



Committee and date
Council

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Item No

Report of the Portfolio Holder Finance & Corporate Support

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1.0 Introduction

1.1 This document identifies some of the work undertaken within the Finance Portfolio since September 2019 and details some of the aims and objectives for the future.

2.0 Finance

2.1 Financial Strategy

2.1.1 On 6 July 2020 Cabinet approved a revised Financial Strategy reflecting the need to revise the existing strategy approved by Council on 7 February 2020 in response to the subsequent impact of Covid-19 on the UK.

2.1.2 The Country entered lockdown from 23 March 2020 and Council Services were closed, delivered remotely or moved into emergency provision. Over two and a half thousand Council staff were required to work from home and/or make themselves available for redeployment. Business continuity measures were immediately put into place across the Council. Emergency spend was sanctioned, protocols to support suppliers, contractors and local businesses were implemented and a Council Tax deferral scheme was hurriedly introduced for the months of April and May.

2.1.3 Lockdown was relaxed over the summer months followed by a further lockdown from 5 November to 2 December 2020. It is unlikely that the impact of Covid-19 will be eradicated before the end of March 2021, meaning that the entire 2020/21 Financial Year will have been completed under unique circumstances with little clarity, certainly in relation to service delivery, on what was a result of circumstance as they existed at the time, what will ultimately 'revert back' in the future and what was a signal of lasting change.

2.1.4 The impact on vital sources of income and extent of increased demand for services will not be fully quantifiable for some time. Multiple waves of funding have been forthcoming from Government bringing with them a

requirement to put in place various responses from specific targeted activity such as distributing food parcels to assessing businesses for eligibility for emergency Grants.

2.1.5 Growth and savings assumptions were revisited in October this year leading to an increased funding requirement. These have been built into the Financial Strategy 2021/22 – 2025/26 which is to be considered by Cabinet on 14th December.

2.1.6 The December Financial Strategy will reflect announcements from the Government regarding the one off Spending Round announced in November 2020 and the impact of increasing growth in costs of Children’s Social Care. The strategy will be subject to budget consultation and will be refined further over the winter months as more clarity is released with the Provisional and Final Local Government Finance Settlements for 2021/22.

2.2 Financial Oversight

2.2.1 Over the financial year it is important to ensure that an oversight of the Council’s financial position is reported through to Cabinet. This is delivered by financial monitoring reports covering the revenue account, the capital programme and the cash position via treasury management updates. The financial position is reported to Cabinet on a quarterly basis providing what continues to be an accurate analysis of the forecast outturn position each financial year.

2.2.2 The Treasury Management approach adopted by the Council continues to deliver above benchmark returns, providing additional much needed cash without undertaking unnecessary risk on the capital employed.

2.2.3 The Council’s current year revenue position is under strain as a result of pressures particularly within Children’s services and Housing Benefit Subsidy as well as loss of commercial income in many areas due to the COVID-19 pandemic.

2.2.4 £22.4m of non ring-fenced grant has been received from MHCGGL in respect of the pandemic to date plus £5.184m for losses of Sales, Fees & Charges income. A further £124.8m has been received to date in respect of ringfenced grant much of which has been passported through to local businesses and the care sector.

2.3 Finance Services within the Portfolio

- 2.3.1 A number of initiatives have been or are being implemented by services directly within the Finance Portfolio.
- 2.3.2 Following the announcement of two new business rate reliefs and grant schemes introduced for 2020-21 to support businesses adversely impacted by COVID 19 over £45m has been awarded in Retail, Hospitality and Leisure Relief to over 2,300 businesses and over £0.25m in Nursery Relief to 33 businesses. The team have also validated around 7,000 business grant applications to support eligible businesses during the COVID-19 crisis leading to payment of over £81m in business grant support. Also, £0.193m has been awarded to businesses impacted by the February and March 2020 floods.
- 2.3.3 In response to COVID-19 over 7,000 council tax payers were able to defer their council tax instalments to February and March 2021 and were rebilled. £0.8m has been awarded in Hardship Relief to support over 5,500 working age Council Tax Support claimants with their council tax payments. £0.135m council tax relief has been awarded to residents impacted by the February and March 2020 floods.
- 2.3.4 Revenues and Benefits have continued to implement an ambitious program of transformation in interactions with council taxpayers, businesses and benefit claimants. We currently have over 26,000 council tax accounts set up for e-billing (18% of accounts and an increase of 9,500 from last year) and over 3,395 businesses set up for e-billing (27% of accounts and an increase of 895). In 2019 we introduced e-notifications for housing benefits and over 1,546 claimants have already signed up for this (over 14% of housing benefit caseload). From April 2020 to September 2020 there have been over 3,000 new housing benefits claims submitted using our online claim form which accounts for over 83% of new housing benefit claims in this period. In the same period 2,733 direct debits have been set up online, and in total there have been 9,495 online updates using Revenues online forms.
- 2.3.5 For the 2019-20 financial year the Revenues and Benefits Service achieved a 98.1% collection rate for council tax collection which is the 7th highest out of 56 Unitary Authorities. The team also achieved a 98.8% collection rate for business rates collection which is the 11th highest out of 56 Unitary Authorities. This was achieved despite the impact that COVID-19 started to have on collections in March 2020.

- 2.3.6 The Revenues and Benefits Service ensured that for 2019-20 £0.413m was spent in discretionary housing payment against total grant funding of £0.413m (100%) which supported 824 residents.
- 2.3.7 For the 2019-20 financial year the Revenues and Benefits Service achieved average speed of processing for new housing benefit claims of 27 days and average speed of processing for housing benefit changes in circumstances of 7 days.
- 2.3.8 Based on Internal Audit work undertaken in 2019/20 and management responses received; the Head of Audit provided limited assurance that the Council's framework for governance, risk management and internal control was sound and working effectively. There was an increased number of high and medium risk rated weaknesses identified in key individual assignments that were significant in aggregate, but discrete parts of the system of internal control remained unaffected. In addition to which, the response to the Coronavirus pandemic had led to scope limitations which restricted the independent assurances provided on the key systems that have undergone fundamental changes during the year. Where systems had been evaluated to a draft stage, assurances remained low. Management of Coronavirus has introduced unprecedented pressures and responses. Managers have been diverted onto business continuity pressures and unable to plan improvements to known internal control processes, leading to increased risks in some areas that will impact on delivery of the Council's objectives. 2019/20 has been a challenging year given the embedding of key fundamental line of business systems (financial and human resources) alongside the challenge to deliver savings, increase income and respond to Coronavirus. Current audit activity is providing an early indicator that whilst not unexpected, the pressures of responding to COVID-19 activity is having an impact on the governance, risk management and internal controls across service areas.
- 2.3.9 The 2019/20 Statement of Accounts was considered and reviewed by the Audit Committee following Council approval to this delegation and the formal date for approval and publication of the accounts for 2020 was reset to the 30 November due to the impact of the COVID-19 pandemic. The Council's external auditors, Grant Thornton, have issued an unqualified opinion on the accounts and Value for Money position of the Council.
- 2.3.10 The Treasury team have outperformed their investment benchmark by 0.42% in 2019/20 and performance for the last three years is 0.32% per annum above the benchmark. Treasury activities during the year have been within approved prudential and treasury indicators set and have complied with the Treasury Strategy.

2.3.11 The Commissioning Development & Procurement service have, as well as providing support to the rest of the Council on a variety of tendering, recommissioning projects and Covid response work, continued to develop with senior officers a more consistent and efficient approach from commissioning and contracting. Work this year has focused on the delivery of key risk contract assurance and monitoring, savings from contract renewals and contract management of key corporate expenditure including that on agency staff and office supplies. The use of the corporate e-tendering system has continued to be extended to further areas with further increased use of the Dynamic Purchasing System module. Current work is focused on business as usual, implementing an electronic signature solution, contract management assurance, enhancing our Social Value approach, streamlining our contract reference system and providing a commissioning training module for the essential managers' programme.

2.3.12 In addition to the quarterly strategic risk update a risk workshop takes place with Directors where all the strategic risks are challenged by Directors. All risk definitions, risk scores and target scores are discussed together with a discussion regarding the risk appetite of the authority. The latter confirmed that Directors feel the risk appetite for the authority is represented correctly in the Opportunity Risk Management Strategy. This position is then considered and reviewed by Cabinet Members. The next strategic risk workshop with Directors is due to take place in early December 2020.

2.3.13 The Risk and Insurance Team continue to complete robust annual renewals in respect of the insurance provision for the authority under the five year Long Term Agreement. The insurance market has seen a definite hardening with premiums being increased by most insurers and the team work hard to endeavour to maintain current premium rates.

2.3.14 The Risk, Insurance and Resilience team have worked to make best use of the technologies available and have developed, with IT colleagues, the SharePoint system to accommodate all operational and project related risks. This enables one up to date version of the risk register to be available at all times and accessible to all relevant officers. It also enables through PowerBi reporting, to provide timely and accurate reporting on the current risk exposures across these areas.

2.3.15 During 2019/2020 our Business Continuity Management arrangements have been invoked due to responding to the Coronavirus pandemic. The plans have stood up well and our response has been effective. The plans will be reviewed as part of the lessons learnt from our response and will be modified accordingly.

3.0 Legal and Democratic Services

3.1 Legal Services continues to support the corporate governance of the Council and the specific needs of the service areas. Various lawyers have been involved since the last update in advising and assisting with the numerous projects that are ongoing to deliver against the Council’s strategies. We continue to provide a strategic view on proposals we are asked to advise on and endeavour to identify any cross cutting issues or themes between different service areas. Assisted by colleagues in the Legal Support Office, our case management system and the Council’s corporate IT infrastructure we have successfully adapted to remote working despite being a service that still has to place some reliance on hard copy documents.

3.2 All service areas within legal are facing increased demands but for the fourth year running it is necessary to highlight the ongoing pressures in child care cases which have intensified yet further. Cases are becoming more complex and demanding and this has led to an increase in the costs because of the need to regularly instruct counsel. There has been a sharp rise in cases where children are taken into police protection following which proceedings need to be issued urgently with no opportunity to try to address concerns in a planned way outside of the court process.

In addition, the physical shut down of the Family courts has involved an overnight transfer of responsibility onto Legal Services as we have been required to set up and record the majority of the hearings ourselves through Teams. This is a significant additional burden though overall, despite occasional technical difficulties, the system has been successful in ensuring that protective orders have been obtained to keep vulnerable children safe. The pressures remain intense however and it will be necessary to consider a more robust structure for the longer-term.

3.3 The Elections team had worked hard in readiness for the Police and Crime Commissioner election for it to be delayed in light of covid in late March. Following this the team have worked tirelessly to prepare the annual canvass and prepare for the Local and Parish Elections and the Police and Crime Commissioner in May 2021. This will be a major event for the team, together with the added burden of running several elections during a pandemic. Preparations are well underway and all health and safety issues are being address. Committee Services have undertaken a large amount of extra work rolling out and supporting meetings taking place virtually. Education admission appeals required significant extra work this summer with the support of IT and education colleagues to ensure participation of panel members and fair hearings for the appellants.

4.0 Human Resources

4.1 Occupational Health, Safety and ICT Approvals

4.1.1 The Occupational Health, Safety and ICT Approvals teams have been fundamentally involved for much of the year on both the council's flood response and the Covid response, taking an active role in the procurement and logistics provision of Personal Protective Equipment (PPE) for the council both internally and as part of regional and national initiatives with NHS and council partners.

The Health & Safety Team have also been actively involved in the provision of staff guidance and draft Risk Assessments for schools and service areas, as well as reviewing documents and inspecting sites when services reopened. The team continue to be active in these areas at regular meetings across the council and also with unions.

The Occupational Health, Safety and ICT Approvals teams have also been focusing on the business as usual aspects of improving our offer and support to customers through the following:

- Working with service areas to produce and implement H&S management systems including policies, procedures and arrangements.
- Development of our commercial officer to external customers, including Academies and external organisations.
- To fulfil contractual monitoring and support to Academies and external customers.
- To engage with service areas to ensure that health and safety compliance is in place through site visits, inspections, investigations and the Self-Monitoring Checklist to roll out to Premise and Team Managers.
- Raise awareness of workstation assessments for agile working in line with the Agile Working Strategy. This is particularly important due to the Covid situation and increased levels of home working.
- Support 'Leap into Learning' development for e-learning health and safety awareness courses across service areas. Delivery of relevant courses via Microsoft Teams has also been implemented and only essential face-to-face courses are now undertaken e.g. First Aid / Fire Extinguisher use.
- Implementation and monitoring of Business World for the management of accident data, training bookings and course management and case management arrangements for occupational health.
- To continue to implement the Wellbeing Plan and facilitate three themes of Be Active, Be Minded and Be Informed.
- Continued response to requests for support after notification of accidents and incidents.

4.1.2 Continued work to improve employee health and wellbeing has occurred as follows:

- The three themes to promote engagement with employees to support their own health and wellbeing has focused on ‘Be Active’, ‘Be Mindful’ and ‘Be Informed’
- Planned events were hampered due to the Covid situation but many staff have accessed on-line Yoga sessions and staff have been encouraged to maintain contact via social activities such as Virtual Coffee Breaks to avoid staff feeling isolated while at home.
- The Mental Health Policy remains in place as well as a core of trained Mental Health First Aiders (MHFA).
- Targeted support for musculoskeletal conditions from Robert Jones and Agnes Hunt Orthopaedic Hospital NHS Foundation Trust for fast track access for employees to Physiotherapy Services.
- The 2020 programme of seasonal influenza vaccination programme to employees who provide front line care and support business continuity arrangements has been delivered this year utilising vouchers for identified staff to arrange vaccinations through a network of pharmacies. To facilitate some care staff, two evening clinics were also arranged.
- Work continues to reduce overall cost of ICT systems and storage through our governance arrangements of reviewing requests for any new ICT procurements, ICT upgrades, or significant changes to existing ICT systems or software.
- To bolster our support to staff, the council are offering a pilot to access to CARI, a confidential online wellbeing solution as support to staff who may be struggling to cope. The offer includes an assessment and access to free webinars and support for wellbeing.
- NOSS (Network of Staff Supporters) also remains available for staff to access, again confidentially, for telephone counselling and support.
- Funding has been secured for a Fixed Term 18 months post to support wellbeing initiatives across the Council and recruitment is under way.

4.1.3 In response to COVID-19 and emphasis on the importance of supporting our staff through this unsettling and anxious time, we have implemented a range of targeted wellbeing initiatives:

- Weekly MHFA podcasts which provide signposting and guidance on mental health topics including anxiety, depression, panic attacks, trauma, stigma and loneliness in reference to the pandemic. This is a further way of promoting MHFAs, as well as challenging stereotypical thinking around mental ill health in line with Time to Change’s aspiration. We wish to continue these podcasts until the end of the year.
- Weekly live guided meditation sessions via Microsoft Teams, which are now also being recorded for staff unable to make the live sessions. Our

instructor, an affiliate of the Council, has built up a faithful following since starting these sessions.

- Shropshire Mind webinars on stress management were available to all staff during the pandemic, as part of our mental health awareness week initiatives in May 2020.
- Consistent and continuous relaying of the importance of looking after one's mental health and signposting to our support services by our CEOs in their staff briefings.
- Free access to Instructor Live – a website with over 800 exercise videos and nutritional advice to aid physical and mental wellbeing.
- We have launched a wellbeing toolkit enabling staff to complete a questionnaire to measure cognitive and emotional responses to their job and then signpost to support via the external company, as well as our own internal support services. The toolkit will be beneficial in measuring outcomes and identifying hot spots and emerging themes.
- Our in-house coaches have accepted an invitation from Shropshire, Telford & Wrekin's Trauma-Informed Coaches Network to undergo trauma risk management (TRIM) training. The course will help our coaches manage the welfare needs of colleagues across all sectors who are or have been exposed to potentially traumatic incidents as a result of COVID-19. The coaches will be able to support colleagues in terms of coping, fostering resilience, reducing burnout, and helping to prevent the development of mental health difficulties which include anxiety, depression and post-traumatic stress disorder.
- Promoting Public Health England's psychological first aid (PFA) digital training module geared towards all frontline/essential workers and volunteers to our staff in such positions, including the MHFAs. The course aims to increase awareness and confidence in those providing psychological support to people affected by COVID-19.

4.1.4 Health, safety and workplace health is reported regularly to the Health, Safety and Welfare group and the group continues to monitor progress against work plans, incidents including accidents, statutory compliance and approves all new health and safety guidance. The group meets twice a year.

4.1.5 The focus for the coming year will be to continue with the Covid response work and also continue to support initiatives regarding workplace wellbeing, reducing sickness absence, building our framework for workplace compliance and to continue developing our commercial approach and offer.

4.2 HR Admin & Payroll (Recruitment and Payroll)

- 4.2.1 Following the implementation of Unit 4 ERP in April 2019, significant time and resource has been invested in improving the end-user experience for both corporate and schools-based staff.
- 4.2.2 Members of the HR Admin and Payroll team have provided significant support to corporate and Schools staff in using system processes, which has encouraged direct involvement on both parts in identifying process developments and improvements, some of which are outside of the system. The recruitment portal delivered for Marches MAT appears to be a package that would be of interest to MATs/Academies and is an additional service that could be developed
- 4.2.3 Payroll processes continue to be reviewed to reflect remote working and to support the organisation as it emerges from the Covid pandemic. Further efficiencies will be realised once all customers are using the new system and the current Covid pandemic eases, allowing normal workloads to return.
- 4.2.4 HR Admin and Payroll staff continue to work with Academies in ensuring that processes and the transmission of data is fit for purpose and meets their changing needs. This has delivered stronger and more effective working relationships. In addition, SLA offerings have been reviewed, to be more relevant to individual customer requirements and it is expected that this will aid in futureproofing the service and maintaining a robust relationship with each customer.
- 4.2.5 A comprehensive review of workloads in the team is being undertaken, with some tasks already allocated, allowing future vacancies to be identified and recruited to. This is also a consequence of remote working and the need to re-think processes to adapt to changing conditions and environments of the entire customer base (internal and external).
- 4.2.6 There continues to be an opportunity for commercial activity. However, with the current climate and position of the team and additional resource demands, development has been restricted. It has however afforded time to consider a different commercial approach and potential new offerings, which will be developed in the coming months.

4.3 HR Advice and Organisation Development

4.3.1 Response to Covid 19 pandemic

Since March 2020, the HR Advice and OD team have supported the organisation's response to the pandemic resulting in non-essential work being put on hold. A number of controls put into place at very short notice

due to the government announcements and updating FAQ's for staff, liaising with Public Health.

The HR team have been supporting managers and staff including schools relating to workforce issues – this would range from ensuring teams could function working from home, minimum staffing numbers, guidance for managing employees shielding, childcare responsibilities, sickness/other absences, ensuring that managers keep in touch with teams and encourage employees to stay connected. From having over 1,000 staff located in admin buildings 86% of them have been working from home full time. Support has been provided to staff working from home in terms of ensuring they have the right technology and equipment to support them, as well as support for wellbeing and mental health (see Section 4.1.2).

For those staff who have been unable to work from home, provision has been made for access to office space in Shirehall and other admin buildings. For those staff who have been working from home, equipment has been provided to make the workspace more comfortable i.e monitors, keyboards, office chairs etc and we will shortly be rolling out an online workstation assessment module for all staff. Further work is taking place through a New Ways of Working Group, chaired by the Director of Children's Services, to look at further support for staff for the future working arrangements. The group has representatives from across the organisation, including Unison. An Employee Reference Group has also been established with volunteers from across the organisation and now totals 50+ members. The work of both groups includes undertaking a follow up Employee Survey in December 2020, additional support for Wellbeing and working up a 'new deal' for employees based on more flexible/agile working practices. This will be reflective of not just working arrangements once Covid restrictions are lifted, but also considering plans for new civic offices in Shrewsbury and use of admin buildings across the county.

Where service areas have been stood down or closed, the team have co-ordinated redeployment of staff across the organisation. In July 2020 there has been a total of 162 staff had been redeployed. A Memorandum of Understanding was also agreed with health partners through the STP to move staff across health and local authority quickly.

For those staff who were unable to work at home, because their usual place of work was non-operational, and they couldn't be redeployed these employees were furloughed. Approximately 500 staff were furloughed in June 2020, this number has since reduced with very few remaining on furlough.

A Staff Testing Helpline was set up and has been staffed by the HR team enabling local testing for employees or household members who developed

symptoms (later extended to partners and academies). Between the end of April and November 2020 a total of 190 enquiries have been received, with 168 being referred for testing.

Whilst non-essential work casework has been put on hold, some essential casework has continued with meetings and hearings taking place virtually as well as recruitment to senior posts within the organisation, including the Chief Executive and Assistant Director/Heads of Service roles.

Upskill Shropshire (Apprenticeships)

The number of apprentices continues to increase utilising the funds from the apprenticeship levy. At the end of October 2020, over 280 applications were received from staff and 202 have converted into active apprenticeship starts, ranging from 12 months to 4 years in course duration. A further 17 learners are due to enrol on their apprenticeship training programmes within the next 3 months. Upskill Shropshire are hosting a virtual celebration week via staff networks between 23rd - 27th November, celebrating the successes for those who have completed their apprenticeship in the last 12 months. The Apprentice of the Year Award will be announced during National Apprenticeship Week in 2021 which will be awarded to the apprentice who has shown exceptional commitment, contribution and application of learning for the future

DWP Kickstart Scheme

In November 2020, Shropshire Council submitted an application to the DWP to support 60 placements for the Government's Kickstart Scheme. The placements will be 6 months long and enable young people aged 16-24, currently claiming Universal Credit and at risk of long term unemployment to access work to develop skills and enable them to take up long term employment following the scheme. The scheme is fully funded by DWP and will cover the wages of the participants for 25 hours per week plus support from a "set up" fund. Over 40 placements have been committed by teams across the local authority for the new year and there will be a second intake later in the summer 2021.

4.3.2 Commercial Opportunities

In 2016, Shropshire HR set itself the ambitious challenge of generating in excess of £1million in annual external revenue by the spring of 2020 (an increase of £0.3m per annum). By embracing a creative and innovative mindset, Shropshire HR has been able to diversify its products and services, and has been able to successfully attract several new customers across the public, private and charitable sectors. By the spring of 2020, Shropshire HR

successfully generated an external traded revenue of £1.1m for the financial year 2019-20.

In addition to providing high quality annual and consultancy support services to clients, Shropshire HR has continued to innovate and has brought world-class products to market. The most successful of which, 'The Leadership Conference 2019' and the 'Virtual Leadership Conference 2020' have attracted investment and sponsorship from the private sector, and successfully generated £25,000 and £19,000 respectively from ticket and sponsorship sales (see link to online content below).

<https://yarringtonevents.uk/tlcshrews/>

Unfortunately, Covid-19 has represented a significant challenge to Shropshire HR's planned commercial activity. However, in the spirit of 'adapt and overcome', we have shifted our service (including our training & development offering) to an online offering. Shropshire HR will continue to review its business development plan and will continue to adopt ambitious growth targets. Furthermore, Shropshire HR has been nominated for a national award (APSE Best Commercial and Enterprise Initiative) in recognition of its success commercially. The virtual awards ceremony is being held on the 16th December.

<p>List of Background Papers (This MUST be completed for all reports, but does not include items containing exempt or confidential information)</p> <p>Financial Strategy 2019/20 to 2023/24 – Cabinet 13 February 2019, Council 28 February 2019</p> <p>Financial Strategy 2020/21 to 2024/25 – Cabinet 16 December 2019</p> <p>Financial Monitoring Report Quarter 2 2018/19 – Cabinet 28 November 2018</p> <p>Financial Monitoring Report Quarter 3 2018/19– Cabinet 13 February 2019</p> <p>Financial Monitoring Report Quarter 1 2019/20 – Cabinet 4th September 2019</p> <p>Financial Monitoring Report Quarter 2 2019/20 – Cabinet 18th November 2019</p> <p>Robustness of Estimates and Adequacy of Reserves – Cabinet 13 February 2019</p> <p>Fees and Charges 2019/20 – Cabinet 13 February 2019, Council 28 February 2019</p> <p>Estimated Collection Fund Outturn 2018/19 – Cabinet 13 February 2019</p> <p>Council Tax Resolution 2018/19 – Council 28 February 2019</p> <p>Financial Outturn 2018/19 – Cabinet 22 May 2019, Council 25 July 2019</p> <p>Statement of Accounts 2018/19 – Council 25 July 2019</p> <p>Treasury Strategy 2020/21 – Cabinet 12th February 2020, Council 27th February 2020</p> <p>Treasury Management Update Quarter 2 2019/20 – Cabinet 16th December 2019</p> <p>Treasury Management Update Quarter 3 2019/20 – Cabinet 12th February 2020</p> <p>Treasury Management Update Quarter 4 2019/20 – Cabinet 20th July 2020</p> <p>Treasury Management Update Quarter 1 2020/21 – Cabinet 7th September 2020</p> <p>Review of Non Domestic Rates Discretionary Relief and Council Tax Discretionary Discounts – Cabinet 4 July 2018</p>
<p>Cabinet Member (Portfolio Holder) David Minnery</p>
<p>Local Member All</p>
<p>Appendices None.</p>