



**EAST STAFFORDSHIRE BOROUGH COUNCIL**

**REPORT COVER SHEET**

<b>Title of Report:</b>	<b>Quarter 2 - Revenue and Capital Outturn 2020/21</b>	To be marked with an 'X' by Democratic Services after report has been presented
<b>Meeting of:</b>	Corporate Management Team – 17 <sup>th</sup> November 2020	X
	Leader and Deputy Leaders – 23 <sup>rd</sup> November 2020	X
	Leader's / Leader of the Opposition's Advisory Group / Independent Alliance Advisory Group – 2 <sup>nd</sup> and 3 <sup>rd</sup> December 2020	X
	Cabinet – 14 <sup>th</sup> December 2020	X
	Scrutiny Audit and Value for Money Council Services Committee – 17 <sup>th</sup> December 2020	



Is this an Executive Decision:	Yes	Is this a Key Decision:	NO
Is this in the Forward Plan:	YES	Is the Report Confidential:	NO
If so, please state relevant paragraph from Schedule 12A LGA 1972:	n/a		

**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: 17<sup>th</sup> December 2020**

**REPORT TITLE: Quarter 2 - Revenue and Capital Outturn 2020/21**

**PORTFOLIO: Leader / Finance**

**HEAD OF SERVICE: Sal Khan**

**CONTACT OFFICER: Lisa Turner, Chief Accountant Ext. No. 1399**

**WARD(S) AFFECTED: All**

**1. Purpose of the Report**

- 1.1 To accord with the Council's financial regulations, this report presents the forecast outturn position in relation to the Council's revenue budget, capital programme of expenditure, treasury and risk management activities. This is the second quarterly report in the annual cycle of financial monitoring for the financial year 2020/21.

**2. Executive Summary**

- 2.1 The report highlights that overall there are **forecast net pressures against the original budget of £2.5m** for the full financial year against a net budget of £11.024m. However the vast majority of the pressures have arisen due to the Covid-19 Pandemic and related lockdown. The Government have provided a number of funding packages to local authorities to support them with Covid-19 related financial pressures, once this actual and estimated additional funding of £2.6m is taken into consideration there is a **small forecast net surplus to £0.1m**.
- 2.2 The Council, like all local authorities, is facing significant financial pressures due to COVID-19. These pressures not only include additional costs but also more significantly a reduction to the income levels the Council receives which are used to provide essential services to residents. Whilst the overall position has improved since Quarter 1, net pressures have increased particularly in relation to forecast income levels due to the second national lockdown but also increased demand for supported housing. This has been offset by an additional tranche of support funding from Government of £0.4m. Paragraph 4.2 of the report sets out the most significant variations identified at this point in the year.

- 2.3 At this half way stage of the year there remains expectation that there will be significantly increased volatility within the forecasts this year. With this in mind, **sensitivity analysis** of the forecasts demonstrates that a more **pessimistic outlook would increase the forecast net pressures to £0.7m** and a more optimistic outlook would improve the net forecast position to an underspend of £0.5m.
- 2.4 Overall, the Council's underlying financial position is robust and this provides a strong foundation of financial resilience during these unprecedented circumstances. It remains crucial that budget holders and Heads of Service continue to monitor their budgets closely and where necessary take action to contain spending within budget.
- 2.5 Investments as at 30<sup>th</sup> September 2020 stood at £42.1m. Investment returns to the end of September averaged 0.32%, whilst this is below budget it exceeds both the base rate and benchmarks. However, this is expected to significantly reduce as investments mature and are replaced during the remainder of the year. External borrowing at the end of the quarter remains at £11.1m. The report continues to highlight the risk associated with the timing of capital receipts that have been ring-fenced towards debt repayment in the budget. Further information in relation to Treasury Management is set out within Section 5 of this report.
- 2.6 The authority's capital spending plans total £5.9m. The report indicates that all projects are on target to deliver within budget. Further details in respect of the Capital Programme are set out within Section 6 of the report.

### 3. **Revenue Budget 2020/21**

- 3.1 On 24th February 2020, the full Council approved the Revenue Budget for the year 2020/21, totalling £11,024m as follows:

<b>Approved Service Budgets</b>	<b>£000's</b>
<b>Arts, Brewhouse and Functions</b>	<b>393</b>
<b>Community and Open Spaces</b>	<b>1,401</b>
<b>Corporate Management Team</b>	<b>438</b>
<b>Corporate and Commercial</b>	<b>875</b>
<b>Cultural Services – Marketing</b>	<b>86</b>
<b>Enterprise</b>	<b>116</b>
<b>Environment</b>	<b>3,887</b>
<b>Environmental Health</b>	<b>470</b>
<b>Financial Services and Capital Financing</b>	<b>966</b>
<b>Housing</b>	<b>311</b>
<b>Human Resources, Payments &amp; Pensions</b>	<b>1,913</b>
<b>IT and Printing</b>	<b>425</b>
<b>Legal Services, Assets and Licensing</b>	<b>(430)</b>
<b>Leisure Services</b>	<b>664</b>
<b>Licensing and Enforcement</b>	<b>84</b>
<b>Markets</b>	<b>15</b>

<b>Planning and Land Charges</b>	<b>46</b>
<b>Revenue, Benefits and Customer Contacts</b>	<b>417</b>
<b>Corporate Budgets</b>	<b>(1,053)</b>
<b>Total</b>	<b>11,024</b>

3.2 Financial control is maintained by monitoring actual expenditure against approved budgets at regular intervals throughout the year and budget managers are required to forecast income and expenditure for the full financial year. Authorised budget transfers and virements take place between individual services in accordance with financial regulations.

#### 4. Forecast Revenue Outturn 2020/21

4.1. The following table indicates the quarter one forecast variations and the expected effect on the outturn for the year. A number of variations are presently compensated for by temporary under or over spends.

Summary by Service	Annual Net Budget	Forecast Outturn Q2	Forecast Variation Q2 Over/(Under)	Forecast Variation Q1 Over/(Under)
	£'000	£'000	£'000	£'000
Arts, Brewhouse and Function Suite	393	555	162	214
Community and Open Spaces	1,401	2,044	643	554
Corporate Management Team	438	443	5	4
Corporate and Commercial	874	848	(26)	(7)
Cultural Services - Marketing	86	81	(5)	0
Enterprise	116	122	6	0
Environment	3,887	4,086	199	140
Environmental Health	470	510	40	8
Financial Services	967	1,192	225	247
Housing	311	339	28	10
Human Resources, Payments & Pensions	1,913	1,893	(20)	(7)
IT and Printing	425	408	(17)	(6)
Legal Services and Assets	(430)	(347)	83	134
Leisure Services	664	967	303	307
Licensing and Enforcement	84	68	(16)	(19)
Markets	15	123	108	86
Planning and Land Charges	46	148	102	129
Revenue, Benefits and Customer Contacts	417	1,210	793	481
Corporate Items	(1,053)	(1,189)	(136)	(125)
<b>Total against Budget</b>	<b>11,024</b>	<b>13,501</b>	<b>2,477</b>	<b>2,150</b>
Covid-19 Central Funding (Tranche 2,3 & Covid -19 Central Income Scheme	0	(1,836)	(1,836)	(1,393)
<b>Total - (Surplus) / Shortfall</b>	<b>11,024</b>	<b>10,911</b>	<b>(113)</b>	<b>94</b>

4.2 The tables at Appendix A summarise, by service, the variations between the 2020/21 budget and the year-end forecast outturn. Further supporting narrative in relation to those teams with significant variations is set out below:

- **Arts, Brewhouse and Functions – Forecast Net Pressure of £162k**  
 There is a significant forecast shortfall in income levels of approx. £263k which has partially been offset by forecast expenditure savings on staffing, premises and other fees. This shortfall in income levels relates to the closure of services and subsequent social distancing measures necessary due to the pandemic. Officers have successfully bid for funding from the Arts Council and as a result this has reduced the forecast shortfall.
- **Community and Open Spaces – Forecast Net Pressure of £643k**  
 This forecast pressure arises because of a shortfall in car parking income estimated to be £730k due to the Covid-19 Pandemic. The forecast shortfall is being partially offset by savings across the wider service, including grounds maintenance.
- **Environment – Forecast Net Pressure - £199k**  
 This pressure arises due to a number of factors. There is a forecast increase in staffing costs within waste management (£66k) due to both increased workloads/waste arising from the pandemic and also a number of staff in this area being required to shield. There is also a forecast shortfall in income levels in relation to trade waste and bulky household waste due to impact of the pandemic (£38k). Despite additional measures put in place by management in relation to waste contamination the contractor is taking a robust position in this regard and as a result there are forecast cost pressures in this area.
- **Financial Services – Forecast Pressure £225k**  
 Forecast pressures arise in this area due to the emergency reductions in the bank base rate as a result of the pandemic during March 2020. This means that investment income returns from daily cash management are much lower than budgeted, with a forecast shortfall of £140k. There is also a shortfall forecast in relation to the budget for repayment of debt (£79k), this is linked to the timing of capital receipts that have been earmarked towards debt repayment.
- **Legal and Asset Management – Forecast Pressures £83k**  
 There are forecast pressures in relation to Asset Management and in particular income levels. During the pandemic occupancy levels have been lower than budgeted and we have also seen levels of outstanding rentals increase and as a result forecast the need to increase the provision for outstanding debts. Recovery procedures commenced in Quarter 2 and the position has improved since Quarter 1. This will continue to be monitored closely, as this will continue to be a risk for the remainder of the year.
- **Leisure – Forecast Pressures £307k**  
 The Council's leisure centres closed in March as a result of the pandemic and following discussions with our external provider the Council has agreed to provide additional support to the contractor until such a time as agreement can be reached to either move back to the contracted position or agree a revised management fee for the remainder of the contract. As a result forecast cost pressures are currently anticipated of £396k, this has been partially offset by the use of existing contingency budgets within this area.

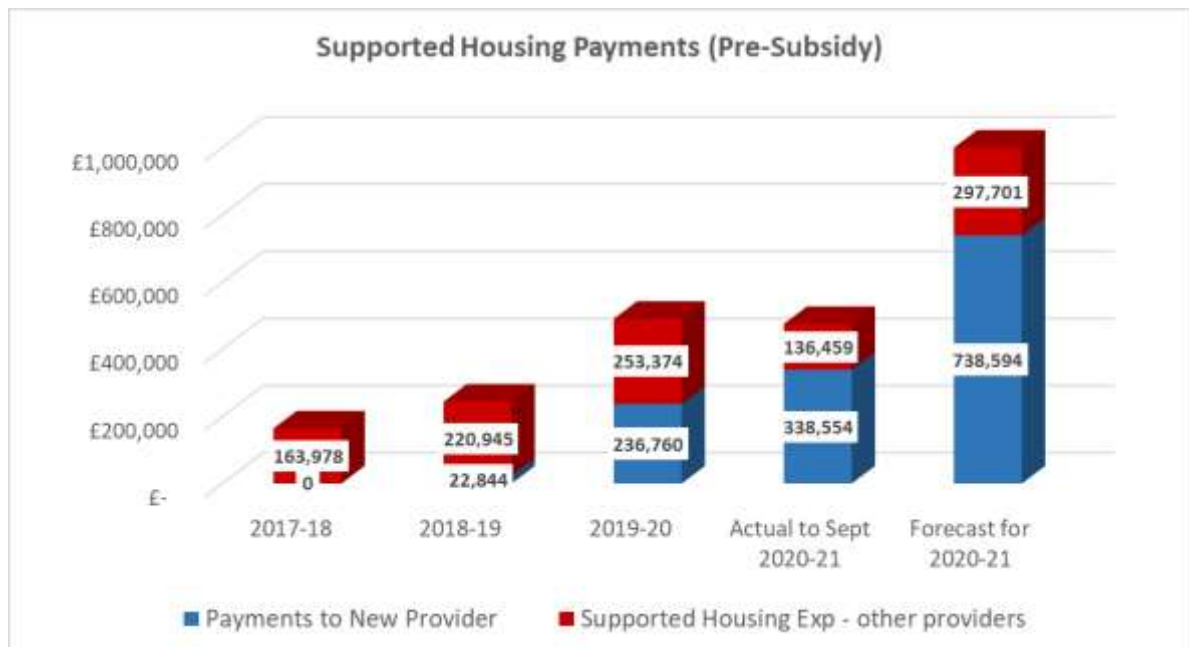
■ **Planning and Land Charges – Forecast Net Pressures £102k**

Income from planning and land charges is currently forecast to be below budget (£131k) due to the impact of the pandemic. This is partially being offset by various forecast expenditure savings.

■ **Revenues, Benefits and Customer Contacts – Forecast Pressures £793k**

This forecast pressure largely relates to two significant areas:

- Income from the recovery of court costs is forecast to be £187k lower than budget due to the suspension of recovery action as a result of the pandemic.
- As reported in late 2019/20, there are increasing cost pressures arising from supported housing costs in relation to providers that are not registered social landlords (RSL). The latest forecast indicates pressures of £581k, which have been partially offset by the use of flexible housing funding from central government (£165k). A new provider entered the local market in January 2019 and is the main reason for this increasing cost pressure. This is demonstrated in the graph below, which shows how expenditure has increased before the applicable housing benefit subsidy funding. Officers are investigating options to support these providers to become a RSL as a means of mitigating these cost pressures in addition to this initiative negotiations are also ongoing with an existing RSL with the objective of expanding their portfolio to reduce the impact from supported accommodation.



**5. Treasury Management**

5.1 The Council approved the Treasury Management Strategy Statement for 2020/21 on 24<sup>th</sup> February 2020 and this section is an update on progress against this Strategy and the Revenue Budget.

### Investment Returns

- 5.2 The average rate of investment return that was assumed in the 2020/21 budget was 0.65%, which at the time was a cautious forecast. Due to the Covid-19 Pandemic there have been two emergency cuts to the bank base rate by the Bank of England during March 2020, which means the rate now stands at 0.10%. The bank rate is not expected to increase in the medium term and there remains the risk of negative rates.
- 5.3 Appendix B shows the outstanding investments the authority had as at 30th September 2020. Average investment returns (0.32%) are performing significantly below budget, reflecting the reduction in the base rate, but nevertheless exceeding benchmarks. Investment rates available in the market are continuing to fall and this rate of return will inevitably be closer to or below the bank rate during the year. The investment listing (Appendix B) includes certificates of deposit, as well as UK Government Treasury Bills and their deposit account, deposits with UK Banks and AAA rated Money Market Funds. These instruments offer significant counterparty strength as well as diversification of the portfolio.

### 5.4 Borrowing

The average rate payable on the Council's external borrowing as at 30<sup>th</sup> November 2020 is 5.4%, with total, outstanding external debt of £11.1m.

<b>Debt Type</b>	<b>Principal Outstanding (£)</b>	<b>Average Rate</b>
Total Fixed Debt		
PWLB Maturity	5,700,000	4.646%
PWLB Annuity	489,554	8.612%
Total Variable Debt		
Market	4,500,000	5.914%
GBSLEP Loan	375,000	-
<b>Total External Debt</b>	<b>11,064,554</b>	<b>5.362%</b>

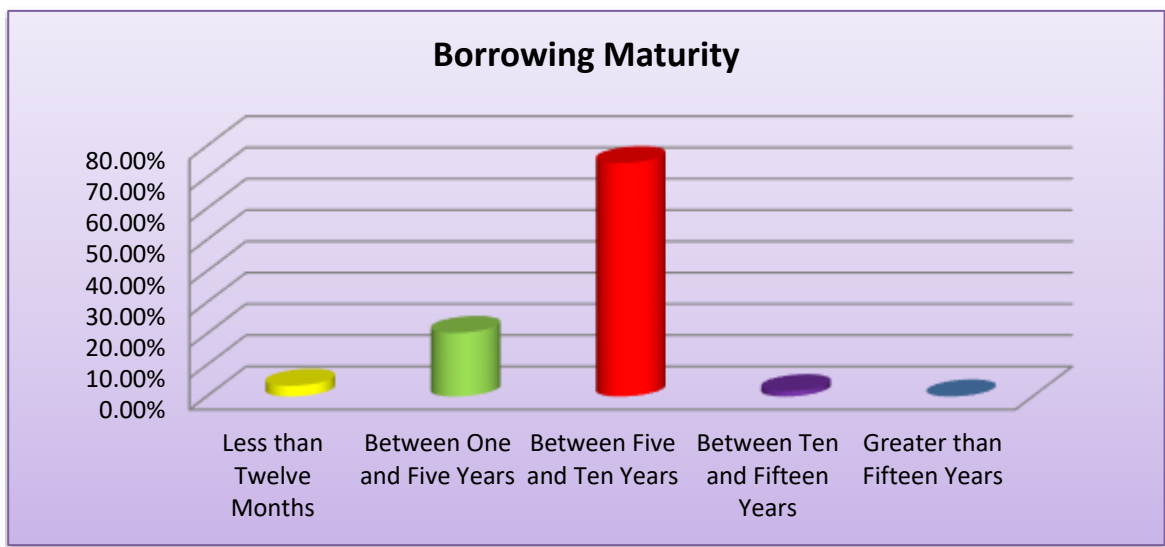
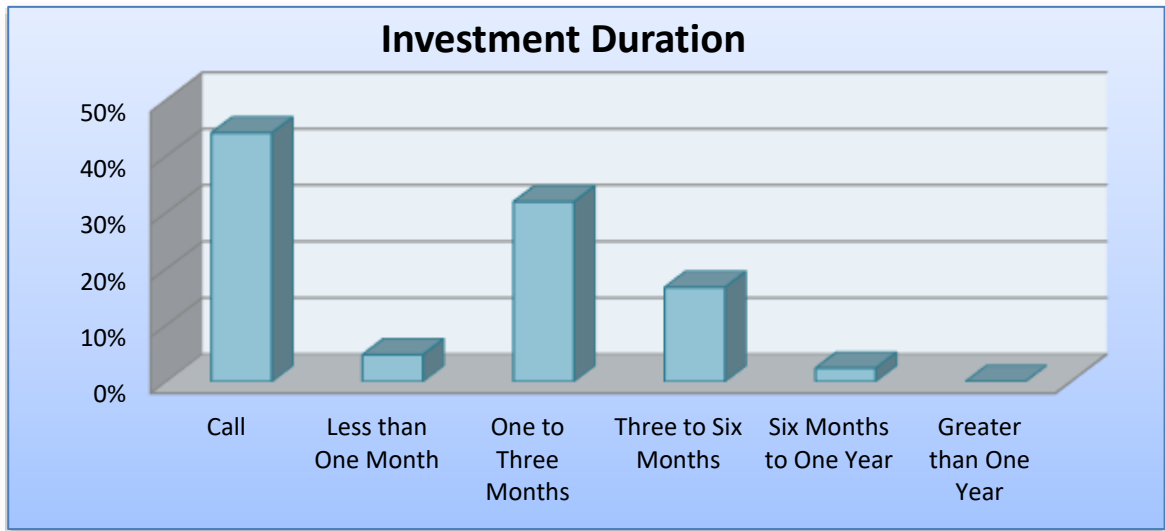
### Capital Financing Budget

- 5.5 This budget consists of £0.8m associated with the cost of servicing the council's debt and £0.240m income from investment returns.
- 5.6 The capital financing budget has been reduced by £0.2m in 2020/21 as a result of expected savings from the utilisation of anticipated capital receipts (£3.5m) towards debt repayment as part of our existing financial strategy. The Medium Term Financial Strategy highlighted that there was a risk of shortfall against the budget arising from the timing of these receipts and at this stage of the year a shortfall of £0.1m has been forecast.

### 5.7 Maturity Structure of Investments and Borrowing

The following charts highlight the maturity structure for investments and for fixed term borrowing.





## 6. Capital Programme 2020/21

6.1 The table below details the approved capital projects for 2020/21 totalling £5.9m. This demonstrates that all projects are currently forecast to be delivered within the overall approved budget, however timescales for delivery have inevitably been impacted by the Covid-19 Pandemic for some schemes.

2020-21	Current Year Budget £	Current Year Expenditure £	Remaining Budget £	Forecast 2020/21 Expenditure at Quarter 2 £	Increased expenditure / (Under-spend) £	Comments
Neighbourhood Working Fund	56,200	1,050	55,150	56,200	0	Ongoing
Disabled Facility Grants <sup>1</sup>	2,353,012	193,219	2,159,793	2,353,012	0	Ongoing
Town Hall Office Accommodation Refurbishment	1,756	0	1,756	1,756	0	Final Account
Canal Street Industrial Units	38,727	21,336	17,391	38,727	0	Ongoing
Bartec Street Cleaning Software	25,842	7,600	18,242	25,842	0	Ongoing
Station Street Burton	1,093,795	680,757	413,038	1,093,795	0	Ongoing
Cemetery Expansion	20,000	0	20,000	20,000	0	Scoping scheme
Small Business Fund	100,000	0	100,000	100,000	0	Scoping scheme
ICT - CISCO Switches	62,000	39,027	22,973	62,000	0	Ongoing
Assets - Mandatory Works	60,000	0	60,000	60,000	0	Tender process underway
Washlands <sup>2</sup>	2,050,000	0	2,050,000	2,050,000	0	Scoping scheme
<b>Total</b>	<b>5,861,332</b>	<b>942,989</b>	<b>4,918,343</b>	<b>5,861,332</b>	<b>0</b>	

Note 1 - There are 152 active grants not yet completed, applications or enquiries currently in the system at Q2 worth an estimated additional £1.7m, this includes new DFG enquiries (£0.5m), those at referral stage (£0.7m), those at application stage (£0.1m) and those approved/work in progress (£0.4m). The COVID-19 Pandemic has impacted on the numbers that could be safely progressed in people's homes during the year end.

Note 2 - Funding of the Washlands project has been rescheduled between the Local Enterprise Partnership (LEP)/ESBC and the Environment Agency (EA) allowing the Washlands Enhancement Works being undertaken by ESBC to be continued into 2021/22 following the impact of COVID-19. Originally the £3 million awarded by the LEP was split £2 million with the EA and £1 million to ESBC. This has now been revised to £3 million for the Burton Flood Defence Works on condition that the £1 million will be paid over to ESBC by the EA the following year. All Washlands funds awarded by the LEP are to ESBC who remain the accountable body for the £3 million. The Council has separate agreements with the EA to passport this funding onwards.

6.2 The table below outlines capital receipts received during the course of the year to date:

Capital Receipts – Quarter 2 - 2020/21	£
Deposit Land at 300 Rosliston Road, Stapenhill	5,000
Deposit Sale of Land, Dove Way	62,500
<b>Total</b>	<b>67,500</b>

## 7. **Financial Considerations**

*This section has been approved by the following member of the Financial Management Unit: Lisa Turner*

7.1 This report deals solely with financial matters.

<b>Revenue</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>
Forecast Surplus	(113,000)	-	-

<b>Capital</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>
None	-	-	-

## 8. **Risk Assessment and Management**

8.1 The Council's risk management strategy was approved at Cabinet in September 2014. Attached at **Appendix C** 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 main risks associated with the budget are highlighted 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 significant legal issues arising from this report.

## 10. **Equalities and Health**

10.1 **Equality impacts:** The subject of this report is not a policy, strategy, function or service that is new or being revised. An equality and health impact assessment is not required.

10.2 **Health impacts:** The outcome of the health screening question does not require a full Health Impact Assessment to be completed. An equality and health impact assessment is not required.

## 11. **Human Rights**

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

**12. Cabinet Recommendation(s)**

- 12.1 To note the financial position at quarter two of 2020/21 in relation to revenue and capital budgets together with the degree of financial uncertainty that exists due to the Covid-19 Pandemic.
- 12.2 To note the latest position in respect of the Council's investments and borrowing.
- 12.3 To note the corporate and strategic risks, together with actions being taken to manage these.

**13. Background Papers**

- 13.1 Medium Term Financial Strategy 2020/21 to 2024/25

**14. Appendices**

- 14.1 Appendix A: Forecast variances against budget – Quarter 2 2020/21
- 14.2 Appendix B: Investments at 30<sup>th</sup> September 2020
- 14.3 Appendix C: Corporate and Strategic Risks – Quarter 2 2020/21

**QUARTER TWO  
FORECAST VARIANCES AGAINST BUDGET AT OUTTURN  
2020/21**

**Arts, Brewhouse and Functions**

Head of Service : Mark Rizk	Budget (£000's)	Forecast Outturn (£000's)	Forecast Variance (£000's)
<b>Arts, Brewhouse and Civic Function Suite</b>			
Brewhouse and Arts Development	303	361	58
Civic Function Suite	90	194	104
<b>Total Arts, Brewhouse and Civic Functions</b>	<b>393</b>	<b>555</b>	<b>162</b>

Division	Explanation	Forecast Amount Over/ (under) £'000
Brewhouse and Arts Development	Employees	(2)
Brewhouse and Arts Development	Professional Theatre Fees	(5)
Brewhouse and Arts Development	Art Workers - Professional Support	0
Brewhouse and Arts Development	Shortfall in Ticket Sales Income	27
Brewhouse and Arts Development	Shortfall in Room Rental Income	44
Brewhouse and Arts Development	Workshops/Courses - Income Shortfall	13
Brewhouse and Arts Development	Miscellaneous Sales and Contributions	16
Brewhouse and Arts Development	Arts Grants	(51)
Brewhouse and Arts Development	Gas and Electricity	(3)
Brewhouse and Arts Development	Business Rates	(17)
Brewhouse and Arts Development	Brewhouse Cafe/Bar - Net Shortfall	26
Brewhouse and Arts Development	Arts Development Programme	10
Civic Function Suite	Temporary Staff Savings & Set up Crews	(29)
Civic Function Suite	Premises cost savings	(4)
Civic Function Suite	Room Hire - Shortfall in Income	122
Civic Function Suite	Catering/Vending Income/Fees and Charges	15
<b>Total</b>		<b>162</b>

## Community, Open Spaces and Facilities

Head of Service : Mark Rizk	Budget (£000's)	Forecast Outturn (£000's)	Forecast Variance (£000's)
<b>Community and Open Spaces</b>			
Cemeteries	(14)	3	17
Open spaces	1,398	1,343	(55)
Partnerships	33	33	0
Horticultural Centre	44	42	(2)
Facilities and Health and Safety	335	323	(12)
Community Centres	18	15	(3)
Car Parks Income	(790)	(78)	712
Community and Civil Enforcement	307	298	(9)
Social Regeneration	48	43	(5)
Councillors Community Fund	22	22	0
<b>Total Community and Open Spaces</b>	<b>1,401</b>	<b>2,044</b>	<b>643</b>

Division	Explanation	Forecast Amount Over/ (under) £'000
Cemeteries	Employee Costs	18
Cemeteries	Burial Fees	(8)
Cemeteries	Monument Fees	25
Cemeteries	Savings on Repairs/Mtce and Grounds Mtce	(16)
Cemeteries	Gas, Electricity and Water	(2)
Open spaces	Savings on Grounds Maintenance	(38)
Open spaces	Play Equipment	(17)
Horticultural Centre	Net Sundry Savings	(2)
Facilities and Health and Safety	Employee Costs (Vacancy Factor)	3
Facilities and Health and Safety	Other Running Costs	(6)
Facilities and Health and Safety	Repairs & Maintenance Other Organisations	(9)
Community Centres	Repairs & Maintenance	(3)
Car Parks Income	Bargates Net Additional Income	0
Car Parks Income	Car Parking Income Forecast Shortfall	657
Car Parks Income	Season/Penalty Notices Income	73
Car Parks Income	Supplies and Services	(18)
Community and Civil Enforcement	Vacant Post	(9)
Social Regeneration	Tourist Information Signs	(2)
Social Regeneration	Contributions to Other Bodies	(3)
<b>Total</b>		<b>643</b>

## Corporate Management Team

Chief Officer : Andy O'Brien	Budget (£000's)	Forecast Outturn (£000's)	Forecast Variance (£000's)
<b>CMT</b>			
Chief Executives	205	208	3
Heads of Service	233	235	2
<b>Total CMT</b>	<b>438</b>	<b>443</b>	<b>5</b>

Division	Explanation	Forecast Amount Over/ (under) £'000
Chief Executives	Employee Costs - Vacancy Factor	3
Heads of Service	Employee Costs - Vacancy Factor	2
<b>Total</b>		<b>5</b>

## Corporate and Commercial

Head of Service : Sal Khan	Budget (£000's)	Forecast Outturn (£000's)	Forecast Variance (£000's)
<b>Corporate and Commercial</b>			
Programmes and Information	254	244	(10)
Committee Support	95	98	3
Elections	203	189	(14)
Emergency Planning	14	31	17
Members Allowances	308	286	(22)
<b>Total Corporate and Commercial</b>	<b>874</b>	<b>848</b>	<b>(26)</b>

Division	Explanation	Forecast Amount Over/ (under) £'000
Programmes and Information	Employee Costs	4
Programmes and Information	Supplies and Services	(5)
Programmes and Information	Christmas Decorations	(9)
Committee Support	Employee Costs	2
Committee Support	Zoom Software Licence	1
Elections	Employee Costs	4
Elections	Temp Staff Costs	(20)
Elections	Supplies and Services	2
Emergency Planning	General Grants	(2)
Emergency Planning	Covid Communications - ESBC Share	19
Members Allowances	Supplies and Services	(8)
Members Allowances	Basic Allowance	(12)
Members Allowances	Information Commissioner	(2)
<b>Total</b>		<b>(26)</b>

## Cultural Services - Marketing

Head of Service : Mark Rizk	Budget (£000's)	Forecast Outturn (£000's)	Forecast Variance (£000's)
<b>Cultural Services - Marketing</b>	86	81	(5)
<b>Total Cultural Services - Marketing</b>	<b>86</b>	<b>81</b>	<b>(5)</b>

Division	Explanation	Forecast Amount Over/ (under) £'000
Cultural Services - Marketing	Advertising	(5)
<b>Total</b>		<b>(5)</b>

## Enterprise

Chief Officer : Andy O'Brien	Budget (£000's)	Forecast Outturn (£000's)	Forecast Variance (£000's)
<b>Enterprise</b>			
Enterprise	116	122	6
<b>Total Enterprise</b>	<b>116</b>	<b>122</b>	<b>6</b>

Division	Explanation	Forecast Amount Over/ (under) £'000
Enterprise	Employee Costs	10
Enterprise	Grants Payable	(9)
Enterprise	ERDF Grant Receivable	9
Enterprise	Use of reserve	(4)
<b>Total</b>		<b>6</b>

## Environment

Head of Service : Sal Khan	Budget (£000's)	Forecast Outturn (£000's)	Forecast Variance (£000's)
<b>Environment</b>			
Council Depots	144	149	5
Public Conveniences	145	137	(8)
Waste Collection	2,479	2,695	216
Street Cleaning	1,013	999	(14)
Building Consultancy	50	50	0
Land Drainage	56	56	0
<b>Total Enviroment</b>	<b>3,887</b>	<b>4,086</b>	<b>199</b>



Division	Explanation	Forecast Amount Over/ (under) £'000
Council Depots	Premises-Related Expenditure	(4)
Council Depots	Honoraria - sickness cover recognition	2
Council Depots	COVID PPE Stock	7
Public Conveniences	Employee Costs	(10)
Public Conveniences	Temporary Staff	2
Waste Collection	Employee Costs	14
Waste Collection	Temporary Staff	41
Waste Collection	Honoraria - COVID working recognition	11
Waste Collection	Recycling Income	(21)
Waste Collection	Third Party Payments - Gate Fees/Contamination	118
Waste Collection	Third Party Payments - Garden Waste Reprocessing	11
Waste Collection	Third Party Payments - Dry Recycling Transport Costs	15
Waste Collection	Third Party Payments - Trade Refuse Disposal	(7)
Waste Collection	Trade Refuse Income	34
Street Cleaning	Employee Costs	(8)
Street Cleaning	Temporary Staff	(15)
Street Cleaning	Honoraria - COVID working recognition	5
Street Cleaning	Bulky Waste Income	4
<b>Total</b>		<b>199</b>

## Environmental Health

Head of Service : Mark Rizk	Budget (£000's)	Forecast Outturn (£000's)	Forecast Variance (£000's)
<b>Environmental Health</b>			
Environmental Health	389	389	0
Animal Control	6	6	0
Housing Standards	75	115	40
<b>Total Environmental Health</b>	<b>470</b>	<b>510</b>	<b>40</b>

Division	Explanation	Forecast Amount Over/ (under) £'000
Environmental Health	Employee costs overtime/out of hours	71
Environmental Health	Interim Support Costs (Other)	56
Environmental Health	COVID-19 Income (SCC)	(127)
Housing Standards	Employee costs	8
Housing Standards	Loss of HIMO income	40
Housing Standards	Impact use of HIMO reserve	(8)
<b>Total</b>		<b>40</b>

## Financial Services

Head of Service : Sal Khan	Budget (£000's)	Forecast Outturn (£000's)	Forecast Variance (£000's)
<b>Financial Services</b>			
Capital Financing Costs	353	572	219
Financial Management Unit	493	501	8
Internal & External Audit	121	119	(2)
<b>Total Financial Services</b>	<b>967</b>	<b>1,192</b>	<b>225</b>

Division	Explanation	Forecast Amount Over/ (under) £'000
Capital Financing Costs	Debt Repayment - timing of capital receipts	79
Capital Financing Costs	Investment Income - reduction in base rate (Covid-19)	140
Financial Management Unit	Employee Costs - Vacancy Factor	8
Financial Management Unit	Temp Staff Costs	4
Financial Management Unit	MTD Software/Support	10
Financial Management Unit	Contribution from Professional Reserve	(14)
Internal & External Audit	Audit Fee Savings	(2)
<b>Total</b>		<b>225</b>

## Housing

Head of Service : Sal Khan	Budget (£000's)	Forecast Outturn (£000's)	Forecast Variance (£000's)
<b>Housing</b>			
Housing Options	311	339	28
<b>Total: Housing</b>	<b>311</b>	<b>339</b>	<b>28</b>

Division	Explanation	Forecast Amount Over/ (under) £'000
Housing Options	Employee Costs	31
Housing Options	Contribution from Reserves/Govt Grant Funding	(30)
Housing Options	Supplies and Services	1
Housing Options: Accomodatio	Rents	(6)
Housing Options: Accomodatio	B&B Costs (excluding Covid 19)	(59)
Housing Options: Accomodatio	Premises Rental/ B&B Rentals income (excluding Covid 19)	45
Housing Options: Accomodatio	B&B Costs (Covid 19)	91
Housing Options: Accomodatio	Premises Rental/ B&B Rentals income (Covid 19)	(45)
<b>Total</b>		<b>28</b>

## Human Resources, Payments and Pensions

	Budget (£000's)	Forecast Outturn (£000's)	Forecast Variance (£000's)
<b>Chief Officer : Andy O'Brien</b>			
<b>Human Resources and Payments</b>			
HR and Payroll	368	348	(20)
Pension Payments	1,545	1,545	0
<b>Total Human Resources and Payments</b>	<b>1,913</b>	<b>1,893</b>	<b>(20)</b>

Division	Explanation	Forecast Amount Over/ (under) £'000
HR & Payroll	Employee Costs	11
HR & Payroll	Supplies and Services	(6)
HR & Payroll	Corporate Training	(25)
Pension Payments	No Change	0
<b>Total</b>		<b>(20)</b>

## IT and Printing

	Budget (£000's)	Forecast Outturn (£000's)	Forecast Variance (£000's)
<b>Head of Service : Sal Khan</b>			
<b>IT and Printing</b>			
Central Reprographics	109	103	(6)
ICT	316	305	(11)
<b>Total ICT and Printing</b>	<b>425</b>	<b>408</b>	<b>(17)</b>

Division	Explanation	Forecast Amount Over/ (under) £'000
Central Reprographics	Employee Costs	1
Central Reprographics	Photocopier Hire/Postage	(5)
Central Reprographics	Printing and Stationery	(2)
ICT	Employee Costs	(1)
ICT	Remote Links	(7)
ICT	Hardware Contracts	(3)
<b>Total</b>		<b>(17)</b>

## Legal and Asset Services

Chief Officer : Andy O'Brien	Budget (£000's)	Forecast Outturn (£000's)	Forecast Variance (£000's)
<b>Legal Services &amp; Assets</b>			
Legal	206	211	5
Mayoral Support and Civic Ceremonials	57	50	(7)
Industrial Units	(620)	(532)	88
Assets and Estates Management	(73)	(76)	(3)
<b>Total Legal Services &amp; Assets</b>	<b>(430)</b>	<b>(347)</b>	<b>83</b>

Division	Explanation	Forecast Amount Over/ (under) £'000
Legal	Employee Costs	(9)
Legal	Operational costs saving offset by reduced costs recovered	14
Mayoral Support and Civic Ceremonials	Employee Costs	14
Civic Ceremonials	Lease Car and reduced events	(21)
Industrial Units	Business Rates etc - Vacant Units	17
Industrial Units	Rental Income shortfall	31
Assets & Estates	Professional Fees & Misc Sales	(9)
Assets & Estates	Cancellation of Statutes Fair	6
Assets and Estates/ Industrial Units	Increased Debt Provision	40
<b>Total</b>		<b>83</b>

## Leisure Services

Head of Service : Mark Rizk	Budget (£000's)	Forecast Outturn (£000's)	Forecast Variance (£000's)
<b>Leisure Services</b>			
Health and Leisure Grants	24	20	(4)
Leisure Management	640	947	307
<b>Total Leisure Management</b>	<b>664</b>	<b>967</b>	<b>303</b>

Division	Explanation	Forecast Amount Over/ (under) £'000
Leisure Management	Covid-19 Estimated Impact following change	396
Leisure Management	Use of Contingency Funds	(89)
Health and Leisure Grants	Grant Savings	(4)
<b>Total</b>		<b>303</b>

## Licensing and Enforcement

Head of Service : Mark Rizk	Budget (£000's)	Forecast Outturn (£000's)	Forecast Variance (£000's)
<b>Licensing and Enforcement</b>			
Licensing and Enforcement	21	5	(16)
CCTV	63	63	0
<b>Total Licensing and Enforcement</b>	<b>84</b>	<b>68</b>	<b>(16)</b>

Division	Explanation	Forecast Amount Over/ (under) £'000
Licensing and Enforcement	Employee Costs	(19)
Licensing and Enforcement	Other licence fees	3
<b>Total</b>		<b>(16)</b>

## Markets

Head of Service : Mark Rizk	Budget (£000's)	Forecast Outturn (£000's)	Forecast Variance (£000's)
<b>Markets</b>	<b>15</b>	<b>123</b>	<b>108</b>
<b>Total Markets</b>	<b>15</b>	<b>123</b>	<b>108</b>

Division	Explanation	Forecast Amount Over/ (under) £'000
Markets	Income Shortfall	112
Markets	Employee Costs	(4)
<b>Total</b>		<b>108</b>

## Planning and Land Charges

Head of Service : Sal Khan	Budget (£000's)	Forecast Outturn (£000's)	Forecast Variance (£000's)
<b>Planning</b>			
Planning Policy	145	135	(10)
Development Control	(84)	12	96
Land Charges	(15)	1	16
<b>Total Planning</b>	<b>46</b>	<b>148</b>	<b>102</b>

Division	Explanation	Forecast Amount Over/ (under) £'000
Planning Policy	Consultants	(10)
Development Control	Fees and Charges	96
Land Charges	Employee Costs	1
Land Charges	Fees and Charges	35
Land Charges	Search and Investigation Fees	(20)
<b>Total</b>		<b>102</b>

## Revenue and Benefits and Customer Contacts

Head of Service : Sal Khan	Budget (£000's)	Forecast Outturn (£000's)	Forecast Variance (£000's)
<b>SCC - Revenues, Benefits and Customer Contacts</b>			
Revenues	4	196	192
Benefits and Professional Services	(11)	590	601
Customer Contacts	424	424	0
<b>Total - Revenues, Benefits and Customer Contacts</b>	<b>417</b>	<b>1,210</b>	<b>793</b>

Division	Explanation	Forecast Amount Over/ (under) £'000
Revenues	Employee Costs	26
Revenues	Additional direct costs re Business Support	10
Revenues	C Tax/ NNDR reduced income from costs	187
Revenues	Additional Grant re Business Support	(30)
Revenues	NNDR collection allowance grant	5
Revenues	Reduced operational costs	(6)
Benefits	Housing Benefit - supported housing costs	746
Benefits	Use of Flexible Homelessness Funding/Grant	(165)
Benefits	Employee Costs	1
Benefits	Overpayments: increased provision and	19
Customer Contacts	Employee Costs	(2)
Customer Contacts	Additional costs re Covid 19	6
Customer Contacts	Reduced Operational costs during closure	(4)
<b>Total</b>		<b>793</b>

## Appendix B - Investments as at 30<sup>th</sup> September 2020

Borrower	Principal (£)	Interest Rate	Start Date	Maturity Date
<b>Call Accounts and Money Market Funds</b>				
RBS SIBA	89,901	0.01%		
Barclays	73	0.05%		
Santander	3,500,000	0.80%		95 day notice
Bank of Scotland	2,500,000	0.30%		95 day notice
Lloyds	3,500,000	0.30%		95 day notice
MMF Federated	875,000	0.06%		Call
MMF Aberdeen	4,000,000	0.08%		Call
MMF CCLA	4,000,000	0.12%		Call
<b>Fixed Deposits / Certificates of Deposit</b>				
UK Treasury Bill	2,000,000	0.03%	08/06/2020	05/10/2020
UK Treasury Bill	2,000,000	0.14%	04/05/2020	02/11/2020
UK Treasury Bill	2,000,000	0.08%	26/05/2020	23/11/2020
UK Treasury Bill	2,000,000	0.04%	01/06/2020	30/11/2020
National Westminster Bank CD	2,000,000	0.89%	19/02/2020	18/02/2021
National Westminster Bank CD	1,000,000	0.26%	12/08/2020	12/08/2021
DMO (UK Debt Management)	7,350,000	0.01%	26/06/2020	21/12/2020
DMO (UK Debt Management)	5,000,000	0.00%	21/09/2020	22/03/2021

Borrower - Icelandic Exposure	Principal (£)	Interest Rate	Start Date	Maturity Date
Singer	266,000	5.41%		08/10/2008

Investments rate of interest as at 30 <sup>th</sup> September 20	Principal (£)	Interest Rate
<b>Total Investments</b>	<b>42,081,574</b>	
<b>Total Investments - Excluding Icelandic Exposure</b>	<b>41,814,974</b>	<b>0.19%</b>
<b>Total Investments - Icelandic Exposure Only</b>	<b>266,600</b>	<b>5.41%</b>

Average rate of interest (Year to date)	Principal (£)	Interest Rate
<b>Total Investments</b>	<b>48,161,731</b>	
<b>Total Investments - Excluding Icelandic Exposure</b>	<b>47,895,131</b>	<b>0.32%</b>
<b>Total Investments - Icelandic Exposure Only</b>	<b>266,600</b>	<b>5.41%</b>

## 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. <hr/> Prudent and Robust rolling MTFS <hr/> Understanding and acting on any intelligence forthcoming from local and central government bodies.	3	4	15	30/09/2020
Business Rates Retention Scheme	Business Rate Retention Scheme. Impact of scheme on funding, including scale of reliefs/appeals, economic impact of Covid-19, 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 <hr/> Keeping abreast of latest developments with Business Rates Retention and feeding into the consultations. <hr/> Proactive monitoring of potential and lodged appeals and accounting for likely outcomes <hr/> Robust MTFS to provide provision for financial resilience to changes in scheme.	4	4	16	30/09/2020
Covid -19	<u>People and Processes</u>  1) Availability of staff and skills to deliver services to residents, maintain operations and deliver strategic objectives  2) Ability to continue council business and decision making during lockdown and social distancing requirements.	Up to date and suitable business continuity plans in place and working in partnership as part of the Staffordshire Resilience Forum. <hr/> Mobile and agile working arrangements with majority of staff working from home with ICT infrastructure in place to ensure business continuity during lockdown and social distancing <hr/> HR Policies and procedures reviewed and revised to support revised arrangements. Internal staff survey to feedback challenges, benefits and impact of wellbeing from revised working arrangements in order to inform actions required and enable senior management to tailor the response going forward. <hr/> Virtual decision making processes in place and operating effectively, including virtual Council, Cabinet, Scrutiny and Committee meetings. <hr/> Regular monitoring and situation reporting at all levels, including daily Corporate Management Team Meetings, Daily Situation Reporting to Staffordshire Resilience Forum, weekly member briefings and monthly update reports to Cabinet and the political groups.	2	4	13	30/09/2020



## APPENDIX C

Covid-19 (continued)	<p><u>Service and Communications</u></p> <p>1) Impact of lockdown regulations and social distancing requirements on the delivery of services by the council and its contractors.</p> <p>2) Communication of impacts and response to the community</p>	<p>Working in partnership with contractors and following government guidance in relation to contractor support during the pandemic.</p> <p>Regular monitoring and situation reporting at all levels, including daily Corporate Management Team Meetings, Daily Situation Reporting to Staffordshire Resilience Forum, weekly member briefings and monthly update reports to Cabinet and the political groups.</p> <p>Significantly increased and proactive social media work undertaken by the Corporate and Commercial Team in conjunction with services</p> <p>A new 'Shop Safe Shop Local' campaign supporting Reopening High Streets Safely will be launched in the lead up to Christmas as an expected increase in visitors to the town during November and December 2020.</p> <p>The Customer Service Centre re-opened on 12th October for pre-booked appointments. The Brew house Arts Centre reopened on Monday 3rd August 2020. The Burton Town Hall reopened on Monday 6th July for appointment only viewings.</p>	3	4	15	30/09/2020
	<p><u>Council Finances</u></p> <p>Financial pressures from increased expenditure and loss of income impact on the Council's ability to deliver services in the short, medium and long term.</p>	<p>Government support through various funding packages</p> <p>A robust and prudent Medium Term Financial Strategy and resilient underlying financial position</p> <p>Regular monitoring and reporting to the Corporate Management Team, the Leader (as portfolio holder), Government through monthly returns to MHCLG and Cabinet.</p>	3	4	15	30/09/2020
	<p><u>Economic</u></p> <p>Negative impact on health and well being of the community as a result of the economic downturn arising from the pandemic.</p>	<p>Business Support Grants, retail and hospitality business rates relief and Council tax hardship fund. Test and Trace Support Payments</p> <p><u>Borough</u>: Towns fund deal (up to £25m in investment), Business Development Fund, £1.4m Station Street regeneration and £0.75m High Street regeneration, Job fairs and Business advice from the Enterprise Team (more details can be found in the Covid-19 update report)</p> <p><u>Government schemes</u>, including furlough, self employed income support, Vat and stamp duty cuts etc. (More detail can be found in the latest Covid-19 Update report.)</p> <p><u>Ward</u>: Councillors community fund, frontline councillor advocacy for individuals and families, Parish Council community support and community support by the community and civil enforcement team.</p>	3	4	15	30/09/2020

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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 pro-actively responding to consultations.	3	4	15	30/09/2020
Climate Change	Failure to deliver the climate change action plan approved by Council 17th August 2020.	Annual monitoring and reporting Regular reviews by the Deputy Leader	1	4	10	30/09/2020
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	30/09/2020
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 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	30/09/2020
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	30/09/2020
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	30/09/2020

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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. <hr/> Advice from professional treasury advisors, monitoring market developments.	3	4	15	30/09/2020
Unforeseen Environmental Impacts	Floods, fire, chemical, major disaster, terrorism	Major Incident/Emergency Plan <hr/> Test exercises ensure readiness for incidents <hr/> Internal resource and support from CSU <hr/> The Council is working closely with the Environment Agency in relation to extensive flood defence work on the Washlands and wider areas to prevent major flooding events in the future. <hr/> County wide preventing violent extremism working group	2	4	13	30/09/2020
Unforeseen Health Impacts	Pandemics/wider health issues impacting on council ( <i>more detail in relation to Covid-19 below</i> )	Succession planning/ability to access temporary staff. <hr/> Major Incident/Emergency Plan <hr/> Robust, tested business continuity plans	4	4	16	30/09/2020
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	Council Tax Reduction scheme approved and complied with <hr/> Regular monitoring of scheme against financial provisions / MTFS <hr/> Financial modelling/impact assessment. More frequent in year monitoring.	3	4	15	30/09/2020
Wider Public Sector Funding Reductions	Impact on the Council of the wider public sector funding reductions.	Robust MTFS generally provides some financial resilience to respond to changes <hr/> Seek and develop opportunities to increase income or reduce costs across all Council operations <hr/> Senior level discussions may mitigate or prevent such cost shunts	3	4	15	30/09/2020

## 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/SSLEP	Failure to be adequately represented and therefore limited ability to influence. Opportunity risk of not maximising potential benefits from working within the LEPS.	Senior officers (CE and Heads of service) heavily involved in working with the LEP to represent Council's interests Recently accepted the invite to join the SSLEP with a place on the board. One member (Council) one vote, provides Council with a strong voice on GBSLEP	1	4	10	30/09/2020
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 re-fresh 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	30/09/2020
Devolution	Forthcoming devolution white paper potential for mayoral combined authorities / unitary authorities	Opportunities under review with county council and other districts. Monitored by the executive	1	4	10	30/09/2020
Communication	Lack of community engagement and failure to take into account residents views in the decision making process	Consultation strategy in force Proactive social media work undertaken by the Corporate and Commercial Team	2	2	5	30/09/2020
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.	3	4	15	30/09/2020

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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	30/09/2020
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	30/09/2020
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	30/09/2020
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	30/09/2020
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	30/09/2020

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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	30/09/2020
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	30/09/2020
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	2	4	13	30/09/2020

