

EAST STAFFORDSHIRE BOROUGH COUNCIL

REPORT COVER SHEET

Title of Report:	Revenue and Capital Outturn Report – Final Outturn 2019/20	To be marked with an 'X' by Democratic Services after report has been presented
Meeting of:	Corporate Management Team – 19th May 2020	X
	Leader and Deputy Leaders – 26 th May 2020	X
	Leader's / Leader of the Opposition's Advisory Group – 3 rd June 2020 / 4 th June 2020	X
	Cabinet – 15 th June 2020	X
	Scrutiny Audit and Value for Money Council Services Committee – 25 th June 2020	

Is this an Executive Decision:	YES	Is this a Key Decision:	YES
Is this in the Forward Plan:	YES	Is the Report Confidential:	NO

**If so, please
state relevant
paragraph from
Schedule 12A
LGA 1972:**

[]

Essential Signatories:

ALL REPORTS MUST BE IN THE NAME OF A HEAD OF SERVICE

Monitoring Officer: **Angela Wakefield**

Date Signature

Chief Finance Officer: **Sal Khan**

Date Signature

EAST STAFFORDSHIRE BOROUGH COUNCIL

Report to Scrutiny (Audit and Value for Money Council Services) Committee

Date: 25th June 2020

TITLE:	Revenue and Capital Outturn Report – Final Quarter 2019/20	
PORTFOLIO:	Finance	
HEAD OF SERVICE:	Sal Khan	
CONTACT OFFICER:	Lisa Turner – Chief Accountant	ext. 1399
WARD(S) AFFECTED:	All	

1. Purpose of the Report

- 1.1 To accord with the Council's financial regulations, this report presents the final outturn position in relation to the Council's revenue budget, capital programme of expenditure and treasury management activities. In addition to which, the report sets out the most significant risks facing the authority and how these are being managed. This is the fourth and final report in the annual cycle of financial monitoring for the financial year 2019/20.

2. Executive Summary

- 2.1 This report highlights an under-spend against the Councils revenue budget of **£23k** for the full financial year ending 31st March 2020. Whilst there are a number of variations within this overall sum, the most significant of these relates to pressures on the Waste Collection Service¹ that have been reported throughout the year. Nevertheless, this is a very pleasing outcome considering the extent of central funding reductions since 2010/11 and the impact of the Covid-19 Pandemic in the final month of the financial year. During the course of the year budget holders have examined their spending and management have taken action in order to achieve an outturn within budget.

¹ The Waste Collection Service Budget has been under pressure for a number of years. In 2014/15 there was an under-spend of £74k, with subsequent overspends of £199k (2015/16), £217k, £184k, £262k and finally £388k in 2019/20. The main reasons for these pressures are outlined in Para.4.3 below.

2.2 An overall under-spend has been achieved due to savings across a whole range of the Council's Services. Many of these savings have already been incorporated into the Medium Term Financial Strategy for 2020/21 onwards. The most notable variances contained within the outturn are in the main those highlighted in earlier reports, these being:-

- **Savings have arisen within Environmental Health of £75k through a combination of increased income and reduced staffing and running costs;**
- **The Human Resources under-spent by £68k which arose largely from a reduction in spend on corporate training, as well as staffing savings from vacancies;**
- **Net Savings of £63k have arisen within the Corporate and Commercial Team due to a combination of factors;**
- **Increased net expenditure within Arts, Brewhouse and Functions (£108k) arising from a combination of factors;**
- **We are increasingly seeing cost pressures in relation to benefit payments for supporting housing and whilst this has been mitigated for 2019/20 this may become a significant pressure in the future; and finally**
- **Net cost pressures within the Environment Service amounting to £363k.**

Further details on these areas are detailed at paragraph 4.2.

2.3 In respect of **capital projects**, the report sets out expenditure against a programme of £4.6m. During the course of the year the Council provided support for Neighbourhood projects and grants for disabled facilities, as well as supporting a number of improvements at our leisure facilities in partnership with our external provider. The Council also gave final approval for its plans to regenerate the public realm at Station Street, Burton with works commencing in March 2020. Spending during the course of the year amounted to £2.1m, with some projects taking place over several years. It is proposed that £2.5m be carried forward to support ongoing projects as outlined at Section 6 of the report.

2.4 As at 31st March 2020 **investments** stood at £33m. The average rate of return on the council's investments throughout 2019/20 was 0.80%, which exceeded benchmarks. The Council's external borrowing remains at £11.1m as at 31st March 2020. Treasury management activities during the year have been consistent with the approved strategy. Further details on borrowing can also be found at Section 5.

2.5 The **Business Rates Retention (BRR) Scheme** was introduced from April 2013 and transfers both opportunities to generate additional revenue from business growth, but also substantial risks from both economic contraction and appeals lodged with the Valuation Office. The Council in partnership with other Staffordshire authorities participated in a 75% business rates pilot and pool during 2019/20. The position for 2019/20 is very positive with a surplus of £3.1m. In addition to this we

are waiting on the final results from the pilot to ascertain our share of the overall windfall, of which £0.2m has already been paid on account. Whilst this is a very positive outcome the outlook for business rates income is very uncertain and therefore the report recommends that this surplus be held in the business rates reserve and considered as part of the development of the MTFs for 2021/22 onwards. Further details on BRR Scheme can be found at section 7 of the report.

- 2.6 The Council's general fund reserve at the end of the 2019/20 financial year is forecast to be £1.3m. This is in line with expectations when the budget was set. In addition to general reserves, the authority holds a number of reserves that are earmarked for specific purposes. As at 31st March 2020, these reserves are estimated to be £15.1m. (£13.7m as at 31st March 2019).
- 2.7 Local authority funding is facing significant uncertainty following a decade of reduced central government funding and future planned reforms. In addition to this the Covid-19 Pandemic is a significant financial challenge for local authority finances as well as our residents and businesses. The level of reserves is an indicator of financial resilience and whilst the financial impact of the pandemic is anticipated to be significant, a combination of Central Government support and a robust financial position mean that the Council is in a strong position to meet this challenge.
- 2.8 It is proposed that the net revenue outturn surplus of £17k, after taking into account carry forward requests of £6k be transferred to reserves.

3. Revenue Budget 2019/20

- 3.1 On 25th February 2019, the full Council approved the Revenue Budget for the year 2019/20, totalling £10.617m as follows:

Approved Service Budgets	£000's
Arts, Brewhouse and Function Suite	378
Community and Open Spaces	1,319
Corporate Management Team	426
Corporate and Commercial	845
Cultural Services – Marketing	85
Enterprise	183
Environment	3,427
Environmental Health	481
Financial Services and Capital Financing	933
Housing	269
Human Resources, Payments & Pensions	1,800
IT and Printing	453
Legal Services and Asset Management	(421)
Leisure Services	1,049
Licensing and Enforcement	92
Markets	(11)

Planning and Land Charges	32
Revenue, Benefits and Customer Contacts	372
Corporate Budgets	(1,095)
Total	10,617

3.2 Financial control is maintained by monitoring actual expenditure against approved budgets at regular intervals throughout the year.

4. Revenue Budget Outturn 2019/20

4.1 The following table indicates the full year variations against budget at the final outturn for the year. A number of variations are compensated for by under or over spends.

Summary by Service	Annual Net Budget	Actual Outturn	Outturn Variation - Over/(Under)	Forecast Variation Q3 - Over/(Under)
	£'000	£'000	£'000	£'000
Arts, Brewhouse and Function Suite	384	492	108	71
Community and Open Spaces	1,391	1,353	(38)	(39)
Corporate Management Team	426	427	1	7
Corporate and Commercial	846	783	(63)	(10)
Cultural Services - Marketing	85	87	2	0
Enterprise	113	115	2	1
Environment	3,437	3,800	363	356
Environmental Health	482	407	(75)	(48)
Financial Services	935	873	(62)	(12)
Housing	271	223	(48)	(74)
Human Resources, Payments & Pensions	1,801	1,733	(68)	(87)
IT and Printing	454	396	(58)	(46)
Legal Services and Assets	(420)	(399)	21	6
Leisure Services	1,037	1,014	(23)	(6)
Licensing and Enforcement	93	58	(35)	(34)
Markets	(11)	49	60	55
Planning and Land Charges	34	(10)	(44)	(45)
Revenue, Benefits and Customer Contacts	360	350	(10)	(34)
Corporate Items	(1,101)	(1,157)	(56)	(15)
Total	10,617	10,594	(23)	46

4.2 The budget has been revised during the course of the year to reflect transfers and virements approved in accordance with financial regulations.

4.3 The tables at **Appendix A** summarise, by service division, the variations between the 2019/20 budget and the year-end outturn. Further supporting narrative in relation to those divisions with significant variations is set out below:

■ **Environmental Health – Underspend £75k**

There are a number of savings within this team that have arisen during the year, including staffing savings as a result of staff turnover and a reduction in costs associated with dealing with stray dogs. In addition to this reduction in expenditure, income has been achieved in excess of budget across a range of activities that the service delivers, the most significant related to enforcement initiatives associated with housing standards.

■ **Human Resources, Payments and Pensions – Underspend £68k**

Savings have been achieved within this team largely relating to staffing savings from two vacant positions (a national graduate trainee and an apprentice) the latter has now been appointed too, and demand against the corporate training budget was lower than budgeted, including making use of the apprenticeship levy funding.

■ **Corporate and Commercial – Underspend £63k**

Savings have arisen within the team due to a combination of factors. These include a reduction in running costs and member allowances, as well as additional government grant support relating EU Exit Preparations whereby the work has been absorbed within the team and the wider Council.

■ **Arts, Brewhouse and Functions – Increased net expenditure - £108k**

There has been increased net expenditure largely due to room hire income levels at the Civic Function Suite being lower than the target budget (£48k). Increased levels of expenditure within the Brewhouse and Arts Development have not been offset by additional income. The Bar/Catering facilities at the Brewhouse have seen a significant shortfall in income levels compared to the budget. These services have been significantly impacted by closure during March due to the Covid-19 Pandemic. The pandemic led to the cancellation of numerous events and activities throughout March, resulting in a loss of income in areas such as Café Bar, workshops and arts development (schools projects) as well as room hire. It also had a significant impact on the Brewhouse Theatre programme with significant loss of income against room hire and ticket sales in the weeks leading up to closure, as well as significant numbers of customer refunds having to be made.

■ **Housing Benefits Supported Housing**

There has been increased expenditure during the course of the year on benefits towards supported housing which cannot be fully recovered from central government subsidy (net increase £233k). Benefits can only be recovered from Central Government when the provider is a registered social landlord or, if the applicant is disabled, then payments can be partially recovered. This pressure has been off-set by a reduction in temporary accommodation costs both within the housing service (£55k) and Housing Benefits (£8k) and the remainder met from housing reserves (£170k), nevertheless it may potentially be a significant pressure in the future.

■ **Environment – Increased net expenditure - £363k**

This pressure arose due to a number of factors:

There has been a reported shortfall in recycling income during the year and the final resulting position is a shortfall of £211k, although this is partially offset by a reduction in the associated costs of £28k. There are several reasons for this forecast shortfall including:

- A reduction in tonnage levels in garden waste due to the weather conditions as well as a temporary cessation of the service due to the Covid-19 Pandemic and levels of contamination in dry recycling – when loads are rejected by the treatment facility they do not count towards our income. The contractor has become more vigilant during the course of the year due to poor market conditions and management have taken action in order to mitigate the extent of contamination.
- There has also been a significant fall in prices, for example, in the last 12 months, mixed paper has fallen by 100% to zero, news and PAMs by 46%, cardboard by 80%, aluminium by 21% and steel by 24% which has also impacted on the level of forecast income.

In addition and as previously reported there has been a pressure on the Waste Collection staffing budget (£147k), with high levels of sickness absence and longer waiting times at the waste transfer centre resulting in additional forecast spending on overtime and temporary agency cover. Management meetings have taken place with HR, Environment Team management, the Chief Executive and Head of Service to review the work to date and to ensure all is being done that can be regarding sickness absence and sickness management in the section and this figure has reduced from the forecast at Quarter 3. An element of this pressure related to the vacancy factor applied to all staffing budgets, which has been removed for 2020/21.

The full analysis of variations is set out within Appendix A in the normal manner.

4.4 Looking ahead to 2020/21, many of the pressures outlined in this report are one-off in nature and/or have been addressed in the Medium Term Financial Strategy for 2020/21 onwards. However, the Covid-19 Pandemic represents an unprecedented challenge to both the Council and the nation as a whole. The financial impact is expected to be substantial, impacting all areas of the Council’s activities and most significantly its income streams, including council tax, business rates and parking. The Government have already announced additional funding to support local authorities during this period, although current predictions suggest that this will not be sufficient. In addition to which, there remains significant financial pressure on the Waste Management Service and this will be monitored closely during 2020/21.

4.5 There is one request for a revenue budget carry forward submitted for Cabinet approval, which is outlined in the table below:

Requests for Carrying Forward to 2020/21	£
Air Quality Station Works delayed due to Covid-19	6,500
Total	6,500

These works are required to ensure that the equipment operates effectively collecting accurate data for monitoring and reporting on air quality within the area and supporting the climate change action plan.

5 Treasury Management

- 5.1 The Council approved the Treasury Management Strategy Statement for 2019/20 on 25th February 2019. A full annual report on the treasury management activities and performance against the strategy is planned to be presented to the Scrutiny (Audit and Value for Money Council Services) Committee and full Council in June/July. This section provides a brief summary and update on progress against the strategy and the revenue budget.

Investment Returns

- 5.2 The average rate of investment return that was included within the 2019/20 budget was 0.9%, which assumed (in line with forecasts) that the bank rate would increase later in the year. The base rate increased from 0.25% to 0.5% in November 2017, with a further increase to 0.75% in August 2018. However due to the Covid-19 pandemic the base rate was reduced twice during March 2020 firstly to 0.25% and then 0.1%. The likelihood of significant economic implications arising as a result of the pandemic means that the base rate is not expected to increase for the foreseeable future. A comparison with other benchmarks of the rate of return on investments achieved by ESBC in the year to 31 March 2020 is shown below:

	Average Rate Year to 31/03/20
ESBC	0.80%
3 Month LIBID Rate	0.64%
6 Month LIBID Rate	0.70%
Base Rate	0.72%
Budget	0.90%

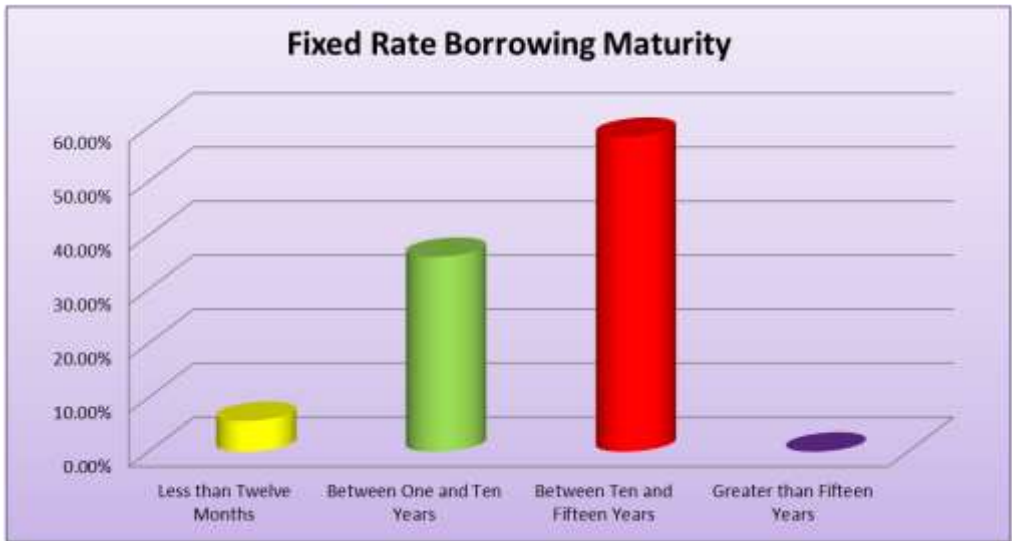
***LIBID = London Inter Bank Bid Rate*

- 5.3 The ESBC average return for the year exceeds both the base rate and other benchmarks. A full schedule of investments is set out in **Appendix C**.

Borrowing

- 5.4 The average rate payable on the Council's borrowing as at 31th March 2020 is 5.4% (5.4% at 31st March 2019).
- 5.5 Borrowing levels as at 31st March 2020 stood at £11.1m. This is consistent with the latest Treasury Management Strategy. The table below is a summary of the debt by type, followed by a graphical demonstration of the maturity profile.

Debt Type	Principal Outstanding (£)	Average Rate
Total Fixed Debt		
PWLB Maturity	5,700,000	4.646%
PWLB Annuity	515,837	8.550%
Total Variable Debt		
Market	4,500,000	5.914%
GBSLEP Loan	375,000	
Total External Debt	11,090,837	5.367%

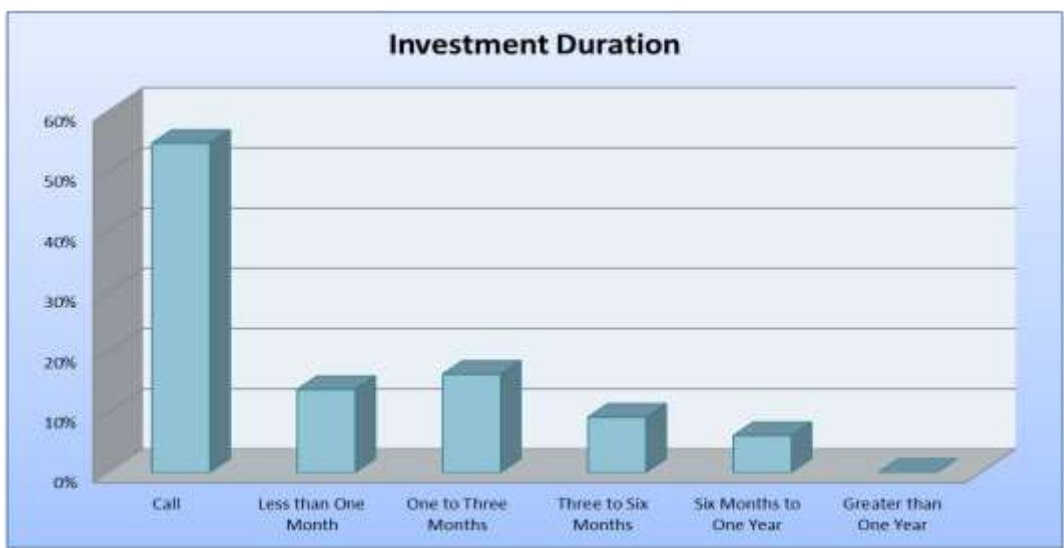


Capital Financing Budget

- 5.6 This budget consists of £0.8m associated with the cost of servicing the council’s debt and £0.279m income from investment returns.
- 5.7 The capital financing budget has been reduced by £0.1m in 2019/20 as a result of expected savings from the utilisation of anticipated capital receipts (£3.8m profiled over three years) towards debt repayment. The Medium Term Financial Strategy highlighted that there was a risk of shortfall against the budget arising from the timing of these receipts. Whilst the vast majority of the receipts have not yet been received this risk has been mitigated by increased investment income which exceeded budget by £50k and the debt repayment reserve.

Investments

- 5.8 As at 31st March 2020 investments totalled £33m, a full schedule of these is set out within **Appendix C**. The following chart shows the maturity structure of the Council’s Investments at 31st March 2020, with the vast majority of investments held short term reflecting a low risk approach during the current conditions:



6. Capital Programme 2019/20

- 6.1 The Council's Capital Programme for 2019/20 totals **£4.6m**, of which £1.08m relates to projects carried forward from 2018/19. Accrued spending on capital projects during 2019/20 amounted to **£2.1m**, a variation against programmed spend of £2.5m.
- 6.2 A detailed schedule of all projects and funding is shown at **Appendix B**. The table below provides a summary of projects and Cabinet is asked to approve the budget carried forward into 2020/21 of £2.5m.

Capital Programme 2019-20	Budget £	Accrued Spend £	Carry forward £	Overspend/ (Underspend) £
Annual Projects which are ongoing				
Neighbourhood Working Fund	231,955	163,171	56,200	(12,584)
Disabled Facility Grants	1,911,367	581,039	1,330,328	0
Sub-total A	2,143,322	744,210	1,386,528	(12,584)
Projects Taking Place Over Several Years				
Town Hall Office Accommodation	14,043	12,287	1,756 ¹	0
Canal Street Industrial Units	50,000	11,273	38,727	0
Bartec Street Cleaning Software	35,000	9,159	25,842	0
Station Street - Burton	1,323,116	229,321	1,093,795	0
Sub-total B	1,422,159	262,039	1,160,120	0
Projects Complete				
Brewhouse Arts Centre	45,000	43,393	0	(1,607)
Audio Equipment	20,000	20,497	0	497
Depot Multi Purpose Vehicle	35,000	35,480	0	480
Leisure Development	1,000,000	998,730	0	(1,270)
Sub-total C	1,100,000	1,098,100	0	(1,900)
Total	4,665,481	2,104,349	2,546,648	(14,484)

Note 1 - Town Hall Office Accommodation - the approved contingency of £69k has been applied as envisaged towards revenue works £40k/capital works £29k. There remains £2k which has been carried forward prior to resolution of the final account.

- 6.3 The carry forward sums of £2.5m relate to projects that are ongoing or taking place over several years, such as the award of grant funding for disabled facilities and the Regeneration of Public Realm at Station Street, Burton. The table also highlights £15k of funding that has been identified as no longer being required.
- 6.4 Capital receipts generated during the course of the year are set out in the table below:

Capital Receipts – 2019/20	£
Avocet Close - Sale of Equity Share in Property	42,534
Deed of Grant - Brizlincote, Stapenhill	30,000
Hawthornden Manor - Sale of Land	11,900
Deed of Grant - Violet Way	15,000
Barton under Needwood - Sale of Land	13,500
Shareholding – Dividend Payment	125,000
Release of Covenant – Old Knotty Way	186,163
Kick Start Loan Repayment	7,022
Total	431,119

7. Business Rates Retention Scheme

7.1 The business rates retention (BRR) scheme came into effect from 1st April 2013 and now forms a principle element of local government funding. This provides local authorities with a direct financial benefit from economic growth, but also exposure to financial risk as a consequence of both economic contraction and appeals lodged with the Valuation Office or changes in levels of reliefs. However there is a safety net built into the scheme to ensure that no authority's income falls below at set level, for East Staffordshire this was set at £2.991m for 2019/20. However, for 2019/20 the Council participated in a 75% Business Rates Pilot and Pooling arrangement in partnership with other Staffordshire Authorities. Whilst this means that collectively the Pool benefits from additional growth retained within the area, it also means that the pool is responsible for making its own safety net arrangements.

7.2 The table below compares, at summary level, the draft outturn position with the budget. This demonstrates a significant **surplus of £3.1m** against the budget which has largely arisen due to two main factors. The first of these relates to the decision not to operate a virtual or shadow pool with the GBSLEP, payment the originally proposed levy would have reduced the surplus by £1.7m. The second relates to the provision held for appeals, which has been reduced to take account of the latest available data and information.

DRAFT Retained Business Rates – 2019/20	Budget £000	Draft Outturn £000	Variance £000
Business Rates - ESBC Share (40%)	21,121	23,552	2,431
Government Compensation for extension of Small Business Rates Relief and other Reliefs	1,573	1,688	115
Less Tariff	(18,610)	(18,610)	-
Pre-levy retained business rates	4,084	6,630	2,546
Section 31 Grant (RPI Cap)	82	161	79
Levy	(468)	-	468
Volatility Provision#	(246)	(246)	-
Post Levy Retained Business Rates 2019/20	3,452	6,545	3,093*

#Actual transferred to business rates risk reserve

* Of this sum, £0.7m is within the general fund and £2.4m in the Collection Fund and available in future years.

7.3 In addition to the above surplus the Council is also due a windfall from the Business Rates Pilot that is in operation with the other Staffordshire Authorities. The Council has already received £228k in advance and we are waiting on the final amount due once all the submissions have been made.

7.4 Whilst this is a positive outcome, Members are reminded that there has been significant volatility arising from the scheme and taking into account the economic conditions the outlook for business rates income remains very uncertain. Therefore it is proposed that this sum is set aside within the Business Rates Reserve with the balance reviewed as part of the development of the Medium Term Financial Strategy for 2021/22.

8. **Risk Assessment and Management**

8.1 The Council's risk management strategy was approved at Cabinet in September 2014. Attached at **Appendix D** to this report is a schedule of the most significant risks facing the authority, including the actions taken or being taken in order to control or mitigate these risks.

8.2 The most significant risks associated with the authority's financial position are set out and provided for within the Medium Term Financial Strategy.

9. **Legal Considerations**

*This section has been approved by the following member of the Legal Team:
Angela Wakefield*

9.1 There are no direct implications arising from this report.

10. **Equalities**

10.1 Does the report involve the public, including staff, or have consequences for them?

Yes No

11. **Human Rights**

11.1 There are no Human Rights issues arising from this Report.

12. **Financial Considerations**

*This section has been approved by the following member of the Finance Team:
Lisa Turner*

12.1 The full report sets out the financial implications for the authority of the 2019/20 Outturn. This is summarised below:

Revenue	2019/20 £'000	2020/21 £'000	2021/22 £'000
Revenue under-spend (transferred to reserves)	(17)		
Carry Forward Request (Environmental Health)	(6)	6	
Capital			
Carry forward of sums relation to ongoing projects set out in para. 6.2 and 6.3	(2,547)	2,547	

12.2 As set out within section 7, the draft outturn in relation to the Business Rates Retention Scheme indicates a combined surplus of £3.1m (excluding windfall items). It is proposed that this sum is set aside within the business rates risk reserve and reviewed as part of the development of the MTFs for 2021/22.

13. Cabinet Recommendations

13.1 In relation to the Revenue Outturn, Cabinet is recommended to:-

- a) Note the revenue outturn position for 2019/20;
- b) Approve the carry forward request (£6k) outlined in paragraph 4.5.
- c) Transfer the remaining sum (£17k) to reserves.

13.2 In relation to the Capital Outturn, Cabinet is recommended to:-

- a) Note the capital outturn position for 2019/20;
- b) Approve the budgets for outstanding projects from 2019/20 totaling £2.547m to be carried forward to 2020/21 (Para. 6.2);

13.3 Cabinet is also recommended to note:-

- a) The position in relation to the council's investments and borrowings as at 31st March 2020 (Section 5);
- b) The position in respect of the Council's general balances and earmarked reserves as at 31st March 2020 (Para.2.7);
- c) The draft outturn position in relation to the Business Rates Retention Scheme for 2019/20, and the subsequent set aside to reserves (Section 7).
- d) The significant risks facing the authority and associated mitigations or control measures in place, as outlined within **Appendix D**.

VARIANCES AGAINST BUDGET AT OUTTURN 2019/20

Head of Service : Mark Rizk	Budget (£000's)	Actual Outturn (£000's)	Actual Variance (£000's)
Arts, Brewhouse and Civic Function Suite			
Brewhouse and Arts Development	299	351	52
Civic Function Suite	85	141	56
Total Arts, Brewhouse and Civic Functions	384	492	108

Division	Explanation	Actual Amount Over/ (under) £'000
Civic Function Suite	Hire Income	48
Civic Function Suite	Catering/Vending Income	4
Civic Function Suite	Employee Costs	(7)
Civic Function Suite	Electricity and Gas	11
Brewhouse and Arts Development	Art Development Programme	(5)
Brewhouse and Arts Development	Energy Costs	(7)
Brewhouse and Arts Development	Tickets Sales/Professional Theatre Fees	26
Brewhouse and Arts Development	Maintenance Agreements	10
Brewhouse and Arts Development	Project Wired	2
Brewhouse and Arts Development	Café/Bar Income	37
Brewhouse and Arts Development	Café/Bar Catering Supplies	(1)
Brewhouse and Arts Development	Café/Bar Employee Costs	(10)
Total		108

Head of Service : Mark Rizk	Budget (£000's)	Actual Outturn (£000's)	Actual Variance (£000's)
Community and Open Spaces			
Cemeteries	(12)	3	15
Open spaces	1,378	1,279	(99)
Partnerships	31	29	(2)
Horticultural Centre	43	58	15
Facilities and Health and Safety	320	316	(4)
Community Centres	18	17	(1)
Car Parks Income	(736)	(621)	115
Community and Civil Enforcement	280	257	(23)
Social Regeneration	47	(4)	(51)
Councillors Community Fund	22	19	(3)
Total Community and Open Spaces	1,391	1,353	(38)

APPENDIX A

Division	Explanation	Actual Amount Over/ (under) £'000
Cemeteries	Repairs and Maintenance to Buildings	(7)
Cemeteries	Equipment	8
Cemeteries	Ground Maintenance Contract	(3)
Cemeteries	Employees Costs	8
Cemeteries	Burial Fee Income lower than budgeted	9
Open spaces	Grounds Maintenance	(35)
Open spaces	Contracted Grounds Maintenance	(31)
Open spaces	Sweeping	3
Open spaces	Play Equipment/external funding	(32)
Open spaces	Additional Income	(4)
Partnerships	General Grants	(2)
Horticultural Centre	Contracted Grounds Maintenance	2
Horticultural Centre	Exhibitions/Events	11
Horticultural Centre	Seeds, Plants and Shrubs	2
Facilities and Health and Safety	Employee Costs	4
Facilities and Health and Safety	Repairs and Maintenance	(11)
Facilities and Health and Safety	Electricity - Town Hall	8
Facilities and Health and Safety	Running costs	3
Facilities and Health and Safety	Industrial Units - Statutory Obligations	(8)
Community Centres	Repairs and Maintenance	(1)
Car Parks Income	Running Costs	4
Car Parks Income	Car Parking Income Shortfall	100
Car Parks Income	Shortfall due to no price increase	35
Car Parks Income	Season/Penalty Notices Income	(19)
Car Parks Income	Bargates Additional Income	(5)
Community and Civil Enforcement	Employees Costs - Vacancies	(30)
Community and Civil Enforcement	Supplies and Services	7
Social Regeneration	General Grants	(7)
Social Regeneration	Participatory Forums	(1)
Social Regeneration	NWF (old Scheme) - no longer required	(43)
Councillors Community Fund	Project underspend	(3)
Total		(38)

	Budget (£000's)	Actual Outturn (£000's)	Actual Variance (£000's)
Chief Officer : Andy O'Brien			
Chief Executives	203	198	(5)
Heads of Service	223	229	6
CMT	426	427	1

Division	Explanation	Actual Amount Over/ (under) £'000
Chief Executives	Employee Costs	(4)
Chief Executives	Car Allowances	(1)
Heads of Service	Vacancy Factor	7
Heads of Service	Car and Travel Expenses	(1)
Total		1

Head of Service : Sal Khan	Budget (£000's)	Actual Outturn (£000's)	Actual Variance (£000's)
Corporate and Commercial			
Programmes and Information	253	211	(42)
Committee Support	92	97	5
Elections	185	171	(14)
Emergency Planning	13	11	(2)
Members Allowances	303	293	(10)
Total Corporate and Commercial	846	783	(63)

Division	Explanation	Actual Amount Over/ (under) £'000
Programmes and Information	Employee Costs	2
Programmes and Information	EU Exit Preparation grant	(35)
Committee Support	Employee Costs	3
Committee Support	Supplies and Services	2
Elections	Employee Costs	5
Elections	Supplies & Services	(24)
Elections	2017 General Election Settlement	3
Elections	Council Elections costs not funded by Reserves	2
Emergency Planning	General Grants	(2)
Members Allowances	Members Allowances	(9)
Members Allowances	Professional Support/Advice	(1)
Members Allowances	Information Commissioner	(2)
Members Allowances	Travel & Subsistence	2
Grants for Tourism	Christmas Lights	(9)
Total		(63)

Head of Service : Mark Rizk	Budget (£000's)	Actual Outturn (£000's)	Actual Variance (£000's)
Cultural Services - Marketing	85	87	2
Total Cultural Services - Marketing	85	87	2

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Division	Explanation	Actual Amount Over/ (under) £'000
Cultural Services - Marketing	Employee Vacancy Vactor	2
Total		2

Chief Officer : Andy O'Brien	Budget (£000's)	Actual Outturn (£000's)	Actual Variance (£000's)
Enterprise			
Enterprise	113	115	2
Total Enterprise	113	115	2

Division	Explanation	Actual Amount Over/ (under) £'000
Enterprise	Grants Payable	(4)
Enterprise	Other Running Expenses	(1)
Enterprise	ERDF Grant Receivable	7
Total		2

Head of Service : Sal Khan	Budget (£000's)	Actual Outturn (£000's)	Actual Variance (£000's)
Environment			
Council Depots	142	133	(9)
Public Conveniences	135	136	1
Waste Collection	2,083	2,484	401
Street Cleaning	971	967	(4)
Building Consultancy	51	31	(20)
Land Drainage	55	49	(6)
Total Enviroment	3,437	3,800	363

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Division	Explanation	Actual Amount Over/ (under) £'000
Council Depots	Employee costs	4
Council Depots	Energy and Business Rates	(16)
Council Depots	Vehicle Hire	8
Council Depots	Sale of JCB & Fork Lift	(5)
Public Conveniences	Staffing	8
Public Conveniences	Savings on running costs	(7)
Waste Collection	Employee Costs	22
Waste Collection	Temporary Staff	125
Waste Collection	Shortfall in Recycling Income	211
Waste Collection	Third Party Payments - Mixed Recycling Gate	60
Waste Collection	Third Party Payments Tonnage Reduction	(28)
Waste Collection	Vehicle Maintenance Costs	(6)
Waste Collection	Contributions from other bodies	(5)
Waste Collection	Shortall in Trade Refuse Income	22
Street Cleaning	Employee Costs	11
Street Cleaning	Temporary Staff	(12)
Street Cleaning	Running Costs	(9)
Street Cleaning	Private Street Cleaning Income	(6)
Street Cleaning	Shortfall in Bulky Waste Income	12
Building Consultancy	Employee costs	(5)
Building Consultancy	Car Allowances	(1)
Building Consultancy	Supplies and Services	(2)
Building Consultancy	Fees and Charges	(12)
Land Drainage	Employees	(1)
Land Drainage	Grounds Maintenance	(5)
Total		363

	Budget (£000's)	Actual Outturn (£000's)	Actual Variance (£000's)
Head of Service : Mark Rizk			
Environmental Health			
Environmental Health	389	352	(37)
Animal Control	16	0	(16)
Housing Standards	77	55	(22)
Total Environmental Health	482	407	(75)

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Division	Explanation	Actual Amount Over/ (under) £'000
Environmental Health	Employee Costs	(17)
Environmental Health	Running Costs	(6)
Environmental Health	Income	(14)
Animal Control	Pest Control Contracts	(1)
Animal Control	Dog Kennelling	(13)
Animal Control	Fees & Charges	(2)
Housing Standards	Income	(20)
Housing Standards	Running Costs	(2)
Total		(75)

Head of Service : Sal Khan	Budget (£000's)	Actual Outturn (£000's)	Actual Variance (£000's)
Financial Services			
Capital Financing Costs	334	282	(52)
Financial Management Unit	482	477	(5)
Internal & External Audit	119	114	(5)
Total Financial Services	935	873	(62)

Division	Explanation	Actual Amount Over/ (under) £'000
Capital Financing Costs	Debt/MRP Costs	39
Capital Financing Costs	Use Debt Repayment Reserve in excess of budget	(42)
Capital Financing Costs	Investment Income in excess of budget	(49)
Financial Management Unit	Employee Costs	(67)
Financial Management Unit	Temporary Staffing Support	74
Financial Management Unit	Supplies and Services	(5)
Financial Management Unit	Net contribution from Professional Reserve (Employee Cost	(7)
Internal & External Audit	Audit Reimbursement - PSAA	(5)
Total		(62)

Head of Service : Sal Khan	Budget (£000's)	Actual Outturn (£000's)	Actual Variance (£000's)
Housing			
Housing options	271	223	(48)
Total: Housing	271	223	(48)

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Division	Explanation	Actual Amount Over/ (under) £'000
Housing Options - Accommodation	Leasehold Unit Rents	(9)
Housing Options - Accommodation	B&B Accommodation costs	(156)
Housing Options - Accommodation	B&B Rentals/ Premises Income levels	75
Housing Options - Accommodation	Contribution from Reserves - no longer needed	35
Housing Options	Employee Costs	2
Housing Options	Supplies & Services	5
Housing Options	General Grants/ Other Homeless Prevention	18
Housing Options	Contribution from Reserves	(18)
Total		(48)

Chief Officer : Andy O'Brien	Budget (£000's)	Actual Outturn (£000's)	Actual Variance (£000's)
Human Resources and Payments			
HR and Payroll	433	354	(79)
Pension Payments	1,368	1,379	11
Total Human Resources and Payments	1,801	1,733	(68)

Division	Explanation	Actual Amount Over/ (under) £'000
HR and Payroll	Employee Costs (Graduate Trainee Post)	(36)
HR and Payroll	Supplies and Services	(9)
HR and Payroll	Mobility Link - In Administration	9
Pension Payments	Consultants	3
Pension Payments	Superannuation	1
Pension Payments	Superannuation Payments	7
Corporate Training	Training Requests	(43)
Total		(68)

Head of Service : Sal Khan	Budget (£000's)	Actual Outturn (£000's)	Actual Variance (£000's)
IT and Printing			
Central Reprographics	143	110	(33)
ICT	311	286	(25)
Total ICT and Printing	454	396	(58)

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Division	Explanation	Actual Amount Over/ (under) £'000
Central Reprographics	Hire of Equipment	(31)
Central Reprographics	Franking Machine Postages/ Printing and Stationery	(3)
Central Reprographics	Employee Costs	1
ICT	Employee Costs	5
ICT	Mobile Telephones	1
ICT	Savings on Remote Links, Hardware & Software Contracts	(28)
ICT	ICT Departmental Purchases	(3)
Total		(58)

Chief Officer : Andy O'Brien	Budget (£000's)	Actual Outturn (£000's)	Actual Variance (£000's)
Legal Services & Assets			
Legal	206	189	(17)
Mayoral Support and Civic Ceremonials	56	63	7
Industrial Units	(610)	(584)	26
Assets and Estates Management	(72)	(67)	5
Total Legal Services & Assets	(420)	(399)	21

Division	Explanation	Actual Amount Over/ (under) £'000
Legal	Employee Costs	(15)
Legal	Running Costs	(12)
Legal	Legal & Court Costs Recovered	10
Mayoral Support and Civic Ceremonials	Employee Costs	13
Mayoral Support and Civic Ceremonials	Transport Costs	(2)
Mayoral Support and Civic Ceremonials	Mayor's Allowances	(6)
Mayoral Support and Civic Ceremonials	Public/Civic Functions	2
Industrial Units	Rental income not as high as anticipated	19
Industrial Units	Running Costs	7
Assets and Estates Management	Professional fees	7
Assets and Estates Management	Fees & Charges	(2)
Total		21

Head of Service : Mark Rizk	Budget (£000's)	Actual Outturn (£000's)	Actual Variance (£000's)
Leisure Services			
Health and Leisure Grants	21	15	(6)
Leisure Management	1,016	999	(17)
Total Leisure Mangement	1,037	1,014	(23)

Division	Explanation	Actual Amount Over/ (under) £'000
Health and Leisure Grants	General Grants	(6)
Leisure Management	Employee Costs	(7)
Leisure Management	Professional Fees - QS	(6)
Leisure Management	Net small savings	(4)
Total		(23)

Head of Service : Mark Rizk	Budget (£000's)	Actual Outturn (£000's)	Actual Variance (£000's)
Licensing and Enforcement			
Licensing and Enforcement	18	4	(14)
CCTV	75	54	(21)
Total Licensing and Enforcement	93	58	(35)

Division	Explanation	Actual Amount Over/ (under) £'000
Licensing and Enforcement	Employee costs	17
Licensing and Enforcement	Running costs	6
Licensing and Enforcement	Licensing/Sundry Income	(37)
CCTV	Maintenance	(20)
CCTV	CCTV - Running costs Coopers Square Office	(6)
CCTV	Income	5
Total		(35)

Head of Service : Mark Rizk	Budget (£000's)	Actual Outturn (£000's)	Actual Variance (£000's)
Markets	(11)	49	60
Total Markets	(11)	49	60

Division	Explanation	Actual Amount Over/ (under) £'000
Markets	Premises Costs	7
Markets	Supplies and Services	2
Markets	Employees	4
Markets	Income shortfall	47
Total		60

APPENDIX A

Head of Service : Sal Khan	Budget (£000's)	Actual Outturn (£000's)	Actual Variance (£000's)
Planning			
Planning Policy	140	128	(12)
Planning Delivery	(94)	(122)	(28)
Land Charges	(12)	(16)	(4)
Total Planning	34	(10)	(44)

Division	Explanation	Actual Amount Over/ (under) £'000
Planning Policy	Employee Costs - Maternity cover	14
Planning Policy	Contribution from Planning Reserve	(14)
Planning Policy	New Burdens Grant	(2)
Planning Policy	Supplies and Services	(2)
Planning Policy	Contribution from Neighbourhood Planning Reserve	(8)
Planning Delivery	Employee costs - Temporary Support	106
Planning Delivery	Contribution from Planning Reserve	(109)
Planning Delivery	Legal Costs/ Consultants	(38)
Planning Delivery	Systems Development	(10)
Planning Delivery	Supplies and Services	(3)
Planning Delivery	Fees and Charges/ Other Income lower than budgeted	26
Land Charges	Scanning	(15)
Land Charges	Supplies and Services	(1)
Land Charges	Income from Fees and Charges lower than budgeted	18
Land Charges	Search and Investigation fees	(6)
Total		(44)

Head of Service : Sal Khan	Budget (£000's)	Actual Outturn (£000's)	Actual Variance (£000's)
SCC - Revenues, Benefits and Customer Contacts			
Revenues	4	23	19
Benefits and Professional Services	(60)	(83)	(23)
Customer Contacts	416	410	(6)
Total - Revenues, Benefits and Customer Contacts	360	350	(10)

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Division	Explanation	Actual Amount Over/ (under) £'000
Revenues	Temporary Staffing Support	20
Revenues	Legal & Court Costs Recovered	22
Revenues	Software Changes/Server Upgrade (Grant Funded)	9
Revenues	New Burdens Grant	(9)
Revenues	Clerk to the Justices - Savings	(21)
Revenues	Net Savings on other Running Costs	(2)
Benefits and Professional	Additional Loss of Housing Subsidy - Supported Housing	233
Benefits and Professional	Use of Housing Reserve	(170)
Benefits and Professional	Housing Benefit Net of Other Movements	(18)
Benefits and Professional	Reduction in Discretionary Housing Payment Grant	16
Benefits and Professional	Net Reduction in Discretionary Housing Payments	(14)
Benefits and Professional	Additional VEP Alert Work	30
Benefits and Professional	VEP Alert Grant	(30)
Benefits and Professional	DWP LA Data Sharing Programme work	11
Benefits and Professional	DWP LA Data Sharing Programme Grant	(11)
Benefits and Professional	DWP New Burdens Grants	(70)
Benefits and Professional	Employee Costs	(7)
Benefits and Professional	Temporary Staffing Support/Other Running Expenses	7
Customer Contacts	Savings on Running Costs	(6)
Total		(10)

SUMMARY OF CAPITAL EXPENDITURE AGAINST PROGRAMME 2019-20

Appendix B

Description	Brought Forward 2018/19		2019/20 - per MTFS (Budget Book)		Changes Since MTFS Approved		Total Budget	Spend 2019/20	Variation	Carryforward to 2020/21		Completed / Ongoing & Comments
	ESBC	Other Funding	ESBC	Other Funding	ESBC	Other Funding				ESBC	Other Funding	
	£	£	£	£	£	£				£	£	
Neighbourhood working Fund	131,955		100,000				231,955	163,171	68,784	56,200		Ongoing
Disabled Facility Grants		888,683		948,000		74,684	1,911,367	581,039	1,330,328		1,330,328	Ongoing
Brewhouse Arts Centre	45,000						45,000	43,393	1,607			Complete
Town Hall Office Accommodation Refurbishment	14,043						14,043	12,287	1,756	1,756		Subject to Final Account
Audio Equipment			20,000				20,000	20,497	(497)			Complete
Canal Street Industrial Units			50,000				50,000	11,273	38,727	38,727		Progressing
Depot Multi-Purpose Vehicle			35,000				35,000	35,480	(480)			Complete
Bartec Street Cleaning Software			35,000				35,000	9,159	25,842	25,842		Ongoing
Leisure Development			1,000,000				1,000,000	998,730	1,270			Complete
Station Street - Burton			1,400,000		(76,884)		1,323,116	229,321	1,093,795	1,093,795		Ongoing
Total	190,998	888,683	2,640,000	948,000	(76,884)	74,684	4,665,481	2,104,349	2,561,132	1,216,320	1,330,328	
	1,079,681									2,546,648		

Note 1 - Town Hall Office Accommodation - the approved contingency of £69k has been applied as envisaged towards revenue works £40k/capital works £29k. There remains £2k which has been carried forward pending agreement of the final account.

INVESTMENTS AT 31ST MARCH 2020

Appendix C

Borrower	Principal (£)	Interest Rate	Start Date	Maturity Date
Call Accounts and Money Market Funds				
RBS SIBA	122,959	0.01%		
Barclays	73	0.01%		
Santander Notice Account	3,500,000	1.20%		95 day notice
Bank of Scotland Notice Account	500,000	0.45%		95 day notice
Lloyds Notice Account	1,000,000	0.45%		95 day notice
MMF Federated	4,000,000	0.43%		Call
MMF Insight	4,000,000	0.32%		Call
MMF Aberdeen	4,000,000	0.42%		Call
MMF Blackrock	750,000	0.29%		Call
Bank of Scotland	500,000	1.15%	08/05/2019	08/05/2020
Lloyds	2,500,000	0.85%	15/10/2019	15/04/2020
UK Treasury Bill	830,000	0.74%	18/11/2019	18/05/2020
UK Treasury Bill	2,000,000	0.74%	25/11/2019	26/05/2020
UK Treasury Bill	2,000,000	0.74%	16/12/2019	15/06/2020
National Westminster Bank CD	2,000,000	0.84%	15/10/2019	15/04/2020
National Westminster Bank CD	1,000,000	0.92%	16/09/2019	15/09/2020
National Westminster Bank CD	2,000,000	0.89%	19/02/2020	18/02/2021
Nationwide Building Society CD	2,000,000	0.78%	08/01/2020	08/07/2020

Borrower - Icelandic Exposure	Principal (£)	Interest Rate	Start Date	Maturity Date
Singer	266,600	5.41%		08/10/2008

Investments rate of interest as at 31 March 2019	Principal (£)	Interest Rate
Total Investments	32,969,632	
Total Investments - Excluding Icelandic Exposure	32,703,032	0.67%
Total Investments - Icelandic Exposure Only	266,600	5.41%

Average rate of interest	Principal (£)	Interest Rate
Total Investments	40,069,406	
Total Investments - Excluding Icelandic Exposure	39,802,806	0.80%
Total Investments - Icelandic Exposure Only	266,600	5.41%

Corporate Risks		Risk Owner: Corporate Management Team					Last Reviewed
Risk	Source of Risk	Treatment Description	Likelihood	Impact	Risk Level		
Business Rates Retention Scheme	Business Rate Retention Scheme. Impact of scheme on funding, including scale of reliefs/appeals, litigation in relation to NHS Trusts claiming mandatory relief, the impact of revaluation, business rates reset and the transition to 75% retained by the LA sector.	Regular in year monitoring of the scheme Keeping abreast of latest developments with Business Rates Retention and feeding into the consultations. Proactive monitoring of potential and lodged appeals and accounting for likely outcomes Robust MTFS to provide provision for financial resilience to changes in scheme.	3	4	15	31/03/2020	
Central Government Funding	Uncertainty surrounding future government funding, including the impact of the business rates changes, New Homes Bonus, Fair Funding Review, the impact of the next Spending Review and potential fallout from Brexit.	Robust MTFS with flexibility to respond to changes in government proposals Financial modelling/impact assessment. Keep abreast of Govt developments and proactively responding to consultations.	3	4	15	31/03/2020	
Child Sexual Exploitation	Failure to identify instances of child sexual exploitation in relation to council services	Cross county partner working Internal manager awareness training	1	4	10	31/03/2020	
Financial : Pension Scheme	Increasing pension liabilities result in the need to increase employer contributions above those assumed within the MTFS	Realistic provision within MTFS for cost and changes Overall robustness of MTFS to enable some resilience to increases	2	4	13	31/03/2020	
Litigation - General	Failure to comply with the law on a range of services, including the New General Data Protection Regulations (GDPR)	Managers/Heads of service, with Legal support, keep abreast of new and changed law Monitoring Officer role to oversee legal compliance Training rolled out in respect of GDPR requirements. Compliance oversight by Monitoring Officer and CMT	1	4	10	31/03/2020	
MTFS: Budget Assumptions	Assumptions made in the MTFS in relation to inflation, interest rates, pay awards etc. have a negative impact on financial plans/resources.	Robust MTFS provides some degree of resilience to financial shocks Proactive treasury management forecasting, monitoring and reporting Budgeting based on prudent forecasts. Regular in-year monitoring, including scenario planning in relation to the impact of Covid-19.	4	4	16	31/03/2020	

Corporate Risks		Risk Owner: Corporate Management Team				
Risk	Source of Risk	Treatment Description	Likelihood	Impact	Risk Level	Last Reviewed
Brexit	Consequences of decision to exit the EU has a negative impact. (Economic consequences impacting on resources, both central and local, additional strain on pension fund, value of council assets etc). Potential for operational/service delivery disruption.	Monitoring of Economic conditions / external forecasts, horizon scanning by CMT and Senior Officers. Prudent and Robust rolling MTFS Understanding and acting on any intelligence forthcoming from local and central government bodies.	3	4	15	31/03/2020
Unforeseen Environmental Impacts	Floods, fire, chemical, major disaster, terrorism	Major Incident/Emergency Plan Test exercises ensure readiness for incidents Internal resource and support from CSU County wide preventing violent extremism working group	2	4	13	31/03/2020
Unforeseen Health Impacts	Pandemics/wider health issues impacting on council	Succession planning/ability to access temporary staff. Major Incident/Emergency Plan Robust, tested business continuity plans	4	4	16	31/03/2020
Welfare Reforms	Welfare Reforms. 1) Delivery of Universal Credit 2) Financial impact of Council Tax Reduction, including demographic changes 3) Financial impact of universal credit on subsidy levels, ability to recover overpayments and housing options funding.	Council Tax Reduction scheme approved and complied with Regular monitoring of scheme against financial provisions / MTFS Financial modelling/impact assessment. More frequent in year monitoring.	3	4	15	31/03/2020
ICT Security	Unintentional or intentional introduction of malware, resulting impacts on normal service delivery and/or breach of data protection, via: 1) Prevention of access to systems or data 2) Physical destruction of hardware 3) Data Exposure or leaks 4) Data alteration	ICT Security Policy Access controls and permissions within system applications Protective defences such as antivirus software Perimeter protection with hardware firewalls Regular patching Access controls and permissions within system applications Prevention of access to unnecessary physical facilities e.g. CD drives and USB ports	2	4	13	31/03/2020

Corporate Risks		Risk Owner: Corporate Management Team				
Risk	Source of Risk	Treatment Description	Likelihood	Impact	Risk Level	Last Reviewed
Treasury Management - Counter-party risk	Market volatility results in counter-party failure and financial loss to the Council.	Robust Treasury Management Strategy and generally a low risk approach to investments. Advice from professional treasury advisors, monitoring market developments.	3	4	15	31/03/2020
Wider Public Sector Funding Reductions	Impact on the Council of the wider public/voluntary sector funding reductions, including issues which arise working within a two tier area.	Robust MTFS generally provides some financial resilience to respond to changes Seek and develop opportunities to increase income or reduce costs across all Council operations Senior level discussions may mitigate or prevent such cost shunts	3	4	15	31/03/2020

Strategic Risks		Risk Owner: Corporate Management Team				
Risk	Source of Risk	Treatment Description	Likelihood	Impact	Risk Level	Last Reviewed
A fear of not being able to influence the GBSLEP	Failure to be adequately represented and therefore limited ability to influence. Opportunity risk of not maximising potential benefits from working within the GBSLEP.	Senior officers (CE and Heads of service) heavily involved in working with the LEP to represent <u>Council's interests</u> One member (Council) one vote, provides Council with a strong voice	1	4	10	30/03/2020
Business Continuity	Failure to have effective plans in place	Approach to business continuity revised during 2016, new streamlined and "fit for purpose" approach adopted, which focuses on key risk areas. Regular refresh of plans take place. BC's reviewed in preparation for recent Covid-19 events Approved, up to date BC policy in place.	1	4	10	30/03/2020
Combined Authority	Potential opportunity risk of not maximising any benefits from joining a combined authority	Opportunities being constantly reviewed and monitored by the executive	1	4	10	30/03/2020
Communication	Lack of community engagement and failure to take into account residents views in the decision making process	Consultation strategy in force	2	2	5	30/03/2020
Corporate Plan	Failure to deliver corporate plan objectives	Corporate Plan is adopted at full council and refreshed at full council annually. The CP is established with COs and DLs working together to realign political manifesto into a series of objectives and SMART targets. Performance of the CP is formally reported on a quarterly basis through Cabinet and all political groups as well as through quarterly scrutiny boards. Any slippage is identified at an early stage and preventative and/or corrective actions are taken as necessary. Delivery of the Corporate Plan is likely to be significantly more challenging due to the impact of the Covid-19 Pandemic.	4	4	16	30/03/2020

Strategic Risks		Risk Owner: Corporate Management Team				
Risk	Source of Risk	Treatment Description	Likelihood	Impact	Risk Level	Last Reviewed
Council Tax Reduction Scheme	Failure to adopt a scheme that is fit for purpose	Scheme suitably approved and adopted; budget set based on forecasts and reviewed; CTR correctly applied per scheme	1	3	6	30/03/2020
Health & Safety	Failure to deliver/comply with H&S policy/strategy	The strategy/policy is adopted following consultation with all relevant internal stakeholders and approved by the Leader H&S team advises, educates and reviews risk assessments etc and has direct reporting access to Chief Executive Incident/accident reporting process in place.	1	4	10	30/03/2020
Local Plan Implications	Monitoring of the local plan and maintenance of a five year land supply	Regular monitoring /compliance Planning decisions complying with approved plan/existing planning law/policy. Education of members on importance of decisions complying with policy	2	4	13	30/03/2020
Managing Change	Ineffective change management resulting in a reduction in the quality of services	Workforce Planning Strategy in place Effective track record of performance management - via Corporate Plan, Service Planning, Staff Performance Appraisals Effective Communications - Corporate Management Team, Managers Forum, Team Meetings, Staff 1-1s, Staff Briefings.	2	2	5	30/03/2020
Medium Term Financial Strategy	Failure to adopt and implement an effective and robust MTFS impacting on the Council's ability of the Council to meet its objectives.	The MTFS is established with COs and DLs working together to realign political manifesto into a series of objectives and financial targets. Financial support and challenge to proposals with financial implications, minimising risks of a budget shortfall. The MTFS is adopted at full council and refreshed at full council annually. Performance of the MTFS is formally reported on a quarterly basis through Cabinet and all political groups as well. Any slippage is identified at an early stage and preventative and/or corrective actions are taken as necessary.	1	4	10	30/03/2020

Strategic Risks		Risk Owner: Corporate Management Team				
Risk	Source of Risk	Treatment Description	Likelihood	Impact	Risk Level	Last Reviewed
Member Training/Awareness	Lack of awareness/understanding of key responsibilities.	Constitution Member induction programme, member training and regular briefings. Open door policy with Heads of service; discussions/briefings with officers.	2	2	5	31/03/2020
Planning Appeals	Appeals against planning decisions arising from failure to take into account professional and legal advice leading to financial loss from cost of appeal and potentially new homes bonus.	Member training Financial provision/contingency to meet potential costs of appeals Legal advice at committee	3	4	15	31/03/2020
Treasury Management Strategy	An ineffective TM Strategy does not protect the Council adequately against the risks associated with this activity resulting in potential significant financial loss and possible reputational damage. The associated opportunity risk of ineffective cashflow management, resulting in returns lower than might be realised, taking into account the Council's risk appetite.	The TMS reflects statutory and non-statutory guidance and is adopted at full council annually, following scrutiny by the Audit and Value for Money Council Services Committee. Performance of the TMS is formally reported on a quarterly basis through the Financial Outturn report to Cabinet and all political groups as well as through the Audit Committee. Mid year performance and Outturn is formally reported through to full council. Adequate and suitably trained staff. Regular member training/briefings. The appointment of professional treasury management advisors	3	4	15	31/03/2020