

POLICY AND RESOURCES COMMITTEE

Friday, 18 December 2020

REPORT TITLE:	DRAFT REVENUE BUDGET 2021/22 – PROPOSALS FOR CONSULTATION
REPORT OF:	DIRECTOR OF RESOURCES (S151 OFFICER)

REPORT SUMMARY

This report is part of the Council's formal budget process, as set out in the constitution and in accordance with the legal requirements to set a balanced and sustainable budget for 2021/22.

The report provides an update on the Budget process for 2021/22 previously reported to Policy & Resources Committee on 7 October 2020.

It must be noted that the Council has applied for a capitalisation directive to mitigate the specific, unfunded financial impact associated with Covid-19. At the time of writing the report, there is no formal notification of the award of this directive, however it has been assumed it will be successful for the purposes of budget consultation. As the capitalisation directive relates only to Covid-19 pressures, it cannot be used for other pressures and as such, other savings are required to ensure Wirral can deliver a balanced budget for 2021/22.

Policy and Resources Committee must recommend a 2021/22 balanced Budget proposal to the Council for its meeting in March 2021, it is good practice for the residents of Wirral to have their say on budget proposals and so the purpose of this report is to agree the budget proposals that will go out for public consultation.

This is a key decision which affects all Wards within the Borough.

RECOMMENDATIONS

That the Committee:

- 1) Approve the financial proposals for 2021/22 that will be subject to consultation and subsequent consideration by Policy & Resources Committee in February 2021.
- 2) Agree that this decision is urgent and therefore not subject to review.

SUPPORTING INFORMATION

1.0 REASONS FOR RECOMMENDATIONS

- 1.1 Policy and Resources Committee (P&R) is required to recommend a Budget to the Council for its meeting in March 2021. The Council has to set a budget for 2021/22 by 11 March by law. The issues detailed in this report support the recommendation which is a key step in facilitating the Policy and Resources Committee to be in a position to recommend a Budget proposal.
- 1.2 The Council's Budget supports the delivery of the Wirral Plan and is key to ensuring the Council is financially stable. Our residents and businesses expect to be informed and consulted about how services are going to be run and how their money is going to be raised and spent. The benefits of consulting with residents are:
- to improve planning, policy and decision making
 - to make better use of resources
 - to access new information, ideas and suggestions
 - to encourage greater participation in the activities of the council
 - to govern by consent (a full and fair consultation, with careful consideration of all views, can strengthen the legitimacy of the prevailing view among those people not in favour of the final decision)
 - to measure residents' satisfaction with the council
 - to shape council activities around residents' needs and aspirations

2.0 OTHER OPTIONS CONSIDERED

- 2.1 Do nothing, however this has not been considered as Wirral Council would be contravening section 65 of the Local Government Finance Act 1992 and the Council is committed to hearing the views of the residents of Wirral.

3.0 BACKGROUND INFORMATION

- 3.1 Three critical matters influence the budget for 2021/22, these are:
- National Spending Review by Government
 - Progress of the Capitalisation Directive
 - Progress of Budget proposals through the transition year of 2020/21
- 3.2 It should be noted that the formal notification of the National Spending Review and the Capitalisation Directive are unknown at the time of writing the report and the presented figures represent best estimates based on intelligence available.

2021/22 Budget Gap Position

- 3.3 The Policy and Resources Committee meeting in February will consider:
- The outcome of the consultation
 - Any final recommendations from the Policy & Service Committees

- The outcome of the Government Settlement, capitalisation directive and levies.
- The recommendation of the 2021/22 budget to Council alongside the precepts.

3.4 In October 2020, Policy and Resources Committee agreed to a five-stage transitional budget process for 2021/22. This report records the savings proposals to be presented to the public as part of that process.

3.5 At Quarter 2 (Apr – Sep 2020), the medium-term financial plan (MTFP) showed a budget gap of £14.8m in 2020/21, increasing to £60.8m in 2021/22. Since Quarter 2 additional intelligence and activity has transpired that affects the budget gap.

3.6 The key drivers of the budget gap in 2021/22 are:

- The knock-on impact of 2020/21 savings not being achieved in full, because of the re-direction of Council resources to meet the Covid-19 pandemic response.
- Demand pressures (more detail is outlined in paragraphs 3.7-3.11)

Table 1 – Budget Gap for Financial Year 2021/22

Budget Items	£m	£m	£m
Budget Gap at Quarter 2	60.8		
Revenue Support Grant Announcement		(19.0)	
Other funding changes		6.3	
Pressures and Savings Review (3.38)		(8.0)	(20.8)
Adjusted Budget Gap			40.0
Adult Social Care precept (3%)		(4.4)	
Pressures Review		(2.1)	
Savings Proposals		(10.0)	(16.5)
Further Funding Assumptions 2021/22*			23.5

* This figure is subject to change after formal notice of the National Spending Review and the formalisation of the Capitalisation Directive.

Demand Pressures

3.7 Local data anticipates the continuing growth in Older Peoples demographic of around 3% per annum, whilst demographic growth in adults with Learning Disabilities and Mental Health issues is predicted to be around 1% over the next five years (however, it should be noted that these estimates are based upon pre-Covid19 data). The key activities being undertaken to mitigate this growth revolve around

developing solutions which support individuals to remain independent for longer, and therefore require less intensive, less expensive support. This has positive outcomes for the individuals and the services that support them. The Council is currently investing in and developing alternative care models, such as Extra Care housing and investment in assistive technology but these activities require capital investment and will take a number of years to be fully implemented. Nevertheless, these developments take place in the context of an ageing population and we expect that demand-related expenditure will remain an issue for the foreseeable future.

- 3.8 Adult Social Care provided essential support to residents throughout the COVID pandemic, with significant assistance from one-off Government grants. There is an increased risk of, potentially significant, growth in demand for care services as the impact of COVID-19 and the periods of lockdown are realised. Higher cost of care fees are also anticipated as care providers continue to face higher charges from increased PPE requirements, greater infection control measures and higher insurance costs, as well as an increased focus on their workforce pay and conditions.
- 3.9 Children and Families service is experiencing significant expenditure pressure due to increasing numbers of children needing social work support including those requiring care. The cost of care has increased due to the complexity of need and inflation driven by for-profit providers particularly in residential care. Early intervention activity is designed to prevent children needing social work support and entering the care system. This is both a more positive outcome for children and families and is less costly to the Council. However, there is always likely to be a need for care, particularly residential care. Proposals, which are currently in the feasibility stage, are in development with Liverpool City Region to provide a child-focussed, long term sustainable residential portfolio, where outcomes and resourcing can be managed. The positive impact of these proposals are expected to begin to materialise in 2021/22, and have a long-lasting, positive impact.
- 3.10 The Liverpool City Region Combined Authority considered the recommendations from the Merseytravel Committee on 16 January 2020. In overall terms the Transport Levy has increased from £95.4m to £97.4m, representing an increase of 2.1%, with Wirral's share of the costs increasing by approximately £0.4m to £22.1m. This increase reflects some of the financial challenges faced by Merseytravel, primarily arising from pay and contract inflation and reductions in Special Rail Grant.
- 3.11 The Merseyside Recycling & Waste Authority will meet on 5 February 2021 to agree the final Levy for 2021/22. However, the proposed Levy for Wirral is £17.6m, representing an increase of £0.2m (1.4%) on the 2020/21 charge of £17.4m and this value has been included in the latest budget proposal for 2021/22.

MHCLG Capitalisation Directive

- 3.12 At the 7 October 2020 meeting, the Policy and Resources Committee supported the formal application to MHCLG to request a capitalisation directive from HM Treasury on the Council's behalf. At the time of writing the report, there is no formal notification of the award of this directive, however it is assumed it is successful for the purposes of budget consultation. As the capitalisation directive relates only to Covid-19 pressures, it cannot be used for other pressures and as such, other

savings are required to ensure Wirral can deliver a balanced budget for 2021/22. This request represents an exceptional action taken to mitigate a short-term budget gap, which poses long term financial risks, caused by the Covid-19 pandemic.

- 3.13 There are 3 core conditions associated with the application of this directive:
- The Council should make a single request, not separate and distinct annual requests
 - The Council does not delay any difficult decisions in relation to delivering efficiencies
 - The Council must demonstrate a robust 5-year recovery forecast that delivers a financially sustainable position; this is included in Appendix 2.
- 3.14 The original request was to capitalise £39.6m Covid-19 pressures in 2021-22. Following a formal external review, a revised position of £34m has been agreed in principle. The areas that are included within the request for the capitalisation directive are:
- Additional demand/care sector viability within Adult Social Care
 - Additional Homelessness costs
 - Special Educational Transport cost increases
 - Unachievable savings carried forward from 2020/21 due to lack of capacity
- 3.15 It should be noted that failure to secure the Capitalisation directive may result in the formal issue of a S114 notice.
- 3.16 It should be noted that many of the benefits announced in the spending review potentially reduce the value of the capitalisation directive rather than reduce the need for savings or offset pressures, although it has been assumed that the Social Care precept will be ringfenced to address social care activity and not reduce the value of the Capitalisation Directive.

Spending Review

- 3.17 In September 2019, the Government announced the Local Government Finance Settlement for 2020/21 budgets, in the form of a single year Spending Round. A multi-year Spending Review was expected to follow in 2020, however the economic uncertainty caused by the Covid pandemic has caused the Government to halt its long-term Comprehensive Spending Review and a single year Spending Round was announced on 25 November 2020.
- 3.18 This single year Spending Round forms the basis for updating the medium-term financial plan (MTFP) and sets out a 4.5% increase in core spending power over Government funding for Local Authorities. The increase in core spending power includes additional funding for social care, £300m as a social care grant has been announced and £700m from a potential 3% social care precept. This additional funding is not expected to fully mitigate the continuing pressures in social care and is anticipated to be allocated to new pressures in 2021/22.

3.19 Details of how the announcement will affect the specific funding settlements for individual Local Authorities are not expected to be available until 17 December. However, some high-level information is provided below:

- Councils will continue to have the power to increase council tax by 2% without requiring a referendum.
- Upper tier Councils will be able to apply a levy a 3% adult social care precept (previously 2%). In addition to this there is a commitment to a national £300m social care grant.
- Business rate multipliers, which are applied to the Rateable Value of a business to calculate their Business Rates liability, will be frozen in 2021/22 with councils being compensated for the loss in business rate income. The government has decided not to proceed with a reset of business rates baselines in 2021/22 and will maintain the existing 100 per cent business rates pilots, which Wirral forms part of.
- New Homes Bonus will be sustained in 2021/22 albeit without legacy payments
- The government will cut Public Works Loan Board (PWLb) lending rates to gilts +100 basis points (bps) for Standard Rate and gilts +80bps for Certainty Rate taking it back to its pre adjustment level. There are currently no plans to increase the headroom of PWLB borrowing.
- Extension to the Sales, Fees and Charges compensation scheme to June 2021
- Compensation scheme supporting Collection Fund losses in 2020/21 (up to 75% of the loss).
- The schools' budget will be boosted by £7.1 billion by 2022-23 compared to last year's funding levels, with a £2.2bn increase from this year to the next.
- A new Levelling Up Fund worth £4 billion will be launched for England, to invest in local infrastructure with "a visible impact on people and their communities" and to support the economic recovery from Covid-19. Bids that aim to regenerate parts of the country that have received relatively little government investment in recent years will be prioritised.
- Head of Terms have been published for a Shared Prosperity Fund, averaging £1.5 billion per year, with further details expected in Spring 2020. Additional monies will also be provided for pilot programmes in 2021/22.
- Central government will also provide £254m of additional funding to tackle homelessness and rough sleeping, to pay for accommodation, substance abuse and frontline support services.

Impact on Wirral

- 3.20 Although draft the Local Government Financial Statement is not expected until 17 December, an estimate has been made, where possible, as to the financial impact of the Spending Review on Wirral in 2021/22.
- 3.21 To date, Wirral's Medium-Term Financial Plan (MTFP) has assumed a 1.99% standard increase in Council Tax. Applying the full 3% adult social care precept in addition to this would result in an additional £4.4m in 2021/22, which has been built into the budget assumption.
- 3.22 Wirral currently receives £11.3m in social care grant. Although the distribution method is not yet known for the additional £300m, if distributed to local authorities using existing proportions, Wirral would receive an additional £2.4m in 2021/22. It is

anticipated that this funding would be provided to offset new social care pressures in 2021/22.

- 3.23 It is currently assumed that council tax and business rates losses in 2020/21 resulting from the Covid-19 pandemic will amount to £10.6m with the budgetary effects of which to be recognised over 3 years. The Collection Fund compensation scheme from central government reduces the 2021/22 pressure by £3.0m.
- 3.24 The MTFP currently assumes a pressure of £9.3m from the loss of sales, fees, and charges in 2021/22 resulting from the pandemic. However, the extension to June 2021 of government compensation for this will reduce this pressure. The details have not yet been received for this but an estimation of a £2.75m has been made.
- 3.25 Wirral is also expected to benefit by £0.3m from the extension of the New Homes Bonus grant and Public Health funding remaining flat in real terms.
- 3.26 2021/22 Budget assumptions currently include a £1.1m increase in pay and pension costs in 2021/22 for the 3 year pay award previously agreed. Clarification is being sought on how the announcement of a public sector pay pause impacts a pay award already in place. If it is delayed by a year, a £250 pay increase for the lowest paid (under £24k per year) workers would reduce this pressure by £500k.

2021/22 Transitional Budget and Proposals

- 3.27 In October 2020, Policy and Resources Committee agreed to a five-stage transitional budget process for 2021/22. This report includes the proposals to be presented to the public.
- 3.28 The pathway of the proposals to this point includes:
- Officer presentation of budget proposals for 2021/22 to individual Policy and Service Committees, in the form of workshops during October, November and the beginning of December.
 - Policy and Service Committees debated and discussed these proposals considering:
 - Impact on residents
 - Impact on the workforce
 - Impact on Wirral as a place
 - Level of risk
 - Impact on the future ability of the area to generate income or avoid future pressures
 - Whether the service is statutory
 - Where the service is non-statutory, what beneficial outcomes it generates
- 3.29 Committee members were encouraged to identify and submit their own ideas for proposals for Officers to work up. The usual process for Committees would be to identify and submit their own ideas for budget savings to form part of the budget setting process, however for this transition year, Officers have submitted potential

savings to Committee members to consider initially and any other proposals they also wish to consider have been noted for review by P&R.

- 3.30 The feedback from the individual committees was provided to Policy and Resources members in a series of workshops in November and December, leading to a suite of proposals agreed by the Policy and Resources Committee to go out for public consultation.

Savings Proposals

- 3.31 There are a number of savings which are embedded in the budget, either as part of demand management, or as part of ongoing activity. These items are included within the budget gap calculation and do not require any consultation, more detail can be found in the MTFP extract in Appendix 2.
- 3.32 Children, Young People & Education, £3.4m. These are savings related to activity where managed movement of children from higher cost to lower cost/better outcomes and ongoing preventative measures designed to reduce the need for social work interventions.
- 3.33 Adult Care and Health, £4.0m. These savings are a result of medium-term financial planning enabling vulnerable adults to retain independence, including improvements to housing and use of technology and ongoing efficiencies within provider contracts.
- 3.34 Economic Regeneration & Development, £1.6m. These savings relate to forecast increased income from regeneration projects e.g., new taxation and joint venture income.
- 3.35 Environment Climate Emergency & Transport, £0.1m. These saving relate to the continued energy savings from the installation of LED in street lighting.
- 3.36 Tourism, Communities, Culture and Leisure, £0.2m. Energy and utility savings as a result of supporting the response to Covid-19 across Wirral.
- 3.37 Policy & Resources, £1.8m. Permanent full year impact of savings achieved in 2020/21 as a result of staff working from home in response to supporting the Covid-19 pandemic.
- 3.38 Included within the 21/22 budget gap are a range of pressures arising from increasing demand, changes to legislation, contract and levy inflation, the ongoing impact of savings not achieved in 2020/21 and the ongoing consequential impact of Covid-19. These pressures by directorate are included in Appendix 2. Since Quarter 2, these pressures have been reviewed and reduced by £2.1m as shown in table 1.
- 3.39 To support the Covid-19 emergency, the Government has provided over £42m direct and over £132m passported funding to the Borough. This funding has been used to directly support the response to the front line.
- 3.40 The proposals below are those proposed for public consultation and communication, more detail is in Appendix 1.

Table 2 – Proposals for Public Consultation Summary

Children, Young People & Education	£0.3m
Environment Climate Emergency & Transport	£2.5m
Tourism, Communities, Culture and Leisure	£2.3m
Economic Regeneration & Development	£0.4m
Housing	£0.5m
Policy and Resources	£4.0m
2021/22 savings proposals total	£10.0m
Adult Care and Health – Wirral Evolutions	*£0.5m
Combined total	£10.5m

*This item was a saving proposal in 2020/21 that was delayed by Covid-19 and has therefore been presented for public consultation alongside the 2021/22 proposals.

One-off Funding

3.41 The Council will use one-off funding for one-off items of expenditure that does not form part of a permanent budget. This one-off funding is usually realised from four areas:

- General Fund Balances – funding for unforeseen expenditure that could not be predicted. The level of General Fund balances is £10.7m
- Earmarked Reserves – specific funding set aside for on-off projects that will take place at a known time in the future. The level of Earmarked Reserves (excluding Schools) is £59.9m as at April 2020/21
- Capital Receipts – arising from sales of assets and can be used to support transformation activities under the Flexible Use of Capital Receipts guidance. The value anticipated from Quarter 2 reporting to be used in 2020/21 is £2.020m.
- Grants or Contributions – received generally from external bodies for specific use for one-off projects.

3.42 It is not generally viable to use one-off funding to support permanent expenditure however the Council has been applying this process over a number of years due to the difficulty in being able to balance the budget. This has been an area of concern recently for the Council's External Auditor, Grant Thornton who have expressed this concern in a letter to the Chief Executive. This is included in Appendix 3

3.43 This letter has been shared with the Member of this Committee previously and with the Members of the Audit and Risk Management Committee. The Chief Executive has provided a response to the Council's auditor and is included in Appendix 4.

3.44 In the 2020/21 Financial Resilience Plan, from 2021/22 there was no further planned use of one-off funding to support any permanent expenditure within the Council's budget as it is recognised that this is not a sustainable way to balance the budget nor one that the Council ordinarily plan for.

- 3.45 As part of the capitalisation directive application it has been indicated by HM Treasury to MHCLG that the Council should maximise all available funding, including reserves and other one-off funds, to balance the budget. However, the External Auditors have recommended that reserves should not be used to balance the budget.

4.0 FINANCIAL IMPLICATIONS

- 4.0 This report is focussed on the budget setting exercise for 2021/22 and, as such, financial implications form the basis of the report as a whole.

5.0 LEGAL IMPLICATIONS

- 5.1 The Council is required to agree a budget for 2021/22 by March 2020. The Council must set the budget in accordance with the provisions of the Local Government Finance Act 1992 and approval of a balanced budget each year is a statutory responsibility of the Council.
- 5.2 The provisions of section 25, Local Government Act 2003 require that, when the Council is making the calculation of its budget requirement, it must have regard to the report of the chief finance (s.151) officer as to the robustness of the estimates made for the purposes of the calculations and the adequacy of the proposed financial reserves. This is in addition to the personal duty on the Chief Finance (Section 151) Officer to make a report, if it appears to them that the expenditure of the authority incurred (including expenditure it proposes to incur) in a financial year is likely to exceed the resources (including sums borrowed) available to it to meet that expenditure.
- 5.3 It is essential, as a matter of prudence, that the financial position continues to be closely monitored. In particular, Members must satisfy themselves that sufficient mechanisms are in place to ensure both that savings are delivered and that new expenditure is contained within the available resources. Accordingly, any proposals put forward must identify the realistic measures and mechanisms to produce those savings.
- 5.4 Consultation must take place in accordance with the Council's duties under section 65 of the Local Government Finance Act 1992. It must be borne in mind that this is consultation on the budget proposals, not on the decision to take whatever decision is implied by the adoption of that budget. This is because the budget is a sufficiently high-level estimate or cap and, in relation to much of the estimated income and expenditure in exercise of the budget, not set in relation to the distinct decisions that will make up that expenditure throughout the year. As such, when setting and formulating the budget it would be difficult to compile a sufficiently detailed consultation document or undertake a focussed impact assessment.
- 5.5 It should be noted, however, that this exercise must also form the essential preliminary consultation under section 3 of the Local Government Act 1999 and section 27 of the Children and Families Act 2014, as well as due regard under section s.149 of the Equality Act 2010 (the public sector equality duty) and section 11 of the Children Act 2004 if consultation is necessary, where there is any significant,

sufficiently focussed and, in financial terms, apparently rigid relationship of spending to a specific proposal, even if taken as part of the setting of a budget.

5.6 The consultation process, including the Council's consideration of the responses, is required to comply with the following overarching obligations (unless detailed statutory rules supplant these):

- Consultation must be at a time when proposals are at a formative stage.
- The proposer must give sufficient reasons for its proposals to allow consultees to understand them and respond to them properly.
- Consulters must give sufficient time for responses to be made and considered.
- Responses must be conscientiously taken into account in finalising the decision.

5.7 This is the same whether or not a public body was required to consult or chooses to do so. This is because all of those rules are aspects of an overriding requirement for 'fairness'. The process must be substantively fair and have the appearance of fairness. The setting of the budget and council tax by Members involves their consideration of choices.

5.8 When considering options, Members must bear in mind their fiduciary duty to the council taxpayers of Wirral. Members must have adequate evidence on which to base their decisions on the level of quality at which services should be provided.

5.9 Where a service is provided pursuant to a statutory duty, it would not be lawful to fail to discharge it properly or abandon it, and where there is discretion as to how it is to be discharged, that discretion should be exercised reasonably.

6.0 RESOURCE IMPLICATIONS: STAFFING, ICT AND ASSETS

6.1 The Communications team will deliver the consultation exercise as part of their usual work plan.

7.0 RELEVANT RISKS

7.1 The Council's ability to close the funding gap is highly dependent on the accuracy of assumptions used for Government funding and levies from other bodies, as well as demand estimates for Council services. As the Local Government Finance Settlement only covers one year, the uncertainty around future funding over the MTFP period remains high.

7.2 A key risk to the Council's financial plans is that funding and demand assumptions in particular can change as more information becomes available. As such, the MTFP is regularly reviewed and updated as part of routine financial management.

7.3 There is a risk that external factors could impact on agreed savings, which means that may not be delivered or may be delayed. Progress on delivery of agreed savings will be monitored using Budget Monitoring reports presented to P&R Committee. As such the Council continues to hold a General Fund reserve of

£10.7m. This represents a minimum level of contingency to support the organisation if savings cannot be delivered and no other options for mitigation can be identified.

- 7.4 Failure to secure the Capitalisation directive or other government support may result in the formal issue of a S114 notice.

8.0 ENGAGEMENT/CONSULTATION

- 8.1 Views are being sought on the Council's future budget and spending priorities, which will be delivered through a programme of community and stakeholder consultation.

- 8.2 The public consultation will begin on 21 December 2020 and finish on 22 January 2021. The objectives of the public consultation relate to:

- **Understanding:** Stakeholders understand the scale of the budget challenge, and how we are going about overcoming it
- **Engagement:** Stakeholders feel able to contribute and that their views are valued and are being considered
- **Support:** Stakeholders support the budget proposals, appreciate the work which has been done to involve them, and understand the reasons for budget decisions

- 8.3 The audiences for the communications are: residents, businesses, young people, staff, MPs, unions and the media.

- 8.4 The Council has also worked with staff and Trade Unions where required to ensure obligations in relation to statutory staff consultation is delivered appropriately and within agreed guidelines.

- 8.5 Should any financial proposals agreed by Policy and Resources Committee require specific consultation, the Council will commence appropriate consultation directly with any service users and stakeholders who are affected and will feedback their views before final decisions are taken.

9.0 EQUALITY IMPLICATIONS

- 9.1 It is recognised that some of the developing proposals could have equality implications. Any implications will be considered and any negative impacts will be mitigated where possible.

- 9.2 Equality implications will be assessed during planning, decision and implementation stages and will be recognised as an ongoing responsibility. Equality issues will be a conscious consideration and an integral part of the process.

10.0 ENVIRONMENT AND CLIMATE IMPLICATIONS

10.1 No direct implications. The content and/or recommendations contained within this report are expected to have no impact on emissions of Greenhouse Gases.

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APPENDICES

Appendix 1 – Savings Proposals

Appendix 2 – Medium Term Financial Plan Extract

Appendix 3 – Audit of Accounts 2019/20 – Financial sustainability, Grant Thornton

Appendix 4 – The Chief Executive's response to the Council's auditor letter on financial sustainability

BACKGROUND PAPERS

2021/22 Budget Transition Process (Policy and Resources Committee 7 October 2020)
Local Government Association: Consulting Residents

SUBJECT HISTORY (last 3 years)

Council Meeting	Date
Policy & Resources Committee	7 October 2020
Council	19 October 2020

