

## Management Accounts Review

For monitoring purposes, any Variance to Annual Budget / YTD Budget which shows a (Deficit) should be reviewed, and the reasons considered.

### Overview

The first seven pages of the Management Accounts show summary information.

As well as being summarised on Page 3, Designated Reserves balances are also shown under the relevant budget section to indicate where some budget requirements may potentially be funded.

Page 7 shows the Summarised Income & Expenditure Account, with details of each budget section reported in more detail on pages 8 to 13.

Pages 13 to 15 show details of the “pots” of funds which the Town Council holds for various initiatives which are organised and funded in partnership with other stakeholders.

### Summary

- 1) Before Management Accounts adjustments, the **Year To Date (YTD) Trial Balance** for this point in the financial year is **£78,709** (Page 1) which has almost halved since last month. The status of the budgeted deficit will be clearer in next month's report as we reach year end. It is currently showing as a net surplus of **£23,675** (p5&7) against a **YTD budget deficit of £28,613** which is down from last month mainly due to the cost of the Cemetery Chapel repairs for which the invoices have started to come in and timing of income.
- 2) **Net Assets** (excluding Fixed Asset Reserve) are reported to have fallen to **£468,769** which is a significant reduction from £532,394 last month and slightly down from £495,385 at the same period in the last financial year. The monthly difference is namely due to increased creditor liability as the Victorian Christmas Market invoice is waiting to be paid (among others), and decreased cash at bank in hand due to the Cemetery Chapel Repair works.
- 3) **Deferred Income** stands at **£13,676** (compared to a lower level of £11,200 at the same period last year) which indicates future Town Hall bookings are generally being maintained following the

challenges of pandemic restrictions over the last two years and the extensive repairs to the Town Hall.

- 4) **Investments & Bank** (Page 2) have increased by **£13,249** in total compared to this time last year. This is a slight reduction on last month's figure of £18,179. The large difference in long term investments between now and this point last year is attributable to the 2 year fixed bond maturing in December and being paid in to the CCB savings account. The difference in Cash at Bank in Hand between last month and this month is namely due to the cemetery repairs and our share of the charter market costs.
- 5) **Designated Reserves** (Page 3) have decreased by **£110,383** in total since this time last year, primarily caused by the reduction of the Building Maintenance Reserve to contribute funding towards the Town Hall planned maintenance works in 2021-22 and also the use of the vehicle replacement and Holy Trinity reserves. With further funding required for the Net Deficit, the **General Reserve** has also fallen by **£100,074**, giving a **reduction in Total Reserves** since the previous financial year of **£210,547**. The general reserves are anticipated to fall further due to the required cemetery chapel repairs for which we have only been partly invoiced for to date, and to fill any deficit at year end.
- 6) Page 4 shows a summary of adjusted YTD Actuals compared to the Previous year. Income (including the Precept) has increased by **£131,519** (in part because of an increase in the Precept and Community Infrastructure Levy receipts but primarily because of the return of Charter Market fees to pre-COVID levels) while Gross Expenditure has fallen by **£60,075**, resulting in an adjusted **NET Surplus of £23,675** an increase of **£217,871** on the previous year.

**N.B. timing is an important factor in explaining the current surplus because substantial expenditure takes place in the second half of the year, for example Council's contribution to the Fred Winter Centre initiative is still to be paid.**

- 7) Page 5 shows a summary of adjusted YTD Budget compared to YTD Actuals. This shows the adjusted **NET Surplus of £23,675** compared to £58,930 last month. This does not exceed the **Budget Deficit of £28,613** at this stage in the financial year. However, as explained above, timing is an important factor.
- 8) Page 6 has two pie charts showing the proportion of YTD Income and Expenditure from different budget sections. Precept and the Market

& Christmas Festival Income [Net] are the most significant sources of income (in addition to Cemetery Fees which are not shown separately here as they are included under Expenditure – Cemetery [Net]), while over half of the expenditure is on Operational & Administrative Expenses, followed by Cemetery [Net], Initiatives & Projects, and Civic Expenditure.

- 9) Page 7 confirms that, after Management Accounts adjustments, the **Net Surplus** is reported as **£23,675**. This reflects the apportionment of the Precept and certain annual Expenditure across the year.
- 10) As previously reported, two tranches of funds have been received as a result of the Community Infrastructure Levy (CIL) on housing developments, showing a total of **£40,183** for the year.
- 11) There has been a large increase in **Net Income** from the **Market & Christmas Festival**, after deduction of the District Council's 60% share. This reflects a return to the market contract fees, which are higher than the figures for markets over the last two years which were impacted by coronavirus pandemic restrictions. However, there is c£19,000 in the creditors liabilities for Victorian Christmas Market fees waiting to be paid in March which will have an impact on this net figure. Please note the Town Council's share of the VCM fees have increased significantly compared to last year, as there was a temporary reduction in fees due to the pandemic under an agreement between LSD, SDC and STC.
- 12) Some of the other YTD Deficits reported on Page 7 are reviewed in more detail below.
- 13) There has been a decrease in Operational & Administrative Expenses (mainly due to Town Hall maintenance) and an increase in Civic Expenditure (due to increased civic activities post-COVID) and Cemetery [Net] (mainly due to additional vehicle expenses) compared to the same period as the previous year. The Tranquillity Garden [Net] is well below budget as fees have fallen below last year's levels.

### **Detailed Review**

**Page 8 – Market & Christmas Festival** – Net Income is substantially higher than last year, for reasons already explained above. Expenditure continued to increase in this month's accounts because of the Christmas Festival and Victorian Market in December. While YTD expenditure is

above budget but is offset by the increase in net income. Costs are shared with the District Council.

**Page 8 – Town Hall Commercial Management** – YTD Lettings income is currently higher than budgeted, standing at **£35,109** (and significantly higher than for the same period last year of **£7,585**) as bookings continue to be maintained after the issues of coronavirus pandemic restrictions and the extensive maintenance works on the Town Hall. The Net Expenditure is currently negative, which means Income exceeds Expenditure so far. There are numerous small YTD Deficits for various budget lines, reflecting increased activity with Town Hall events, but this overspend is offset by the increased income.

**Page 9 – Operational & Administrative Expenses** – there are a number of deficits in this section, and an overall **YTD Budget Deficit of £7,615**. The most significant of the deficits are explained as follows:

- Salaries, Wages & Related Costs and Recruitment expenditure are currently in deficit due to staff changes and additional costs associated with new starters and leavers, together with a higher than budgeted pay award for 2022-23 which has also resulted in a large retrospective back pay payment being made in December's payroll. It is probable that there may now be a budget deficit at year end for these budget lines.
- The Office Equipment budget is in deficit due to the acquisition of a sound speaker for use at Events, which was initially used for the Platinum Jubilee Celebrations, but it should be noted that the costs of this item were covered by a grant.
- Expenditure on the Combined Insurance Policy has exceeded budget because of additional insurance costs for the new Open Spaces / Cemetery lease vehicles.
- The Telephones budget has been exceeded as a result of the installation of a new digital phone system and some additional costs relating to this, including switching it to its own dedicated electrical supply.
- The YTD Deficit for Audit Fees is mainly an issue relating to the timing of annual invoices, although there is an Annual Deficit of £800 for the year due to increased fees to address internal audit queries.
- The YTD Deficit for Councillor & Staff Training has been caused by provision of an online training package for all staff, as well as the training courses booked for the new Town Clerk, and this budget item now expected to remain in deficit for the year as further training is likely to be required, especially as a new Responsible Financial Officer has also been appointed.

- Bank Charges are higher than budgeted. It should be noted that the Council is charged for all cash transactions, including banking of cash receipts, as banks continue to push businesses, organisations and individuals towards more cashless transactions.
- General Repairs, Maintenance & Sundry shows a Budget Deficit due to one-off repair costs and improvements to electrical supply to the main office.
- There are several other small YTD Budget Deficits in this section and overall there is a total **YTD Budget Deficit of £7,615**. Spending in this section needs to continue to be monitored carefully during the year, as it accounts for 38% of total Budgeted Expenditure and YTD Actuals are currently 39% of total YTD Actuals Expenditure (see Page 5).

**Page 10 – Civic Expenditure – a YTD Budget Deficit of £7,916** reflects the number of civic events so far in the mayoral year, including additional activities relating to the Platinum Jubilee. **It should be noted that the Annual Budget for Receptions (Formal & Informal) has already been exceeded by £6,955**, and there is insufficient surplus remaining under Contingency (Events tbc) which would normally be expected to offset this. **Also note that Event Security costs have risen substantially and have already exceeded the Annual Budget by £4,303.**

**Expenditure on any further civic events during the financial year needs to be monitored and costs carefully considered, as the expenditure for the full year has not been controlled within budget. The report shows that a budget virement from the General Reserve will be required**, as even though some lines are under budget for the year such as the Mayor's Allowance and travel expenditure, the YTD actuals now exceed the YTD budget.

Also note that the Vehicle Replacement Designated Reserve shown in this section can also be used for Cemetery vehicles, not just the civic car, and two replacement vehicles have now been acquired for the Open Spaces team (see Cemetery section below) which has so far resulted in a virement of £7,000, reducing this reserve to £5,500, with a further virement of £4,000 required to cover the deposit and initial acquisition costs of the second vehicle which has reduced the balance to £1,500. As previously reported, the additional costs of these new vehicles were not budgeted for and will need to be covered by the designated reserve.

**Page 11 – Cemetery – Fees are over £13,000 in surplus** for the year to date compared to Budget, and also over £14,000 more than the previous year. The Total Expenditure is showing **£24,563 over the YTD budget** and £8,175 against the annual budget. This is primarily due to

expenditure on Repairs & Maintenance (Cemetery Chapel repairs), and Vehicle Expenses following the acquisition of the new lease vehicles, although this is now covered by the budget virements mentioned in the previous section of this review. In addition, the Cemetery Land Extension Fees are reported under this section, which were not budgeted for. Note that these fees were expected to be covered initially by the Cemetery Land & Buildings Designated Reserve in the current financial year, but further substantial costs are expected as this project progresses. The Cemetery currently has a **YTD net expenditure of £11,316**.

It should be noted that the YTD Actuals are affected by recharging of some Salaries, Wages & Related Costs to the various Initiatives budgets such as Climate Change Initiatives for maintenance of planted troughs around the town, Shakespeare's Birthday Celebrations and Stratford In Bloom. The Annual Budget now reflects a **Budget Virement of £7,000 for additional Vehicle Expenses**, which relates to additional vehicle costs incurred for the replacement tipper truck during 2022-23, with a further budget virement of £4,000 reflected in January's accounts. The lease costs, including initial deposit and monthly payments for this new vehicle, exceeded the budget and will need to be financed from the Vehicle Replacement Reserve. The YTD Budget Deficit of £2,848 for General Ground Maintenance has mainly been caused by exceptional costs for storm damage to trees earlier in the year, and there is now an Annual Budget Deficit of £841. There is an Annual Budget deficit of £482 for Sundry Seating & Trees due to increased costs for new benches but this is more than offset by an Income Surplus of £2,543 for Sundry Income (Seating/Trees/Transfers).

Note the Cemetery Land & Buildings Designated Reserve is already assigned for use to purchase land to extend the Cemetery. As mentioned above, further use of Reserves will be required to fund additional fees and costs in relation to this project.

**Page 12 – Holy Trinity Churchyard & Garden of Remembrance** – no expenditure is reported so far this year, but it should be noted that maintenance costs for labour are included in the Salaries, Wages & Related Costs section under Cemetery (see Page 11) and not recharged to this budget section. The budget surplus in the section could offset the additional expenditure on Cemetery budget lines mentioned above, reducing the impact on use of reserves.

**Page 12 – Tranquillity Garden** – Fees continue to be well below budget, but overall there is a **YTD Net Deficit in Expenditure** i.e. more Income has been received than Expenditure incurred, of **£5,801**. Based on the previous year, it is expected that Fees will continue to be received

throughout the financial year to more than offset any expenditure reported here. Again, it should be noted that labour maintenance costs for the Tranquillity Garden are covered in the Salaries, Wages & Related Costs section under Cemetery (see Page 11) and not recharged to this budget section.

**Page 12 – Allotments – Park Road** – Nothing of significance to report. There is still a designated reserve of £4,662 to cover any unforeseen expenditure, if necessary.

**Page 13 – Hatton Rock** – Insurance and Service Costs have been invoiced for the year and are slightly higher than budgeted, hence the **YTD Deficit of £1,027** though is still within budget for the year as things stand currently but is anticipated to go over budget come year end. YTD deficits are primarily a timing issue around when monthly invoices are received. **It should be noted that a new lease agreement is required and costs are still to be confirmed despite chasing by the FFO and Town Clerk.** As in previous years, it is expected that approximately half of the total expenditure on this item relates to equipment storage costs and will be recharged to the Shakespeare Birthday Celebrations “pot” later in the financial year.

**Page 13 – Initiatives, Projects and Grants** – There are a few Annual Budget Deficits and a few YTD Deficits but no concerns to report. Any Deficit at year end for Bus Shelters/Dog Hygiene/Litter/Cycle Racks can be funded by a Budget Virement from the Street Furniture Designated Reserve, currently held at £5,000. Note that there was no budget provision included for Climate Change Initiatives this year (hence the reported Deficits) and all relevant expenditure will be covered by the Designated Reserve, currently held at £14,549.

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#### **Page 14 Town Centre Strategic Partnership**

The balance “in the pot” has decreased by £2,863 so far this year but still leaves £1,698. Stakeholders may need to provide additional funds if PR activities continue.

#### **Page 14 Shakespeare Statue Restoration**

The balance “in the pot” has fallen risen to a surplus of £7,576 now that further grant funds have been received. The surplus will be carried forward to cover future cleaning costs and any further minor maintenance work required.

## **Page 15 Shakespeare Birthday Celebrations**

There is currently a reserve of £75,820, down from £76,112 last month as expenses have started to come in for the 2023 Celebration. As previously reported, the substantial surplus “in the pot” for the current financial year is down to timing, because the District and Town Council’s contributions have been added to the “pot” after expenditure on the event in April 2022 has been accounted for. A reduction in the District Council’s contribution to £20,000 was proposed to match that of the Town Council in 2022-23. Despite budget challenges owing to high inflation and the cost of living crisis, there is still a commitment from both organisations to maintain this level of contribution in next year’s budget. The Town Council may want to review their contribution and apportionment of other costs incurred in relation to this event in future years if budget challenges continue. However, there should still be sufficient funds “in the pot” for April’s event if it is undertaken on a similar scale to the event in April 2022. Costs for this last event were determined as a total of £48,096, and these should be reviewed as a template for future events, bearing in mind the impact of inflation on future costs and also the impact of escalating event security charges.

Please ask for more information if you have any queries.

Responsible Financial Officer  
March 2023