. The bars also incorporate anticipated slippage.

7.10 The forecast for 2013/14 is currently estimated to be equal to the budgeted capital receipts.

7.11 The number and size of large anticipated receipts increase the risk that income from property sales will be even lower than the revised forecasts over the next three years. Although the revised forecasts incorporate an element of slippage, a delay in receiving just two or three large receipts could result in sales being lower than these forecasts. For example, a scenario in which £4m of capital receipts are realised in 2012/13 and £9m of capital receipts are realised in 2013/14 would not be considered unlikely. This would represent a reduction of £36m from the budgeted level of capital receipts for 2012-14.

7.12 Current Council policy (Budget Report 2013/14) is to set capital receipts against the principal of previous years’ borrowing. This reduces the amount of Minimum Revenue Provision (MRP) to be set aside each year.

7.13 As highlighted in the Budget Report 2013/14, the Council’s medium-term forecasts were predicated on an ambitious level of capital receipts. Given current concerns about further revenue reductions, it is important to regularly monitor capital receipt forecasts and their effect on the overall revenue impact of the Capital Programme.

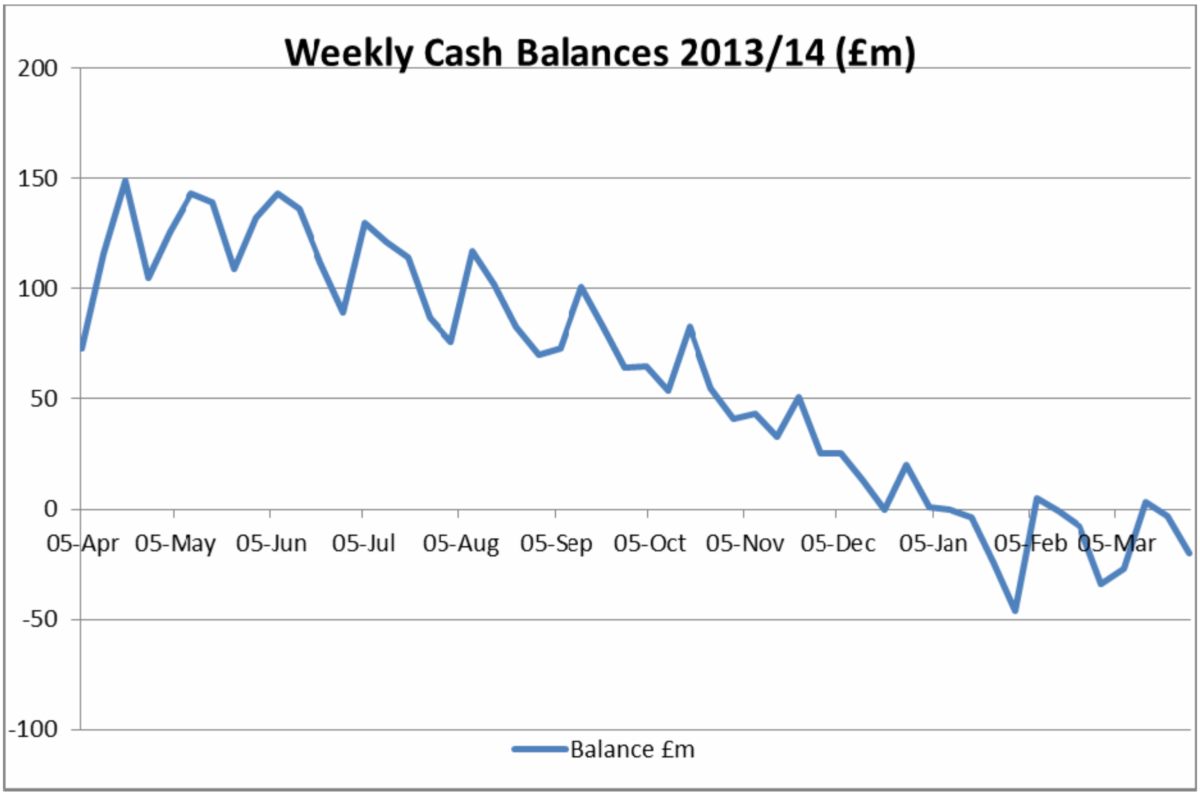
8. Balance Sheet

Impact on County Fund Balances

8.1 Subject to Member approval of the 2012/13 Management Accounts Report, County Fund Balances will be increased by £12.4m giving a closing balance for the 2012/13 financial year of £42.1m. The 2013/14 budget approves utilisation of £15.1m of balances which will result in a closing balance of £27m at 31/03/2014, which is just over 5% of the Budget Requirement.

Treasury Management

8.2 Cash flow is kept under constant monitoring by the Senior Accountant (Pensions & Treasury Management) with the overall position reviewed quarterly by the Treasury Management Group. The following graph shows the actual cash balances to date and the forecasts for the remainder of the year. Cash inflows are typically higher at the start of the year due to the front loading receipt of Central Government grants, and the payment profile of precepts. However, cash outflows, in particular capital expenditure, tend to occur later in the year. The peaks and troughs in the graph reflect the temporary investment and repayment of surplus cash balances. The Council aims to keep cash balances relatively low as part of its approach to managing treasury risks. This works to minimise borrowing costs and reduce exposure to counterparty risk.

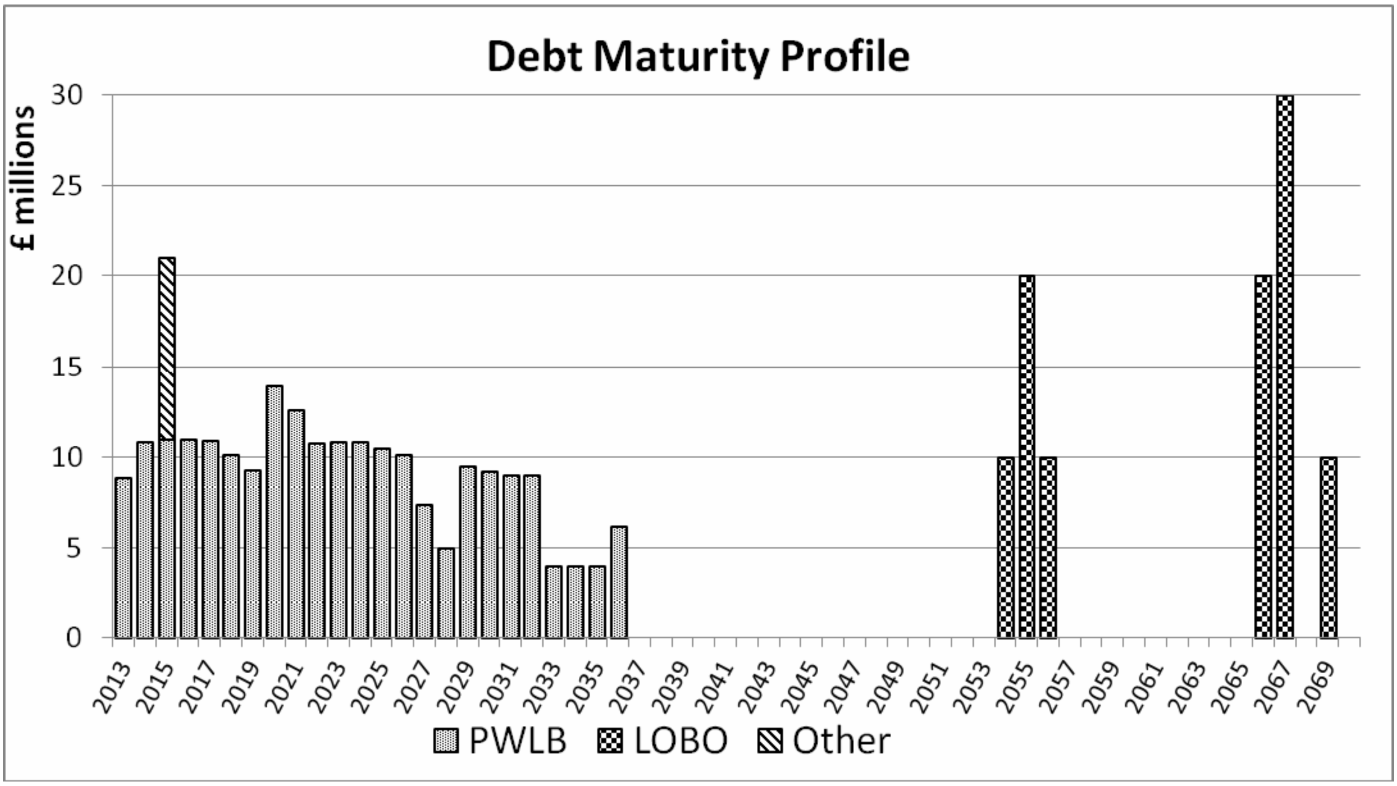


8.3 The treasury strategy for 2013/14 identified a need for additional borrowing of £10m to replenish cash reserves and £30m to fund the capital programme. The chart above indicates that sufficient cash balances will be maintained for much of the year without recourse to external borrowing.

8.4 Borrowing decisions take account of a number of factors including:

- Current interest rates and recent trends
- The impact of new debt on revenue budgets
- The maturity profile of existing debt

8.5 The maturity profile of the Council's debt portfolio is shown in the table below. The PWLB loans are reasonably well distributed and have a maximum duration of 23 years. Longer-term borrowing (maturities up to 56 years) was obtained from the market some years ago in the form of 'Lender's Options, Borrower's Options' loans (LOBOs). The 'other' loans denote the recent borrowing from the money markets where the main objective was to minimise interest costs. These loans will be refinanced in the coming years for terms of up to 2 years, provided short-term rates continue to look favourable.

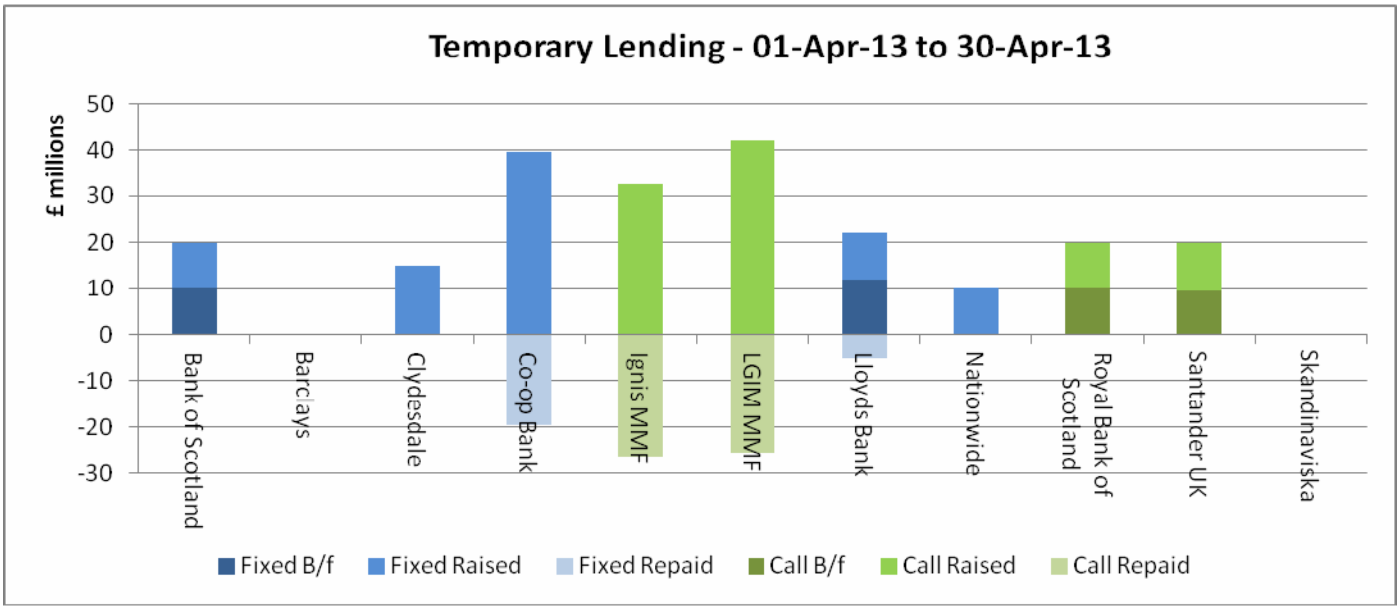


Investments

8.6 The Council's TM policy includes criteria for assessing counterparties for investment. Treasury Management Group approves a lending list based on these criteria and also market availability of institutions. The investment activity for 2013/14 to the end of April 2013 is shown in the table and chart below. In light of the forecast cash flow profile for 2013/14, a number of fixed term deals have been placed to take advantage of higher rates available for periods up to 9 months.

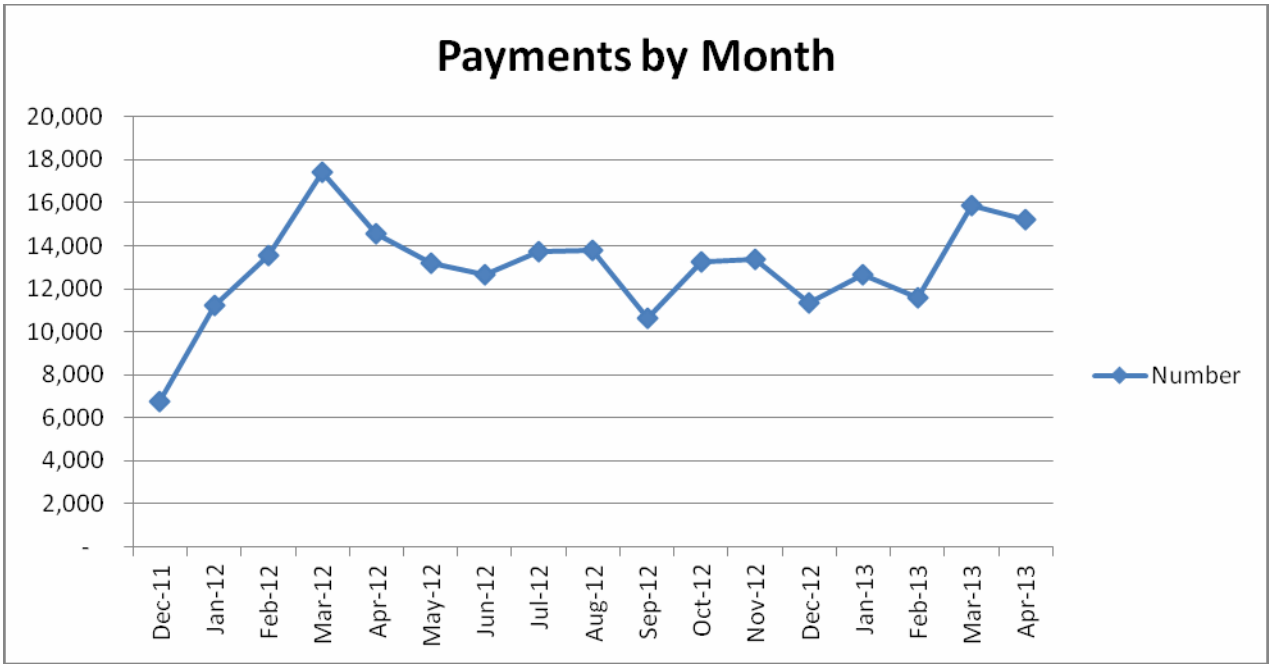
Nottinghamshire County Council								
Temporary Lending:	01-Apr-13	to	30-Apr-13					
	Fixed Term Deals			**Call Accounts & Money Market Funds**			**Outstanding**	**Outstanding**
	Fixed B/f	**Fixed Raised**	**Fixed Repaid**	**Call B/f**	**Call Raised**	**Call Repaid**	**31-Mar-12**	**30-Apr-13**
Bank of Scotland	10,000,000	10,000,000	0	0	0	0	10,000,000	20,000,000
Barclays	0	0	0	0	0	0	0	0
Clydesdale	0	15,000,000	0	0	0	0	0	15,000,000
Co-op Bank	0	39,750,000	-19,750,000	0	0	0	0	20,000,000
Ignis MMF	0	0	0	0	32,550,000	-26,450,000	0	6,100,000
LGIM MMF	0	0	0	0	42,100,000	-25,700,000	0	16,400,000
Lloyds Bank	12,000,000	10,000,000	-5,000,000	0	0	0	12,000,000	17,000,000
Nationwide	0	10,000,000	0	0	0	0	0	10,000,000
Royal Bank of Scotland	0	0	0	10,000,000	10,000,000	0	10,000,000	20,000,000
Santander UK	0	0	0	9,550,000	10,450,000	0	9,550,000	20,000,000
Skandinaviska	0	0	0	0	0	0	0	0
	22,000,000	**84,750,000**	**-24,750,000**	**19,550,000**	**95,100,000**	**-52,150,000**	**41,550,000**	**144,500,000**

Note: As at 15 May there were no outstanding balances with Co-op Bank



Debtors and Creditors

8.7 Responsibility for both the Accounts Payable (AP) and Accounts Receivable (AR) sits within the Business Support Centre. The graphs below illustrate the total volume of payments processed each month, and the total payments processed within terms since the Council's Business Management System went live in November 2011.



8.8 March and April saw significant number of payments processed as part of the 2012/13 year end work. A total of 31,107 payments were processed over the 2 months. This compares to the long term average of circa 13,000 per month. The percentage of invoices paid within contractual terms has remained around 64% over the last few months. The percentage fell slightly in April due to the impact of Easter, when staff holidays mean there can be delays in approving invoices for payment within business areas.

8.9 Work is underway to improve the number of invoices paid within contractual terms including the following measures:-

- Review and update all payment terms on SAP and confirm these agree to contractual terms per contracts
- Ensure all invoices are sent direct to AP and are not going to business users before being forwarded to payments team
- A programme to move suppliers to providing email invoices rather than sending by post. This is subject to ensuring they only send one copy and that it is in an agreed format
- Regularly update business users with details of invoices in their worklists for action and request feedback on issues / problems
- Ensure business users have SAP substitutes set up so that other staff can provide cover for absences.

8.10 It is anticipated that the above actions will lead to an improvement in the percentage of invoices paid within terms over the next few months. Early data for May indicates that the percentage paid within terms in the first 3 weeks of the month is circa 70%.

8.11 Performance monitoring has also been developed within the Accounts Receivable function and the debt recovery team in particular. The tables below illustrate activity in the current year and the Councils accumulated position.

Period 1 – 2013/14 Invoices raised

	Pd 1
Number	13,681
Value	£10,913,013

Debt Position

	Residential & Domicilary Care	**All Other**	**Total**
Total	£7,417,059	£13,272,829	£20,689,888
Over 6 months	£4,462,730	£864,690	£5,327,420

% over 6 months	60.2%	6.5%	25.7%

8.12 A recent review of end-to-end Other debt processes has identified a number of improvements that have either been implemented by the Debt Recovery team or will be actioned over the coming months. These include:-

- New methods of enforcement such as the use of Third Party Debt Collection Agencies and Small Claims Court Work, as available to the Council through existing Civil Parking Enforcement arrangements .
- Introduce new reminder and Court Action letters and shorten the dunning (reminder) cycle by 14 days.
- Set up a dedicated Debt Recovery team to concentrate on other debt.
- Develop and pilot corporate invoicing standards. Once reviewed and agreed these will be rolled out across the Council
- Reduce the number of sales offices in use to enable better reporting and control of debt.
- Develop e-invoicing and e-dunning
- Debt recovery policy to be developed, including clear information for insurance companies on what information will be provided by the Council.

8.13 The impact of the above will be assessed over the coming months and targets will be set for the level of debt over 6 months old as a percentage of total debt.

8.14 A “Lean+” service review of Adult Care Financial Services (ACFS) is currently underway. This includes the statutory debt recovery elements of the process and the Debt Recovery team will implement any revised processes arising from the review. In addition a review of how payment is made for NCC services is underway. The aim of this will be to encourage pre-payment where possible to avoid debt arising. Investigations are also on-going in to a possible on line payment solution which would facilitate this.

9. Future developments & strategic issues

9.1 Initiatives to improve financial awareness and accountability across the Authority are continuing. Internal candidates for the remaining two tiers of the finance restructure have been appointed and the remaining vacancies will be dealt with in line with the Council’s vacancy protocol.

9.2 The Base Budget review has enabled all managers to engage in setting their own budgets for 2013/14 and financial training to managers is also taking place through the Leadership Development Programme.

9.3 The 2013/14 budget report highlighted funding shortfalls over the medium term and options to balance the Council's Medium Term Financial Strategy are being drafted for Member consideration. In line with this, officers will be assessing the implications of the Spending Review when the announcement is made later this month (June 26th). Full public consultation will be launched in November when a report to this Committee will outline the proposals in full.

Statutory and Policy Implications

10.1 This report has been compiled after consideration of implications in respect of finance, equal opportunities, human resources, crime and disorder, human rights, the safeguarding of children, sustainability and the environment and those using the service and where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

RECOMMENDATIONS

11.1 To note the current position regarding monitoring of revenue expenditure.

11.2 To note additional use of the Corporate Improvement Programme Reserve to allow certain projects to progress within the current financial year as reported at para 4.5.

11.3 To approve the use of contingency as requested at para 4.10.

11.4 To note the current procurement team performance.

11.5 To note the current position regarding monitoring of capital expenditure.

11.6 To note that the current level of borrowing is expected to remain within the Council's prudential limits.

11.7 To note the Balance Sheet update.

Paul Simpson
Service Director – Finance & Procurement

For any enquiries about this report please contact:
Pauline Moore - Senior Accountant, Financial Strategy & Accounting
Glen Bicknell - Senior Finance Business Partner, Capital & External Funding
Simon Cunnington – Senior Accountant, Pensions and Treasury Management

Constitutional Comments (KK 03/06/13)
The proposals in this report are within the remit of the Finance and Property Committee.

Financial Comments (PM 25/05/13)
The financial implications are stated in the report and will be taken into account during the refresh of the Council's Medium Term Financial Strategy.

Background Papers
Nil

Electoral Division(s) and Member(s) Affected
All