

Informal Joint Performance and Audit Scrutiny Committee



Forest Heath
District Council

Title:	Agenda															
Date:	Wednesday 28 November 2018															
Time:	5.00 pm															
Venue:	Council Chamber District Offices College Heath Road Mildenhall															
Full Members:	<p style="text-align: center;">Chairman Louis Busuttill Vice Chairman Colin Noble</p> <table style="width: 100%; border: none;"> <tr> <td style="width: 33%;"><u>Conservative</u></td> <td style="width: 33%;">Michael Anderson</td> <td style="width: 33%;">John Bloodworth</td> </tr> <tr> <td><u>Members (8)</u></td> <td>Chris Barker</td> <td>Simon Cole</td> </tr> <tr> <td></td> <td>Rona Burt</td> <td>Christine Mason</td> </tr> <tr> <td></td> <td>Louis Busuttill</td> <td>Colin Noble</td> </tr> <tr> <td><u>UKIP (2)</u></td> <td>Peter Ridgwell</td> <td>Reg Silvester</td> </tr> </table>	<u>Conservative</u>	Michael Anderson	John Bloodworth	<u>Members (8)</u>	Chris Barker	Simon Cole		Rona Burt	Christine Mason		Louis Busuttill	Colin Noble	<u>UKIP (2)</u>	Peter Ridgwell	Reg Silvester
<u>Conservative</u>	Michael Anderson	John Bloodworth														
<u>Members (8)</u>	Chris Barker	Simon Cole														
	Rona Burt	Christine Mason														
	Louis Busuttill	Colin Noble														
<u>UKIP (2)</u>	Peter Ridgwell	Reg Silvester														
Substitutes:	Named substitutes are not appointed															
Interests – Declaration and Restriction on Participation:	Members are reminded of their responsibility to declare any disclosable pecuniary interest not entered in the Authority's register or local non pecuniary interest which they have in any item of business on the agenda (subject to the exception for sensitive information) and to leave the meeting prior to discussion and voting on an item in which they have a disclosable pecuniary interest.															
Quorum:	Three Members															
Committee administrator:	Christine Brain Democratic Services Officer (Scrutiny) Tel: 01638 719729 Email: christine.brain@westsuffolk.gov.uk															

5.00pm	Informal joint discussions with St Edmundsbury Borough Council's Performance and Audit Scrutiny Committee on the six items listed under Items 5 to 10 inclusive, to be held in the Council Chamber .
5.15pm	The formal meeting of the Performance and Audit Scrutiny Committee will commence immediately following the conclusion of the informal joint discussions in the Council Chamber .

All Members of St Edmundsbury Borough Council's Performance and Audit Scrutiny Committee will be in attendance to enable informal joint discussions on the reports listed in Items 5 to 10 to take place between the two authorities:

COUNCILLORS

Conservative Members (9)	Sarah Broughton Clive Pollington Andrew Smith	Beccy Hopfensperger Karen Richardson Peter Thompson	Jane Midwood David Roach Patricia Warby
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UKIP Member (1) Barry Robbins

SUBSTITUTES

Conservative Members (3)	Mary Evans	Elaine McManus	Vacancy
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Public Information

Venue:	District Offices College Heath Road Mildenhall Suffolk, IP28 7EY	Tel: 01638 719000 Email: democratic.services@westsuffolk.gov.uk Web: www.westsuffolk.gov.uk
Access to agenda and reports before the meeting:	Copies of the agenda and reports are open for public inspection at the above address at least five clear days before the meeting. They are also available to view on our website.	
Attendance at meetings:	The District Council actively welcomes members of the public and the press to attend its meetings and holds as many of its meetings as possible in public.	
Public speaking:	<p>Members of the public who live or work in the District are invited to put one question or statement of not more than three minutes duration relating to items to be discussed in Part 1 of the agenda only. If a question is asked and answered within three minutes, the person who asked the question may ask a supplementary question that arises from the reply.</p> <p>A person who wishes to speak must register at least 15 minutes before the time the meeting is scheduled to start.</p> <p>There is an overall time limit of 15 minutes for public speaking, which may be extended at the Chairman's discretion.</p>	
Disabled access:	The public gallery is on the first floor and is accessible via stairs. There is not a lift but disabled seating is available at the back of the Council Chamber on the ground floor. Please see the Committee Administrator who will be able to help you.	
Induction loop:	An Induction loop operates to enhance sound for anyone wearing a hearing aid or using a transmitter.	
Recording of meetings:	The Council may record this meeting and permits members of the public and media to record or broadcast it as well (when the media and public are not lawfully excluded). Any member of the public who attends a meeting and objects to being filmed should advise the Committee Administrator who will instruct that they are not included in the filming.	
Personal Information:	Any personal information processed by Forest Heath District Council or St Edmundsbury Borough Council arising from a request to speak at a public meeting under the Localism Act 2011, will be protected in accordance with the Data Protection Act 2018. For more information on how we do this and your rights in regards to your personal information and how to access it, visit our website: https://www.westsuffolk.gov.uk/Council/Data_and_information/howweuseinformation.cfm or call Customer Services: 01284 763233 and ask to speak to the Data Protection Officer.	

Agenda

Procedural Matters

Part 1(A) - Public

- 1. Substitutes**
- 2. Apologies for Absence**
- 3. Minutes** **1 - 8**
 To confirm the minutes of the meeting held on 27 September 2018 (copy attached).
- 4. Public Participation**
 Members of the public who live or work in Forest Heath are invited to put one question/statement of not more than 3 minutes duration relating to items to be discussed in Part 1 of the agenda only. If a question is asked and answered within 3 minutes, the person who asked the question may ask a supplementary question that arises from the reply. A person who wishes to speak must register at least 15 minutes before the time the meeting is scheduled to start. There is an overall limit of 15 minutes for public speaking, which may be extended at the Chairman's discretion.

(Following the informal discussions held with St Edmundsbury Borough Council's Performance and Audit Scrutiny Committee on Items 5 to 10 below, Members are reminded that no further debate shall take place. However, Members are requested to either formally note/resolve/recommend Items 5 to 10 below).
- 5. Mid-Year Internal Audit Progress Report 2018 - 2019** **9 - 20**
 Report No: **PAS/FH/18/034**
(For reference purposes, St Edmundsbury Borough Council's Report Number is PAS/SE/18/030)
- 6. 2018-2019 Performance Report (Quarter 2)** **21 - 88**
 Report No: **PAS/FH/18/035**
(For reference purposes, St Edmundsbury Borough Council's Report Number is PAS/SE/18/031)
- 7. West Suffolk Strategic Risk Register Quarterly Monitoring Report (September 2018)** **89 - 102**
 Report No: **PAS/FH/18/036**
(For reference purposes, St Edmundsbury Borough Council's Report Number is PAS/SE/18/032)

- 8. Building Control Business Development Plan Update - November 2018** **103 - 112**

Report No: **PAS/FH/18/037**

(For reference purposes, St Edmundsbury Borough Council's Report Number is PAS/SE/18/033)

- 9. Work Programme Update** **113 - 114**

Report No: **PAS/FH/18/038**

(For reference purposes, St Edmundsbury Borough Council's Report Number is PAS/SE/18/034)

The following report is to be considered as part of the function delegated to the Performance and Audit Scrutiny Committee relating to the new West Suffolk Council).

- 10. Approach to Delivering a Sustainable West Suffolk Budget 2019-2020 and Medium Term Plan** **115 - 122**

Report No: **PAS/FH/18/039**

(For reference purposes, St Edmundsbury Borough Council's Report Number is PAS/SE/18/035)

Part 1(B) – Public

- 11. Mid-Year Treasury Management Report and Investment Strategy Activity (April - September 2018)** **123 - 130**

Report No: **PAS/FH/18/040**

- 12. Exclusion of the Press and Public**

To consider whether the press and public should be excluded during the consideration of the following items because it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the public were present during the items there would be disclosure to them of exempt categories of information as prescribed in Part 1 of Schedule 12A of the Local Government Act 1972, and the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

Part 2 – Exempt

- 13. EXEMPT Appendix 1; Diagram 1; Diagram 2 and Diagram 3 to Report No: PAS/FH/18/037 (Par 3)** **131 - 138**

Exempt Appendix 1 to Report No: **PAS/FH/18/037**

Exempt Diagram 1 to Report No: **PAS/FH/18/037**

Exempt Diagram 2 to Report No: **PAS/FH/18/037**

Exempt Diagram 3 to Report No: **PAS/FH/18/037**

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Informal Joint Performance and Audit Scrutiny Committee



Forest Heath
District Council

**Notes of Informal Discussions held on Thursday 27 September 2018
at 5.00pm in Conference Chamber West, West Suffolk House,
Bury St Edmunds**

PRESENT: St Edmundsbury Borough Council (SEBC)

Councillors Sarah Broughton, Jane Midwood, Clive Pollington, David Roach, Andrew Smith and Patricia Warby.

Forest Heath District Council (FHDC)

Councillor Louis Busuttil
(Chairman of the informal discussions)

Councillors John Bloodworth, Simon Cole, Christine Mason and Reg Silvester.

IN ATTENDANCE: SEBC – Councillor Ian Houlder, Portfolio Holder for Resources and Performance

FHDC – Councillor Stephen Edwards, Portfolio Holder for Resources and Performance.

Prior to the formal meeting, at 5.00pm informal discussions took place on the following four items:

- (1) Ernst and Young – Presentation of Annual Audit Letter 2017-2018;
- (2) Annual Corporate Environmental Performance 2017-2018
- (3) Work programme Update; and
- (4) Approach to Delivering a Sustainable West Suffolk Budget 2019-2020 and Medium Term Plan.

All Members of Forest Heath District Council's Performance and Audit Scrutiny Committee had been invited to attend West Suffolk House, Bury St Edmunds, to enable joint informal discussions on the above reports to take place between the two authorities.

The Chairman of St Edmundsbury's Performance and Audit Scrutiny Committee welcomed all those present to West Suffolk House, Bury St Edmunds, and advised on the format of the proceedings for the informal joint discussions and subsequent separate meetings of each authority, prior to handing over to the Chairman of Forest Heath's Performance and Audit Scrutiny Committee, who would be chairing the informal joint discussions.

Members noted that each Council permitted public participation at their Performance and Audit Scrutiny meetings. Therefore, for the purpose of facilitating these Constitutional requirements, it was proposed that public speaking should be permitted prior to the start of the informal discussions to enable any questions/statements to be considered by both Performance and Audit Scrutiny Committees on items 1 – 4 above. On this occasion however, there were no questions/statements from members of the public.

Each report was then considered in the order listed on each authorities agenda.

1. **Ernst and Young – Presentation of Annual Audit Letter 2017-2018**

The Committee’s received the above report, which updated members on the outcome of the annual audit of the 2017-2018 financial statement by Ernst and Young, the councils external auditors as detailed in their Annual Audit Letter for the year ended 31 March 2018, attached as Appendix A (Forest Heath) and Appendix B (St Edmundsbury). The letters were for information and confirmed the completion of the audit for the 2017-2018 financial statements.

The final audit fees for 2017-2018 were as follows:

Audit Fee – Code Work	Planned Fee 2017-2018 £	Final Fee 2017-2018 £
St Edmundsbury BC	43,767	43,767
Forest Heath DC	47,059	TBC

The final fee for Forest Heath was expected to be £2,000 - £3,000 higher than the planned audit fee of £47,059. This additional fee related to work performed over the valuation of the solar farm asset, and would be discussed with management before receiving the final approval from the PSAA Limited.

Work on the certification of the Housing Benefit Subsidy returns was not due to be completed until 30 November 2018, and the results of this work, along with the final fees would be reported in the Annual Certification Reports.

Members considered the report and did not raise any issues.

2. **Annual Corporate Environmental Performance 2017-2018**

[Councillor Jane Midwood arrived at 5.10pm during the consideration of this item].

The Team Leader (Environmental and Energy) presented the report, which set out the work undertaken during 2017-2018 to improve the environmental performance in West Suffolk.

Attached at Appendix A to the report was the Annual Environmental Statement covering environmental performance in 2017-2018. The Statement covered the operations of both St Edmundsbury Borough Council and Forest Heath District

Council and Abbeycroft Leisure in West Suffolk in respect of energy and water consumption and renewable energy generation.

Members considered the Statement and asked a number of questions to which officers provided comprehensive responses. In particular members raised questions to which responses were given as follows:

- 1) Renewable energy generation: Annual inspections and regular performance monitoring was carried out on all solar PV installations. The solar panels on the solar farm were cleaned several times each year and roof mounted systems were cleaned primarily by rainfall but some had been cleaned due to their location.
- 2) Renewable energy generation: For West Suffolk Council to become a carbon neutral council, it would need another solar farm on its asset register to be able to claim "carbon neutral" status. Officers advised that next year's Environmental Statement would profile what would be needed to become carbon neutral.

Members also discussed in detail business mileage. It was suggested that more detail was required in the Environmental Statement, setting out an average figure for staff mileage claimed; councillor mileage claimed and pool car mileage. Officers agreed to provide a written response and would include this information in future Environmental Statements.

3. **Work Programme Update**

The Service Manager (Finance and Performance) presented the report, which provided information on the current status of each Committee's Work Programme for 2018-2019.

Members considered its work programme for 2018-2019, and did not raise any issues.

4. **Approach to Delivering a Sustainable West Suffolk Budget 2019-2020 and Medium Term Plan**

The Service Manager (Finance and Performance) presented the report, which updated members on progress made towards delivering a balanced budget for 2019-2020 and sustainable budget in the medium term.

At this stage in the budget and the medium term financial strategy process, there had been a set of adverse trends identified which gave rise to an estimated annual budget deficit on £0.5m for 2019-2020 and 2020-2021 for the West Suffolk Council. The major causes of this revision of the plan were:

- The lower growth trend in car parking income as seen in 2018-2019 and anticipated to continue into 2019-2020;
- The increased cost relating to recycling charge per tonne;

- The estimated impact of revising the pay-line; and
- The new business case for Barley Homes.

However, the budget gap at this stage, did not include any variation or profile changes in respect of projects related to delivering our growth agenda or the savings anticipated from moving to a single council. The current expectation was that these projects would deliver to the existing plan.

Having identified these pressures on the delivery of a balanced budget for 2019-2020 and 2020-2021, the focus was clearly on assessment on areas and assumptions that, if changed, could close the gap, which included:

- Major income stream trends (including ongoing work on car parking);
- Cost base assumptions, efficient trends; and
- Assumptions relating to the wider macro environment which required a change in approach.

Members considered the report in detail, the approach and timescales for the 2019-2020 budget setting process and medium term plans as the council heads into the new West Suffolk Council.

Members asked a number of questions to which comprehensive responses were provided. In particular discussions were held on Civil Parking Enforcement (CPE) and the lack of progress being made in introducing CPE across Suffolk.

In response to a question raised regarding the lower growth trend in car parking income, members were informed that the drop in income was coming from mid-week parking rather than weekend parking.

In response to a question raised regarding the increased costs relating to recycling charge per tonne, members were informed that an assumption had been made that it would cost £100,000 in 2019-2020 and that would continue.

On the conclusion of the informal joint discussions at 5.35pm, the Chairman then formally opened the Forest Heath District Council Performance and Audit Scrutiny Committee in the Conference Council West at 5.39pm.

Performance and Audit Scrutiny Committee



Forest Heath
District Council

Minutes of a meeting of the **Performance and Audit Scrutiny Committee** held on **Thursday 27 September 2018** at **5.39pm** in **Conference Chamber West, West Suffolk House, Western Way, Bury St Edmunds, IP33 3YU**

Present: **Councillors**

Chairman Louis Busuttil

John Bloodworth
Simon Cole

Christine Mason
Reg Silvester

By Invitation:

Stephen Edwards, Cabinet Member for Resources and Performance

9. **Substitutes**

There were no substitutes declared.

10. **Apologies for Absence**

Apologies for absence were received from Councillors Michael Anderson, Chris Barker, Rona Burt, Colin Noble and Peter Ridgwell.

11. **Minutes**

The minutes of the meetings held on 25 July 2018, were both unanimously accepted by the Committee as accurate records and signed by the Chairman.

12. **Public Participation**

There were no questions/statements from members of the public.

13. **Ernst and Young - Presentation of Annual Audit Letter 2017-2018**

Further to the informal joint discussions held prior to the meeting with St Edmundsbury Borough Council's Performance and Audit Scrutiny Committee, the Committee formally considered Report No: PAS/FH/18/029. Members had considered the report, and there being no decision required, the Committee **noted** the Annual Audit Letter 2017-2018, attached as Appendix A to Report No: PAS/FH/18/029.

14. **Annual Corporate Environmental Performance 2017-2018**

Further to the informal joint discussions held prior to the meeting with St Edmundsbury Borough Council's Performance and Audit Scrutiny Committee, the Committee formally considered Report No: PAS/FH/18/030.

Members had considered the report, and there being no decision required, the Committee **noted** the West Suffolk Environmental Statement 2017-2018, attached as Appendix A to Report No: PAS/FH/18/030.

15. **Work Programme Update**

Further to the informal joint discussions held prior to the meeting with St Edmundsbury Borough Council's Performance and Audit Scrutiny Committee, the Committee formally considered Report No: PAS/FH/18/031. Members had considered the report, and with there being no decision required, the Committee **noted** the contents of its forward work programme for 2018-2019.

16. **Approach to Delivering a Sustainable West Suffolk Budget 2019-2020 and Medium Term Plan**

Further to the informal joint discussions held prior to the meeting with St Edmundsbury Borough Council's Performance and Audit Scrutiny Committee, the Committee formally considered Report No: PAS/FH/18/032.

Members considered the report in detail, and there being no decision required, the Committee **noted** the approach and timescales for the 2019-2020 budget setting process and medium term plans as we head into the new West Suffolk Council.

17. **Decision Relating to Complaint to Local Government Ombudsman Report**

The Committee received Report No: PAS/FH/18/033, which set out a complaint which had been referred to the Local Government Ombudsman (LGO) in relation to a Disabled Facilities Grant.

Detailed discussions took place on the complaint and officers provided comprehensive responses to questions asked.

The Committee felt officers had done everything they could to resolve the complaint, and the Chairman on behalf of the Committee thanked officers for their perseverance.

There being no decision required, the Committee **noted** the remedial actions taken by the Assistant Director (Planning and Regulatory Services) following the findings of the LGO and the recommended payment of £200 to settle the complaint and an independent person be identified to arrange and oversee the remedial works.

The Meeting concluded at 5.50pm

Signed by:

Chairman

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Informal Joint Performance and Audit Scrutiny Committee



Forest Heath
District Council

Title of Report:	Mid-Year Internal Audit Progress Report 2018-2019	
Report No:	PAS/FH/18/034	
Report to and date:	Performance and Audit Scrutiny Committee	28 November 2018
Portfolio holder:	Councillor Stephen Edwards Portfolio Holder for Resources and Performance Tel: 01799 530325 Email: stephen.edwards@forest-heath.gov.uk	
Lead officer:	Jon Snares Service Manager (Internal Audit) Tel: 01284 757239 Email: jon.snares@westsuffolk.gov.uk	
Purpose of report:	This report advises Members of the work of Internal Audit for the first half of 2018-2019 and gives Members a flavour of the variety of activities which are supported through the work of the team. The report also provides an update on progress made against the 2018-2019 Internal Audit Plan previously approved by this Committee.	
Recommendation:	Performance and Audit Scrutiny Committee: It is <u>RECOMMENDED</u> that Members are asked to <u>note</u> the contents of this report, including progress made against the 2018-2019 Internal Audit Plan.	

Key Decision: <i>(Check the appropriate box and delete all those that do not apply.)</i>		<i>Is this a Key Decision and, if so, under which definition?</i> Yes, it is a Key Decision - <input type="checkbox"/> No, it is not a Key Decision - <input checked="" type="checkbox"/>	
Consultation:		<ul style="list-style-type: none"> The Internal Audit Plan was compiled in consultation with the Assistant Director Resources and Performance (as S151 Officer), Leadership Team, and the external auditors; and Consultation with key officers is also carried out during the audit process and in the production of individual internal audit reports and follow up work. 	
Alternative option(s):		• N/A	
Implications:			
<i>Are there any financial implications? If yes, please give details</i>		Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> •	
<i>Are there any staffing implications? If yes, please give details</i>		Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> •	
<i>Are there any ICT implications? If yes, please give details</i>		Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> •	
<i>Are there any legal and/or policy implications? If yes, please give details</i>		Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> •	
<i>Are there any equality implications? If yes, please give details</i>		Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> •	
Risk/opportunity assessment:		<i>(potential hazards or opportunities affecting corporate, service or project objectives)</i>	
Risk area	Inherent level of risk (before controls)	Controls	Residual risk (after controls)
Internal controls within the council may not be efficient and effective and as a result the council may not be identifying significant weaknesses that could impact on the achievement of the council's priorities and/or lead to fraud, financial loss or inefficiency.	Medium	Members receive and approve the Internal Audit Plan and receive a progress report during the year. External Audit takes into account the work of Internal Audit when considering internal control arrangements.	Low
Ward(s) affected:		N/A	
Background papers:		N/A	
Documents attached:		Appendix A – Mid-Year Internal Audit Progress Report 2018-2019	

1. Key issues and reasons for recommendation

1.1 Background Information

- 1.1.1 The Public Sector Internal Audit Standards require the Service Manager (Internal Audit) to report periodically to senior officers and committee on Internal Audit's performance relative to its Audit Plan. Reporting should also include significant risk exposures and control issues where relevant, including fraud risks and governance issues. The Performance and Audit Scrutiny Committee is the designated committee to receive these periodic reports.
- 1.1.2 The purpose of this report is to update Members on progress made against the 2018-2019 Audit Plan (approved by this committee in May 2018), and also provide a flavour of the work undertaken in the year to date.

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Mid-Year Internal Audit Progress Report 2018/19

Introduction

The purpose of this report is to:

- Provide a flavour of the audit work during the period 1st April 2018 to 31st October 2018
- Highlight any areas of concern
- Advise on progress against the 2018/19 Audit Plan

Overview

During the period we have completed six added value reviews, nine audits, and six follow up audits. There are also five audits / added value reviews in progress. Where audit findings are raised, action plans are agreed between internal audit and the relevant service to address these findings, and progress against these action plans is monitored by internal audit via follow up audit reviews.

Overall, progress against the annual Audit Plan is in line with expectations.

Based on the work completed to date, a summary of which is detailed below, we consider that generally the control environment remains good and where 'limited assurance' opinions have been issued work has either already been undertaken, or is planned, to address the issues raised. There are no other areas of particular concern to highlight.

Added Value Work

These are areas that were identified by management and internal audit as likely to benefit from internal audit reviewing relevant arrangements on behalf of management, and assisting in making improvements where appropriate.

The following pieces of added value work have been carried out:

<p>GDPR Health Check Follow Up</p>	<p>In 2017/18 internal audit carried out a health check in preparation for the introduction of the General Data Protection Regulation (GDPR) to consider the potential impact of the new Regulation on the councils and any steps that need to be taken to ensure compliance. It was agreed that a follow up audit</p>
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	<p>review would take place prior to the date that GDPR came into force (25 May 2018) to determine what progress had been made.</p> <p>Discussions and sight of supporting documents confirmed that a considerable amount of work had been carried out and that work was still in progress / continuing within the service areas in preparation for GDPR implementation.</p>
CCTV	<p>A significant piece of work was carried out to provide support to management to ensure that CCTV systems are compliant with current data protection requirements. Internal audit prepared an action plan for the service to implement, and we are following up on the progress of these actions on an ongoing basis. Good progress has been made to date.</p>
Single Council Health Checks	<p>We have performed a number of health checks, with positive results, against service implementation plan actions in readiness for 1 April 2019 when the new West Suffolk Council will be created. We will also be building further on this work in the coming months.</p>
Customer Services Cash Handling	<p>Working alongside customer services colleagues, internal audit carried out a piece of work reviewing cash handling practices at customer services locations, to highlight any inconsistencies and differing working practices. A number of inconsistencies between locations and areas where controls should be improved were identified and discussed with management.</p>
Estates Management Review	<p>An internal audit team member is supporting this review which is looking at estates management processes to inform any acquisition of a new estates management database.</p>
Engagement and management of commissioned services, and project feasibility	<p>This work, which was commenced in 2017/18 and finalised in 2018/19, involved reviewing the councils' current methods for appointing and managing commissioned services; and also reviewing arrangements for ensuring that project feasibility procurement activity has been conducted with openness, probity and accountability, with clear contractual agreements in place as appropriate.</p> <p>The review made suggestions for improvements and internal audit created draft guidance for staff to refer to.</p>

Main Financial Systems and Corporate / Business Area Audits

These are the audits of the main financial systems that support the running of the councils and reviews of systems and processes where the internal controls are tested and evaluated.

Good Assurance Opinion for 2 audits

Reasonable Assurance Opinion for 5 audits

Limited Assurance Opinion for 2 audits

No Assurance Opinion for 0 audits

Good Assurance

Definition of Good Assurance - risks are managed well with no significant (medium risk) control issues or risks raised.

Treasury Management	<p>This audit review covered controls relating to the management of the councils' short-term and long-term investments with approved organisations to achieve the best possible rate of return.</p> <p><i>Key areas where improvement are required</i></p> <p>None</p>
Payroll (reduced scope)	<p>In previous years the control environment has been considered to be strong with robust key controls in place to ensure the accuracy and legitimacy of payroll transactions. As a result, a reduced scope payroll audit review was carried out for 2018/19 focusing on examining only a small sample of staff starters and leavers.</p> <p><i>Key areas where improvements are required</i></p> <p>None</p>

Reasonable Assurance

Definition of Reasonable Assurance - in general, risks are managed well. A number of significant (medium risk) control issues and risks have been raised.

Events Management	<p>This was the first time this area had been audited and was undertaken to provide assurance on the policies and procedures operating for the outdoor events management process.</p> <p><i>Key areas where improvements are required</i></p> <p>There are some improvements that can be made that will strengthen arrangements, in particular around the need to review website documentation, guidance and internal procedures to ensure they remain current / up to date; and ensuring all necessary documentation and monies owing to the councils by event organisers are received within the application timetable requirements so that they can be properly assessed and accounted for prior to the events taking place. In addition, learning arising from a recent health and safety desk top exercise in respect of events is currently being considered.</p>
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<p>Contracts Management</p>	<p>A review of contract management was carried out to provide assurance that the councils’ contracts are being appropriately monitored, managed and that supplier resilience has been considered.</p> <p><i>Key areas where improvements are required</i></p> <p>A number of actions were agreed to improve arrangements in respect of the following: safekeeping of contract documentation; understanding as to when an extension can be taken up; performance measures and the mechanics for operating these, reporting and escalation processes, and penalties for non-compliance; and assessing contractor resilience.</p>
<p>Procurement Compliance</p>	<p>This audit reviewed compliance with the requirements of the Contract Procedure Rules and whether value for money could be evidenced for payments that are not linked to a contract.</p> <p><i>Key areas where improvements are required</i></p> <p>This work concluded that while procedures are designed effectively to enable the councils’ procurement activity to comply with the Contract Procurement Rules, there are examples of inconsistent application of the procedures.</p>
<p>Disposal of Confidential Office Waste</p>	<p>This was the first audit review of this area in recent years and was carried out to gain assurance in respect of the councils’ disposal of confidential office waste. The audit was timely with the introduction of the General Data Protection Regulation coming into force in May 2018.</p> <p><i>Key areas where improvements are required</i></p> <p>A number of actions were agreed to usefully improve arrangements, including the following: the need to carry out a procurement exercise to confirm that value for money is being achieved; remind staff and partners within our buildings of arrangements for disposing of confidential office waste; and seek regular re-confirmation from the contractor that they continue to hold the necessary licenses, certificates, insurances and accreditations to operate.</p>
<p>Health and Safety – Lone Working</p>	<p>This was the first time this area had been audited in recent years, its purpose to ensure that appropriate health and safety arrangements were in place for staff lone working including ensuring that lone workers are no more at risk than other staff in accordance with the councils’ duty of care for their staff.</p> <p><i>Key areas where improvements are required</i></p> <p>A number of actions were agreed to improve the control environment, mitigate risk and protect staff, including the need to remind managers that risk assessments should be in place, discussed with staff and reviewed on a regular basis, and to amend existing instructions for lone working and share these with staff.</p>

Follow Up Audit Work

Limited Assurance

Definition of Limited Assurance - management of risks is only partially achieved. Fundamental (high risk) and/or significant (medium risk) control issues and risks have been raised.

<p>Transparency Code</p>	<p>This was the first such audit review and looked at whether a proactive approach is being taken to publishing data, and to what extent the councils comply with the publishing requirements of the 2015 Local Government Transparency Code (the Code).</p> <p>Testing of a number of published data sets confirmed that confidence can be given to the public that the councils are maintaining high standards to prevent the publishing of personal, confidential or sensitive data as none was found to be published in the sample tested. However, controls in this area could be strengthened still further.</p> <p>Internal audit welcomes that the councils, as part of the move to the new West Suffolk Council, are proactively reviewing processes and practices around data publication and protection. This also includes a new staff post to further strengthen information governance practice which is mentioned in the 'improvements planned / underway' section below.</p> <p><i>Key areas where improvements are required</i></p> <p>The councils provide a significant amount of data in the public domain, this can be as required by the Code or in the public interest. Whilst good practice is evident, this could be more consistent across both councils and this has resulted in audit recommendations being made to improve data, and processes to publish data.</p> <p><i>Improvements planned / underway</i></p> <p>A new, permanent Information Governance Officer post has recently been appointed to, the responsibilities of which include advising on, and monitoring compliance with, the Code taking into account the results of the audit review. Also, the Single Council Implementation Plan includes an action for the Publication Schemes to be reviewed, updated and published by 1 April 2019.</p>
<p>Health and Safety – Violence Register</p>	<p>This was the first audit review of this area and was carried out to gain assurance over the adequacy and effectiveness of current controls operating in respect of the Register (Violent / Aggressive / Unacceptable Behaviour).</p> <p><i>Key areas where improvements are required</i></p> <p>It was recommended that because the register is not being widely used there was a need for further consultation with service managers to establish the reasons for this and to jointly consider options moving forwards in terms of its purpose, usefulness, who has access and its location.</p>

<p>The follow up work below has been undertaken to check the extent to which agreed recommendations / actions have been implemented in respect of previous audits undertaken.</p>	
<p>Heritage Assets</p>	<p>A further follow up was undertaken on the audit of the Heritage Assets of St Edmundsbury Borough Council. Two actions were reported as work in progress, through enquiry with key members of staff this remains the case.</p>
<p>Contract Procedures</p>	<p>A follow up was undertaken on the contract procedures of the councils to establish if fair, accountable and transparent processes are in place. Actions were reviewed from the previous follow up resulting in confirmation that two actions had been completed, one superseded and one considered as work in progress. This work is also supported by 2017/18 reviews of Procurement Compliance and Use of Commissioned Services.</p>
<p>Cash handling Spot Checks</p>	<p>A review was undertaken in 2017/18 to target and test processes with inherent risk of fraud and confirm whether expected cash handling controls were operating as intended at a number of Leisure & Culture locations.</p> <p>Eighteen actions were raised in the 2017/18 review and this follow up established that thirteen actions had been completed and one superseded. There were four actions where we considered some, albeit not significant, risk to remain - management has elected to accept the risk having considered the costs and benefits of addressing these four actions.</p>
<p>Apex Cash Handling</p>	<p>A follow up has recently been undertaken to review the outstanding action regarding cash handling arrangements at The Apex. This action, regarding staff training for Payment Card Industry Data Security Standards and Anti-Money Laundering is now considered to be adequately addressed and no further follow up action is required.</p>
<p>Cyber Security</p>	<p>An evaluation of the councils' cyber security control framework in place against the UK Government Communications Headquarters (GCHQ) '10 Steps to Cyber Security' document was undertaken in 2017/18 to gain assurance on the security controls in place. The original review resulted in six actions being raised and a follow up was undertaken to assess the progress made on these. This work concluded that two actions were considered to be complete and four actions remained as work in progress. Subsequent enquiries established that one of the high risk actions (training) has now been completed while for the other high risk action (finalisation of a business continuity planning card) progress is currently being made.</p>
<p>Social Media</p>	<p>The three outstanding actions from the ICT Social Media audit review previously undertaken were discussed. Consideration was being given to address these low risk actions.</p>

Work in Progress

We also have five audits in progress:

- Debtors
- Council Tax and Overpayments
- Housing and Council Tax Benefits

- General Ledger
- Anti-Fraud – Grant Payments

Yet to commence

The following audits are yet to commence:

- Creditors
- Car Parks Cash Handling
- Appraisal of IT risks
- Insurance – claims handling and reduction
- Procurement Cards
- Enforcement Notices
- ICT Asset Management
- Cash Handling Spot Checks

The above pieces of work will be programmed in based on their relative risk priority ratings unless other as yet unidentified work is deemed to be higher risk or otherwise adds greater value.

Other Significant work

Other key work undertaken during the period includes:

National Fraud Initiative (NFI)

The National Fraud Initiative (NFI) is an exercise that matches electronic data within and between public and private sector bodies to prevent and detect fraud.

This biennial exercise involves data matching of a number records such as benefits, payroll, pensions, housing waiting list, taxi driver licences, personal alcohol licences, parking permits and creditor payments. Internal audit takes a leading role in co-ordinating this exercise working across a number of service areas, as well as ARP, to support those staff to provide their services' data.

Data has been extracted for the 2018/19 exercise and provided to central government's Cabinet Office, with the

results expected in January 2019. These matches will then be risk assessed, reviewed, and any appropriate investigations undertaken as necessary.

Anti-Fraud

Fraud messages are published on the West Suffolk intranet at regular intervals to increase staff awareness.

The proposed programme of anti –fraud work is ongoing, with no significant risks raised.

Annual Governance Statement

Production of the West Suffolk Annual Governance Statement (approved by the Performance and Audit Scrutiny Committee in July 2018) and its associated documents.

Financial Vetting

During the year to date Internal Audit has also responded to around thirty requests for financial vetting or other related financial advice including assessments of organisations' financial suitability to undertake specified contracts for the councils.

Information Governance

Conducting early morning walk rounds of the main council offices and depots with feedback provided to the Officer Information Governance Working Group on any identified weaknesses that could result in information security risks.

Fee Earning Work

Internal audit is continuing to undertake fee earning work during 2018/19 and by the end of the financial year this is likely to result in approximately £11,000 - £13,000 of income being earned. Fee earning work consists of the following:

- audit of the council tax, housing and council tax benefits, and housing benefit overpayments systems at the Anglia Revenues Partnership (ARP) on behalf of East Cambridgeshire District

- Council and Breckland Council;
- fee earning grant certification work for the following organisations to check that the conditions of the relevant specific grant determinations have been complied with:
 - New Anglia LEP - to provide assurance to the Department for Business Innovation & Skills; and
 - Suffolk County Council - to provide assurance to the Trading Standards Institute

Informal Joint Performance and Audit Scrutiny Committee



Forest Heath
District Council

Title of Report:	2018/19 Performance Report - Quarter 2	
Report No:	PAS/FH/18/035	
Report to and date:	Performance and Audit Scrutiny Committee	28 November 2018
Portfolio holder:	Councillor Stephen Edwards Portfolio Holder for Resources and Performance Tel: 01799 530325 Email: Stephen.edwards@forest-heath.gov.uk	
Lead officer:	Greg Stevenson Service Manager (Resources and Performance) Tel: 01284 757264 Email: gregory.stevenson@westsuffolk.gov.uk	
Purpose of report:	This report sets out the Performance for the second quarter of 2018/19 and forecasted financial outturn position for 2018/19.	
Recommendation:	Performance and Audit Scrutiny Committee: Members are requested to <u>note</u> the year end forecast financial position and forward any relevant issues or comments to Cabinet for their consideration.	

Key Decision: <i>(Check the appropriate box and delete all those that do not apply.)</i>		<i>Is this a Key Decision and, if so, under which definition?</i> Yes, it is a Key Decision - <input type="checkbox"/> No, it is not a Key Decision - <input checked="" type="checkbox"/>	
Consultation:		<ul style="list-style-type: none"> This report and the figures therein have been compiled by the Finance team in consultation with the relevant budget holders, services and Leadership Team. 	
Alternative option(s):		<ul style="list-style-type: none"> In order for the Council to be able to meet its strategic priorities it is essential that sufficient and appropriate financial resources are available. 	
Implications:			
<i>Are there any financial implications? If yes, please give details</i>		Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> <ul style="list-style-type: none"> As set out in the body of this report. 	
<i>Are there any staffing implications? If yes, please give details</i>		Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> <ul style="list-style-type: none"> 	
<i>Are there any ICT implications? If yes, please give details</i>		Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> <ul style="list-style-type: none"> 	
<i>Are there any legal and/or policy implications? If yes, please give details</i>		Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> <ul style="list-style-type: none"> 	
<i>Are there any equality implications? If yes, please give details</i>		Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> <ul style="list-style-type: none"> 	
Risk/opportunity assessment:		<i>(potential hazards or opportunities affecting corporate, service or project objectives)</i>	
Risk area	Inherent level of risk (before controls)	Controls	Residual risk (after controls)
	Low/Medium/ High*		Low/Medium/ High*
Key Performance Indicator Variances	High	Clear responsibilities for performance monitoring and control ensure that there is strong accountability for each key performance indicator and individual budget line. Performance monitoring is undertaken on a monthly basis with Service Managers and Leadership Team monthly.	Low

Wider economic situation around income levels	High	Budgets reflect the economic situation facing the Council, and have been scrutinised by officers and members at budget setting time. Continue to monitor areas closely to ensure assumptions remain reasonable.	Medium
Capital investment plans continue to be affordable, prudent and sustainable	Medium	Prudential Indicators are in place to safeguard the Council.	Low
Treasury Management	Medium	Treasury Management Policy and Procedures are in place	Low
Fluctuation in Business rate retention yield	High	Work with ARP to understand the variance to deliver a realistic forecast.	Medium
Ward(s) affected:		All Wards	
Background papers:		None	
Documents attached:		<p>Appendix A – Performance Indicators – Commentary</p> <p>Appendix B – Performance Indicators – Growth</p> <p>Appendix C – Performance Indicators – Families & Communities</p> <p>Appendix D – Performance Indicators – Housing</p> <p>Appendix E – Performance Indicators – Day to Day</p> <p>Appendix F – West Suffolk Income & Expenditure Report</p> <p>Appendix G – FHDC Financial Forecast – Revenue, Capital & Reserves</p> <p>Appendix H – FHDC Revenue Forecast Summary</p> <p>Appendix I – FHDC Revenue Forecast Details</p>	

Documents attached (Continued)

Appendix J – FHDC Capital Programme

Appendix K – FHDC Earmarked Reserves

Appendix L – SEBC Financial Forecast – Revenue, Capital & Reserves

Appendix M – SEBC Revenue Forecast Summary

Appendix N – SEBC Revenue Forecast Details

Appendix O – SEBC Capital Programme

Appendix P – SEBC Earmarked Reserves

1. Introduction and Purpose

- 1.1 West Suffolk Councils have a clear set of Strategic Priorities that set out what the councils are aiming to achieve from 2018 to 2020.
- 1.2 During 2017/18 the performance management approach was reviewed with the intention of developing a performance framework that enables understanding of progress towards those strategic priorities as well as giving insight on the delivery of the large range of day-to-day services to the residents of West Suffolk (Report PAS/FH/18/015 "2018-2019 Draft Performance Indicators and Targets" dated 31 May 2018 refers).
- 1.3 The purpose of this evolution and development of the performance management framework is to ensure that management information supplied to the Performance and Audit Scrutiny Committee, Cabinet and Leadership Team clearly shows:
 - Progress towards strategic goals;
 - Insight on initiatives that will ensure future progress;
 - Areas that require decisions and actions to keep on track to their goals;
 - Items with a significant level of risk associated with them;
 - Flexibility in approach allowing the escalation of performance successes and challenges; and
 - Inclusion of qualitative information as part of our overall story/messaging around performance.
- 1.4 In previous years Performance Indicators and Budget Monitoring figures were reported separately to this committee. It is now the intention to combine these reports in order to give a clearer indication of the councils' overall performance.

2. Performance

- 2.1 This report shows the current Performance Indicators for the second quarter of 2018/19, as set out in the attached appendices as follows:

2.2 Appendix A: 2018/19 Performance Indicators – Commentary

This appendix shows a high level summary of the councils' Budget Monitoring forecast position for Revenue, Capital and Reserves, and draws out a number of key performance indicators at strategic priority level.

2.3 Appendices B to E: Performance Indicators by Strategic Priority

These appendices support **Appendix A** and include more detail about how the councils are performing against each strategic priority.

2.4 Appendix F: West Suffolk Income and Expenditure Report

This appendix shows the current Revenue forecast position across West Suffolk, analysed across the different categories of income and expenditure.

2.5 Appendices G to P: Financial Performance of each council

These appendices contain the current financial forecast positions for each council in respect of Revenue, Capital and Earmarked Reserves.

2.6 The table below shows the current performance status for all indicators, grouped by Strategic Priority and further detailed in **Appendices A to E**.

Key Performance Indicators					
Quarter 2 - 2018/19					
Appendix	Strategic Priority	On or Exceeding Target	Below Target within tolerance	Below Target, outside of tolerance	Data ONLY Indicators
B	Inclusive Growth	2	3	0	0
C	Families and Communities	4	0	2	3
D	Housing	3	0	0	3
E	Day to Day	21	9	2	6
	West Suffolk Totals:	30	12	4	12

PASC BALANCED SCORECARD

September 2018

Budget Monitoring - Over/(Under) spend

	SEBC	FHDC	West Suffolk
Revenue			
Net Year-end forecast variance to Budget	15	51	66
Income Year-end forecast variance	(1,894)	1,018	(876)
Expenditure Year-end forecast variance	1,909	(967)	942
Capital			
Net Year-end forecast variance to Budget	(31,306)	(38,026)	(69,332)
Reserves			
Net Year-end forecast variance to Budget	(2,918)	(6,983)	(9,901)

Key Performance Indicators

	Value	Target	Trend
Inclusive Growth			
Housing			
Actual Disabled facilities grant spend against budget (£)	457,699	420,000	
Families & Communities			
Number of households in Bed and Breakfasts (as at last day of month)	16	11	
Number of households in Temporary Accommodation (as at last day of month)	59	40	
Number of flytipping incidents recorded in West Suffolk	271	313	
Day-to-Day			
Uptake of pre-application advice (% of all applications - major/minor).	28%	20%	
Car park income (£)	2,437,077	2,652,510	
MAJORS - % of planning applications determined within agreed timescales.	100.00%	85%	
Bulding Control - Market Share	56%	60%	
% of Customers satisfied with the overall journey	98.00%	80.00%	
% Rate of return on investment - SEBC	0.69%	0.70%	
% Rate of return on investment - FHDC	0.68%	0.75%	
Total Amount of Debt over 90 Days	54.40%	10.00%	

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PASC BALANCED SCORECARD
September 2018
Commentary

Financial Performance - The forecast revenue position across West Suffolk currently shows an overall overspend of £66k, representing 0.06% of the total budget across the 2 councils. The difference between SEBC and FHDC Incomes and Expenditures is almost entirely driven by the inflow and outflow of Housing Benefit payments.

The overall performance is impacted by a number of operational factors. The deficit is driven by below budget Car Park income, reduced expectation of Growth Funds returns and reduced Blue Bin recycling credits. This deficit is partially offset by reduced capital costs as a result of not yet having to borrow and increased Trade Waste income.

The capital spend forecast shows the impact of the reduced expectation of investment of the Growth Fund and timing changes in the Mildenhall Hub and 19/20 Cornhill schedules.

Debt over 90 days - This position is overwhelmingly driven by £791k owed by Suffolk CC in respect to payments relating to West Suffolk House and £122k on a long-standing property debt which has had a charging order issued upon it.

Housing Improvement - In Q2 we supported 389 residents/households made up of 55 housing grants, 103 housing enforcement interventions and 179 interventions including the use of the handyman service and the installation of simple equipment and grab rails to enable more independence in the home. In addition 52 HMO inspections were undertaken in accordance with our risk rated HMO inspection programme. Whilst our target has been met this quarter, it may fluctuate depending on demand. We have however continued to make a significant impact for residents and tenants with an increase in the number of HMO inspections being carried out following amendments to HMO licensing and our involvement in the Fire Impact days to protect tenants in flats above commercial premises.

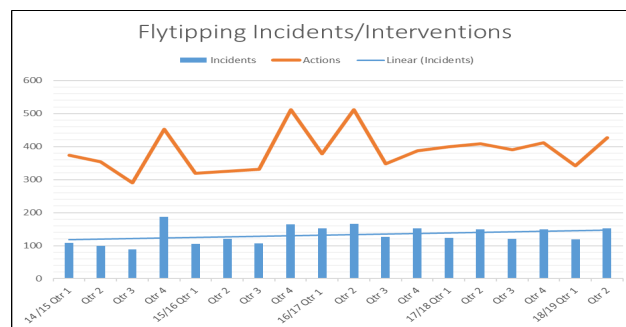
Households in B&B and Temp Accommodation - Demand for housing continues and there has been a rise in the number of people needing to be accommodated in Bed and Breakfast and temporary accommodation. The housing team is focussed on preventing homelessness in the first instance and continues to provide proactive support and advice where possible. New legislation has been in place since April 2018 and as a result the team is managing a significantly higher case load. We will continue to monitor the impact of the new legislation and compare our performance with other authorities to identify best practice.

Flytipping - Over the last two quarters there have been 271 recorded incidents of flytipping in West Suffolk. Of these 265 were reported as taking place on public land and 6 were reported on private land. The total cost for clearance and disposal of these incidents in West Suffolk has been estimated to have cost £14,603 using the data provided through the national Waste Data Flow reporting system.

123 of the incidents were of a 'car boot load' size or less and an additional 147 were the size of a 'transit van' load or less. There was also one incident involving a 'tipper lorry' worth of waste.

Over the same time period there have been 769 interventions carried out to combat incidents of flytipping, both proactively to reduce breaches of legislation and reactively to deter and investigate offenders. Of these interventions 416 were proactive 'Duty of Care' inspections where businesses are asked to demonstrate how they dispose of waste generated through their activities. In addition to this and in response to identified incidents 221 investigations were carried out which led to 12 warning letters and 10 fixed penalty notices being issued. Enforcement action is always taken where there is sufficient evidence available.

The graph below shows the combined figures for West Suffolk and includes a trend line indicating that there has been a marginal increase in recorded incidents of flytipping over the last 4 years and that interventions continue in response.



Car Parking Income - Car parking income has been fluctuating since the start of the financial year. Income was up over the springtime but dropped over the summer period. Currently the number of parking events are increasing and last month the income generated was of a level comparable to last year. The fluctuations and drop in parking events mirror the national trend which has been attributed to the extreme weather conditions and decline in retail sales in 2018. Nevertheless recent car parking occupancy analysis has shown that peak time car parking transactions remain strong and have seen growth in comparison to the 2015 car parking review.

Development Management - The quality and speed of determination of applications is partly determined by good engagement during pre-app. The target to increase pre-app take-up to 40% is by year end. We are currently at 28%. We have just entered our first formal Planning Performance Agreement for a strategic site. Focus on pre-apps is a key area within our Improvement Plan and we are using new capacity to deliver this, amongst other things. Improved engagement with developers is key.

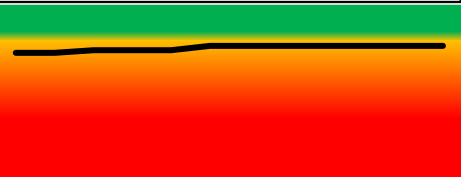
Building Control - The team continues to maintain market share at around 56% in an increasingly competitive environment. The contract for building control services on a number of large commercial projects has recently been secured by the team which has increased overall income. Although these do not increase the overall market share they do increase the ratio of value of work to market share percentage.

Disabled Facilities Grants - spend is on track and being managed through a delivery plan, which includes our partner Orbit HIA. Residents are being supported through various funding schemes, including DFG, to live independently in their homes. Demand is currently outstripping budget, therefore we are monitoring closely. Further funding has been announced by Government, which is welcomed. We aim to help as many residents as possible and be on target at year end

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STRATEGIC PRIORITY - INCLUSIVE GROWTH

Month Ending Sep-18

No.	Indicator	Rationale	Current Value	Target	Frequency	Trend	Commentary
G1	Job growth over time - % in Employment		81.00%	85.00%	A		
G2	% of residents with NVQ3 qualifications over time		59.00%	57.00%	A		Target: Year on year improvement.
G3	% of residents with NVQ4 qualifications over time		37.00%	35.00%	A		Target: Year on year improvement.
G4	External Funding received for infrastructure		£ 2,751,000	No target	A		£2.75m is for improvements to Parkway/Cullum, Spread Eagle and Tayfen Road junctions from 16/17 to 17/18. Plus £10k SCC Section 218 contributions
G5	% of business and residents with high speed broadband		93.20%	95.00%	A		
G6	Median salary to average house price		7.65%	8.0%	Q		

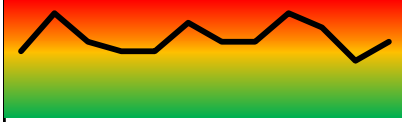
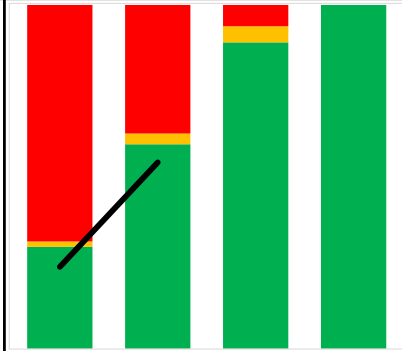
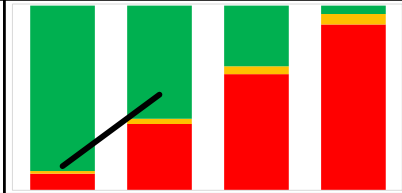
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STRATEGIC PRIORITY - FAMILIES & COMMUNITIES

Month Ending

Sep-18

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No.	Indicator	Rationale	Current Value	Target	Frequency	Trend	Commentary
F1	Number of cases of accepted statutory homeless	Outcome - trend of homeless numbers	29	No target	Q		
F2	Number of households in Bed and Breakfasts (as at last day of month)	Output - indicator of demand and process	16	11	M		
F3	Number of households in Temporary Accommodation (as at last day of month)	Output - indicator of demand and process	59	40	M		
F4	Number of Households in bands A&B	Output - indicator of demand and process	937	No target	M		39.40% of the total number of households are in bands A&B
F5	Total number of Households in all bands	Output - indicator of demand and process	2,378	No target	M		
F6	Residual household waste per household (kg)	Outcome - impact of awareness campaigns and initiatives	261	275	Q		Residual waste arisings are below the target figure. This is a positive direction for this indicator.
F7	Number of flytipping incidents recorded in West Suffolk	Outcome - impact of prevention initiatives	271	313	Q		Over the last two quarters there have been 271 recorded incidents of flytipping in West Suffolk. Of these 265 were reported as taking place on public land and 6 were reported on private land. The total cost for clearance and disposal of these incidents in West Suffolk has been estimated to have cost £14,603 using the data provided through the national Waste Data Flow reporting system.
F8	Number of actions to combat flytipping in West Suffolk	Activity - focus on prevention	769	625	Q		
F9	Apex income (£)	Output - impact of advertising and act variety	£848,082	£863,215	Q		

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STRATEGIC PRIORITY - HOUSING

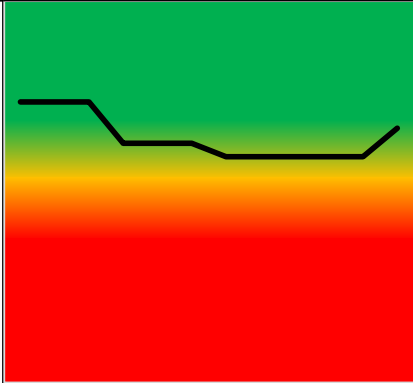
Month Ending **Sep-18**

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No.	Indicator	Rationale	Current Value	Target	Frequency	Trend	Commentary
H1	Housing completions by year (net additional houses)		725	890	A		FHDC Target 340 Current Value for 2017/18 483. SEBC Target 550 Current value for 2017/18 242
H2	Number of housing units delivered for affordable or social rent or intermediate		42	TBC	A		
H3	% of empty home cases reduced against the total of suitable/prioritised homes allocated.	Increase the number of available homes (by reducing the total number of empty homes)	13.5%	12%	Q		There are some long term empty homes that have had grants and are now refurbished, however they are awaiting occupation which should occur in the next quarter. There are a number of long term empty homes that have exhausted the informal process of encouraging the owners to bring them back into occupation. The next step is a case review where the next appropriate course of action can be selected. PH&H have been working closer with ARP on using their data from their annual empty homes survey of owners in an electronic form that can coordinate better with our M3 document management system. There has been a software glitch at the ARP end in transferring the files. Once received it will cleanse the data that we hold and potentially close some Empty Homes cases.
H4	Housing improvement - Number of residents/households supported via our help.	All homes available are safe, decent and healthy to live in. Homes are suitable for physical and mental health and well being.	698	700	Q		In Q2 we supported 389 residents/households made up of 55 housing grants, 103 housing enforcement interventions and 179 interventions including the use of the handyman service and the installation of simple equipment and grab rails to enable more independence in the home. In addition 52 HMO inspections were undertaken in accordance with our risk rated HMO inspection programme. Whilst our target has been met this quarter, it may fluctuate depending on demand. We have however continued to make a significant impact for residents and tenants with an increase in the number of HMO inspections being carried out following amendments to HMO licensing and our involvement in the Fire Impact days to protect tenants in flats above commercial premises.


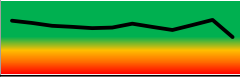
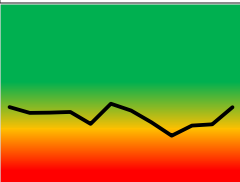

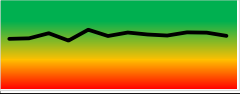
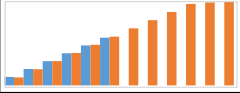
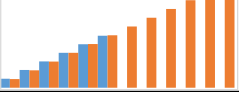
STRATEGIC PRIORITY - HOUSING

Month Ending **Sep-18**




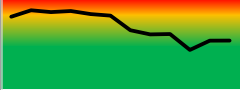

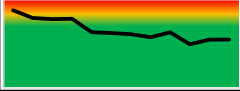



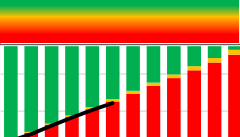
No.	Indicator	Rationale	Current Value	Target	Frequency	Trend	Commentary
H5	Housing improvement - % of resolved service requests relating to poor housing standards.	We want people to have a decent home to live in.	82.05%	80.00%	Q		We received 106 service requests relating to poor housing standards in quarter 2, 50 complaints active from previous quarters, total of 156 active cases in Q2. 128 cases were completed, 35 of those were outstanding from previous quarters. We have reviewed our targets in responding and have actioned the complaints received. This has shown a marked increase in efficiency over the last quarter.
H6	Actual Disabled facilities grant spend against budget (£)		£457,699	£420,000	M		DFG spend is on track and being managed through a delivery plan, which includes our partner Orbit HIA. Residents are being supported through various funding schemes, including DFG, to live independently in their homes.

STRATEGIC PRIORITY - DAY TO DAY

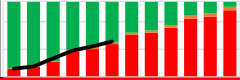

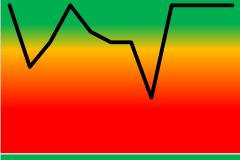
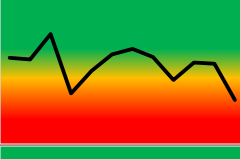
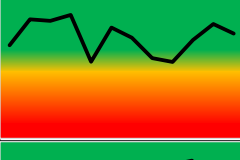


Month Ending Sep-18

No.	Indicator	Rationale	Current Value	Target	Frequency	Trend	Commentary
D1	Total number of Complaints	Output - measure of customer satisfaction	21	No target	Q		14 - R&P 1 - HR, Legal, democratic & Elections 6 - Planning & Reg
D2	Total number of Compliments	Output - measure of customer satisfaction	22	No target	Q		7 - Operations 6 - Families & Communities 9 - Planning & Reg
D3	% Response rate to annual canvass of electors	Output - effectiveness of process	87.00%	95.00%	A		Two enquiry forms have been sent to households and canvassers are still conducting personal visits. Most canvassers will complete their visits by 22 October. Local data matching will then be undertaken on all households where a response has not been received. The response rate is on a par with the same time last year (87.7%).
D4	Number & % of phone calls answered	Activity - indicator of process and demand	89.00%	90.00%	Q		Based on 34, 287 calls answered
D5	Number of unique users of the West Suffolk Councils website	Output - indicator of customer engagement	34,954	37,600	M		
D6	Social Media audience increase	Output - indicator of customer engagement	-	10% rise	A		Data not yet available.
D7	Uptake of pre-application advice (% of all applications - major/minor).	We want to ensure all stakeholders and Members have high confidence in West Suffolk as a planning authority. We want to be the regional planning employer of choice	28.21%	20.00%	M		234 applications were received in September 2018, 66 of those had a pre-app. The uptake of Pre-application has increased each month, in June 2018 the uptake was 15%. Target is 40% at the end of year
D8	Total Amount of Debt over 90 Days	Output - scale of debt issue	54.40%	10.00%	M		Total Debt decreased but Debt over 90 days increased
D9	% Undisputed Invoices paid within 30 Days	Output - impact of AP activity.	88.37%	95.00%	M		
D10	% Collection of 2018/19 Council Tax - FHDC	Output - results of collection activity	56.5%	57.7%	M		
D11	% Collection of 2018/19 Council Tax - SEBC	Output - results of collection activity	58.10%	58.6%	M		

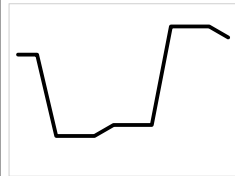


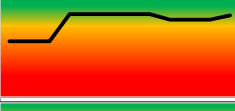



STRATEGIC PRIORITY - DAY TO DAY	
Month Ending	Sep-18

No.	Indicator	Rationale	Current Value	Target	Frequency	Trend	Commentary
D12	% Collection of 2018/19 Business Rates - FHDC	Output - results of collection activity	57.3%	55.0%	M		
D13	% Collection of 2018/19 Business Rates - SEBC	Output - results of collection activity	59.2%	58.6%	M		
D14	Council Tax Reduction Scheme claims - Days taken to process - FHDC	Output - results of collection activity	7.42	12.00	M		
D15	Council Tax Reduction Scheme claims - Days taken to process - SEBC	Output - results of collection activity	5.29	12.00	M		
D16	Housing Benefits Claims - Days taken to process - FHDC	Output - results of collection activity	7.27	12.00	M		
D17	Housing Benefits Claims - Days taken to process - SEBC	Output - results of collection activity	5.36	12.00	M		
D18	% completion of approved Audit Plan with approved revisions	Output - progress against plan	N/A	0%	Q		Indicator values are not calculated for Q1 but calculated from Q2 onwards in recognition that a number of audits will be work in progress in Q1.
D19	Time taken to complete recruitment process - advert to offer (days)	Output - efficiency of process.	24.14	35.00	Q		The data on the balanced scorecard shows end to end recruitment which is Advert to Offer. Posts that are not recruited are not included as there is no offer. If there is a second recruitment exercise we measure again end to end (advert to offer).
D20	Average number of sick days lost per FTE per annum	Output - indicator of healthy, motivated workforce	4.97	6.50	Q		Sickness continues to reduce and is robustly and consistently managed throughout the organisation.
D21	% of Voluntary turnover	Output - indicator of employee satisfaction	9.05%	7-12	A		
D22	Car park income (£)	Output - indicator of demand trend	£2,437,077	£2,652,510	M		

STRATEGIC PRIORITY - DAY TO DAY	
Month Ending	Sep-18

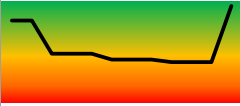
No.	Indicator	Rationale	Current Value	Target	Frequency	Trend	Commentary
D23	Income from entire property portfolio (£)	Output - indicator of premises demand	£2,564,345	£2,500,779	M		
D24	Void properties (%)	Output - indicator of premises demand	7%	7%	M		
D25	MAJORS - % of planning applications determined within agreed timescales.	We want to make speedy and consistent planning decisions. We have set our targets higher than the national requirements which are: Majors – 60% Minors – 65% Others – 80%	100.00%	85%	M		5 major planning applications were determined in September 2018. 1 applications was decided within 13 weeks and 4 applications required an extension of time.
D26	MINORS - % of planning applications determined within agreed timescales.		81.48%	90%	M		27 minor planning applications were determined in September 2018. 12 applications were determined within 8 weeks, 10 required an extension of time and 5 cases were determined over the agreed timescale.
D27	OTHERS - % of planning applications determined within agreed timescales.		95.45%	90%	M		88 other planning applications were determined in September 2018. 62 applications were determined within 8 weeks, 22 required an extension of time and 4 cases were determined over the agreed timescale.
D28	% of planning applications that had a pre-app which are valid first time.	To provide maximum effectiveness in meeting Strategic goals quickly & reliably.	51.52%	50.00%	M		Out of the 66 applications that had a pre-app, 34 of those were valid first time. Officers are analysing why applications are invalid when there has been a pre-app so that this can be addressed moving forward.
D29	% of Broadly compliant food businesses.	Ensuring access to safe, nutritious food is important for good health. We work with businesses and consumers to promote and secure high standards of food safety, and minimise risks to the health of residents and visitors by ensuring that all food processes, premises and food handlers to maintain good levels of hygiene.	97.9%	95.0%	M		97.9% is an extremely good level of compliance (England = 94.7%, East Counties = 96.2%), with only 2 businesses in the West Suffolk area with a current FHRS rating of zero

STRATEGIC PRIORITY - DAY TO DAY	
Month Ending	Sep-18

No.	Indicator	Rationale	Current Value	Target	Frequency	Trend	Commentary
D30	Renewable energy production from West Suffolk's investments. MWh	Continue to investigate opportunities for renewable energy generation as part of the West Suffolk Community Energy Plan and Energy Framework.	5,141.00	4,320.00	Q		A strong quarter for solar PV generation with both the solar farm and roof mounted installations performing well.
D31	Planning enforcement cases - numbers (new and closed) and resolution.	Enforcement resource targeted effectively	274	To Reduce Trend	M		There are 274 open cases, 31 new complaints were received in July and 34 cases were closed. 3 were closed as retrospective consent was granted, 1 case had conditions discharged, 22 were closed due to not expedient/no breach, 1 was referred to another service and 2 cases were remedied informally, 2 cases were permitted development and 3 cases were lawful by time.
D32	Resolution of noise nuisance complaints.	Residents enjoy living in their environment/community. Reduction in noise-nuisance complaints by area.	81.89%	80.00%	Q		We received 194 noise nuisance complaints in quarter 2, 71 complaints active from previous quarters, total of 265 active cases in Q2. 217 cases were completed, 64 of those were outstanding from previous quarters. Despite a 30% increase in the number of complaints of noise received in Q2 compared to Q1, by reviewing our targets in responding and actioned the complaints received, we were able to demonstrate an increase in efficiency over this quarter
D33	% of all planning and licensing consultations responded to within the required time period.		94.67%	95.00%	Q		We received 300 consultations in quarter 2, out of those consultations 16 were responded to after the required time period.
D34	% Rate of return on investment - FHDC	Output - key to delivery of Treasury Management Strategy	0.68%	0.75%	M		Current interest rates available for investment running below yearly forecast.
D35	% Rate of return on investment - SEBC	Output - key to delivery of Treasury Management Strategy	0.69%	0.70%	M		Current interest rates available for investment running below yearly forecast.
D36	Cost of Current External Borrowing	Output - key to delivery of Treasury Management Strategy	4.24%	N/A	M		Forest Heath DC Long-term loan with fixed interest rate. Will be looking at a potential break clause costs vs current PLWB rates.

STRATEGIC PRIORITY - DAY TO DAY

Month Ending Sep-18

No.	Indicator	Rationale	Current Value	Target	Frequency	Trend	Commentary
D37	Bulding Control - Market Share		56%	60%	B		The team continues to maintain market share at 56% in an increasingly competitive environment. The contract for building control services on a number of large commercial projects has recently been secured by the team which has increased income but has not increased the market share percentage.
D38	% of Customers satisfied with the overall journey		98.00%	80.00%	Q		Based on 479 responses (new survey launched in July 2018, 32 reported last quarter)

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(Income) & Expenditure: West Suffolk Combined APPENDIX F	Current Year			September 2018
	Year End Forecast £	Annual Budget £	Forecast Variance £	Variance Notes - figures in brackets represent underspends or additional income achieved.
Government Grants Outside Aggregate External Funding (AEF)	(37,126,723)	(36,747,007)	(379,716)	Higher Housing Benefits Subsidy received than budgeted
Transfer Payments, eg. The cost of payments to individuals for which no goods or services are received (primarily Benefits)	36,888,314	37,190,406	(302,092)	Housing Benefit Payments lower than budgeted
Overpayments Recovered	(610,000)	(790,095)	180,095	Forecasted to recover less HB overpayments than budgeted.
Total Benefits:	(848,409)	(346,696)	(501,713)	Transferred to the Housing Benefits Equalisation Reserve
Income from Business Rates	(6,505,095)	(5,067,540)	(1,437,555)	(£1.111m) S31 Grant Income higher than budgeted; £215k additional Pool Levy payable higher than budgeted; (£207k) Pilot Benefit Income higher than budgeted; and (£334k) Share of Suffolk Pooling higher than budgeted. Transferred to the Business Rates Retention Reserve.
Council Tax Income	(9,293,892)	(9,293,892)	0	On budget.
Grants:				
Formula Grant - Business Rate Retention Scheme	(5,075,261)	(5,075,261)	0	On budget.
New Homes Bonus Grant	(1,990,740)	(1,990,742)	2	On budget. Transferred to the Strategic Priorities & MTFs Reserve.
Other Grants	(1,719,539)	(1,278,057)	(441,482)	Includes (£245k) additional "one-off" New Burdens Funding for Homelessness, transferred to the Homelessness Reserve, plus (£175k) DWP New Burdens Funding transferred to the ARP Reserve.
	(24,584,527)	(22,705,492)	(1,879,035)	
Contributions:				
Contributions - Suffolk County Council	(941,289)	(1,115,724)	174,435	Lower income than budgeted. Primarily relates to reduced Recycling Credits received in respect of Blue Bins, arising from a reduced Gate Fee.
Contributions - Other Organisations	(219,588)	(71,547)	(148,041)	Higher income than budgeted. Includes (£43k) Section 106 income, some of which has been transferred to Reserves, and various contributions (including Arts Council & English Heritage Funding) towards Armed Forces Day, Abbey Gardens etc.
Other Contributions	(341,680)	(219,680)	(122,000)	Higher income than budgeted. Includes Housing Benefit Accommodation Contributions (£53k), which partly offsets some of the increased costs of homelessness, and (£73k) Savings identified from unused Growth Manager post.
	(1,502,557)	(1,406,951)	(95,606)	
Reimbursements:				
Service Level Agreement (SLA) Income	(693,961)	(691,858)	(2,103)	On budget. Includes provision of Services to Anglia Revenues Partnership, EELGA, Abbeycroft Leisure etc.
Other Reimbursements	(2,412,293)	(2,231,855)	(180,438)	Higher income than budgeted. Includes (£70k) Babergh Mid Suffolk Legal Services reimbursements, partly offset by Professional Fees & Other Costs. Also includes (£96k) Shared Service Income payable from FHDC to SEBC re: Street Cleansing and Vehicle Workshop, offset by additional transport costs for FHDC (see Transport).
	(3,106,254)	(2,923,713)	(182,541)	
Sales:				
Sales - Tickets	(1,096,417)	(1,113,417)	17,000	Income forecasted lower than budgeted for the Bury Festival by £13k.
Fees - Planning Application	(1,591,114)	(1,682,250)	91,136	Planning Application Income forecast slightly lower than budgeted.
Fees - Building Regulations	(335,000)	(330,000)	(5,000)	Building Control Income forecast higher than budgeted.
Fees - Refuse Collection & Disposal	(3,854,500)	(3,452,487)	(402,013)	Forecast higher income than budgeted, primarily from Trade Waste (£332k).
Fees - Car Parking	(6,116,453)	(6,408,187)	291,734	Car Parking Income forecast lower than budgeted. Levels under close review with regard to the year end and the overall MTFs position.
Growth Income	0	(2,267,600)	2,267,600	Income assumptions linked to the Growth Agenda forecast yet to be realised. Plans are currently being developed.
Other Sales	(5,684,714)	(4,884,218)	(800,496)	Forecast income higher than budgeted. Includes the following: Income above budget offset by additional expenditure/reserve contributions: (£181k) Landscaping income; (£84k) Cemetery Income; (£33k) CCTV income; (£194k) Anglia Revenues Partnership Income; and (£109k) Housing Options Satellite Refuge Provision income. Additional income above budget: (£30k) Council Tax Court Costs; and (£41k) Solar Farm Income. Plus a number of smaller income items.
	(18,678,198)	(20,138,159)	1,459,961	
Rental:				
Rents - Industrial Units	(2,617,603)	(2,584,690)	(32,913)	Higher income than budgeted, mainly due to higher occupation.
Rents - Shops	(1,327,849)	(1,325,220)	(2,629)	
Rents - Land	(956,100)	(956,428)	328	
Other Rental	(623,868)	(633,815)	9,947	
	(5,525,420)	(5,500,153)	(25,267)	
Investment Interest & Dividends received	(496,600)	(542,500)	45,900	Investment income forecast to be lower than budgeted. Primarily related to FHDC investment income.
Total Income (excluding Benefits):	(53,893,556)	(53,216,964)	(676,588)	

(Income) & Expenditure: West Suffolk Combined APPENDIX F	Current Year			September 2018
	Year End Forecast £	Annual Budget £	Forecast Variance £	Variance Notes - figures in brackets represent underspends or additional income achieved.
Total Cost of Employment	25,471,435	25,313,896	157,539	Forecast overspend against budget mainly comprises the following: £143k overall Agency Staff overspend (assuming £88k spend of the Corporate £200k budget); £100k Overtime overspend; £67k Other Pay overspend (includes Statutory Maternity Pay); Growth-related Cost Centres currently on budget, mainly due to vacancies which offset the non-capitalisation of salaries due to the timings of Growth projects.
%	46%	47%	13%	
Premises Costs	5,815,811	5,943,943	(128,132)	Mainly due to (£176k) Building R&M underspend, offset by lower contributions from reserve, and £114k overspend on Grounds Maintenance (offset by additional income over budget).
%	11%	11%	-10%	
Transport Costs	1,777,940	1,619,551	158,389	£55k predicted overspend on vehicle & plant hire, £51k additional spend on Spare parts, £45k increase in maintenance contract between FHDC & SEBC, offset by SEBC income.
%	3%	3%	13%	
Supplies & Services Costs	8,946,558	8,358,303	588,255	Overspend mainly arising from: £181k Professional Fees, £90k relating to Local Plan (funded from Reserve), £45k for Christmas Fayre (fully offset by income), £12k Legal Service (partly offset by Babergh Mid Suffolk income); £35k overspend on Housing Accommodation costs, partly offset by Benefits income; £49k overspend on Materials; £128k tools & equipment hire; £142k Miscellaneous Expenses, including £85k ARP Court costs; £47k overspend on ICT Equipment funded from the ICT Reserve,
%	16%	16%	47%	
Third Party Payments, eg. Provision of services by other organisations that could be performed in-house.	3,358,260	3,145,000	213,260	Overspend relates to ARP costs (offset by underspends and additional income), plus increased Suffolk County Council Tipping Charges etc.
%	6%	6%	17%	
Capital Costs, eg. Interest on borrowing, Minimum Revenue Provision	639,772	3,280,850	(2,641,078)	Consisting of the following: (£1.1m) Borrowing costs, £750k relates to the Growth agenda (£1.5m) Minimum Revenue Provision, £1.1m relating to Growth Offset by £2.3m income from Growth Agenda not yet realised. £283k overall net project benefits from Solar Farm and Olding Road transferred to the Capital Project Financing Reserve.
%	1%	6%	-212%	
Net Contributions to/(from) Reserves (excluding Employee-related contributions which are included under the Total Cost of Employment)	8,798,131	5,902,121	2,896,010	Additional net contribution to Reserves includes the following transfers: £1.2m to Business Rates Retention Reserve; £500k to Housing Benefit Equalisation Reserve; £245k Homeless New Burdens Funding to Homelessness Reserve; £110k DWP New Burdens Funding to the ARP Reserve; £283k Project benefit to Capital Projects Financing Reserve; Offset by lower contributions from Reserves eg. Building maintenance etc.
%	16%	11%	233%	
Total Expenditure (excluding Benefits);	54,807,907	53,563,664	1,244,243	
Net (Surplus) / Deficit:	65,942	0	65,942	

Forest Heath District Council Financial Forecast – Revenue, Capital and Reserves

Forecast Revenue Position

The forecast revenue outturn position currently shows an **overall overspend of £51k** (0.14% of the gross budget). A summary by Assistant Director can be found in **Appendix H** with comments for variances by cost centre in **Appendix I**.

The forecast revenue overspend is comprised of a number of positive and negative variances, the most significant of which are detailed in the table below. We will continue to monitor the position closely.

Further detail on the remainder of areas is available in **Appendix I**.

Forest Heath District Council Major Forecast Variances over £50k.

<p>2018/19 Current Forecast variance: Over / (under) £000s</p>	<p>FHDC Details / proposed action</p>
	<p><u>Interest and Capital Project Financing</u></p> <p>This includes a number of different items relating to the revenue elements around Capital Financing as well as investment income.</p> <p>As business cases come forward the financing of those business cases make provision for borrowing costs (minimum revenue provision and external borrowing costs). However, actual external borrowing would only take place when the Council’s treasury management activities identify such a need. For example, this could be when the Council’s cash flow management activities anticipate that an external cash injection is required to maintain the appropriate level of cash balances for the Council to operate and fulfil its budget and service delivery requirements.</p> <p>The variance below includes assumptions around the timing of our Investing in our Growth Agenda capital fund’s overall performance, that is intended to generate a net income stream of around £200k per annum, after allowing for the cost of borrowing and the minimum revenue provision.</p> <p>As projects from this fund are confirmed the budgets will be updated accordingly, and the figures shown assume that we will utilise the monies set aside for savings in external borrowing in order to offset the timing of this fund’s performance.</p>

2018/19 Current Forecast variance: Over / (under) £000s	FHDC Details / proposed action
<p>102 (614) (931) 1,160 283</p> <p><u>0</u></p>	<p><u>Interest and Capital Project Financing (continued)</u></p> <p>The variances are shown below:</p> <p>Interest Receivable Interest Payable on Borrowing Minimum Revenue Provision Income Assumptions Contributions to Earmarked Reserves</p> <p>Total Forecast – on budget</p>
<p>93</p>	<p><u>Development Control</u></p> <p>Planning application income expected to be significantly down on budget due to less major applications so far this financial year.</p>
<p>(70)</p>	<p><u>Solar Farm</u></p> <p>As one of our key areas of investment, the Solar Farm has performed strongly this financial year and has exceeded generation targets in all months other than April.</p> <p>Lower than budgeted Maintenance Costs, Business Rates & Insurance also contribute to an expected underspend.</p>
<p>75</p>	<p><u>Recycling Collection (Blue Bin)</u></p> <p>Recycling Performance Payment (RPP) income received net of the gate fee from SCC has decreased to £30.61 from £44.21 (figure used to budget) for approx. 4,000 tonnes collected annually. There is also a 17/18 residual balance as February and March 2018 tonnage estimates were higher than actual. In 17/18, a contribution was made to reserves of £55k to protect against volatility in commodity rates. This can be released in 18/19 to smooth the trend.</p>
<p>(51)</p>	<p><u>Compostable Collection (Brown Bin)</u></p> <p>Anticipated brown bin income is up by 2.8%. Assumed payments to SCC and other costs are currently forecast to be down at present. The service is currently on track to achieve the budgeted break-even position by 2019/20</p>

2018/19 Current Forecast variance: Over / (under) £000s	FHDC Details / proposed action
<p>(12)</p>	<p><u>Employees Costs</u></p> <p>The budgets for Employees costs are comprised of a number of elements, including Basic Salaries, Employers National Insurance and Pensions, reserve and other funding where appropriate, Agency Staff costs, and assumptions around vacancy management.</p> <p>These are monitored on a monthly basis, with particular attention given to areas such as Agency Staff spend.</p> <p>At this point in the year, spend on employees costs is expected to be broadly in line with the overall budget.</p>

Forecast Capital Programme

The Council is currently forecasting to spend **£6.9m** of its capital budget of £44.9m for 2018/19. Around £37.7m is likely to be re-profiled into 2019/20 as a result of project timings and more accurate project spend profiling.

The following table gives a high level summary of capital expenditure against budget for 2018/19. Further detail by individual capital project can be found in **Appendix J**.

Assistant Director	2018/19 Revised Full Year Budget	2018/19 Actual Spend to Date	2018/19 Forecast Spend	2018/19 External Grant Funded	2018/19 Carried Forward	2018/19 Forecast Over / (under) Spend
	£000s	£000s	£000s	£000s	£000s	£000s
Resources & Performance	3,922	25	422	0	3,500	0
Human Resources	14	0	14	0	0	0
Families & Communities	261	0	0	0	225	(36)
Planning & Regulatory	2,233	514	1,353	47	798	(129)
Operations	16,608	1,186	4,055	0	12,523	(30)
Growth	21,828	771	1,043	0	20,635	(150)
Totals:	44,866	2,496	6,887	47	37,681	(345)

Forecast Earmarked Reserves

The council's balance on Earmarked Revenue Reserves at the end of the financial year is currently forecasted to be around **£14.3m**. Details of the individual reserve balances and movements during the year can be found in **Appendix K**.

Summary by Assistant Director

2018/19 September Budget Monitoring Report

Assistant Director	Full Year Budget £	Expenditure Budget to Date £	Income Budget to Date £	Net Budget to Date £	Expenditure Actual to Date £	Income Actual to Date £	Net Actual to Date £	Over/(Under) Spend to Date £	Year End Forecast Variance %	Year End Forecast Variance (under)/over £
Resources & Performance	(3,303,193)	12,000,652	(16,705,941)	(4,705,289)	10,617,319	(22,869,929)	(12,252,611)	(7,547,322)	0.22%	(7,431)
Human Resources, Legal & Democratic	1,036,631	724,341	(194,802)	529,539	618,205	(119,452)	498,754	(30,785)	5.02%	(51,990)
Families & Communities	1,190,568	1,117,772	(349,271)	768,501	1,128,054	(360,813)	767,240	(1,261)	1.58%	(18,805)
Planning & Regulatory	(739,924)	1,044,195	(1,645,211)	(601,016)	808,849	(1,408,066)	(599,215)	1,801	7.27%	53,815
Operations	549,598	5,377,028	(4,975,895)	401,133	5,300,181	(5,104,614)	195,565	(205,568)	15.56%	85,542
Growth	708,722	605,096	(180,828)	424,268	591,967	(168,675)	423,294	(974)	1.46%	(10,339)
TOTALS:	(557,598)	20,869,084	(24,051,948)	(3,182,864)	19,064,575	(30,031,549)	(10,966,973)	(7,784,109)		50,792
Interest & Capital Project Financing										
Interest Receivable	(224,000)	0	(112,002)	(112,002)	0	(65,541)	(65,541)	46,461	45.35%	101,580
Interest Payable	784,100	392,046	0	392,046	85,032	0	85,032	(307,014)	78.37%	(614,500)
Minimum Revenue Provision	1,158,250	12,468	0	12,468	227,660	0	227,660	215,192	80.34%	(930,590)
Income from Growth Projects	(1,160,750)	0	(580,374)	(580,374)	0	0	0	580,374	100.00%	1,160,750
Contributions to/(from) Reserves	0	0	0	0	0	0	0	0	100.00%	282,760
TOTALS:	0	21,273,598	(24,744,324)	(3,470,726)	19,377,267	(30,097,090)	(10,719,822)	(7,249,096)		50,792

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Detail by Assistant Director

2018/19 September Budget Monitoring Report

ASSISTANT DIRECTOR - RESOURCES & PERFORMANCE

Cost Centre Description	Full Year Budget £	Expenditure Budget to Date £	Income Budget to Date £	Net Budget to Date £	Expenditure Actual to Date £	Income Actual to Date £	Net Actual to Date £	Over/(Under) Spend to Date £	Year End Forecast Variance %	Year End Forecast Variance £	Forecast Variance Notes (numbers in brackets are underspends or increased income)
Resources & Performance	419,467	242,747	(21,126)	221,621	225,398	(5,789)	219,609	(2,012)	0.48%	(2,029)	
General Fund Adjustments	(5,685,210)	2,709,411	(8,771,512)	(6,062,101)	1,962,133	(16,419,335)	(14,457,202)	(8,395,101)	0.00%	0	
Resources & Performance:	(5,265,743)	2,952,158	(8,792,638)	(5,840,480)	2,187,531	(16,425,124)	(14,237,593)	(8,397,113)		(2,029)	
Internal Audit	70,740	40,316	(3,676)	36,640	39,468	0	39,468	2,828	1.28%	903	
Internal Audit:	70,740	40,316	(3,676)	36,640	39,468	0	39,468	2,828		903	
ICT	499,355	418,045	(194,819)	223,226	350,836	(104,115)	246,720	23,494	0.32%	(1,616)	
ICT:	499,355	418,045	(194,819)	223,226	350,836	(104,115)	246,720	23,494		(1,616)	
Anglia Revenues Partnership	854,094	510,483	(5,748)	504,735	543,085	(53,836)	489,249	(15,486)	0.00%	0	
Council Tax Administration	(188,737)	498	(124,226)	(123,728)	621	(157,496)	(156,875)	(33,147)	1.91%	(3,606)	
Business Rate Administration	(95,222)	498	(48,114)	(47,616)	621	(93,384)	(92,763)	(45,147)	0.01%	(8)	
Housing Benefits	(247,500)	7,348,942	(7,472,688)	(123,746)	6,940,743	(6,036,083)	904,660	1,028,406	0.00%	0	
Anglia Revenues Partnership:	322,635	7,860,421	(7,650,776)	209,645	7,485,070	(6,340,799)	1,144,271	934,626		(3,614)	
Corporate Expenditure	1,050,355	710,247	(64,032)	646,215	534,612	182	534,794	(111,421)	0.13%	(1,339)	
Non-Distributed Costs	0	0	0	0	0	(73)	(73)	(73)	0.00%	(73)	
Corporate Expenditure:	1,050,355	710,247	(64,032)	646,215	534,612	109	534,721	(111,494)		(1,412)	
Emergency Planning	19,465	19,465	0	19,465	19,802	0	19,802	337	1.73%	337	
Emergency Planning:	19,465	19,465	0	19,465	19,802	0	19,802	337		337	
TOTALS: RESOURCES & PERFORMANCE	(3,303,193)	12,000,652	(16,705,941)	(4,705,289)	10,617,319	(22,869,929)	(12,252,611)	(7,547,322)		(7,431)	

ASSISTANT DIRECTOR - HUMAN RESOURCES , LEGAL & DEMOCRATIC SERVICES

Cost Centre Description	Full Year Budget £	Expenditure Budget to Date £	Income Budget to Date £	Net Budget to Date £	Expenditure Actual to Date £	Income Actual to Date £	Net Actual to Date £	Over/(Under) Spend to Date £	Year End Forecast Variance %	Year End Forecast Variance £	Forecast Variance Notes (numbers in brackets are underspends or increased income)
Human Resources & Payroll	326,785	197,368	(42,696)	154,672	164,116	(40,101)	124,015	(30,657)	9.63%	(31,465)	Corporate Agency Budget unlikely to be spent in full
Human Resources:	326,785	197,368	(42,696)	154,672	164,116	(40,101)	124,015	(30,657)		(31,465)	
Health & Safety	55,748	31,677	(2,670)	29,007	30,187	(378)	29,809	802	0.56%	312	
Health & Safety:	55,748	31,677	(2,670)	29,007	30,187	(378)	29,809	802		312	
Central Training Services	81,070	69,252	(28,716)	40,536	30,764	(986)	29,778	(10,758)	22.52%	(18,260)	Staffing and training costs likely to be underspent
Learning & Development:	81,070	69,252	(28,716)	40,536	30,764	(986)	29,778	(10,758)		(18,260)	
Legal Services	124,568	166,150	(100,848)	65,302	130,711	(58,688)	72,023	6,721	13.40%	(16,690)	Underspend on Staffing Costs, mainly arising from vacant posts and additional BMS income
Legal Services:	124,568	166,150	(100,848)	65,302	130,711	(58,688)	72,023	6,721		(16,690)	
Democratic Services	116,085	74,999	(13,002)	61,997	71,248	(10,965)	60,283	(1,714)	0.29%	(331)	
Members Allowances & Expenses	219,673	110,089	0	110,089	113,468	0	113,468	3,379	1.54%	3,379	
Mayoralty & Civic Functions	9,839	8,403	0	8,403	6,925	(613)	6,312	(2,091)	21.25%	(2,091)	
Democratic Services:	345,597	193,491	(13,002)	180,489	191,641	(11,578)	180,063	(426)		957	
Electoral Registration	90,604	54,144	(6,870)	47,274	57,888	(7,721)	50,168	2,894	13.82%	12,517	Additional costs expected on Postage & Staffing
Election Expenses	12,259	12,259	0	12,259	12,898	0	12,898	639	5.21%	639	
Elections:	102,863	66,403	(6,870)	59,533	70,786	(7,721)	63,066	3,533		13,156	
TOTALS: HR, LEGAL & DEMOCRATIC	1,036,631	724,341	(194,802)	529,539	618,205	(119,452)	498,754	(30,785)		(51,990)	

Detail by Assistant Director

2018/19 September Budget Monitoring Report

ASSISTANT DIRECTOR - FAMILIES & COMMUNITIES

Cost Centre Description	Full Year Budget £	Expenditure Budget to Date £	Income Budget to Date £	Net Budget to Date £	Expenditure Actual to Date £	Income Actual to Date £	Net Actual to Date £	Over/(Under) Spend to Date £	Year End Forecast Variance %	Year End Forecast Variance £	Forecast Variance Notes (numbers in brackets are underspends or increased income)
Policy	124,498	82,847	(16,476)	66,371	94,561	(36,768)	57,793	(8,578)	8.19%	(10,200)	
Policy:	124,498	82,847	(16,476)	66,371	94,561	(36,768)	57,793	(8,578)		(10,200)	
Communications	81,824	56,513	(11,040)	45,473	43,178	(1,061)	42,117	(3,356)	2.65%	2,169	
Website and Intranet	22,457	15,580	0	15,580	8,102	0	8,102	(7,478)	0.28%	63	
Communications:	104,281	72,093	(11,040)	61,053	51,280	(1,061)	50,219	(10,834)		2,232	
Customer Services	374,526	230,039	0	230,039	222,772	0	222,772	(7,267)	2.33%	(8,713)	
Bus Stations	48,624	36,731	(5,100)	31,631	31,899	(2,989)	28,910	(2,721)	4.35%	(2,113)	
Customer Services:	423,150	266,770	(5,100)	261,670	254,671	(2,989)	251,682	(9,988)		(10,826)	
Families & Communities	185,080	123,844	(24,090)	99,754	101,289	(7,442)	93,847	(5,907)	3.06%	5,656	
Community Chest - Families & Communities	90,250	240,917	(150,667)	90,250	210,025	(110,680)	99,345	9,095	0.00%	0	
Health, Culture & Arts	5,000	2,502	0	2,502	2,761	0	2,761	259	0.00%	0	
Community Centres	3,048	3,048	0	3,048	3,851	(900)	2,951	(97)	3.18%	(97)	
Families & Communities:	283,378	370,311	(174,757)	195,554	317,926	(119,022)	198,904	3,350		5,559	
Housing Options: Choice Based Lettings	45,072	47,496	(3,468)	44,028	52,769	(74)	52,694	8,666	10.87%	(4,899)	
Housing Options: Advice & Prevention	151,783	247,102	(138,430)	108,672	308,560	(200,899)	107,661	(1,011)	2.52%	(3,823)	
Housing Options: Solutions	58,406	31,153	0	31,153	48,287	0	48,287	17,134	5.40%	3,152	
Housing Options:	255,261	325,751	(141,898)	183,853	409,616	(200,973)	208,642	24,789		(5,570)	
TOTALS: FAMILIES & COMMUNITIES	1,190,568	1,117,772	(349,271)	768,501	1,128,054	(360,813)	767,240	(1,261)		(18,805)	

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Detail by Assistant Director

2018/19 September Budget Monitoring Report

ASSISTANT DIRECTOR - PLANNING & REGULATORY SERVICES

Cost Centre Description	Full Year Budget £	Expenditure Budget to Date £	Income Budget to Date £	Net Budget to Date £	Expenditure Actual to Date £	Income Actual to Date £	Net Actual to Date £	Over/(Under) Spend to Date £	Year End Forecast Variance %	Year End Forecast Variance £	Forecast Variance Notes (numbers in brackets are underspends or increased income)
Development Control	(228,479)	279,446	(380,118)	(100,672)	202,298	(256,558)	(54,260)	46,412	40.67%	92,911	Planning Fee income currently predicted to be significantly lower than budget, partly offset by underspends in Staffing costs.
Development Control:	(228,479)	279,446	(380,118)	(100,672)	202,298	(256,558)	(54,260)	46,412		92,911	
Land Charges	(51,483)	24,382	(47,828)	(23,446)	17,177	(51,407)	(34,230)	(10,784)	4.41%	(2,272)	
Building Control	19,522	71,530	(58,404)	13,126	69,744	(70,513)	(768)	(13,894)	50.22%	9,803	Additional Post approved offset by higher than anticipated income
Planning & Regulatory Support	188,194	100,867	0	100,867	105,903	0	105,903	5,036	3.15%	5,934	
Business (BC & Support):	156,233	196,779	(106,232)	90,547	192,824	(121,920)	70,905	(19,642)		13,465	
Prevention of Pollution	25,164	15,744	(3,156)	12,588	10,409	(1,650)	8,759	(3,829)	18.86%	(4,745)	
Environmental Management	(26,385)	28,443	(37,698)	(9,255)	19,968	(12,935)	7,033	16,288	72.97%	19,252	Loss of Solar for Business income due to lower capital spend than anticipated in previous years
Drinking Water Quality	22,275	15,771	(3,498)	12,273	13,230	(2,217)	11,013	(1,260)	15.86%	(3,532)	
Climate Change	24,454	18,653	0	18,653	18,279	0	18,279	(374)	1.71%	417	
Solar Farm	(986,662)	244,704	(1,015,000)	(770,296)	130,040	(915,389)	(785,349)	(15,053)	7.14%	(70,452)	Higher than anticipated income along with lower Business Rates , Insurance & O&M costs.
Home Energy Conservation	3,430	1,716	0	1,716	0	0	0	(1,716)	87.46%	(3,000)	
Environment:	(937,724)	325,031	(1,059,352)	(734,321)	191,926	(932,191)	(740,265)	(5,944)		(62,060)	
Licensing	(5,438)	60,070	(64,297)	(4,227)	54,623	(45,228)	9,396	13,623	140.86%	7,660	
Hackney Carriage & Private Hire Licensing	(51,960)	480	(32,278)	(31,798)	687	(44,736)	(44,050)	(12,252)	0.38%	196	
Food Safety	69,785	43,594	(258)	43,336	36,544	(681)	35,863	(7,473)	2.34%	(1,630)	
Health & Safety at Work Act/Enforcement	50,180	26,229	0	26,229	27,922	0	27,922	1,693	5.73%	2,873	
Business Reg & Licensing:	62,567	130,373	(96,833)	33,540	119,776	(90,645)	29,131	(4,409)		9,099	
Housing Renewals	76,694	40,422	(96)	40,326	32,625	(129)	32,496	(7,830)	1.56%	1,193	
Burial of the Dead	8,869	4,452	(18)	4,434	4,184	(22)	4,163	(271)	4.70%	(417)	
Other Public Health Services	121,916	67,692	(2,562)	65,130	65,216	(6,601)	58,615	(6,515)	0.31%	(376)	
Public Health & Housing:	207,479	112,566	(2,676)	109,890	102,025	(6,752)	95,274	(14,616)		400	
TOTALS: PLANNING	(739,924)	1,044,195	(1,645,211)	(601,016)	808,849	(1,408,066)	(599,215)	1,801		53,815	

Detail by Assistant Director

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ASSISTANT DIRECTOR - OPERATIONS

Cost Centre Description	Full Year Budget £	Expenditure Budget to Date £	Income Budget to Date £	Net Budget to Date £	Expenditure Actual to Date £	Income Actual to Date £	Net Actual to Date £	Over/(Under) Spend to Date £	Year End Forecast Variance %	Year End Forecast Variance £	Forecast Variance Notes (numbers in brackets are underspends or increased income)
Pool Cars	559	559	0	559	513	0	513	(46)	8.23%	(46)	
Vehicle Workshop Trading Account - FHDC	0	0	0	0	128	0	128	128	0.00%	0	
Fleet Management:	559	559	0	559	641	0	641	82		(46)	
Depots	(38,083)	54,723	(108,669)	(53,946)	(21,954)	(116,848)	(138,802)	(84,856)	14.72%	(5,606)	
Grounds Maintenance Operatives	0	126,462	(187,879)	(61,417)	158,638	(157,856)	782	62,199	0.00%	12,048	
Waste & Cleansing Operatives	(39,569)	975,689	(1,618,138)	(642,449)	1,074,945	(1,645,034)	(570,089)	72,360	104.09%	41,188	
Markets	93,460	98,176	(11,748)	86,428	140,205	(12,895)	127,310	40,882	32.51%	30,383	
Operational:	15,808	1,255,050	(1,926,434)	(671,384)	1,351,834	(1,932,633)	(580,799)	90,585	5	78,013	
Street Cleansing	592,942	526,061	(3,420)	522,641	631,031	(96,500)	534,531	11,890	2.86%	16,946	Forecast overspend mainly from Operational Staffing costs.
Refuse Collection (Black Bin)	463,681	400,026	0	400,026	408,672	(444)	408,228	8,202	1.17%	5,410	
Recycling Collection (Blue Bin)	284,166	385,388	(69,915)	315,473	396,893	(25,781)	371,111	55,638	26.42%	75,068	Recycling credits currently expected to fall short of budget. To be monitored closely in the coming months.
Compostable Collection (Brown Bin)	(3,965)	353,399	(461,710)	(108,311)	241,745	(458,301)	(216,556)	(108,245)	1283.91%	(50,907)	Anticipated brown bin income is up by 2.8%. Assumed payments to SCC and other costs are currently forecast to be down at present. The service is currently on track to achieve the budgeted break-even position by 2019/20.
Bulky, Fridges, Metal & Scrap Collection	44,199	53,305	(10,002)	43,303	53,699	(17,777)	35,922	(7,381)	15.16%	(6,702)	
Clinical & Hazardous Waste Collection	12,713	6,696	(324)	6,372	7,314	(157)	7,157	785	8.43%	(1,072)	
Multi-Bank Recycling Sites	(39,043)	16,602	(28,103)	(11,501)	(426)	(26,084)	(26,511)	(15,010)	1.61%	(628)	
Trade Waste	(150,128)	218,660	(457,058)	(238,398)	248,763	(517,349)	(268,586)	(30,188)	32.93%	(49,439)	Income currently expected to be higher than budgeted.
Waste - Business & Commercial	1,204,565	1,960,137	(1,030,532)	929,605	1,987,691	(1,142,393)	845,296	(84,309)		(11,324)	
Non-HRA Housing Properties	(23,047)	29,101	(35,826)	(6,725)	16,234	(24,629)	(8,394)	(1,669)	42.62%	9,823	
Property Services	348,707	180,754	(1,638)	179,116	178,791	(1,579)	177,212	(1,904)	1.01%	3,535	
Property Maintenance:	325,660	209,855	(37,464)	172,391	195,025	(26,208)	168,818	(3,573)		13,358	

Detail by Assistant Director

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ASSISTANT DIRECTOR - OPERATIONS (continued)

Cost Centre Description	Full Year Budget £	Expenditure Budget to Date £	Income Budget to Date £	Net Budget to Date £	Expenditure Actual to Date £	Income Actual to Date £	Net Actual to Date £	Over/(Under) Spend to Date £	Year End Forecast Variance %	Year End Forecast Variance £	Forecast Variance Notes (numbers in brackets are underspends or increased income)
Industrial & Business Units	(692,529)	565,961	(716,636)	(150,675)	352,697	(656,670)	(303,973)	(153,298)	3.10%	(21,436)	Income currently forecasted to be around £10k higher than budgeted.
Town Centres & Shops	(845,526)	53,301	(423,820)	(370,519)	39,522	(381,416)	(341,894)	28,625	0.14%	1,146	
Property Management:	(1,538,055)	619,262	(1,140,456)	(521,194)	392,219	(1,038,086)	(645,867)	(124,673)		(20,290)	
Offices: College Heath Road	(138,559)	169,545	(348,801)	(179,256)	171,309	(395,858)	(224,549)	(45,293)	10.29%	(14,261)	
Offices: Brandon & Newmarket Guineas	(19,200)	35,079	(63,726)	(28,647)	52,915	(58,302)	(5,388)	23,259	21.68%	4,163	
Public Conveniences	54,339	40,049	(5,202)	34,847	42,203	(11,652)	30,551	(4,296)	7.91%	(4,296)	
CCTV	90,004	45,524	0	45,524	25,063	0	25,063	(20,461)	18.93%	17,039	
Green Travel Plan	0	0	0	0	0	(2,123)	(2,123)	(2,123)	0.00%	(2,123)	
District Highways Services	(8,936)	13,002	(966)	12,036	8,150	(16,224)	(8,074)	(20,110)	134.09%	(11,982)	
Land Drainage & Associated Works	79,000	39,460	0	39,460	40,864	0	40,864	1,404	1.78%	1,404	
Facilities, CCTV & Highways Services:	56,648	342,659	(418,695)	(76,036)	340,504	(484,159)	(143,656)	(67,620)		(10,056)	
Courier & Postal Service	22,471	11,769	0	11,769	(2,252)	0	(2,252)	(14,021)	15.48%	(3,479)	
Printing & Copying Service	33,833	19,831	0	19,831	15,632	553	16,185	(3,646)	8.07%	(2,729)	
Central Services:	56,304	31,600	0	31,600	13,380	553	13,933	(17,667)		(6,208)	
Off Street Car Parks	(398,209)	224,158	(340,506)	(116,348)	254,650	(332,945)	(78,295)	38,053	10.13%	40,355	Car Parking income below target, Business Rates higher than budgeted by £12k, partly offset by savings in other areas.
	0	0	0	0	0	0	0	0	0	0	
Car Parking:	(398,209)	224,158	(340,506)	(116,348)	254,650	(332,945)	(78,295)	38,053		40,355	
Arboriculture (Tree Maintenance Works)	93,249	54,676	0	54,676	53,642	0	53,642	(1,034)	2.09%	1,950	
Other Parks and Play Provision	172,817	181,210	(19,422)	161,788	190,127	(42,210)	147,918	(13,870)	0.78%	(1,342)	
Children's Play Areas	67,522	47,495	(3,000)	44,495	35,103	(4,994)	30,109	(14,386)	4.16%	(2,808)	
Brandon Country Park	22,000	22,000	0	22,000	24,266	(45,408)	(21,143)	(43,143)	0.00%	0	Brandon Country Park transferred to FHDC from April 2018. Budgets still being worked on and likely that some costs will move from other areas.
Cemeteries & Closed Churchyards	15,645	7,824	0	7,824	30,617	(37,820)	(7,203)	(15,027)	1.44%	(225)	
Allotments	(214)	0	(214)	(214)	0	(214)	(214)	0	0.00%	0	
Parks & Open Spaces	371,019	313,205	(22,636)	290,569	333,755	(130,646)	203,109	(87,460)		(2,425)	

Detail by Assistant Director

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ASSISTANT DIRECTOR - OPERATIONS (continued)

Cost Centre Description	Full Year Budget £	Expenditure Budget to Date £	Income Budget to Date £	Net Budget to Date £	Expenditure Actual to Date £	Income Actual to Date £	Net Actual to Date £	Over/(Under) Spend to Date £	Year End Forecast Variance %	Year End Forecast Variance £	Forecast Variance Notes (numbers in brackets are underspends or increased income)
Sports & Leisure Centres	423,088	388,756	(50,424)	338,332	360,552	(8,116)	352,436	14,104	1.19%	5,022	
Leisure & Sports	22,000	10,998	0	10,998	7,150	0	7,150	(3,848)	0.00%	0	
Sports & Leisure Development	445,088	399,754	(50,424)	349,330	367,702	(8,116)	359,586	10,256		5,022	
Arts, Heritage & Cultural Services	9,664	7,064	(498)	6,566	6,564	(45)	6,519	(47)	0.59%	(57)	
Heritage	9,664	7,064	(498)	6,566	6,564	(45)	6,519	(47)		(57)	
Shopmobility	8,340	6,668	0	6,668	5,095	0	5,095	(1,573)	0.00%	0	
The Pavilion - Lady Wolverton Playingfield	(7,793)	7,057	(8,250)	(1,193)	5,769	(7,362)	(1,593)	(400)	10.27%	(800)	
Palace House and Stables	0	0	0	0	45,352	(2,574)	42,778	42,778	0.00%	0	
Halls & Events	547	13,725	(8,250)	5,475	56,216	(9,936)	46,280	40,805		(800)	
TOTALS: OPERATIONS	549,598	5,377,028	(4,975,895)	401,133	5,300,181	(5,104,614)	195,565	(205,568)		85,542	

Detail by Assistant Director

2018/19 September Budget Monitoring Report

ASSISTANT DIRECTOR - GROWTH

Cost Centre Description	Full Year Budget £	Expenditure Budget to Date £	Income Budget to Date £	Net Budget to Date £	Expenditure Actual to Date £	Income Actual to Date £	Net Actual to Date £	Over/(Under) Spend to Date £	Year End Forecast Variance %	Year End Forecast Variance £	Forecast Variance Notes (numbers in brackets are underspends or increased income)
Housing Development & Strategy	76,375	69,591	(30,264)	39,327	68,197	(15,925)	52,272	12,945	5.91%	4,511	Lower income on Barley Homes than previously anticipated
Gypsies & Travellers	14,369	7,200	(18)	7,182	4,184	(22)	4,163	(3,019)	3.08%	(442)	
Housing Development & Strategy:	90,744	76,791	(30,282)	46,509	72,381	(15,947)	56,435	9,926		4,069	
Strategic Property	48,365	36,678	(12,498)	24,180	39,587	0	39,587	15,407	8.21%	3,971	
Strategic Property	48,365	36,678	(12,498)	24,180	39,587	0	39,587	15,407		3,971	
Housing Business & Partnerships	(1)	0	0	0	0	0	0	0	100.00%	1	
Housing Business & Partnerships:	(1)	0	0	0	0	0	0	0	1	1	
Planning Policy	360,350	275,275	(36,156)	239,119	246,273	(10,501)	235,772	(3,347)	2.12%	(7,648)	
Local Plan	5,000	52,500	(49,998)	2,502	128,176	(128,176)	0	(2,502)	60.00%	(3,000)	
Place Shaping:	365,350	327,775	(86,154)	241,621	374,449	(138,677)	235,772	(5,849)		(10,648)	
Economic Development & Growth	159,245	141,340	(51,894)	89,446	84,409	(14,051)	70,359	(19,087)	2.25%	(3,589)	
Strategic Tourism & Markets	30,339	15,174	0	15,174	7,341	0	7,341	(7,833)	12.20%	(3,702)	
Vibrant Town Centres	14,680	7,338	0	7,338	13,800	0	13,800	6,462	3.00%	(441)	
Economic Development & Growth:	204,264	163,852	(51,894)	111,958	105,550	(14,051)	91,500	(20,458)		(7,732)	
TOTALS: GROWTH:	708,722	605,096	(180,828)	424,268	591,967	(168,675)	423,294	(974)		(10,339)	

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2018/19 September Capital Budget Monitoring Report

Project Description	Revised Budget for Year £	Actual Spend Year to date £	2018-19 Forecast Actual Spend £	2018/19 Funded from External Grants £	2018-19 Carry Forward Requested £	Over/ (Under) Spend for Year £	Notes	Total Project Budget 2017-2022 £
<u>Resources & Performance</u>								
Invest to Save Projects	172,000	0	172,000	0	0	0	Budget to be allocated to appropriate projects as they arise.	282,000
Leisure Capital Investment Fund	3,500,000	0	0	0	3,500,000	0	Plans for the Leisure Projects are currently being drawn up, and it is likely that the majority of these will commence in 2019/20.	3,500,000
FHDC - Single Council	250,000	24,646	250,000	0	0	0	This project supports the implementation of the Single Council Business Case, and is funded from the Flexible Use of Capital Receipts. Full spend expected in 2018/19.	250,000
<u>Human Resources, Legal & Democratic</u>								
Health & Safety Management Software	14,000	0	14,000	0	0	0	Project expected to be completed in 2018/19.	14,000
<u>Families & Communities</u>								
Customer Access Project	36,450	0	0	0		(36,450)	Project scoping under review.	36,450
Housing Solutions	225,000	0	0	0	225,000	0	This project is made up of £355k carried forward from 2017/18, of which £130k has been allocated to the Palace Cottage conversion as shown below in the Operations Service.	405,000
<u>Planning & Regulatory</u>								
Private Sector Disabled Facilities Grants	461,734	297,120	461,734	0	0	0	External grant funded. Currently expecting to spend in full for 2018/19.	875,000
Private Sector Renewal Grants	388,953	160,464	260,000	0	0	(128,953)	The service is currently reviewing the likely demand for these grants.	1,100,000
Historic Buildings Grant	29,653	0	29,653	0	0	0	Expected to be fully utilised in 2018/19.	30,000

2018/19 September Capital Budget Monitoring Report

Project Description	Revised Budget for Year £	Actual Spend Year to date £	2018-19 Forecast Actual Spend £	2018/19 Funded from External Grants £	2018-19 Carry Forward Requested £	Over/ (Under) Spend for Year £	Notes	Total Project Budget 2017-2022 £
Community Energy Plan	1,352,740	10,178	555,000	0	797,740	0	Spend on this project primarily relates to the "Rent a Roof" scheme. The service is currently formulating a development plan for this project which will inform the likely spend going forward, and any associated revenue implications.	1,482,821
Parish Council S106 Grants	0	46,686	46,686	46,686	0	0	These projects are funded from S106 contributions and are allocated as and when they are received.	190,824
Operations								
Asset Management Plan	285,271	0	285,271	0	0	0	To be allocated to appropriate Property Services Asset Management Plan projects as they arise.	606,271
Vehicle & Plant Purchases	141,152	36,700	141,152	0	0	0	Based on the Vehicle Replacement Programme, and expected to be fully utilised in 2018/19.	1,842,000
Mildenhall Hub	10,034,484	292,338	500,000	0	9,534,484	0	Works have commenced on this project, and an updated profiled spend will be available for Quarter 3.	19,810,000
Mildenhall Hub - Investing In Renewable Energy	2,000,000	0	0	0	2,000,000	0	Linked to the Mildenhall Hub Project as shown above. An updated profile on the anticipated project spend will be available for Quarter 3.	2,000,000
Swimming Pool Mildenhall	250,000	0	0	0	250,000	0	Linked to the Mildenhall Hub Project above.	250,000
Flowerpot Brandon	50,000	0	50,000	0	0	0	Project currently under review.	28,730
Waste & Street Scene Back Office System	48,485	761	48,485	0	0	0	Project carried forward from 2017/18. Relates to the implementation of the BARTEC system.	54,128
West Suffolk Operational Hub	3,309,810	841,189	2,571,000	0	738,810	(0)	Project underway, current expected spend as advised by the Project Architects.	4,042,000

2018/19 September Capital Budget Monitoring Report

Project Description	Revised Budget for Year £	Actual Spend Year to date £	2018-19 Forecast Actual Spend £	2018/19 Funded from External Grants £	2018-19 Carry Forward Requested £	Over/ (Under) Spend for Year £	Notes	Total Project Budget 2017-2022 £
James Carter Road Resurfacing	30,000	0	30,000	0	0	0	Funded from the Property Asset Management Plan. Expected to be completed in 2018/19.	30,000
Palace Cottage, Newmarket Conversion	130,000	0	130,000	0	0	0	Project budget allocated from the Housing Solutions project included in Families & Communities above. Completion may slip into 2019/20.	130,000
Palace Coach House, Newmarket Refit	110,000	0	110,000	0	0	0	Project completion may slip into 2019/20	110,000
Putney Close, Brandon - void unit improvements including Roof Upgrade	50,000	15,110	20,000	0	0	(30,000)	Part of the Property Asset Management Plan. Project expected to be completed in 2018/19.	50,000
James Carter Road, Mildenhall - Upgrade Service Road and void unit improvements	169,000	0	169,000	0	0	0	Part of the Property Asset Management Plan. Project expected to be completed in 2018/19.	169,000
Growth								
Wellington Street Newmarket - Wider Pedestrianisation Scheme	150,000	0	0	0	0	(150,000)	Project under review at present.	150,000
Barley Homes	1,678,250	27,500	300,000	0	1,378,250	0	The Barley Homes revised business plan is currently under development, with a view to presenting a revised profile of the agreed loan facility	2,975,000
Investing in our Growth Agenda	19,256,840	0	0	0	19,256,840	0	To be allocated to appropriate Growth projects as they arise	19,258,718
113 High Street/3 The Avenue, Newmarket (Growth Agenda)	743,161	743,160	743,160	0	0	(0)	Purchase completed. Forms part of the £20m "Investing in our Growth Agenda" Project.	741,283
TOTALS;	44,866,982	2,495,852	6,887,142	46,686	37,681,124	(345,403)		60,413,225

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MTFS Earmarked Reserves Projections

2018/19 September Budget Monitoring Report

Account	Reserve Description	2018/19 Opening Balance £	2018/19 Net Budgeted Movement to / (from) Reserve £	2018/19 Budgeted Closing Balance £	2018/19 Current Balance £	2018/19 Forecast Closing Balance £	2018/19 Forecast Variance Over / (Under) Utilised £	Variance Notes (variances in brackets denote less reserve used than budgeted)
BZ896	Investing in our Growth Agenda Reserve	940,845	(262,484)	678,361	934,784	846,929	(168,568)	This reserve has been set up to support the delivery of the council's growth agenda. Reports CAB/FH/17/018 and COU/FH/17/004 refer. Utilisation in 2018/19 relates to Capacity Resourcing Funding, whilst the forecast under-utilisation is mainly down to recruitment timings.
BZ897	Capital Project Financing Reserve	251,518	0	251,518	251,518	534,278	(282,760)	This Reserve was set up in order to facilitate the Capital Financing requirements of the council, and to account for fluctuations and timing differences in the expected spend profile.
BZ898	BBR Pilot: Place-Based Reserve	0	952,000	952,000	0	1,016,000	(64,000)	This is a new reserve which has been set up to hold the benefit from the Suffolk 100% Business Rate Retention Pilot in 2018/19. To be utilised against projects as agreed by the Suffolk Leaders.
BZ803	Strategic Priorities & MTFS Reserve	8,321,861	(7,636,149)	685,712	8,507,058	6,766,196	(6,080,484)	Budgeted Reserve movement includes £7.9m Capital Programme Funding for 2018/19. The under-utilisation mainly relates to £3.5m Capital Project timing differences in the Leisure Capital Investment Project, £1.9m timings re: Mildenhall Hub, plus £0.8mk projected underspend on the Community Energy Plan Project.
BZ804	Invest to Save Reserve	381,532	(54,792)	326,740	370,338	343,770	(17,030)	Budgeted utilisation during 2018/19 includes funding for the Waste & Street Scene Back Office System Capital Project. The forecast under-utilisation relates to Staffing Resources currently being funded in the overall budget position.
BZ808	Risk/Recession Reserve	169,994	(80,708)	89,286	169,994	89,286	0	Monies set aside to provide against possible future financial risks arising, for example shortfalls in income levels and interest rates, reductions in Government grant funding and the like. Currently expected to be in line with Budget.

MTFS Earmarked Reserves Projections

2018/19 September Budget Monitoring Report

Account	Reserve Description	2018/19	2018/19	2018/19	2018/19	2018/19	2018/19	Variance Notes (variances in brackets denote less reserve used than budgeted)
		Opening Balance £	Net Budgeted Movement to / (from) Reserve £	Budgeted Closing Balance £	Current Balance £	Forecast Closing Balance £	Forecast Variance Over / (Under) Utilised £	
BZ809	BRR Equalisation Reserve	1,046,938	364,268	1,411,206	868,651	1,808,145	(396,939)	This reserve is intended to neutralise the impact of any fluctuations in growth or reductions in Business Rates Income under the Business Rates Retention Scheme.
BZ810	Self Insured Fund	136,069	0	136,069	186,069	161,069	(25,000)	Monies set aside to provide funds in order to finance any high insurance excesses that may arise.
BZ811	Computer & Telephone Equipment Reserve	177,251	0	177,251	229,751	156,251	21,000	Utilised towards ICT hardware refreshes.
BZ814	HB Equalisation Reserve	129,847	44,053	173,900	129,846	213,276	(39,376)	This reserve is utilised in order to smooth out the effect of variations between the amounts of Housing Benefits paid out and subsequently grant funded by DWP.
BZ818	Professional Fees Reserve	114,560	25,880	140,440	149,560	147,560	(7,120)	Utilised to fund approved projects.
BZ820	ARP Reserve	343,329	(11,500)	331,829	343,329	332,077	(248)	This reserve is used to hold any grants or new burdens funding received from the government, which will then be utilised when the monies are spent.
BZ830	Vehicle & Plant Renewal Fund	281,753	223,948	505,701	646,852	505,701	0	In line with expected spend on Vehicles, Plant & Equipment in the year, as further detailed in the Capital Programme appendix.
BZ831	Waste Management Reserve	99,003	0	99,003	99,003	99,003	0	No movement expected during 2018/19.
BZ832	BR-Building Repairs Reserve - Leisure	27,932	0	27,932	27,932	27,932	0	No movement expected during 2018/19.
BZ833	BR-Building Repairs Reserve - Other	129,726	80,000	209,726	401,169	220,344	(10,618)	The under-utilisation on this reserve has arisen as a result of the overall forecast underspend on Building Repairs and Maintenance during 2018/19.
BZ834	Industrial Units - Service Charges	761	0	761	1,670	1,795	(1,034)	This is a reserve set up in 2017/18 in order to hold monies received from Industrial Service Charges which are to be allocated to specific spend in line with the lease agreements.

MTFS Earmarked Reserves Projections

2018/19 September Budget Monitoring Report

Account	Reserve Description	2018/19 Opening Balance £	2018/19 Net Budgeted Movement to / (from) Reserve £	2018/19 Budgeted Closing Balance £	2018/19 Current Balance £	2018/19 Forecast Closing Balance £	2018/19 Forecast Variance Over / (Under) Utilised £	Variance Notes (variances in brackets denote less reserve used than budgeted)
BZ850	Commuted Maintenance Reserve	507,545	(10,810)	496,735	507,544	496,735	0	Monies set aside from developers' contributions in order to fund maintenance of play areas and open space. Expected to be on budget for 2018/19.
BZ856	Newmarket Stallion Statue Reserve	20,809	0	20,809	20,809	20,809	0	No movement expected during 2018/19.
BZ862	Communities against Drugs Reserve	30,000	0	30,000	30,000	30,000	0	No movement currently expected during 2018/19.
BZ870	Planning Reserve	131,528	10,000	141,528	113,352	41,528	100,000	2018/19 additional forecast utilisation resulting from timings of Local Plan spend.
BZ871	Building Regulations Charging Reserve	1	0	1	1	1	0	
BZ872	Planning Delivery Grant	72,297	(39,153)	33,144	67,545	33,144	0	Includes Capital Programme funding for Historic Building Grants as further detailed in the Capital Appendix.
BZ876	S106 Monitoring Officer Reserve	22,663	(4,748)	17,915	25,662	20,915	(3,000)	Monies set aside in order to fund the S106 Monitoring Officer.
BZ885	Homelessness Legislation Reserve	183,380	40,448	223,828	319,424	187,424	36,404	Budget includes contributions in respect of the DCLG Flexible Homelessness Support Grant which is being utilised to support the Housing Options Team.
BZ886	S106 Revenue Reserve	152,221	0	152,221	152,221	152,221	0	No movement expected during 2018/19.
BZ890	Election Reserve	53,091	(2,207)	50,884	70,755	64,651	(13,767)	Anticipated usage during 2018/19 in order to fund Capacity Resourcing requirements as budgeted.
	Forest Heath Totals	13,726,454	(6,361,954)	7,364,500	14,624,838	14,317,040	(6,952,540)	

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St Edmundsbury Borough Council Financial Forecast – Revenue, Capital and Reserves

Forecast Revenue Position

The forecast revenue outturn position currently shows an **overall overspend of £15k** (0.02% of the gross budget). A summary by Assistant Director can be found in **Appendix M** with comments for variances by cost centre in **Appendix N**.

The forecast revenue underspend is comprised of a number of positive and negative variances, the most significant of which are detailed in the table below. We will continue to monitor the position closely.

Further detail on the remainder of areas is available in **Appendix N**.

St Edmundsbury Borough Council Major Forecast Variances over £50k.

2018/19 Current Forecast variance: Over / (under) £000s	SEBC Details / proposed action
	<p><u>Interest and Capital Project Financing</u></p> <p>This includes a number of different items relating to the revenue elements around Capital Financing as well as investment income.</p> <p>As business cases come forward the financing of those business cases make provision for borrowing costs (minimum revenue provision and external borrowing costs). However, actual external borrowing would only take place when the Council's treasury management activities identify such a need. For example, this could be when the Council's cash flow management activities anticipate that an external cash injection is required to maintain the appropriate level of cash balances for the Council to operate and fulfil its budget and service delivery requirements.</p> <p>The variance below includes assumptions around the timing of our Investing in our Growth Agenda capital fund's overall performance, that is intended to generate a net income stream of around £200k per annum, after allowing for the cost of borrowing and the minimum revenue provision.</p> <p>As projects from this fund are confirmed the budgets will be updated accordingly, and the figures shown assume that we will utilise the</p>

2018/19 Current Forecast variance: Over / (under) £000s	SEBC Details / proposed action
<p>(24) (541) (555) 198 2</p> <p><u>15</u></p>	<p>monies set aside for savings in external borrowing in order to offset the timing of this fund's performance.</p> <p><u>Interest and Capital Project Financing (continued)</u></p> <p>The variances are shown below:</p> <p>Interest Receivable Interest Payable on Borrowing Minimum Revenue Provision Income Assumptions Contributions to Earmarked Reserves</p> <p>Total Forecast overspend</p>
<p>(123)</p>	<p><u>Development Control</u></p> <p>Income expected to exceed budget due to significant major developments in the first half of the financial year.</p>
<p>129</p>	<p><u>Recycling Collection (Blue Bin)</u></p> <p>The Recycling Performance Payment (RPP) income received net of the gate fee from SCC has decreased to £30.61 from £44.21 (figure used to budget) for approx. 7,500 tonnes collected annually. There is also a 17/18 residual balance as February and March 2018 tonnage estimates were higher than actual. In 17/18, a contribution was made to reserves of £86k to protect against volatility in commodity rates. This can be released in 18/19 to smooth the trend.</p>
<p>(51)</p>	<p><u>Compostable Collection (Brown Bin)</u></p> <p>Anticipated brown bin income is up by 2.8%. Assumed payments to SCC and other costs are currently forecast to be down at present. The service is currently on track to achieve the budgeted break-even position by 2019/20.</p>
<p>(54)</p>	<p><u>Trade Waste</u></p> <p>Trade Waste income to date continues to be strong and looks positive for the rest of the year.</p> <p>Close monitoring will continue so that confidence in the figures can be maintained.</p>

2018/19 Current Forecast variance: Over / (under) £000s	SEBC Details / proposed action
<p>269</p>	<p><u>Off Street Car Parks</u></p> <p>Income from Car Parking is currently forecasted to be around £175k lower than the budgeted amount of £4,635k, which is in line with the income levels achieved in 2017/18. This equates to around 3.8% of the budgeted income.</p> <p>Car parking income has been on a downward path since December although transactions have recovered over the past month. This is supported by recent footfall data particularly in Bury St Edmunds town centre which has seen some recovery.</p> <p>Recent car parking occupancy analysis has shown that peak time car parking transactions remain strong and seen growth in comparison to the 2015 car parking review. However mid-week occupancy has declined and is the cause of the lower than estimated income receipts. Nationally, town centres are facing a challenging and unpredictable time, and therefore it is difficult to predict with any certainty on-going trends.</p> <p>We are slightly down on income against actual receipts from 2017 at the moment but this may change as we move through the financial year.</p>
<p>159</p>	<p><u>Employees Costs</u></p> <p>The budgets for Employees costs are comprised of a number of elements, including Basic Salaries, Employers National Insurance and Pensions, reserve and other funding where appropriate, Agency Staff costs, and assumptions around vacancy management.</p> <p>These are monitored on a monthly basis, with particular attention given to areas such as Agency Staff spend.</p> <p>At this point in the year, spend on employees costs is expected to be broadly in line with the overall budget.</p>

Forecast Capital Programme

The Council is currently forecasting to spend **£19.2m** of its capital budget of £50.5m for 2018/19. Around £27.1m is likely to be re-profiled into 2019/20 as a result of project timings and more accurate project spend profiling.

The following table gives a high level summary of capital expenditure against budget for 2018/19. Further detail by individual capital project can be found in **Appendix O**.

Assistant Director:	2018/19 Revised Full Year Budget	2018/19 Actual Spend to Date	2018/19 Forecast Spend	2018/19 External Grant Funded	2018/19 Carried Forward	2018/19 Forecast Over / (under) Spend
	£000s	£000s	£000s	£000s	£000s	£000s
Resources & Performance	1,894	587	1,894	0	0	0
Human Resources	26	0	26	0	0	0
Families & Communities	96	12	31	0	0	(65)
Planning & Regulatory	2,103	244	1,171	0	769	(163)
Operations	13,369	1,940	10,741	110	2,642	0
Growth	32,969	2,026	5,301	400	23,668	(4,000)
Totals:	50,457	4,809	19,164	510	27,079	(4,228)

Forecast Earmarked Reserves

The council's balance on Earmarked Revenue Reserves at the end of the financial year is currently forecasted to be around **£20.8m**. Details of the individual reserve balances and movements during the year can be found in **Appendix P**.

Summary by Assistant Director

2018/19 September Budget Monitoring Report

Assistant Director	Full Year Budget £	Expenditure Budget to Date £	Income Budget to Date £	Net Budget to Date £	Expenditure Actual to Date £	Income Actual to Date £	Net Actual to Date £	Over/(Under) Spend to Date £	Year End Forecast Variance %	Year End Forecast Variance £
Resources & Performance	(6,767,872)	18,452,895	(28,969,757)	(10,516,862)	17,496,054	(42,253,133)	(24,757,080)	(14,240,218)	0.46%	(31,077)
Human Resources, Legal & Democratic	1,972,237	1,308,794	(296,678)	1,012,116	1,234,830	(251,028)	983,803	(28,313)	3.09%	(60,884)
Families & Communities	2,015,054	1,829,856	(577,958)	1,251,898	2,110,125	(896,295)	1,213,831	(38,067)	3.88%	(78,116)
Planning & Regulatory	812,947	1,402,378	(938,358)	464,020	1,325,531	(1,085,882)	239,649	(224,371)	9.41%	(76,498)
Operations	709,498	19,183,667	(17,939,843)	1,243,824	19,109,207	(17,783,275)	1,325,931	82,107	36.39%	258,187
Growth	1,288,016	1,020,175	(296,530)	723,645	871,625	(353,865)	517,759	(205,886)	1.16%	14,911
TOTALS:	29,880	43,197,765	(49,019,124)	(5,821,359)	42,147,372	(62,623,478)	(20,476,107)	(14,654,748)		26,523
Interest & Capital Project Financing										
Interest Receivable	(318,500)	0	(159,252)	(159,252)	0	(177,082)	(177,082)	(17,830)	7.66%	(24,400)
Interest Payable	540,750	270,378	0	270,378	0	0	0	(270,378)	100.00%	(540,750)
Minimum Revenue Provision	797,750	0	0	0	242,511	0	242,511	242,511	69.60%	(555,239)
Income from Growth Projects	(1,106,850)	0	(553,452)	(553,452)	0	0	0	553,452	100.00%	1,106,850
Contributions to/(from) Reserves	56,964	28,488	0	28,488	10,159	0	10,159	(18,329)	3.81%	2,168
TOTALS:	(1)	43,496,631	(49,731,828)	(6,235,197)	42,400,042	(62,800,560)	(20,400,519)	(14,165,322)		15,152

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Detail by Assistant Director

2018/19 September Budget Monitoring Report

ASSISTANT DIRECTOR - RESOURCES & PERFORMANCE

Cost Centre Description	Full Year Budget £	Expenditure Budget to Date £	Income Budget to Date £	Net Budget to Date £	Expenditure Actual to Date £	Income Actual to Date £	Net Actual to Date £	Over/(Under) Spend to Date £	Year End Forecast Variance %	Year End Forecast Variance £	Forecast Variance Notes (numbers in brackets are underspends or increased income)
Resources & Performance	728,716	410,756	(39,376)	371,380	397,790	(9,919)	387,871	16,491	0.70%	(5,096)	
General Fund Adjustments	(10,483,671)	4,245,905	(16,750,532)	(12,504,627)	2,855,965	(30,831,922)	(27,975,957)	(15,471,330)	0.00%	0	
Resources & Performance:	(9,754,955)	4,656,661	(16,789,908)	(12,133,247)	3,253,755	(30,841,841)	(27,588,086)	(15,454,839)		(5,096)	
Internal Audit	128,618	70,290	(6,924)	63,366	66,822	(2,000)	64,822	1,456	0.47%	(605)	
Internal Audit:	128,618	70,290	(6,924)	63,366	66,822	(2,000)	64,822	1,456		(605)	
ICT	898,510	767,334	(361,799)	405,535	693,381	(276,887)	416,494	10,959	0.41%	(3,705)	
ICT:	898,510	767,334	(361,799)	405,535	693,381	(276,887)	416,494	10,959		(3,705)	
Anglia Revenues Partnership	1,355,029	685,113	(6,774)	678,339	1,031,783	(203,518)	828,264	149,925	0.00%	0	
Council Tax Administration	(238,815)	0	(119,406)	(119,406)	564	(226,352)	(225,788)	(106,382)	9.24%	(22,073)	Income from Court costs higher than budgeted
Business Rate Administration	(167,045)	0	(83,520)	(83,520)	13,128	(172,346)	(159,218)	(75,698)	1.95%	3,255	
Housing Benefits	(296,601)	11,392,145	(11,537,778)	(145,633)	11,552,487	(10,422,788)	1,129,699	1,275,332	0.00%	0	
Anglia Revenues Partnership:	652,568	12,077,258	(11,747,478)	329,780	12,597,962	(11,025,004)	1,572,957	1,243,177		(18,818)	
Corporate Expenditure	1,097,088	733,512	(59,628)	673,884	768,126	(103,756)	664,370	(9,514)	0.31%	(3,409)	
Non-Distributed Costs	136,959	70,500	(2,022)	68,478	38,105	(3,645)	34,460	(34,018)	0.01%	(7)	
Non-Distributed Costs - Cost of Unused Assets	43,070	47,070	(1,998)	45,072	47,070	0	47,070	1,998	0.00%	0	
Corporate Expenditure:	1,277,117	851,082	(63,648)	787,434	853,301	(107,401)	745,900	(41,534)		(3,416)	
Emergency Planning	30,270	30,270	0	30,270	30,833	0	30,833	563	1.86%	563	
Emergency Planning:	30,270	30,270	0	30,270	30,833	0	30,833	563		563	
TOTALS: RESOURCES & PERFORMANCE	(6,767,872)	18,452,895	(28,969,757)	(10,516,862)	17,496,054	(42,253,133)	(24,757,080)	(14,240,218)		(31,077)	

Detail by Assistant Director

2018/19 September Budget Monitoring Report

ASSISTANT DIRECTOR - HUMAN RESOURCES , LEGAL & DEMOCRATIC SERVICES

Cost Centre Description	Full Year Budget £	Expenditure Budget to Date £	Income Budget to Date £	Net Budget to Date £	Expenditure Actual to Date £	Income Actual to Date £	Net Actual to Date £	Over/(Under) Spend to Date £	Year End Forecast Variance %	Year End Forecast Variance £	Forecast Variance Notes
Human Resources & Payroll	586,164	356,498	(82,318)	274,180	325,892	(114,951)	210,941	(63,239)	8.26%	(48,444)	Corporate Agency Budget unlikely to be spent in full
Human Resources:	586,164	356,498	(82,318)	274,180	325,892	(114,951)	210,941	(63,239)		(48,444)	
Health & Safety	105,481	62,119	(6,114)	56,005	62,127	(2,139)	59,988	3,983	1.80%	1,894	
Health & Safety:	105,481	62,119	(6,114)	56,005	62,127	(2,139)	59,988	3,983		1,894	
Central Training Services	170,521	113,592	(28,314)	85,278	59,624	(7,009)	52,615	(32,663)	7.18%	(12,235)	
Learning & Development:	170,521	113,592	(28,314)	85,278	59,624	(7,009)	52,615	(32,663)		(12,235)	
Legal Services	251,448	284,668	(153,004)	131,664	293,262	(96,964)	196,299	64,635	9.58%	(24,090)	Underspend on Staffing Costs, mainly arising from vacant posts and additional BMS income
Legal Services:	251,448	284,668	(153,004)	131,664	293,262	(96,964)	196,299	64,635		(24,090)	
Democratic Services	205,682	119,069	(13,002)	106,067	115,455	(10,965)	104,490	(1,577)	0.43%	878	
Members Allowances & Expenses	363,280	189,468	0	189,468	195,195	(212)	194,983	5,515	1.52%	5,515	
Mayoralty & Civic Functions	88,549	51,954	(2,592)	49,362	51,815	(4,086)	47,729	(1,633)	0.54%	(482)	
Democratic Services:	657,511	360,491	(15,594)	344,897	362,465	(15,263)	347,202	2,305		5,911	
Electoral Registration	168,979	99,293	(11,334)	87,959	97,868	(14,702)	83,166	(4,793)	8.65%	14,621	Additional costs expected on Postage & Staffing
Election Expenses	32,133	32,133	0	32,133	33,592	0	33,592	1,459	4.54%	1,459	
Elections:	201,112	131,426	(11,334)	120,092	131,460	(14,702)	116,758	(3,334)		16,080	
TOTALS: HR & DEMOCRATIC SERVICES	1,972,237	1,308,794	(296,678)	1,012,116	1,234,830	(251,028)	983,803	(28,313)		(60,884)	

Detail by Assistant Director

2018/19 September Budget Monitoring Report

ASSISTANT DIRECTOR - FAMILIES & COMMUNITIES

Cost Centre Description	Full Year Budget £	Expenditure Budget to Date £	Income Budget to Date £	Net Budget to Date £	Expenditure Actual to Date £	Income Actual to Date £	Net Actual to Date £	Over/(Under) Spend to Date £	Year End Forecast Variance %	Year End Forecast Variance £	Forecast Variance Notes
Policy	217,783	144,822	(30,600)	114,222	150,935	(51,141)	99,795	(14,427)	8.91%	(19,396)	Underspend on staffing costs, mainly arising from reduced working hours.
Policy:	217,783	144,822	(30,600)	114,222	150,935	(51,141)	99,795	(14,427)		(19,396)	
Communications	135,342	82,549	(11,040)	71,509	73,078	(1,061)	72,017	508	5.13%	6,942	
Website and Intranet	38,584	25,553	0	25,553	14,023	0	14,023	(11,530)	1.06%	(410)	
Communications:	173,926	108,102	(11,040)	97,062	87,101	(1,061)	86,040	(11,022)		6,532	
Customer Services	578,679	315,439	0	315,439	306,825	0	306,825	(8,614)	1.73%	(10,027)	
Customer Services:	578,679	315,439	0	315,439	306,825	0	306,825	(8,614)		(10,027)	
Families & Communities	325,820	172,312	(5,004)	167,308	162,742	(12,483)	150,260	(17,048)	2.21%	7,185	
Community Chest - Families & Communities	216,483	395,103	(178,620)	216,483	305,689	(95,718)	209,971	(6,512)	0.00%	0	
Helix Project	0	45,774	(45,774)	0	30,067	(30,066)	0	0	0.00%	0	
Community Centres	23,372	22,264	(3,744)	18,520	20,124	(1,809)	18,315	(205)	13.73%	(3,208)	
Families & Communities:	565,675	635,453	(233,142)	402,311	518,622	(140,076)	378,546	(23,765)		3,977	
Housing Options: Choice Based Lettings	49,267	75,911	(20,120)	55,791	86,326	(15,247)	71,080	15,289	1.70%	(838)	
Housing Options: Advice & Prevention	302,762	395,956	(216,723)	179,233	538,830	(356,929)	181,900	2,667	1.58%	4,789	
Housing Options: Solutions	66,962	121,909	(64,069)	57,840	162,724	(73,079)	89,645	31,805	4.71%	(3,153)	
Housing Options: Severe Weather Emergency Provision (SWEP)	60,000	30,000	0	30,000	0	0	0	(30,000)	100.00%	(60,000)	Funding provided from an external source as a one off for this financial year. Funding will remain in the base budget for future years.
Housing Options: Outreach Services	0	2,264	(2,264)	0	258,762	(258,762)	0	0	0.00%	0	
Housing Options:	478,991	626,040	(303,176)	322,864	1,046,642	(704,017)	342,625	19,761		(59,202)	
TOTALS: FAMILIES & COMMUNITIES	2,015,054	1,829,856	(577,958)	1,251,898	2,110,125	(896,295)	1,213,831	(38,067)		(78,116)	

Detail by Assistant Director

2018/19 September Budget Monitoring Report

ASSISTANT DIRECTOR - PLANNING & REGULATORY SERVICES

Cost Centre Description	Full Year Budget £	Expenditure Budget to Date £	Income Budget to Date £	Net Budget to Date £	Expenditure Actual to Date £	Income Actual to Date £	Net Actual to Date £	Over/(Under) Spend to Date £	Year End Forecast Variance %	Year End Forecast Variance £	Forecast Variance Notes
Development Control	(31,683)	490,125	(494,550)	(4,425)	440,857	(611,999)	(171,143)	(166,718)	387.63%	(122,814)	income expected to exceed budget due to several major developments in the first half of the financial year
Development Control:	(31,683)	490,125	(494,550)	(4,425)	440,857	(611,999)	(171,143)	(166,718)	4	(122,814)	
Land Charges	(101,152)	38,292	(99,795)	(61,503)	25,823	(95,470)	(69,646)	(8,143)	9.02%	(9,121)	
Building Control	39,727	133,111	(107,250)	25,861	135,686	(130,952)	4,734	(21,127)	22.63%	8,992	Additional Post approved partly offset by higher than anticipated income
Planning & Regulatory Support	338,186	175,457	0	175,457	184,108	0	184,108	8,651	3.15%	10,640	
Business (BC & Support):	276,761	346,860	(207,045)	139,815	345,617	(226,422)	119,196	(20,619)		10,511	
Prevention of Pollution	48,871	34,132	(7,668)	26,464	33,282	0	33,282	6,818	11.11%	5,428	
Environmental Management	(50,956)	35,316	(59,502)	(24,186)	30,366	(31,692)	(1,326)	22,860	79.67%	40,598	Loss of Solar for Business income due to lower capital spend than anticipated in previous years
Drinking Water Quality	34,709	22,290	(4,944)	17,346	21,093	(4,903)	16,190	(1,156)	26.06%	(9,045)	
Climate Change	36,558	25,576	0	25,576	25,229	0	25,229	(347)	0.56%	(206)	
Home Energy Conservation	3,000	1,500	0	1,500	(1,396)	0	(1,396)	(2,896)	93.33%	(2,800)	
Environment:	72,182	118,814	(72,114)	46,700	108,574	(36,595)	71,979	25,279		33,975	
Licensing	12,511	108,996	(98,737)	10,259	107,961	(92,549)	15,412	5,153	52.07%	6,515	
Hackney Carriage & Private Hire Licensing	(70,122)	26,972	(52,916)	(25,944)	24,787	(93,264)	(68,477)	(42,533)	20.18%	(14,151)	
Food Safety	96,614	68,587	(10,200)	58,387	71,166	(10,768)	60,398	2,011	9.62%	9,296	
Health & Safety at Work Act/Enforcement	94,352	49,859	0	49,859	52,792	(60)	52,732	2,873	6.16%	5,814	
Business Reg & Licensing:	133,355	254,414	(161,853)	92,561	256,706	(196,641)	60,065	(32,496)		7,474	
Housing Renewals	131,941	69,356	(318)	69,038	58,822	(179)	58,643	(10,395)	2.06%	2,712	
Burial of the Dead	16,455	8,300	(48)	8,252	7,748	(30)	7,718	(534)	1.98%	325	
Other Public Health Services	213,936	114,509	(2,430)	112,079	107,207	(14,016)	93,191	(18,888)	4.06%	(8,681)	
Public Health & Housing:	362,332	192,165	(2,796)	189,369	173,777	(14,225)	159,552	(29,817)		(5,644)	
TOTALS: PLANNING & GROWTH	812,947	1,402,378	(938,358)	464,020	1,325,531	(1,085,882)	239,649	(224,371)		(76,498)	

Detail by Assistant Director

2018/19 September Budget Monitoring Report

ASSISTANT DIRECTOR - OPERATIONS

Cost Centre Description	Full Year Budget £	Expenditure Budget to Date £	Income Budget to Date £	Net Budget to Date £	Expenditure Actual to Date £	Income Actual to Date £	Net Actual to Date £	Over/(Under) Spend to Date £	Year End Forecast Variance %	Year End Forecast Variance £	Forecast Variance Notes
Vehicle Workshop	(64,730)	383,043	(651,402)	(268,359)	387,181	(651,671)	(264,489)	3,870	7.71%	(4,988)	
Pool Cars	5,106	13,305	(18,921)	(5,616)	9,769	(18,921)	(9,152)	(3,536)	0.00%	0	
Vehicle Workshop Trading Account - FHDC	0	258,442	(203,922)	54,520	293,574	(270,994)	22,580	(31,940)	0.00%	0	
Fleet Management:	(59,624)	654,790	(874,245)	(219,455)	690,524	(941,586)	(251,061)	(31,606)		(4,988)	
Depots	(159,670)	330,059	(587,553)	(257,494)	317,020	(484,269)	(167,249)	90,245	6.95%	11,094	Overspend mainly arising from Staff Costs.
Grounds Maintenance Operatives	(162,612)	786,648	(1,418,642)	(631,994)	849,240	(1,482,652)	(633,412)	(1,418)	2.18%	3,553	
Tree Maintenance Operatives	(1,120)	99,603	(163,070)	(63,467)	99,536	(147,972)	(48,436)	15,031	26.34%	(295)	
Waste & Cleansing Operatives	(427,050)	2,792,155	(4,967,006)	(2,174,851)	2,860,513	(5,038,530)	(2,178,017)	(3,166)	1.17%	4,991	
Markets	(89,130)	269,340	(197,748)	71,592	255,793	(172,375)	83,418	11,826	5.55%	4,947	
Operational:	(839,582)	4,277,805	(7,334,019)	(3,056,214)	4,382,102	(7,325,798)	(2,943,696)	112,518		24,290	
Street Cleansing	1,492,343	1,507,121	(18,750)	1,488,371	1,541,408	(36,894)	1,504,514	16,143	1.33%	19,816	Overspend mainly arising from Staff Costs.
Refuse Collection (Black Bin)	1,142,839	1,166,227	(33,452)	1,132,775	1,186,723	(16,451)	1,170,272	37,497	1.50%	17,086	
Recycling Collection (Blue Bin)	675,317	1,023,391	(162,145)	861,246	1,045,510	(67,351)	978,159	116,913	19.11%	129,048	Recycling credits currently expected to fall short of budget. To be monitored closely in the coming months.
Compostable Collection (Brown Bin)	33,675	880,388	(949,514)	(69,126)	657,713	(930,435)	(272,722)	(203,596)	152.29%	(51,283)	Anticipated brown bin income is up by 2.8%. Assumed payments to SCC and other costs are currently forecast to be down at present. The service is currently on track to achieve the budgeted break-even position by 2019/20.
Bulky, Fridges, Metal & Scrap Collection	119,866	153,298	(20,502)	132,796	155,028	(21,483)	133,545	749	0.94%	1,132	
Clinical & Hazardous Waste Collection	13,790	18,560	(6,050)	12,510	14,838	(5,093)	9,745	(2,765)	6.38%	(880)	
Multi-Bank Recycling Sites	(23,831)	31,144	(56,135)	(24,991)	25,405	(33,214)	(7,809)	17,182	4.32%	(1,029)	
Trade Waste	(389,998)	841,024	(1,405,058)	(564,034)	969,824	(1,657,252)	(687,428)	(123,394)	13.87%	(54,093)	Income currently expected to be higher than budgeted.
Waste - Business & Commercial	3,064,001	5,621,153	(2,651,606)	2,969,547	5,596,449	(2,768,173)	2,828,276	(141,271)		59,797	
Non-HRA Housing Properties	1,091	1,091	0	1,091	3,748	(2,067)	1,681	590	6.97%	(76)	
Property Services	562,858	313,537	(4,680)	308,857	310,264	(2,445)	307,819	(1,038)	3.27%	18,388	Overspend mainly arising from Staff Costs.
Property Maintenance:	563,949	314,628	(4,680)	309,948	314,012	(4,512)	309,500	(448)		18,312	

Detail by Assistant Director

2018/19 September Budget Monitoring Report

ASSISTANT DIRECTOR - OPERATIONS (CONTINUED)

Cost Centre Description	Full Year Budget £	Expenditure Budget to Date £	Income Budget to Date £	Net Budget to Date £	Expenditure Actual to Date £	Income Actual to Date £	Net Actual to Date £	Over/(Under) Spend to Date £	Year End Forecast Variance %	Year End Forecast Variance £	Forecast Variance Notes
Industrial & Business Units	(2,021,420)	270,514	(1,162,723)	(892,209)	224,422	(1,198,885)	(974,463)	(82,254)	1.13%	(22,780)	
Town Centres & Shops	(934,063)	154,879	(578,708)	(423,829)	90,510	(573,395)	(482,885)	(59,056)	1.56%	(14,542)	Income from Shop Rents currently expected to exceed budget.
Property Management:	(2,955,483)	425,393	(1,741,431)	(1,316,038)	314,932	(1,772,280)	(1,457,348)	(141,310)		(37,322)	
Offices: West Suffolk House	(148,077)	686,841	(627,015)	59,826	753,116	(565,832)	187,284	127,458	5.63%	8,331	
Offices: Haverhill House	(46,950)	185,306	(161,314)	23,992	102,958	(173,611)	(70,653)	(94,645)	21.00%	9,858	
Public Conveniences	143,044	94,311	(15,996)	78,315	82,174	(4,656)	77,518	(797)	0.56%	(797)	
CCTV	166,951	216,488	(160,512)	55,976	199,204	(5,587)	193,616	137,640	2.29%	(3,820)	
Green Travel Plan	(2,170)	52,597	(23,296)	29,301	28,187	(8,318)	19,869	(9,432)	264.61%	(5,742)	
Street Banners & Displays	(37)	5,916	(3,528)	2,388	8,510	(2,737)	5,772	3,384	8713.51%	3,224	
District Highways Services	420,015	441,110	(3,984)	437,126	431,110	(20,735)	410,375	(26,751)	2.90%	(12,162)	
Street Furniture	51,451	28,428	(78)	28,350	20,167	(75)	20,091	(8,259)	15.93%	(8,197)	
Ground Drainage & Associated Works	7,459	6,002	(522)	5,480	3,630	0	3,630	(1,850)	24.80%	(1,850)	
Primary Bus Station	80,289	100,009	(28,500)	71,509	83,598	(9,487)	74,112	2,603	3.25%	2,607	
Facilities, CCTV & Highways Services:	671,975	1,817,008	(1,024,745)	792,263	1,712,654	(791,038)	921,614	129,351		(8,548)	
Courier & Postal Service	116,870	135,544	(37,625)	97,919	128,609	4,800	133,409	35,490	0.29%	(335)	
Printing & Copying Service	46,071	46,782	(17,500)	29,282	32,190	(16,124)	16,066	(13,216)	17.83%	(8,216)	
Central Services:	162,941	182,326	(55,125)	127,201	160,799	(11,324)	149,475	22,274		(8,551)	
Off Street Car Parks	(3,157,508)	1,280,667	(2,403,039)	(1,122,372)	1,274,151	(2,188,118)	(913,967)	208,405	8.52%	269,098	Car park income currently expected to fall short of budgeted levels
On Street Car Parking	(130,320)	376,447	(441,798)	(65,351)	437,875	(437,189)	686	66,037	0.00%	0	
Car Parking:	(3,287,828)	1,657,114	(2,844,837)	(1,187,723)	1,712,026	(2,625,307)	(913,281)	274,442		269,098	

Detail by Assistant Director

2018/19 September Budget Monitoring Report

ASSISTANT DIRECTOR - OPERATIONS (CONTINUED)

Cost Centre Description	Full Year Budget £	Expenditure Budget to Date £	Income Budget to Date £	Net Budget to Date £	Expenditure Actual to Date £	Income Actual to Date £	Net Actual to Date £	Over/(Under) Spend to Date £	Year End Forecast Variance %	Year End Forecast Variance £	Forecast Variance Notes
Arboriculture (Tree Maintenance Works)	190,680	174,124	0	174,124	167,057	(268)	166,789	(7,335)	0.22%	425	
Other Parks and Play Provision	525,130	678,129	(89,182)	588,947	697,609	(128,350)	569,259	(19,688)	0.29%	(1,537)	
Abbey Gardens	278,125	182,958	(49,375)	133,583	173,628	(69,071)	104,557	(29,026)	1.31%	(3,636)	
Nowton Park	81,973	121,252	(60,996)	60,256	128,148	(76,683)	51,465	(8,791)	11.12%	(9,114)	
East Town Park	97,641	66,855	(9,696)	57,159	70,559	(17,436)	53,123	(4,036)	2.95%	(2,880)	
Clare Country Park	579	20,987	(6,178)	14,809	20,971	(5,974)	14,997	188	214.51%	1,242	
Children's Play Areas	103,599	68,006	0	68,006	64,385	(150)	64,235	(3,771)	0.92%	(949)	
Cemeteries & Closed Churchyards	254,358	323,682	(64,884)	258,798	313,143	(69,031)	244,112	(14,686)	0.69%	1,762	
Allotments	(476)	700	(1,176)	(476)	860	(1,102)	(242)	234	49.16%	234	
Parks & Open Spaces:	1,531,609	1,636,693	(281,487)	1,355,206	1,636,360	(368,065)	1,268,295	(86,911)		(14,453)	
Sports & Leisure Centres	420,371	441,517	(51,054)	390,463	394,831	(11,929)	382,902	(7,561)	3.49%	(14,657)	
Leisure & Sports	39,070	50,752	(31,216)	19,536	53,672	(35,702)	17,970	(1,566)	0.00%	0	
Sports & Leisure Development	459,441	492,269	(82,270)	409,999	448,503	(47,631)	400,872	(9,127)		(14,657)	
Buildings, Heritage & Cultural Services	87,939	79,150	0	79,150	85,273	(4,272)	81,001	1,851	2.80%	2,462	
Boyer's Hall Museum	256,185	194,329	(39,618)	154,711	219,777	(62,494)	157,284	2,573	0.68%	1,743	
West Stow Country Park	133,927	236,257	(165,500)	70,757	251,286	(178,696)	72,590	1,833	2.85%	(3,823)	
West Stow ASVT Operating Account	0	1,030	(516)	514	0	(16,265)	(16,265)	(16,779)	0.00%	(1,530)	
Heritage Sites & Monuments	5,558	12,056	(6,498)	5,558	6,069	(505)	5,564	6	0.11%	6	
West Front Houses	50,367	70,947	(20,580)	50,367	54,609	(4,118)	50,491	124	0.25%	124	
Heritage	533,976	593,769	(232,712)	361,057	617,014	(266,350)	350,665	(10,392)		(1,018)	
Leisure Promotion	152,282	76,152	0	76,152	95,008	(7,408)	87,599	11,447	5.14%	(7,834)	
The Apex	452,510	1,034,324	(633,761)	400,563	1,064,003	(715,905)	348,098	(52,465)	4.07%	(18,431)	
The Athenaeum	45,419	112,482	(48,979)	63,503	100,292	(30,129)	70,163	6,660	16.34%	7,420	
The Guildhall, Bury St Edmunds	49,082	48,622	(2,502)	46,120	49,176	(3,646)	45,530	(590)	2.00%	(982)	
Tourist Information Centres	76,620	52,548	(6,060)	46,488	46,203	(6,006)	40,197	(6,291)	6.16%	(4,716)	
Shopmobility	33,986	27,789	(4,098)	23,691	18,510	(1,138)	17,372	(6,319)	7.00%	(2,379)	
Bury Festival	54,224	158,802	(117,286)	41,516	150,640	(96,979)	53,661	12,145	5.81%	3,149	
Halls & Events	864,123	1,510,719	(812,686)	698,033	1,523,832	(861,211)	662,620	(35,413)		(23,773)	
TOTALS: OPERATIONS	709,498	19,183,667	(17,939,843)	1,243,824	19,109,207	(17,783,275)	1,325,931	82,107		258,187	

Detail by Assistant Director

2018/19 September Budget Monitoring Report

ASSISTANT DIRECTOR - GROWTH

Cost Centre Description	Full Year Budget £	Expenditure Budget to Date £	Income Budget to Date £	Net Budget to Date £	Expenditure Actual to Date £	Income Actual to Date £	Net Actual to Date £	Over/(Under) Spend to Date £	Year End Forecast Variance %	Year End Forecast Variance £	Forecast Variance Notes
Housing Development & Strategy	163,066	121,343	(34,254)	87,089	119,128	(25,155)	93,973	6,884	9.18%	14,965	Lower income on Barley Homes than previously anticipated
Gypsies & Travellers	25,108	14,201	(48)	14,153	10,901	(30)	10,871	(3,282)	1.14%	285	
Housing Development & Strategy:	188,174	135,544	(34,302)	101,242	130,029	(25,185)	104,844	3,602		15,250	
Strategic Property	75,459	87,910	(50,212)	37,698	84,529	(60,539)	23,990	(13,708)	6.49%	4,895	
Strategic Property	75,459	87,910	(50,212)	37,698	84,529	(60,539)	23,990	(13,708)		4,895	
Housing Business & Partnerships:	0	0	0	0	0	0	0	0	0	0	
Planning Policy	604,958	406,735	(39,132)	367,603	376,796	(24,151)	352,645	(14,958)	1.38%	(8,338)	
Local Plan	4,500	17,250	(15,000)	2,250	0	0	0	(2,250)	55.56%	(2,500)	
Place Shaping:	609,458	423,985	(54,132)	369,853	376,796	(24,151)	352,645	(17,208)		(10,838)	
Economic Development & Growth	387,777	253,208	(53,910)	199,298	240,681	(69,750)	170,930	(28,368)	0.11%	436	Staffing costs currently forecast to be lower than budgeted.
Strategic Tourism & Markets	38,742	23,494	(4,068)	19,426	27,684	(2,668)	25,016	5,590	13.34%	5,167	
Bury Christmas Fayre	(11,594)	96,034	(99,906)	(3,872)	11,906	(171,572)	(159,666)	(155,794)	0.01%	1	
Economic Development & Growth:	414,925	372,736	(157,884)	214,852	280,271	(243,990)	36,280	(178,572)		5,604	
TOTALS: GROWTH:	1,288,016	1,020,175	(296,530)	723,645	871,625	(353,865)	517,759	(205,886)		14,911	

2018/19 September Capital Budget Monitoring Report

Project Description	Revised Budget for Year £	Actual Spend Year to Date £	2018-19 Forecast Actual Spend £	2018-19 Funded from External Grants £	2018-19 Carry Forward Requested £	Over/ (Under) Spend for Year £	Notes	Total Project Budget 2017-2022 £
Resource & Performance								
Invest to Save Projects	118,328	0	118,328	0	0	0	Budget to be allocated to appropriate projects as they arise.	118,328
Leisure Capital Investment Fund	1,525,984	506,231	1,525,984	0	0	0	Project relates to Haverhill Leisure Centre, expecting full spend in 2018/19.	1,525,984
SEBC - Single Council	250,000	80,646	250,000	0	0	0	This project supports the implementation of the Single Council Business Case, and is funded from the Flexible Use of Capital Receipts. Full spend expected in 2018/19.	250,000
Human Resources, Legal & Democratic								
Health & Safety Management System	26,000	0	26,000	0	0	0	Project expected to be completed in 2018/19.	26,000
Families & Communities								
Customer Access Project	64,558	0	0	0	0	(64,558)	Project scoping under review.	64,558
Rural Initiatives Grant Scheme (RIGS)	31,490	11,534	31,490	0	0	0	Grant scheme expected to be fully utilised in 2018/19.	67,500
Planning & Regulatory								
Private Sector Disabled Facilities Grants	589,819	160,579	430,000	0	159,819	0	External grant funded. Currently expecting an underspend in 2018/19. Request to carry the balance forward into 2019/20.	1,875,000
Private Sector Renewal Grants	312,787	36,599	150,000	0	0	(162,787)	The service is currently reviewing the likely demand for these grants.	1,277,966
Empty Homes Grants to Private Owners	71,000	0	71,000	0	0	0	Currently expecting to spend in full for 2018/19.	71,000
West Stow biomass boiler	120,000	0	120,000	0	0	0	Project linked to the Community Energy Plan as detailed below. Expected to commence in 2018/19.	120,000

2018/19 September Capital Budget Monitoring Report

Project Description	Revised Budget for Year £	Actual Spend Year to Date £	2018-19 Forecast Actual Spend £	2018-19 Funded from External Grants £	2018-19 Carry Forward Requested £	Over/ (Under) Spend for Year £	Notes	Total Project Budget 2017-2022 £
Community Energy Plan	1,009,442	46,348	400,000	0	609,442	0	Spend on this project primarily relates to the "Rent a Roof" scheme. The service is currently formulating a development plan for this project which will inform the likely spend going forward, and any associated revenue implications.	1,118,851
Operations								
Leisure Asset Management Scheme	44,523	0	44,523	0	0	(0)	To be allocated to Leisure projects as they arise.	1,416,077
Community Sports Facility - Moreton Hall	1,552,500	0	1,552,500	0	0	0	The project partners are currently finalising the legal details with a view to transferring the sum in 2018/19.	1,552,500
Vehicle & Plant Purchases	1,091,324	177,706	1,091,324	0	0	0	Based on the Vehicle Replacement Programme, and expected to be fully utilised in 2018/19.	4,779,945
Lark Valley Path	27,000	0	27,000	0	0	0	Project expected to be completed in quarter 3 of 2018/19.	27,000
Bury Leisure Centre - All Weather Pitch	150,000	0	0	0	150,000	0	Spend on this project is now expected to be in 2019/20.	150,000
Waste & Street Scene Back Office System	64,540	2,567	64,540	0	0	0	Project carried forward from 2017/18. Relates to the implementation of the BARTEC system.	75,020
Bury St Edmunds, Parkway Multi-Storey Car Park structural works	190,900	0	0	0	190,900	0	Project not likely to commence in 2018/19, carry forward requested.	190,900
Street Lighting Renewals	453,891	0	453,891	0	0	0	Project carried forward from 2017/18. Currently awaiting the final project sum and invoicing.	677,709
Bury Sports Club Project	100,000	0	0	0	100,000	0	No anticipated spend in 2018/19. Currently under review as part of the 2019/20 Budget Setting process.	150,000
Parish Council S106 Grants	45,801	59,770	59,770	59,770	0	0	These projects are funded from S106 contributions and are allocated as and when they are received.	124,187
West Suffolk Operational Hub	9,194,482	1,515,630	7,142,900	0	2,051,582	0	Project underway, current expected spend as advised by the Project Architects.	13,758,000
Leisure: Severn Road Play Park	11,219	11,219	11,219	0	0	0	Project carried forward from 2018/19. Works completed.	60,000

2018/19 September Capital Budget Monitoring Report

Project Description	Revised Budget for Year £	Actual Spend Year to Date £	2018-19 Forecast Actual Spend £	2018-19 Funded from External Grants £	2018-19 Carry Forward Requested £	Over/ (Under) Spend for Year £	Notes	Total Project Budget 2017-2022 £
Leisure: Oakes Road Play Park	10,103	10,103	10,103	0	0	0	Project carried forward from 2018/19. Works completed.	60,000
Leisure: Bedell Close Play Area	6,099	6,099	6,099	0	0	0	Project carried forward from 2018/19. Works completed. Small overspend to be funded from the Leisure Building Maintenance Reserve in line with the original project.	30,000
Leisure: Abbey Gardens Replacement Retail Facility	70,000	50	70,000	0	0	0	Project plans are currently being drawn up, and the spend on this project is expected to be in quarter 3 of 2018/19.	70,000
Leisure: Nowton Park Electronic Automated Gate	6,202	6,202	6,202	0	0	0	Spend in 2018/19 represents the balance of this project, funded from the Leisure Asset Management Scheme.	0
Leisure: Fenway Play Area, Bury St Edmunds	50,846	50,846	50,846	0	0	0	The works on this project have commenced and it is expected to be completed in 2018/19.	55,000
Leisure: Strasbourg Square Play Area, Haverhill	52,124	52,124	52,124	0	0	0	The works on this project have commenced and it is expected to be completed in 2018/19.	55,000
Leisure: York Road, Haverhill	47,502	47,502	47,502	0	0	0	The works on this project have commenced and it is expected to be completed in 2018/19.	50,000
Abbey Gardens Extension: Eastgate Nursery	200,000	0	50,000	50,000	150,000	0	The programme of works is currently being drawn up. The funding for this project is a mixture of the Leisure Asset Management Scheme (£150k) and S106 funding (£50k).	250,000
Growth								
High Street Haverhill Improvements	693,000	0	0	0	693,000	0	No confirmed spend on this project at present. Under review as part of the 2019/20 Budget Setting Process.	693,000
Gypsy and traveller site	572,657	9,966	572,657	0	0	0	This project relates to Kelly's Meadow, full spend expected in 2018/19.	587,000
Barley Homes	1,678,250	27,500	300,000	0	1,378,250	0	The Barley Homes revised business plan is currently under development, with a view to presenting a revised profile of the agreed loan facility	2,975,000
Loan Facility: Suffolk Business Park	4,000,000	0	0	0	0	(4,000,000)	Not likely to be required in 2018/19. Requirement under review as part of the 2019/20 Budget Setting process.	0

2018/19 September Capital Budget Monitoring Report

Project Description	Revised Budget for Year £	Actual Spend Year to Date £	2018-19 Forecast Actual Spend £	2018-19 Funded from External Grants £	2018-19 Carry Forward Requested £	Over/ (Under) Spend for Year £	Notes	Total Project Budget 2017-2022 £
Investing in our Growth Agenda	15,209,812	0	0	0	15,209,812	0	To be allocated to appropriate Growth project as they arise	20,000,000
Renovation of 17/18 Cornhill, Bury St Edmunds	6,720,000	33,281	333,281	0	6,386,719	(0)	The majority of the works are expected to commence in 2019/20. £2.835m of this project is funded from the "Investing in our Growth Agenda" project, the remainder being from Capital Receipts and other related Sales.	6,720,000
Purchase of 20 High Street, Haverhill (Growth Agenda)	1,955,188	1,955,188	1,955,188	0	0	0	Purchase completed. Forms part of the £20m "Investing in our Growth Agenda" Project.	1,952,920
Investing in our Commercial Asset Portfolio	1,740,000	0	1,740,000	0	0	0		1,740,000
21-27 Hollands Road, Haverhill - extension	400,000	0	400,000	400,000	0	0	Funded from the Asda S106 monies.	400,000
TOTALS:	50,457,370	4,807,690	19,164,470	509,770	27,079,524	(4,227,345)		67,324,445

MTFS Earmarked Reserves Projections

2018/19 September Budget Monitoring Report

Account	Reserve Description	2018/19 Opening Balance £	2018/19 Net Budgeted Movement to / (from) Reserve £	2018/19 Budgeted Closing Balance £	2018/19 Current Balance £	2018/19 Forecast Closing Balance £	2018/19 Forecast Variance Over / (Under) Utilised £	Variance Notes (variances in brackets denote less reserve used than budgeted)
BZ896	Investing in our Growth Agenda Reserve	970,000	(281,984)	688,016	968,939	871,584	(183,568)	This reserve has been set up to support the delivery of the council's growth agenda. Reports CAB/FH/17/018 and COU/FH/17/004 refer. Utilisation in 2018/19 relates to Capacity Resourcing Funding, whilst the forecast under-utilisation is mainly down to recruitment timings.
BZ897	Capital Project Financing Reserve	117,458	0	117,458	117,458	117,458	0	This Reserve was set up in order to facilitate the Capital Financing requirements of the council, and to account for fluctuations and timing differences in the expected spend profile.
BZ898	BBR Pilot: Place-Based Reserve	0	1,605,000	1,605,000	0	1,748,000	(143,000)	This is a new reserve which has been set up to hold the benefit from the Suffolk 100% Business Rate Retention Pilot in 2018/19. To be utilised against projects as agreed by the Suffolk Leaders.
BZ803	Strategic Priorities & MTFS Reserve	4,531,995	(3,239,818)	1,292,177	4,818,789	1,871,058	(578,881)	Budgeted Reserve movement includes £2.8m Capital Programme Funding for 2018/19. The under-utilisation mainly relates to a projected underspend on the Community Energy Plan Project, as further detailed in the Capital Programme Appendix.
BZ804	Invest to Save Reserve	2,698,227	(148,885)	2,549,342	2,683,011	2,572,262	(22,920)	Budgeted utilisation during 2018/19 includes funding for the Waste & Street Scene Back Office System Capital Project. The forecast under-utilisation relates to Staffing Resources currently being funded in the overall budget position.
BZ808	Risk/Recession Reserve	467,786	0	467,786	467,786	467,786	0	Monies set aside to provide against possible future financial risks arising, for example shortfalls in income levels and interest rates, reductions in Government grant funding and the like. Currently expected to be in line with Budget.

MTFS Earmarked Reserves Projections

2018/19 September Budget Monitoring Report

Account	Reserve Description	2018/19 Opening Balance £	2018/19 Net Budgeted Movement to / (from) Reserve £	2018/19 Budgeted Closing Balance £	2018/19 Current Balance £	2018/19 Forecast Closing Balance £	2018/19 Forecast Variance Over / (Under) Utilised £	Variance Notes (variances in brackets denote less reserve used than budgeted)
BZ809	BRR Equalisation Reserve	2,138,718	506,714	2,645,432	1,570,546	3,479,049	(833,617)	This reserve is intended to neutralise the impact of any fluctuations in growth or reductions in Business Rates Income under the Business Rates Retention Scheme.
BZ810	Self Insured Fund	231,739	0	231,739	281,739	231,739	0	Monies set aside to provide funds in order to finance any high insurance excesses that may arise. Currently expected to be in line with the Budget.
BZ811	Computer & Telephone Equipment Reserve	253,756	8,000	261,756	330,711	224,256	37,500	Utilised towards ICT hardware refreshes.
BZ812	Office Equipment Reserve	422,953	34,150	457,103	457,103	457,103	0	No utilisation expected during 2018/19.
BZ813	Section 106 - Public Service Village	78,477	14,348	92,825	78,477	78,477	14,348	Monies received as part of the Green Travel Plan.
BZ814	HB Equalisation Reserve	615,594	125,013	740,607	615,594	1,239,882	(499,275)	This reserve is utilised in order to smooth out the effect of variations between the amounts of Housing Benefits paid out and subsequently grant funded by DWP.
BZ816	Interest Equalisation Reserve	359,630	0	359,630	359,630	359,630	0	No movement expected during 2018/19.
BZ818	Professional Fees Reserve	216,522	48,070	264,592	281,522	271,522	(6,930)	Funding approved projects
BZ820	ARP Reserve	491,538	(11,500)	480,038	480,288	463,521	16,517	This reserve is used to hold any grants or new burdens funding received from the government, which will then be utilised when the monies are spent.
BZ830	Vehicle & Plant Renewal Fund	1,607,925	(541,324)	1,066,601	2,157,925	1,066,601	0	In line with expected spend on Vehicles, Plant & Equipment in the year, as further detailed in the Capital Programme appendix.
BZ831	Waste Management Reserve	400,716	(13,100)	387,616	481,066	387,616	0	Budgeted usage in order to fund Wheeled Bin Purchases.

MTFS Earmarked Reserves Projections

2018/19 September Budget Monitoring Report

Account	Reserve Description	2018/19 Opening Balance £	2018/19 Net Budgeted Movement to / (from) Reserve £	2018/19 Budgeted Closing Balance £	2018/19 Current Balance £	2018/19 Forecast Closing Balance £	2018/19 Forecast Variance Over / (Under) Utilised £	Variance Notes (variances in brackets denote less reserve used than budgeted)
BZ832	BR-Building Repairs Reserve - Leisure	474,058	(339,618)	134,440	783,058	434,440	(300,000)	Budgeted Reserve movement includes £480k Capital Programme Funding for 2018/19. The under-utilisation of £300k mainly relates to Capital Project underspend requested to be carried forward into 2018/19, of which £150k relates to the Bury St Edmunds Leisure Centre All-weather pitch which is now likely to complete in 2019/20, plus a further £150k in respect of the Abbey Gardens Eastgate Nursery Extension.
BZ833	BR-Building Repairs Reserve - Other	2,053,064	(305,201)	1,747,863	2,494,345	1,913,441	(165,578)	The under-utilisation on this reserve has arisen as a result of the overall forecast underspend on Building Repairs and Maintenance during 2018/19.
BZ834	Industrial Units - Service Charges	55,765	0	55,765	55,765	55,765	0	This is a new reserve which has been set up to hold Service Charge income from Industrial Tenants in order to fund agreed works.
BZ835	BR-Leased Flats Management	33,957	0	33,957	33,957	33,957	0	No movement expected during 2018/19.
BZ839	Industrial Rent Reserve	755,000	(110,000)	645,000	645,000	645,000	0	Expected to be on budget for 2018/19.
BZ850	Commuted Maintenance Reserve	439,950	(92,700)	347,250	439,950	347,250	0	Monies set aside from developers' contributions in order to fund maintenance of play areas and open space. Expected to be on budget for 2018/19.
BZ851	M-Gershom Parkington Bequest	559,719	3,500	563,219	565,079	567,451	(4,232)	Monies received as part of the Gershom Parkington bequest in order to maintain and develop the Horological Collection.
BZ853	The Apex Reserve	0	6,000	6,000	20,000	6,000	0	Monies set aside in order to fund future years equipment renewals and the like.
BZ854	Abbey Gardens Donation	38,766	0	38,766	38,766	38,766	0	No movement expected during 2018/19.
BZ870	Planning Reserve	187,781	60,000	247,781	277,781	257,781	(10,000)	2018/19 utilisation of Local Plan spend.
BZ876	S106 Monitoring Officer Reserve	47,177	0	47,177	37,051	37,052	10,125	Monies set aside in order to fund the S106 Monitoring Officer.

MTFS Earmarked Reserves Projections

2018/19 September Budget Monitoring Report

Account	Reserve Description	2018/19 Opening Balance £	2018/19 Net Budgeted Movement to / (from) Reserve £	2018/19 Budgeted Closing Balance £	2018/19 Current Balance £	2018/19 Forecast Closing Balance £	2018/19 Forecast Variance Over / (Under) Utilised £	Variance Notes (variances in brackets denote less reserve used than budgeted)
BZ880	Economic Development Reserve (LABGI)	18,187	(5,000)	13,187	18,187	1,986	11,201	Currently expecting to utilise the remaining balance on this reserve during 2018/19 to fund Economic Development initiatives.
BZ885	Homelessness Legislation Reserve	179,981	(8,594)	171,387	716,199	405,292	(233,905)	Includes contributions in respect of the DCLG Flexible Homelessness Support Grant and Rough Sleeper Grant which are being utilised to support the Housing Options Team.
BZ886	S106 Revenue Reserve	33,621	0	33,621	33,621	33,621	0	No movement expected during 2018/19.
BZ890	Election Reserve	114,675	7,330	122,005	159,322	147,986	(25,981)	Anticipated usage during 2018/19 in order to fund Capacity Resourcing requirements as budgeted.
	St Edmundsbury Totals	20,594,735	(2,679,599)	17,915,136	22,468,664	20,833,332	(2,918,196)	

Informal Joint Performance and Audit Scrutiny Committee



Forest Heath
District Council

Title of Report:	West Suffolk Strategic Risk Register Quarterly Monitoring Report – Sept 2018	
Report No:	PAS/FH/18/036	
Report to and date:	Performance and Audit Scrutiny Committee	28 November 2018
Portfolio holder:	Councillor Stephen Edwards Portfolio Holder for Resources and Performance Tel: 01638 660158 Email: stephen.edwards@forest-heath.gov.uk	
Lead officer:	Gregory Stevenson Service Manager - Finance and Performance Tel: 01284 757264 Email: gregory.stevenson@westsuffolk.gov.uk	
Purpose of report:	To review the West Suffolk Strategic Risk Register Quarterly Monitoring Report.	
Recommendation:	Performance and Audit Scrutiny Committee: It is <u>RECOMMENDED</u> that Members scrutinise the updated West Suffolk Strategic Risk Register at Appendix 1 and refer any major issues requiring attention to Cabinet.	
Key Decision: <i>(Check the appropriate box and delete all those that do not apply.)</i>	<i>Is this a Key Decision and, if so, under which definition?</i> Yes, it is a Key Decision - <input type="checkbox"/> No, it is not a Key Decision - <input checked="" type="checkbox"/>	
Consultation:	• Not Applicable	
Alternative option(s):	• Not Applicable	
Implications:		

<i>Are there any financial implications? If yes, please give details</i>		Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> <ul style="list-style-type: none"> • There are no direct financial or budget implications arising from this report. Specific risks associated with finance and resources are included in the West Suffolk Strategic Risk Register at Appendix 1 	
<i>Are there any staffing implications? If yes, please give details</i>		Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> <ul style="list-style-type: none"> • 	
<i>Are there any ICT implications? If yes, please give details</i>		Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> <ul style="list-style-type: none"> • 	
<i>Are there any legal and/or policy implications? If yes, please give details</i>		Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> <ul style="list-style-type: none"> • 	
<i>Are there any equality implications? If yes, please give details</i>		Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> <ul style="list-style-type: none"> • 	
Risk/opportunity assessment:		<i>(potential hazards or opportunities affecting corporate, service or project objectives)</i>	
Risk area	Inherent level of risk (before controls)	Controls	Residual risk (after controls)
See individual assessments against each risk as detailed in Appendix 1			
Ward(s) affected:		All Wards	
Background papers:		None	
Documents attached:		Appendix 1 - West Suffolk Strategic Risk Register 2018/2019	

1. Key issues and reasons for recommendation(s)

1.1 Key Issues and Summary

- 1.1.1 The West Suffolk Strategic Risk Register is updated regularly by the Risk Management Group. The Group is comprised of service representatives, including Health and Safety, supported by a Director and the Portfolio Holder for Resources, Governance and Performance. Assistant Directors and / or Service Managers may be required to provide further information as requested by the Group.
- 1.1.2 At its most recent assessment in September 2018, the Group reviewed the Target Risk, the risk level where the Council aims to be, and agreed a Current Risk assessment. These assessments form the revised West Suffolk Strategic Risk Register at **Appendix 1**.
- 1.1.3 Part of this assessment included the consideration of the controls and actions in place to address the individual risks. Where Target Risk levels are lower than the Current Risk assessment, further action is either being taken or planned in order to treat the risk and meet the target.
- 1.1.4 Some individual controls or actions have been updated and those that were not ongoing and had been completed by September 2018 have been removed from the register.

1.2 New or Amended Risks

- 1.2.1 There have been no major amendments to current risks during this reporting period. Where necessary actions, controls and target dates have been updated.

1.3 Closed Risks

- 1.3.1 No existing risks have been closed since the Strategic Risk Register was last reported to this committee.

1.4 Impact of Brexit

- 1.4.1 The group will continue to monitor the situation as it develops, amending existing and / or adding new risks where necessary. These changes will be reported at each meeting in the normal manner.

1.5 Reasons for Recommendations

- 1.5.1 The Council's Strategic Plan includes three key priority areas supported by a range of actions to deliver specific outcomes.

- 1.5.2 The West Suffolk Strategic Risk Register identifies and records the level of risk associated with delivering the Council's plans alongside meeting its statutory responsibilities and the organisation's overall ability to respond to change. Through assessment of risk and the likelihood and impact of potential failure to meet these challenges, the level of controls and where possible, action required is identified and implemented.

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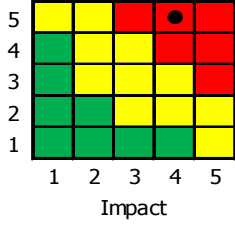
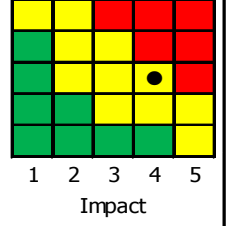
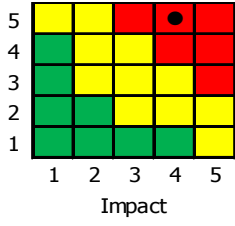
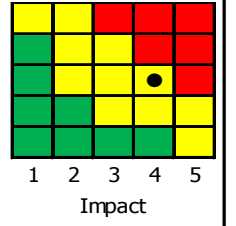
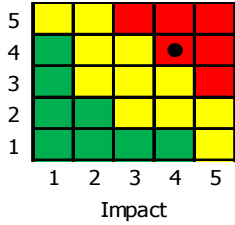
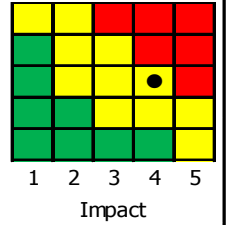


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WS1 A	10-Jul-14	Financial	Assistant Director & Portfolio Holders- Resources and Performance	Poor financial management	Failure in specific areas to achieve projected income, or expenditure exceeds the approved budgets (revenue or capital).	<p>Impact</p>	C	1) Monthly monitoring reports (revenue and capital) to budget holders and Leadership Team. Quarterly revenue and capital monitoring reports to PASC.	Assistant Director - Resources & Performance	N/A	N/A	<p>Impact</p>
							C	2) Business rate retention income and localising of Council tax being monitored monthly by Finance and ARP	Assistant Director - Resources & Performance	N/A	N/A	
							C	3) Regular meetings between budget holders and Resources and Performance business advisors/partners	Service Managers / Business Partners / Advisers	N/A	N/A	
							C	4) Scrutiny of financial reports by LT and Members through Performance and Audit Scrutiny Committee	LT	N/A	N/A	
							A	5) Financial system upgrade/development in order to take advantage of latest budget planning / monitoring functionality. Upgrade complete - development continuing	LT		Oct-19	
							A	6) Strengthen the overall Performance Management Framework. E.g. Balanced Scorecards, PDRs, (also see WS18), Risk management, Project monitoring, Financial Reporting. Review in light of Northants CC Inspectors report	LT	Apr-17	Complete	
							C	7) Regular updates of projects, assessment of any additional risks associated with new projects.	LT	N/A	N/A	
							C	8) Monitoring of investment decisions and original business cases targets/outcomes through Business Partner Model.	Assistant Director - Resources & Performance	N/A	N/A	
							C	9) Longer term financial planning across MTFS. Review of a West Suffolk MTFS as part of single council work.	Assistant Director - Resources & Performance	Sep-16	N/A	
							A	10) Implement Suffolk wide Business Rates monitoring and forecasting tool to assist with control #2 above. Workshop scheduled for Q4 review to maximise functionality.	Assistant Director - Resources & Performance	Jul-17	Oct-18	
WS1 B	10-Jul-14	Financial	Assistant Director & Portfolio Holders- Resources and Performance	Poor financial planning	Failure to deliver a sustainable Medium Term Financial Strategy, especially in view of continued financial uncertainty around areas such as Comprehensive Spending Review, localisation of Business Rates, increased service demand, and use of reserves. Over reliance on any one particular MTFS theme such as behaving more commercially or being an investing authority	<p>Impact</p>	A	1) Annual Budget preparation focus on MTFS and key uncertainties including Business Rate Retention in 2020. Delivery on six MTFS themes.	LT	N/A	N/A	<p>Impact</p>
							C	2) Demand trends and financial implications validated as part of budget setting. Using monitoring reports to identify trends.	Service Managers / Business Partners / Advisers	N/A	N/A	
							C	3) Medium Term Financial Strategy update - including review of assumptions, sensitivity analysis and review of reserve and balance levels	Assistant Director - Resources and Performance	N/A	N/A	
							C	4) Scrutiny of financial reports by LT and Members through Performance and Audit Scrutiny Committee	LT	N/A	N/A	
							C	5) Monitor Government statements on future of local government funding	LT	N/A	N/A	
							C	6) New investment proposals to be considered through the Councils governance and decision making process including challenge by -Business Partners.	LT	N/A	N/A	
							C	7) Use of data and intelligence in forecasting future scenarios.	LT	N/A	N/A	

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							C	8) Keep a careful eye on Brexit implications re European funding and service delivery	LT	N/A	N/A	
							A	9) Project resources review ensuring the appropriate capacity and skills to take forward ambitious agenda. Following agreement at Council in Feb 18 there will be a 2 yr review in Feb 2020 and ongoing review.	LT	Sep-16	Oct-19	
							A	10) Utilise Suffolk wide Business Rates monitoring and forecasting to assist with forecasting and financial planning across the MTFS. The new tool will also provide the opportunity to model for different scenarios under a 100% Business Rate Retention Scheme.	Assistant Director - Resources and Performance	Jul-17	On-going	
WS2	10-Jul-14	Customer	Assistant Director & Portfolio Holders- Families & Communities	Maintain and promote our public image, maintain effective communications	Lack of public trust and confidence in the councils leads to a poor reputation. Councils need to champion their area and be a trusted part of the community. It is vital therefore in making sure people access services, which often means the handling of sensitive information, that the councils have a strong reputation. This is also the case in working with communities to deliver growth or large projects as well as in times of crisis, when the council must be a trusted source of information. Therefore Councils need a good reputation to enter positive partnerships with others, or secure funding. This could also potentially impact on our ability to recruit staff in competitive market.	<p>Impact</p>	C	1) Monitor and measure media coverage through daily media alerts and, where appropriate, provide a robust response.	Service Manager (Strategic Communications)	N/A	N/A	<p>Impact</p>
							C	2) Public stakeholders have a range of channels including news and social media to disseminate information about West Suffolk services and strategic priorities and address errors or misrepresentation.	Service Manager (Strategic Communications)	N/A	N/A	
							C	3) Train and support staff and Members in proactive communications, liaising with the media and using social media platforms.	Service Manager (Strategic Communications)	N/A	N/A	
							C	4) Deliver strategic communications plan and work with them to engage appropriately with communities to encourage channel shift.	Service Manager (Strategic Communications)	N/A	On-going	
							A	5) Ensure that appropriate communications planning and support are identified for strategic projects as per individual project plans	Service Manager (Strategic Communications)	Aug-14	On-going	
							C	6) Carry out timely and proportionate consultation that is available in an accessible format for everyone who wants to give us their views on a particular matter.	Service Manager (Corporate Policy)	N/A	N/A	
WS3	10-Jul-14	Customer	Assistant Director & Portfolio Holders- Families & Communities	Failure to deliver channel shift (Customer Access Strategy)	Service delivery methods do not meet customer needs or expectations with potential to damage Councils' reputation; customer expectations need to be understood and managed; Councils' not appreciating and/or delivering methods of contact and response time which are expected by customers.	<p>Impact</p>	C	1) Continue to develop new web presence with full digital by default capability. Ensure that staff, councillors and external support/advisory services are aware of the councils' digital offer and benefits for use.	Assistant Director - Families & Communities	N/A	N/A	<p>Impact</p>
							A	2) Specifications for a new CRM system to be drawn up to meet customer requirements and expectations.	Assistant Director - Families & Communities	Jun-18	Sep-19	
							C	3) Clear and consistent public communications to explain changes to services and establish realistic expectations of service levels.	Service Manager (Corporate Communications) and Service Manager (Customer Service)	N/A	N/A	
							C	4) Continuing development to ensure web site remains fit for purpose.	Assistant Director - Families & Communities	N/A	N/A	

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WS4	10-Jul-14	Professional	Assistant Director & Portfolio Holders - Human Resources, Legal & Democratic Services	Staff retention (professional staff / technical staff) and recruitment. Staff trust and goodwill (morale)	Lack of staff with appropriate skills, experience and capacity could prevent delivery of services and high levels of performance. Failure to have motivated staff with appropriate workload.		A	1) OD strategy focussing on Employer Brand, Flexible and Agile Workforce, Talent management linked to performance management. Continue to develop succession routes - apprentices and career pathways for example. Woekforce Strategy agreed 31st March 18. Focus on delivery of these action plans	HR Manager	Reviewed OD plan 2016	On-going	
							C	2) Regularly evaluate outcome of Performance Reviews to identify talent management to inform succession planning.	HR Manager	Jun-14	Ongoing	
							A	4) Annual workforce monitoring data presented to the West Suffolk Joint Staff Consultative Panel; no significant issues raised.	HR Manager	N/A	On-going	
							A	5) Salary benchmarking has been undertaken and remains under review. Review Pay Policy. Monitor Recruitment to identify challenging areas to address. Maintain focus on strong employer brand. Review of payline and structure may need to be considered. National work commenced on the NJC/Job Evaluation/Pay and Reward work linked to the increasing National Living Wage and the changing roles of the 21C Public Servant.	Assistant Director - HR, Legal and Democratic Services	N/A	ongoing	
WS6	10-Jul-14	Political	Chief Executive & Leaders	Managing public / councillor expectations with less resources	Falling short of providing the level of service that the public and councillors expect and demand.		C	1) Understand and communicate priorities and expectations through Strategic Plan and MTFS. Assign dedicated corporate project resources to support new projects.	LT	N/A	On-going	
							A	3) Review and align service and skilled resources available to the strategic plan including communication resources.	LT	Jun-14	On-going	
							C	4) Regular monitoring and update discussions with portfolio holders on the corporate project plan progress	LT	N/A	N/A	
							C	5) Regular monitoring of Balanced Scorecards to include complaints, compliments and trends.	LT	N/A	On-going	
WS7	10-Jul-14	Technological Financial Customer	Service Manager (Corporate Policy) / All Assistant Directors & Portfolio Holders	Poor project management	Key strategic outcomes not being delivered due to projects failing to be completed on time. Budgets are overspent due to delays. Peaks and troughs in resource demands for support services are not managed, resulting in unmanageable workloads for e.g. IT team, exacerbating the delays.		A	1) Maintain and develop an efficient programme and project management framework understanding timetabling and interdependencies between projects and programmes (led by Service Manager Corporate Policy).	Service Manager Corporate Policy	May-17	On-going	
							A	2) Maintain oversight of corporate project matrix at Leadership Team, to manage demands on services and resource appropriately.	Service Manager Corporate Policy	May-17	On-going	
							A	3) Training and support to staff involved in corporate projects including key project management skills.	L&D team/Service Manager Corporate Policy	May-17	On-going	
							C	4) Project support and resources to be included in future Project Initiation Documents and project business cases, including support services such as: ICT, Finance, Legal and Property	LT and All Service Managers	May-17	On-going	
							C	5) Early identification of Corporate capacity / priorities as part of business plan / project initiation. Review of programmes to assist with prioritisation.	LT	May-17	On-going	
							C	6) Carry out Project Close Out Reports and Project Health Checks as appropriate.	LT and All Service Managers	May-17	On-going	
WS7a	10-Jul-14	Technological	Assistant Director & Portfolio	ICT integration	Integration of ICT across services and systems not being achieved. Failure to keep Business Applications aligned.		A	1) Maintain alignment of ICT infrastructure and corporate systems through corporate project planning	Infrastructure Support Manager	Jun-14	On-going	

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			Holders-Resources and Performance				<p>A 2) Continued Business Applications integration / alignment.</p> <p>C 3) Regular review of both integration programmes for strategic fit and resources/skills capacity through corporate projects plan.</p> <p>C 4) Monthly testing of the Council PSN compliance including the checking and monitoring of new and existing staff profiles. No tolerance approach adopted.</p> <p>A 5) Development of a West Suffolk Information Strategy and links to the wider public sector integration agenda (Transformation Challenge Award).</p>	Project Managers & Service Manager (ICT)	Jun-14	Individual project plans		
WS8	10-Jul-14	Political Social										
	(a)		Assistant Director & Portfolio Holders- Families & Communities	Failure to deliver; Families & Communities agenda	<p>Opportunities being missed to create or influence the provision of:</p> <p>(i) a thriving voluntary sector and active communities who take the initiative to help the most vulnerable</p> <p>(ii) people playing a greater role in determining the future of their communities</p> <p>(iii). improved wellbeing, physical and mental health</p> <p>(iv) accessible countryside and green spaces</p>		<p>C 1) Initial Families & Community Strategy now complete. Continuous development and review of strategy to ensure that it remains fit for purpose. Review of F & C scheduled to complement the development of a new West Suffolk Strategic Plan.</p> <p>C 2) Continue to develop the Families and Communities Officers role and new ways of working with councillors and the wider team.</p> <p>A 3) Locality budgets and Community Chest funds available. Ensure both are used effectively and as intended.</p> <p>A 4) Assess impact and opportunity of West Suffolk Council on Families and Communities agenda (locality budgets, councillor representation of local communities etc.)</p>	Service Manager (Families & Communities)	Jul-17	Complete		
	(b)		Assistant Director & Portfolio Holders - Growth	Failure to deliver; Growth Agenda inc coping with growth and increase in demand	<p>Opportunities being missed to create or influence the provision of:</p> <p>(i) beneficial growth that enhances prosperity and quality of life</p> <p>(ii) existing businesses that are thriving and new businesses brought to the area</p> <p>(iii) people with the educational attainment and skills needed in our local economy</p> <p>(iv) vibrant, attractive and clean high streets, village centres and markets</p>		<p>C 1) Developing engagement with the Local Enterprise Partnership and supporting development of the emerging combined authority business board. Deliver Six Point Plan for Jobs and Growth. Monitoring the local economy.</p> <p>C 2) Small budget to support businesses with grants. Business rate income being closely monitored from April 2013 by ARP. Developing Inward Investment strategy. Increase Business engagement</p> <p>C 3) Support to WSC, SCC, UCS and other agencies involved with skills development. Monitoring attainment levels.</p> <p>C 4) Continue to develop close working relationships with Whitehall, Norfolk partners, LEPS to influence the design of any devolution agreements and business rates retention schemes.</p> <p>A 5) Development and delivery of Local Plans</p> <p>A 6) Continued development of enterprise zones. Development of a joint plan to 2020/21.</p>	Assistant Director - Growth	N/A	N/A		

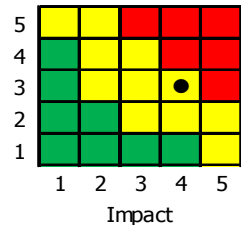
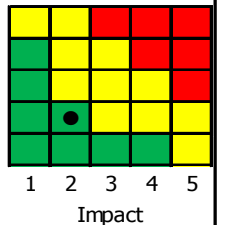
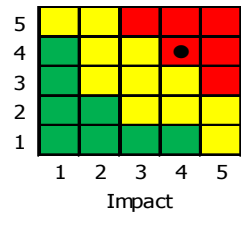
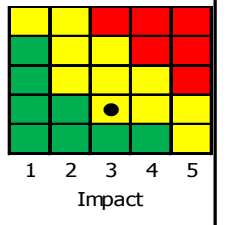
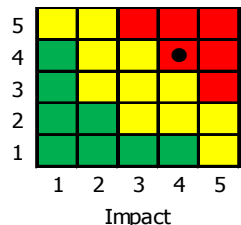
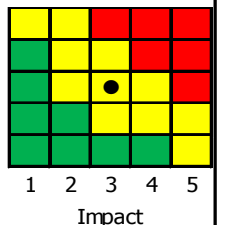
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	(c)		Assistant Director & Portfolio Holders - Growth, Families & Communities and Planning.	Failure to deliver; Housing Agenda	<p>Opportunities being missed to create or influence the provision of:</p> <p>(i) sufficient housing for current and future generations, including more affordable homes and improvements to existing housing</p> <p>(ii) new developments that are fit for the future, properly supported by infrastructure, and that build communities, not just housing</p> <p>(iii) homes that are flexible for people's changing needs</p>	<p>Impact</p>		<p>1) West Suffolk Housing strategy adopted, implementation of agreed Action Plan, with annual monitoring .Review of Housing Strategy to be undertaken in 2017</p> <p>2) Cambridge Sub-regional Strategic Housing Market Assessment completed 2008 to identify levels of need, with annual updates and reviews.</p> <p>3) Local Investment Plan 2014-18 approved by HCA, now working with RP partners to deliver. Quarterly monitoring of plan and annual review.</p> <p>4) West Suffolk Choice Based Lettings Scheme regularly reviewed to reflect changes in legislation. Scheme re-tendered June 2015, with new system fully operational by June 2016, operation of scheme monitored through CBL Management Board.</p> <p>5) Review of West Suffolk Lettings Partnership to ensure that the package of support provided meets the needs of the landlords and local housing market, particularly in light of Universal Credit.</p> <p>6) Disabled Facilities Grants process and Home Improvement Agency contract reviewed with partners in order to introduce a more co-ordinated and integrated service across agencies. A formal review of the contract was completed in January 2017.</p> <p>7) Establishment of commercial Housing Development Company in partnership with Suffolk County Council to build open market, private rented and affordable housing, Company incorporated March 2016. Initial Business Plan approved in Dec 2016. 100% ownership and interim business plan agreed in Sep-18. Revision to be included as part of the 2019-2023 MTFS in Dec-18.</p> <p>8) Monitor implications and proposals contained in new Government publications (including Housing & Planning Bill published Feb 2017) - countywide and West Suffolk response submitted to consultation document. Details of when proposals will be introduced still to be published by the Government.</p>	Assistant Directors for Growth, Families and Communities and Planning	N/A	N/A	<p>Impact</p>

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WS11	10-Jul-14	Economic Financial Competitive	Chief Executive / Directors & Portfolio Holders	Failure to adapt to new public sector models, explore opportunities with partners	The benefits of becoming a single Council for West Suffolk are not realised; the Council fails to deliver better services for public sector customers (regardless of the organisation), fails to close its budget gap due to missing opportunities for new sources of funding and opportunities for savings through economies of scale and better integration; or fails to take account of wider changes in national and local legislations, policy and structure proposals (including EU).	<p>Impact</p>	C	1) Keep a watching brief on, and disseminate information on new policies, funding models and opportunities through MHCLG, RSN, LGA, EELGA etc.	Service Manager (Corporate Policy)	N/A	N/A	<p>Impact</p>
							C	2) Maintain good relationships with public sector partners, e.g. CCG, SCOLT, SCEG, ARP authorities to hear of, and take opportunities arising from opportunities for partnership working.	Chief Executive and Directors	N/A	N/A	
							C	3) Robust business cases for identified opportunities.	LT	N/A	N/A	
							C	4) Keeping a watching brief on the new/changing National policies with Suffolk colleagues, including Brexit, local government funding changes, proposed structural changes for local government in Suffolk and the wider East Anglia area.	Chief Executive and Directors	N/A	N/A	
							A	5) Lead the integration and rationalisation of the public estate through membership, and local leadership, of the Government's One Public Estate Programme.	Director	Jul-14	On-going	
							A	6) Continue to actively work with MHCLG and LGBCE to deliver single for West Suffolk from 1st April 2019.	Chief Executive and Directors.	Sep-17	On-going	
							A	7) Explore shared services opportunities with other Local Authorities.	LT	Apr-15	On-going	
WS12	10-Jul-14	Partnership	Assistant Director & Portfolio Holders - Growth	Loss of a key employer (for example USAFE, Racing Industry, Greene King, WS Hospital, Centre Parcs, British Sugar, High Street Retailers) Please see Risk WS22 for USAFE.	Failure to retain major employers in the area and the economic impact that it would have	<p>Impact</p>	A	1) Liaison with the key employers to understand issues and opportunities by: coordinating and attending the West Suffolk Business Forum; organising the West Suffolk Business Festival (which provides opportunities for engagement with key employers); arranging visits to key employers for Leadership Team; promoting the ED team as a key point of contact for businesses and as a result responding to concerns and issues raised; and meeting and supporting business leaders in conjunction with the New Anglia Local Enterprise Partnership Growth Hub advisors.	Assistant Director - Growth	Jun-14	On-going	<p>Impact</p>
							C	2) Ensuring there is sufficient employment land / premises for expansion.	Assistant Director - Growth	N/A	N/A	
							C	3) Understand skills shortage and requirements by linking business to education providers and encourage businesses to take on apprentices.	Assistant Director - Growth	N/A	N/A	
							A	4) Help businesses access third party funding.	Assistant Director - Growth	Jun-14	On-going	
							A	5) Further development of the six point jobs and growth plan.	Assistant Director - Growth	Jun-14	On-going	
							A	6) In the worst case scenario (actions 1 - 5 ineffective) the ED team liaises with key partners such as Job Centre Plus and West Suffolk College to mitigate the impact of downsizing/restructuring.	Assistant Director - Growth			
WS13	10-Jul-14	Partnership Financial	Directors & Portfolio Holders	Partner / Public Sector failure	Partners or partnerships failing; cost shunting (transfer of costs between partners); partnerships not achieving desired outcomes.	<p>Impact</p>	C	1) Ensure robust SLA (Service Level Agreement) & Joint Venture arrangements are in place. Ensure good due diligence procedures are used.	All Assistant Directors	N/A	N/A	<p>Impact</p>
							C	2) Regular monitoring of arrangements / outcomes.	All Assistant Directors	Jun-14	N/A	
							A	3) Regular meetings with key partners, including fortnightly Suffolk CEO meetings to discuss impact and potential response of the Suffolk wide system. Ensure effective engagement in the Transformation Challenge Award.	All Assistant Directors	Jun-14	On-going	

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						Impact	C	4) Understand the cumulative impact of complex partnership delivery arrangements.	CEO and LT	Dec-15	N/A	Impact
							A	5) Develop robust governance arrangements for council owned companies. Barley Homes Business Plan under review in detail as part of regular reporting.	LT	On-going	On-going	
WS14	10-Jul-14	Physical Social Legal	Director & Portfolio Holders	Service failure through unplanned events	Reduced level of failure to deliver services to both internal and external clients due to unforeseen events.		A	1) Services must have a workable, up to date Business Continuity Plan in place.	All Assistant Directors/All staff	Aug-14	On-going	
							C	2) Combined West Suffolk Business Continuity Plan is in place for major identified threats, regularly reviewed and practised.	LT	N/A	N/A	
							C	3) Appointed officers within each service to be responsible for the continuity plans.	All Assistants Directors / Appointed Officers	N/A	N/A	
								Please also see WS16 - Breach of data protection and information security				
							A	Adoption of lessons learned from Carillion and Capita issues. Revise procurement and contract management policies to include learnings	LT	Apr-18	Nov-18	
WS16	10-Jul-14	Legal	Director & Portfolio Holders	Breach of data protection and information security	Failure to ensure the accuracy and control of data. Not using good practice when handling data. Damage to council's reputation. Damage to individuals. Avoid legal challenge. Prevent potential claims for compensation. Financial penalty for failing to comply with GDPR		C	1) Information governance group coordinates councils' approach to risks.	Director	N/A	N/A	
							C	2) Regular buildings checks to ensure information is held securely.	Service Manager (Internal Audit)	N/A	N/A	
							A	3) Improve staff and member communication on good practices and data security.	Service Manager (Corporate Communications)	Apr-14	On-going	
							A	4) Information Security e-learning - 1st phase, existing officers, completed. All new staff and members to complete module as part of induction programme.	Director	Apr-14	On-going	
							A	5) Programme plan has been developed and will be in place to support compliance with General Data Protection Regulation by May 25th. Online GDPR training rolled out in Dec-17.	Data Protection Officer	Oct-17	Complete	
WS18	10-Jul-14	Customer Financial Professional	Assistant Director & Portfolio Holders - Resources & Performance	Poor Performance	Risk of individual services having below par performance levels and possible dips in performance while establishing new service models.		C	1) Performance and Audit Scrutiny Committee (PASC) receive comprehensive performance monitoring report.	Assistant Director - Resources & Performance / R&P Business Partners	N/A	N/A	
							A	2) Early identification, reporting and monitoring of potential problem areas.	Service Managers / Business Partners / Advisers	Aug-14	On-going	
							C	3) Strengthen the overall Performance Management Framework. E.g. Balanced Scorecards, PDRs, (also see WS18), Risk management, Project monitoring, Financial Reporting.	LT	Apr-17	Complete	
							C	4) Use PDR's to aid early identification of potential problem areas.	Line Managers	N/A	N/A	
								Please also see WS7 - Poor Project Management				

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RISK ID NUMBER	Date risk added to register	Type	Current Owners	Title	Description - What are we trying to avoid? Why is this important	WS Inherent Risk	Type	Summary of Controls / Actions - What we are doing / need to do to prevent it.	Who is responsible for the actions	Start date	Target completion date/ Complete	WS Residual Risk
WS19	10-Jul-14	Economic Social	All Assistant Directors & Portfolio Holders	Demographic changes	Unable to meet the demands created by population changes (caused by growth, ageing, diversity, employment) including the impact on infrastructure and other related service provision.		C	1) Key services (planning, housing and waste) use forecasting models (e.g. East of England forecasting model, POPGROUP) to build population change into future Strategic Planning, Service Planning and Policy Development.	Assistant Director - Families and Communities/ Planning /Growth/Operations	N/A	N/A	
							A	2) Monitor, research and analysis around demographics through MHCLG, ONS, LGA, LGC and other sources and share key findings with relevant services.	Service Manager (Corporate Policy)	Jun-14	On-going	
							A	3) Attend meetings of Suffolk Information Forum and Transformation Challenge Award Data and Intelligence work stream to share best practice around population monitoring and forecasting. NB particular attention needs to be paid to Forest Heath due to population forecasts not being able to deal accurately with USAFE population.	Service Manager (Corporate Policy)	Jun-14	On-going	
WS20	10-Jul-14	Physical	Assistant Director & Portfolio Holders - Human Resources, Legal & Democratic Services	Implementation of the Corporate Health and Safety Policy	Failure to ensure the safety and well being of staff and councillors. Failure to provide safe and healthy environment for visitors and the general public. Risk of HSE (Health & Safety Executive) prosecutions.		C	1) Corporate Health and Safety strategy, objectives and implementation plans in place for all internal and external functions performed by the Council.	Health & Safety Manager	N/A	N/A	
							A	2) Well being programme in place.	Health & Safety Manager	Jun-14	On-going	
							C	3) Requirement for all staff to complete online H&S training and members to complete appropriate H&S induction programme.	Health & Safety Manager	N/A	N/A	
							A	4) Communications to staff and councillors.	Health & Safety Manager	Jun-14	On-going	
							A	5) Appropriate insurances in place and regularly reviewed.	Health & Safety Manager	Jun-14	On-going	
							C	6) Continue a programme of health and safety audits according to H&S Risk.	Health & Safety Manager	N/A	N/A	
							C	7) Implementation of new H&S Management software.	Health & Safety Manager	Nov-17	Apr-19	

Type: A = Action, C = Control

RISK ID NUMBER	Date risk added to register	Type	Current Owners	Title	Description - What are we trying to avoid? Why is this important	WS Inherent Risk	Type	Summary of Controls / Actions - What we are doing / need to do to prevent it.	Who is responsible for the actions	Start date	Target completion date/ Complete	WS Residual Risk
WS21	10-Jul-14	Social Legal	Service Manager & portfolio Holders- Strategic Housing	Safeguarding children and vulnerable adults	Children and vulnerable adults being treated in an improper manner and not in accordance with legislation.	<p>Impact</p>	A	1) Working in Countywide safeguarding partnership - external annual S11 Audit of Council procedures and the annual self-assessment.	Service Manager Strategic Housing	Jul-09	On-going	<p>Impact</p>
							C	2) Safe recruitment procedures are adopted for all staff recruitment.	Assistant Director - HR, Legal & Dem Services	Jul-09	On-going	
							A	3) Regular staff and member training and briefing sessions taking place included as part of induction and training programme.	Service Manager Strategic Housing/HR, Legal & Dem services	Jun-14	On-going	
							A	4) Ensure appropriate training is provided to front-line staff.	Service Manager Strategic Housing	Nov-15	On-going	
WS22	21-Apr-15	Economic and social	Director & Portfolio Holders	Failure to make the most of the opportunity presented by the closure of RAF Mildenhall	Failing to get the best mixed use options for the future of the site would lead to a negative impact on the local economy, families and community or the housing market.	<p>Impact</p>	A	1) Co-ordinate and lead the Forest Heath member-led local Mildenhall and Lakenheath Airbases Group	Director (JK)	Mar-15	On-going	<p>Impact</p>
							A	2) Commission an impact study to measure the impact of the USAFE on West Suffolk and the surrounding areas. Submission of prospectus to Central Government on future delivery of site by Mid November 16. Working closely with Cabinet Office, Treasury & HCA to influence Government thinking.	Director (JK)	Apr-15	Prospectus completed. Working with Cabinet Office etc. on-going	
							A	3) Work with external partners (including USAFE and UK Military) and internal departments to consider the actions to mitigate the impact of the net loss in USAFE personnel and also to consider opportunities for the RAF Mildenhall site in the context of the Government's One Public Estate Programme.	Director (JK)	Feb-15	On-going	
							A	4) Set up a joint MOD, HCA, SCC & FHDC project team for the future of the site. Jointly investigate site conditions and site master plan.	Director (JK)	Dec-16	Project team Mar-17. Master plan 2018	
							A	5) Work with and influence the MoD on site transfer.	Director (JK)	Sep-16	On-going	
WS23	06-Oct-17	Economic, Financial, Political, Legal	Directors, Assistant Directors & Portfolio Holders	Cyber Security	Failure to appropriately protect West Suffolk's systems and Services from Cyber Attack	<p>Impact</p>	A	1) User Education & Awareness - Update Info Sec training to include more detail on data protection and introduce new education programme for all staff.	Service Manager ICT HR Business Partner	Oct-17	On-going	<p>Impact</p>
							A	2) User Education & Awareness - Info Sec policy to be reviewed and disseminated to all staff (inc ARP) - and to be reviewed regularly	Service Manager ICT HR Business Partner	Oct-17	On-going	

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Informal Joint Performance and Audit Scrutiny Committee



Forest Heath
District Council

Title of Report:	Building Control Business Development Plan Update - November 2018	
Report No:	PAS/FH/18/037	
Report to and date:	Performance and Audit Scrutiny Committee	28 November 2018
Portfolio holders:	<p>Councillor Lance Stanbury (FHDC) Portfolio Holder for Planning and Growth Tel: 07970 947704 Email: lance.stanbury@forest-heath.gov.uk</p> <p>Councillor Susan Glossop (SEBC) Portfolio Holder for Planning and Growth Tel: 01284 728377 Email: susan.glossop@westsuffolk.gov.uk</p>	
Lead officers:	<p>David Collinson Assistant Director (Planning and Regulatory) Tel: 01284 757306 Email: david.collinson@westsuffolk.gov.uk</p> <p>Rob Fysh Principal Building Control Officer Tel: 01284 757379 Email: rob.fysh@westsuffolk.gov.uk</p>	
Purpose of report:	To provide a review of current Building Control performance and update on the Development Plan for the service.	
Recommendation:	<p>It is <u>RECOMMENDED</u> that the Performance and Audit Scrutiny Committee:</p> <p><u>Note</u> the report and provide any comments in relation to the service development plan.</p>	

Key Decision: <i>(Check the appropriate box and delete all those that do not apply.)</i>		<i>Is this a Key Decision and, if so, under which definition?</i> Yes, it is a Key Decision - <input type="checkbox"/> No, it is not a Key Decision - <input checked="" type="checkbox"/>	
Consultation:		•	
Alternative option(s):		•	
Implications:			
<i>Are there any financial implications? If yes, please give details</i>		Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> • As set out in the report	
<i>Are there any staffing implications? If yes, please give details</i>		Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> • A development and resource plan must be implemented to meet future demand/sustainability for the service	
<i>Are there any ICT implications? If yes, please give details</i>		Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> • Included in the systems development part of the development plan	
<i>Are there any legal and/or policy implications? If yes, please give details</i>		Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> • Note the statutory duty role of the Building Control service	
<i>Are there any equality implications? If yes, please give details</i>		Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> •	
Risk/opportunity assessment:		<i>(potential hazards or opportunities affecting corporate, service or project objectives)</i>	
Risk area	Inherent level of risk (before controls)	Controls	Residual risk (after controls)
Reduction in income – failure to maintain or increase market share will reduce income opportunities leaving the service solely providing non-fee earning, statutory services and an increased allocation of overhead costs.	High	Development plan to maintain/grow market share. Commercial approach taken in seeking and maintaining fee earning work	Medium
Sustainability –Local Authority Building Control faces increasing pressure from private sector Approved Inspectors both in terms of competition for market share and staff resources and as a result the provision of future delivery.	High	Growth plan that links resources increase to meet market share (fee earning) and statutory duties. Development Plan to support recruitment and retention of staff.	Medium

<p>Reputation –reduced opportunity to assure the quality of building work in the locality if the private sector becomes a dominant provider of services while we still retain responsibility for enforcement and non-fee earning elements of the service</p>	<p>High</p>	<p>We need to build on our unique values as a local authority delivered service. We need to effectively market ourselves as a trusted brand, act commercially and in partnership with other local authority delivered services.</p>	<p>Medium</p>
<p>Ward(s) affected:</p>		<p>All Wards</p>	
<p>Background papers: <i>(all background papers are to be published on the website and a link included)</i></p>		<p>Hackett Review: Independent Review of Building Regulations and Fire Safety - interim report</p> <p>Initial report to the St Edmundsbury Performance and Audit Scrutiny Committee: PAS/SE/17/031</p> <p>Initial report to the Forest Heath Performance and Audit Scrutiny Committee: PAS/FH/17/035</p>	
<p>Documents attached:</p>		<p>EXEMPT Appendix 1 -Summary of market baseline review</p> <p>EXEMPT Diagram 1 - Key milestones for first 12 months once resource in place</p> <p>EXEMPT Diagram 2- Development plan</p> <p>EXEMPT Diagram 3 - Partnership objectives</p>	

1. Key issues and reasons for recommendation(s)

1.1 Background

1.1.1 This report provides an update on the initial development areas and now includes the new business development plan. This encompasses the original development plan plus more, including the joint approach being taken with Suffolk local authorities via a joint and funded programme.

An overview of the original plan was covered in the 29 November 2017 Performance and Audit Scrutiny Committee (Report No: PAS/SE/17/031 / PAS/FH/17/035).

The report also includes an update on performance and income.

1.1.2 Overview of Service

The purpose of the local authority building control service is to provide essential protection for the public in and around buildings. The majority of this work involves ensuring that new building works meet the minimum standards laid down in the national building regulations, however the local authority is also solely responsible for:

- Enforcing the regulations
- Dangerous structures
- Disabled adaptations/extensions
- Demolition notifications
- Support Safety Advisory Groups with advice, such as Safety at Sports Grounds
- Maintaining a register of all works carried out.

1.1.3 Building Control is a statutory service provided by all local authorities to enforce the building regulations within their area. Only the local authority has the obligation to take enforcement action over non-compliance with Building Regulations, and this cannot be delegated to a private sector provider. As a statutory service, it remains a core function of an authority's responsibilities.

1.1.4 Competition

The factor that sets Building Control apart from most other local authority services is that it operates in competition with private sector providers. The cost to an authority of running its Building Control service (including statutory services that are not provided by private sector providers) is diluted by maintaining a high market share for commercial activity. Conversely, if market share is lost to private sector providers the authority bears a greater proportion of the overhead costs. Perversely, losing a project to a competitor, not only results in the loss of income to the authority but it then incurs the additional cost of registering and

administration of Initial Notices (IN) submitted by the competitor for which no fee is received and we have a statutory responsibility to administer. Moreover, when things go wrong it is the relevant Local Authority who has to pick up any enforcement implications, which are then normally complex and expensive matters to manage.

- 1.1.5 The commercial imperative to win work and keep clients “happy” can put pressure on all Building Control teams to compromise (albeit on a risk basis). In a price sensitive marketplace it is too easy to sacrifice resource intensive inspections to hit a contract price point.
- 1.1.6 The Local Authority Building Control service needs to be customer focused but it also prides itself as being independent and impartial and should be free from the financial pressure to compromise the integrity of the service. The unique selling point of local authority building control is that it is a trusted brand and focusses on the quality of building work.

1.1.7 **The Hackett Review**

The Grenfell Tower disaster has brought attention to the role of Building Control services and how they are resourced. The Hackett review highlighted the failings in the industry and the race to the bottom with many contractors choosing their own building control provider and reducing standards on regulatory oversight.

- 1.1.8 If Dame Judith’s recommendations are adopted by government then local authority building control will be the only building control body able to deal with high rise residential buildings over 10 stories with further future recommendations to extend to hospitals, student accommodation and complex buildings.

1.1.9 **Resource**

It is clear that local authorities will need to ensure they have highly skilled and well-resourced teams to be able to deal with this additional workload.

- 1.1.10 An ageing workforce and a historic lack of investment in staff development in the industry has also created a market shortage for building control surveyors. Ongoing staff shortages has created pressure in local authorities which incentivises remaining staff to look at either joining existing private sector practices or the opportunity to set up their own practice.
- 1.1.11 As part of the West Suffolk Development Plan we are implementing a staff development plan which includes training and development of young staff to ensure we are suitably resourced and not reliant on employing expensive agency resources.

2.0 Development Plan Update

Given the key challenges above, the following priority areas were previously agreed for the development plan across Suffolk local authorities:

- i) Marketing
- ii) Systems development
- iii) Workforce development
- iv) Shared budgeting model/practices
- v) Performance framework

Work on some of these priority areas is at slightly different stages across the Suffolk authorities. The position of West Suffolk is described for each area in turn below.

2.1 **i) Marketing**

2.1.1 **Market baseline review**

A market analysis of all building work carried out was undertaken at the end of 2017 to determine an estimated industry total value for building control services provided for all notifiable works in West Suffolk. This was further broken down to establish where our areas of strengths and weaknesses were and the areas for market share development.

2.1.2 A summary of these results are contained within **Exempt Appendix 1**.

2.1.3 **Branding and market presence**

We continue to develop our branding and market presence through increased large scale CPD (continuing professional development) events in conjunction with our Suffolk building control partners. These involve all day training events for our clients with trade stands and support from local and national businesses which allow these to be at zero cost the authority.

2.1.4 2018 saw the launch of the first Suffolk Building Control Showcase CPD event in Bury and is already re-booked for next year. This was well received by our local customers and further expansion is planned for 2019 with an additional event to be held at Newmarket racecourse. The event will cover a range of varied topics from fire safety to thermal insulation.

2.1.5 The data will again be reviewed at the end of 2018 and it is expected the progression made by the business development plan will include:

- A larger market share of high value commercial projects
- An increased ratio of market share to market value of the work we do
- Continued resilience in the loss of domestic work to local competition.

2.1.6 **Marketing our service**

Proactive customer targeting has resulted in an increase in the number of new schools, commercial buildings and public buildings secured by West Suffolk in 2018/19. These include:

- Sybil Andrews School Phase 2
- Lakenheath Primary School
- Havebury Housing Tayfen Road development
- Travelodge Bury St Edmunds

We will continue to develop these new relationships to secure future work.

2..2 **ii) Systems Development**

2.2.1 **Develop mobile working solution**

This year has seen the introduction of the IDOX mobile working solution, which allows onsite recording of notes via a tablet which sync with the main database back at the office. This has resulted in increased productivity and reduced paperwork. West Suffolk now lead the way on its implementation in the region and are helping other authorities with their own implementation. Further development work is now planned on further electronic working.

2.2.2 **Single centralised website**

This forms part of the Suffolk Collaborative working model business plan and has a target for introduction in 2019. This will be commercially focused to meet the business needs with the aim to form a single customer access point.

2.2.3 **ISO9001 - LABC Quality Management**

The West Suffolk Building Control team has worked in conjunction with LABC (Local Authority Building Control) to carry out a complete end to end review of its processes to be one of the first building control teams in the country to achieve ISO9001 accreditation. This enables us to compete with private companies who already use this status to win work.

2.2.4 Following the Hackett review it is highly likely that there will be a requirement for local authorities to achieve this accreditation and therefore West Suffolk's proactive approach means we are already prepared for this. West Suffolk is actively supporting other Suffolk local authorities to gain this accreditation.

2.3 **iii) Team/Workforce development**

2.3.1 **Staff development to build on commercial mind-set/culture**

The West Suffolk Building Control team continue to develop a strong commercial mind-set and culture. This ethos has contributed to the increased large scale commercial projects secured this year. Experience and commercially successfully working practices are being shared with the rest of the Suffolk authorities under the collaborative approach.

2.3.2 LABC has established a competency matrix for surveyors as part of the ISO9001 accreditation. This ranges from Level 1 for new entrants to Level 6 which demonstrates a highly skilled and experienced surveyor capable of working on complex and high rise residential buildings. West Suffolk is developing 3 surveyors to take the new Level 6 and should be accredited in early 2019.

- 2.3.3 **Investment in apprentices to support future growth needs**
An assistant building control surveyor was appointed in August 2018 and is due to complete their academic qualification in 2019. Their development will continue over the next 5 years with the aim to achieve professional qualification status. This forms part of the future development plan to 'grow your own, keep your own' approach to achieve a sustainable service with a high commercial focus.
- 2.3.4 An apprentice building control surveyor post is planned for implementation next year and will be able to capitalise on new LABC national training courses.
- 2.4 **iv) Shared budgeting model/practices with partners**
- 2.4.1 This area of the development plan has progressed since last November with progress made on developing a Suffolk wide building control collaborative approach. The aim is to tackle the common issues all local authority building control teams face with increasing competition, staff training and retention and the challenges post Grenfell. The West Suffolk business development plan is mirrored by the collaborative approach and is aimed at improved business performance with strength, efficiency and speed of success achieved quicker and more successfully as a group.
- 2.5 **v) Performance and assurance framework**
- 2.5.1 **Establish a performance monitoring and target setting framework to support improvement**
One of the key performance targets of the development plan has been achieved this year with West Suffolk becoming one of the first authorities in East Anglia to achieve ISO9001 accreditation. As part of this accreditation is the introduction of key performance indicators that will set the framework to support improvement and allow comparison on performance as an authority across the country.
- 2.5.2 **Performance and income**
Since November 2017 the improvements made in the service has resulted in the West Suffolk building control team securing a large proportion of the high value schemes planned for construction during the next few years. The additional work will result in increased income for the year end budget of 2018/19 and 2019/20. As the total number of these large scheme are low in proportion to the number of applications received per year they have a minimal impact on the overall market share currently around 57%. However due to their value they will have a significant effect on the ratio of value of work to market share comparison, i.e. we are not just doing the high volume low value work.
- The improvement that we continue to make also ensures that customer satisfaction continues and is reflected in the retention of our overall market share which has not reduced in the face of ever increasing private competition. Gains continue to be made in developing new relationships with customers and we are experiencing growth in the commercial market sector.

3.0 **Update on Suffolk Building control collaborative working**

- 3.1.1 To support the work of the West Suffolk and the Suffolk wide joint development plan, the services have identified the need for a shared mutual support to create capacity for the service developments we need to undertake. Funding for this is being secured by a Transformation Challenge Award (TCA). This support (business development officer) is aimed at increasing collaboration and mutual support only, doing the things we can best share and do together, over the next two years. The timeline for delivery in the first 12 months is outlined in **Exempt Diagram 1**.
- 3.1.2 As outlined in **Exempt Diagram 2**, the joint development plan includes:
- Capacity for project management support (to support the joint development plan)
 - Develop customer database and marketing plan
 - Sector relationship development – developers/ architects (supporting Local Authority Building Control managers)
 - Systems development to support quality assurance and back office functions
 - Marketing development (trade events, continuous professional development)
 - Develop common content to support each Local Authority
 - Targeted marketing/information
 - Design/style guide, Local Authority brand promotion
- 3.1.3 It will create system resilience and joint working that supports individual local authorities.
- 3.1.4 This proposal is integral to our Suffolk-system wide approach to developing common services that support good growth, as it provides a shared evidence base and development areas, and therefore acts as an enabler for effective joint working. The vision and principles for this joint working are set out in **Exempt Diagram 3**.
- 3.1.5 Effective implementation of the plan will inform joint development on areas of common interest, often working with a sector that go beyond district or county boundaries and help support stronger, more resilient services across Suffolk.
- 3.1.6 The model also supports work on a Suffolk-wide MTFs that will help in driving greater financial resilience across the county.

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Informal Joint Performance and Audit Scrutiny Committee



Forest Heath
District Council

Title of Report:	Work Programme Update	
Report No:	PAS/FH/18/038	
Report to and date:	Performance and Audit Scrutiny Committee	28 November 2018
Chairman of the Committee:	Councillor Louis Busuttil Chairman of the Performance and Audit Scrutiny Committee Tel: 01638 810517 Email: louis.busuttil@forest-heath.gov.uk	
Lead officer:	Christine Brain Democratic Services Officer (Scrutiny) Tel: 01638 719729 Email: Christine.brain@westsuffolk.gov.uk	
Purpose of report:	To update members on the current status of its Work Programme, attached at Appendix 1 .	
Recommendation:	Performance and Audit Scrutiny Committee: It is <u>RECOMMENDED</u> that: 1) Members review the current status of its Work Programme for 2019. 2) Members are asked to identify potential topics for future scrutiny on service performance.	

Performance and Audit Scrutiny Committee Work Programme

(Forest Heath District Council)

Description	Lead Officer
31 January 2019 (Time: 5.00pm) Informal Joint Meeting (Hosted by St Edmundsbury Borough Council)	
West Suffolk Annual Governance Statement 2018-2019	Service Manager (Internal Audit)
Ernst and Young – Certification of Claims and Returns Annual Report (2017-2018)	Assistant Director (Resources and Performance)
Ernst and Young – External Audit Plan and Fees 2018-2019 and 2019-2020 Indicative Fees	Assistant Director (Resources and Performance)
2018-2019 Performance Report – Quarter 3	Senior Business Partner (Resources and Performance)
West Suffolk Strategic Risk Register Monitoring Report – December 2018	Senior Business Partner (Resources and Performance)
Delivering a Sustainable Medium Term Financial Strategy 2019-2020 – Update	Assistant Director (Resources and Performance)
Forest Heath Specific Reports	
Treasury Management Report 2018-2019 Investment Activity -(April to December 2018)	Service Manager (Finance and Performance)
Treasury Management Policy Statement and Investment Strategy 2019-2020 and Treasury Management Code of Practice	Service Manager (Finance and Performance)

Informal Joint Performance and Audit Scrutiny Committee



Title of Report:	Approach to Delivering a Sustainable West Suffolk Budget 2019-2020 and Medium Term Plan	
Report No:	PAS/FH/18/039	
Report to and dates:	Performance and Audit Scrutiny Committee	28 November 2018
	Shadow Executive Cabinet	5 February 2019
	Shadow Council	19 February 2019
Portfolio holders:	<p>Councillor Ian Houlder Portfolio Holder for Resources and Performance Tel: 01359 250912 Email: ian.houlder@stedsbc.gov.uk</p> <p>Councillor Stephen Edwards Portfolio Holder for Resources and Performance Tel: 01799 530325 Email: Stephen.edwards@forest-heath.gov.uk</p>	
Lead officer:	<p>Greg Stevenson Service Manager – Finance and Performance Tel: 01284 757264 Email: Gregory.stevenson@westsuffolk.gov.uk</p>	
Purpose of report:	The purpose of this report is to update members on progress made towards delivering a balanced budget for 2019/20 and sustainable budget in the medium term.	

Recommendation:	<p>It is <u>RECOMMENDED</u> that the Performance and Audit Scrutiny Committee:</p> <p>1) Consider and agree the approach and timescales for the 2019/2020 budget setting process and medium term plans for West Suffolk Council.</p> <p>2) Recommends to the Shadow Executive (Cabinet) the inclusion of the proposals, as detailed in Section 2 and Table 1 and Table 2 of Report No: PAS/FH/18/039.</p>		
<p>Key Decision:</p> <p><i>(Check the appropriate box and delete all those that do not apply.)</i></p>	<p><i>Is this a Key Decision and, if so, under which definition?</i></p> <p>Yes, it is a Key Decision - <input type="checkbox"/></p> <p>No, it is not a Key Decision - <input checked="" type="checkbox"/></p>		
Consultation:	<ul style="list-style-type: none"> Engagement with Leadership team (LT), Portfolio Holders and staff will take place during this budget process 		
Alternative option(s):	<ul style="list-style-type: none"> Other approaches could be proposed and considered by members. They would need to take into account core principles such as deliverability, affordability and risk. 		
Implications:			
<p>Are there any financial implications? If yes, please give details</p>		<p>Yes <input checked="" type="checkbox"/> No <input type="checkbox"/></p> <p>As detailed in the body of this report</p>	
<p>Are there any staffing implications? If yes, please give details</p>		<p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p>	
<p>Are there any ICT implications? If yes, please give details</p>		<p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p>	
<p>Are there any legal and/or policy implications? If yes, please give details</p>		<p>Yes <input checked="" type="checkbox"/> No <input type="checkbox"/></p> <p>Whilst it should be stated that this is an unlikely event there is a requirement under The Local Government Finance Act 1988 (S114) - for the Chief Finance Officer to report to councillors if there is or is likely to be an unbalanced budget.</p>	
<p>Are there any equality implications? If yes, please give details</p>		<p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p> <p>No significant implications anticipated, however further consideration will be given as part of the implementation of any service changes.</p>	
Risk/opportunity assessment:		<i>(potential hazards or opportunities affecting corporate, service or project objectives)</i>	
Risk area	Inherent level of risk (before controls)	Controls	Residual risk (after controls)
	Low/Medium/ High*		Low/Medium/ High*

Lack of approach results in an unsustainable 2019-20 budget for West Suffolk	Medium	Approval of the proposed approach set out in this paper	Low
Savings/income projections are not achieved resulting in budget deficit.	Medium	Budgetary control, including reporting of variances to members. Use of general fund reserves to cover budget deficits.	Low
The business rate retention scheme underachieving the yield assumed in the MTFS which impacts on the budget gap requirement.	High	Work with the Anglia Revenues Partnership team to monitor the position and deliver a realistic forecast.	Medium
Adverse changes in the assumptions, for example changes to the provisional formula grant settlement, used in the MTFS resulting in a larger budget gap.	Medium	The assumptions are regularly monitored and updated. Use of general fund reserves to cover budget deficits.	Low
100% Business rates Retention implementation prior to 2019/20 and rules therein.	Low	Constant monitoring of guidance issued and reflection in assumption	Low
Ward(s) affected:	All Wards		
Background papers:	Shadow Executive Agenda 17 July 2018 – Item 5 West Suffolk Council – Setting the Strategic Context for the Development of the 2019/2020 Budget and Medium Term Financial Plans Informal Joint PASC – Approach to Delivering a Sustainable West Suffolk Budget 2019-2020 and Medium term Plan Report No: PAS/FH/18/032		
Documents attached:	None		

1. Key issues and reasons for recommendation(s)

- 1.1 At its meeting of 17 July 2018, Shadow Council supported the recommendations from the Shadow Executive- Cabinet (Report no. EXC/SA/18/002) regarding the adoption of the new West Suffolk Council's Strategic Framework and Medium Term Financial Strategy (supported by the Capital Strategy).
- 1.2 The interaction between the agreed West Suffolk Strategic Framework and West Suffolk Medium Term Financial Strategy (MTFS) continues to be increasingly important in the setting of budgets, as the council's priorities will need to be used to inform real choices about the allocation of limited resources.
- 1.3 Shadow Council was also asked to support the key principles set out in report EXC/SA/18/002 for the development of the 2019-20 budget and medium term financial plans for the new West Suffolk Council, set out below at 1.4 for ease of reference. Recognising the important role Performance and Audit Scrutiny Committees plays in the development of the budget, it was also agreed that a report be brought to this committee meeting, setting out the proposed approach to achieve these principles.
- 1.4 The approach to setting the 2019/20 budget along with the medium term financial strategy is to follow the below principles;
 - The 2019-20 budget and medium term plans will continue to follow the West Suffolk Councils Strategic Framework (three priorities) and Medium Term Financial Strategy (six themes).
 - The process will take into account the agreed Single Council Business Case in respect of saving proposals and Council Tax harmonisation
 - A simple approach will be followed where, unless there is good reason to do so differently (see next section on proposed approach/review areas), a 1+1=2 approach will be taken (i.e., the two current budgets are added together to form the West Suffolk Council budget)
 - The approach will seek to achieve a minimum 2 year balanced budget for 2019-2021 and will provide confidence in achieving a balanced longer term position
 - The approach will take the opportunity to consider overall Single Council Financial Resilience in our approach (which may include some external support, i.e. Chartered Institute of Public Finance and Accounting - CIPFA)
 - The process will continue to communicate the overall West Suffolk financial challenges and opportunities through the medium term financial strategy to Leadership Team, staff, cabinet and all councillors

2. Progress and Budget Assumption

2.1 At the September PASC the budget position was reported as a gap of £0.5m in report PAS/FH/18/032 - Approach to Delivering a Sustainable West Suffolk Budget 2019-2020 and Medium Term Plan. This position included the following set of adverse trends:

- The lower growth trend in car parking income as seen in 2018/19 and anticipated to continue into 2019/20.
- The increased cost relating to recycling charge per tonne.
- The estimated impact of revising the pay-line.
- The new business case for Barley Homes.

2.2 This position has been updated to account for developing trends and revised information as it becomes available and confirmed as far as possible. This information gives rise to a budget gap of £1.1m for 2019/20 and £1.1m for 2020/21.

The updated position for each year is laid out in the table below (next page).

Table 1: Budget Proposals for 2019-23

	2019/20	2020/21	2021/22	2022/23
Existing Savings Targets within MTFS	0	300	1,914	2,745
<u>Additional Pressures</u>				
Salary Revision (impact of 18/19 changes)	508	430	453	477
Payline Alignment	228	233	241	249
LT Salary	40	41	42	42
Members Allowances (inc. Special Responsibility)	88	88	88	88
Blue Bins - Increased Tipping Charges	423	424	425	426
Car Park Income	394	254	209	209
Growth Fund - Revised Outlook	300	150	0	0
Barley Homes - Revised Business Case	197	(96)	(37)	(35)
Trade Waste Costs	60	60	60	60
Local Plan Costs	70	70	70	70
Information Security Role	60	61	62	64
Rough Sleeper Costs	41	41	41	41
Total Additional Pressure	1,900	1,325	1,200	1,214
<u>Additional Income/Savings</u>				
Solar Income	(160)	0	0	0
Solar Costs	(40)	(40)	(40)	(40)
Professional Fees	(100)	(100)	(100)	(100)
Trade Waste Income	(160)	(84)	(42)	(42)
Ground Maintenance Income	(100)	(102)	(104)	(106)
Housing Options - HB Income	(72)	(72)	(72)	(72)
Apex Booking Fee	(34)	(34)	(34)	(34)
Shared Legal Service Income (BMS/Babergh)	(90)	(90)	(90)	(90)
Other Waste Services Income	(46)	(47)	(48)	(48)
Total Additional Income/Savings	(802)	(569)	(530)	(532)
Net Impact	1,098	1,056	2,584	3,427

2.3 There are a set of proposed actions that can be taken that will reduce this budget gap for 2019-2021 significantly. These include reserve funding

proposals and approaches to corporate budgets. These proposals are laid out in the table below.

Table 2: Proposed Solutions

Proposed Solutions

Reserve Fund:				
- Growth Fund - Revised Outlook	(300)	(150)	0	0
- WSOH Business Management posts (2 years)	(150)	(150)	0	0
- Revised reserve contributions	(215)	(215)	0	0
- Blue Bins - Increased Tipping Charges	(142)	0	0	0
Budget for 18/19 Collection Fund surplus	(100)	0	0	0
Reduce Corporate Agency Budget (from £200k)	(150)	(150)	(150)	(150)
Total Potential Solutions	(1,057)	(665)	(150)	(150)
Net Impact (incl all Solutions)	41	391	2,434	3,277

- 2.4 The adoption of the solutions would bring the budget gap down to **£41k** for 2019/20 and **£391k** for 2020/21.
- 2.5 Work will continue of monitoring the trends included in **Table 1** (above) and driving to agree assumptions that will close the remaining budget gap for presentation to Council in February 2019. A further update will be brought to PASC in January 2019.
- 2.6 The budget gap for the future years beyond 2021 is significant but given the expectation of changes to local government funding due to come out of the Fair Funding Review these plans will have to be reviewed from base principles up when more specific information becomes available. This is anticipated in Spring/Summer 2019 with a potential transition date of April 2020.
- 2.7 This budget assumes no change to the 7 year Council Tax plan for harmonization between St Edmundsbury and Forest Heath.
- 2.8 It is important to note that there are limitations on the degree that all of the potential changes within its medium term financial projections can be identified. The financial environment that we operate in is constantly changing and will be subject to significant change over time.
- 2.9 The Capital Programme is currently being revised and updated with known changes. This will be brought for Performance and Audit Committee review in January 2019.

3. Timescales and next Steps

- 3.1 The following high level timetable was supported by the Shadow Executive (Cabinet) and considered by Shadow Council recently.

Action	Timescales
Budget preparations following agreed approach	July – January 2019
PASC report(s) – delivering a sustainable budget update report	28 November 2018
PASC report(s) – delivering a sustainable budget update report	31 January 2018
Member Development Session(s) and briefing(s) – MTFS	January- February 2019
Shadow Executive (Cabinet) – 2019-20 Budget and Council Tax setting report	5 February 2019
Shadow Council - 2019-20 Budget and Council Tax setting report	19 February 2019
West Suffolk budget – implementation/go live date	1 April 2019

Performance and Audit Scrutiny Committee



Forest Heath
District Council

Title of Report:	Mid-Year Treasury Management Report 2018/19 and Investment Activity 1 April to 30 September 2018	
Report No:	PAS/FH /18/040	
Report to and dates:	Performance and Audit Scrutiny Committee	28 November 2018
	Joint Executive (Cabinet) Committee	11 December 2018
	Council	19 December 2018
Portfolio holder:	Councillor Stephen Edwards Portfolio Holder for Resources and Performance Tel: 01799 530325 Email: stephen.edwards@forest-heath.gov.uk	
Lead officer:	Greg Stevenson Service Manager (Finance and Performance) Tel: 01638 719245 Email: gregory.stevenson@westsuffolk.gov.uk	
Purpose of report:	To present the Council's Mid-Year Treasury Management Report summarising the investment activity for the period 1 April to 30 September 2018	
Recommendation:	<p>Performance and Audit Scrutiny Committee:</p> <p>It is <u>RECOMMENDED</u> that the Committee:</p> <p>Make recommendations as appropriate to the Joint Executive (Cabinet) Committee and Council regarding the approval of the Mid-Year Treasury Management Report for 2018-2019.</p>	

Key Decision: <i>(Check the appropriate box and delete all those that do not apply.)</i>		<i>Is this a Key Decision and, if so, under which definition?</i> Yes, it is a Key Decision - <input type="checkbox"/> No, it is not a Key Decision - <input checked="" type="checkbox"/>	
Consultation:		<ul style="list-style-type: none"> Treasury management activities are undertaken in consultation with CDCM/Tradition (the Council's appointed brokers for longer term investments) and also takes into account information obtained from other investment brokers and economic commentators. Any changes in strategies and policies are subject to approval by the Assistant Director (Resources and Performance), Joint Executive (Cabinet) Committee and full Council. 	
Alternative option(s):		<ul style="list-style-type: none"> Options for the management of Council investments are formally considered within the Annual Treasury Management and Investment Strategy. This includes key strategies in respect of the Council's borrowings, the continuation of in-house management of funds and the approach to be adopted in establishing the credit worthiness of potential counterparties. The changing nature of the economic climate requires that these key areas are subject to on-going review. 	
Implications:			
<i>Are there any financial implications? If yes, please give details</i>		Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> • Please refer to the main report	
<i>Are there any staffing implications? If yes, please give details</i>		Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> •	
<i>Are there any ICT implications? If yes, please give details</i>		Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> •	
<i>Are there any legal and/or policy implications? If yes, please give details</i>		Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> • This report is in-line with the Treasury Management Practice 6, (TMP6), of the Treasury Management Code of Practice, which requires a mid-year monitoring report to be submitted to Council by 31 December each year	
<i>Are there any equality implications? If yes, please give details</i>		Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> •	
Risk/opportunity assessment: <i>(potential hazards or opportunities affecting corporate, service or project objectives)</i>			
Risk area	Inherent level of risk (before controls)	Controls	Residual risk (after controls)

Fluctuations in interest rates or in projected cash flows having significant impact on budgeted investment income.	High	Spread of investments for periods of up to two years. Budget monitoring and quarterly performance reports.	Medium
Bank / building society failure resulting in loss of Council funds.	High	Use of CDCM/Tradition advice on counterparty credit ratings (based on Fitch and Moody ratings) and the setting of lending limits. Use of non-rated building societies based on asset base and additional credit checks.	Medium
Ward(s) affected:		All Wards	
Background papers: <i>(all background papers are to be published on the website and a link included)</i>		Annual Treasury Management and Investment Strategy – 2018/19 (COU/FH/18/003)	
Documents attached:		None	

1. Mid-Year monitoring report 2018/2019

Investment Activity: 1 April to September 2018

- 1.1.1 The total amount invested at 1 April 2018 was £16.005m and at 30 September 2018 £19.800m. The increase in balances over this period was due primarily to timing differences in respect of the collection of local taxes (Council Tax and Non Domestic Rates), the payment of precepts (i.e. to Suffolk County Council, Suffolk Police and central government) and changes in the profile of the Capital Programme.
- 1.1.2 The 2018/19 Annual Treasury Management and Investment Strategy (report PAS/FH/18/009 refers) sets out the Council's projections for the current financial year. The budget for investment income in 2018/19 is £224,000 which is based on a 0.75% target average rate of return on investments.
- 1.1.3 As at the end of September 2018 interest actually earned during the first quarter of the financial year amounted to £62,722 (average rate of return of 0.676%) against a profiled budget for the period of £112,000; a budgetary deficit of £49,278. This budgetary deficit was due to lower cash balances as a result of re-phasing of some income generating projects. These projects were budgeted to be funded through external borrowing which would have temporarily boosted the cash balances and resultant interest. In addition investments were made on a shorter term basis for liquidity resulting in lower yields.
- 1.1.5 The table below summaries the interest earned and the average rate of return achieved and compares this with the 3 month LIBOR average.

INTEREST EARNED & AVERAGE RATE OF RETURN SUMMARY			
Investment Category	Total Average Investment	Average Rate of Return (%)	Interest Earned
City Deposit Cash Managers	2,000,000	0.798%	4,328.10
Temporary Investments	1,179,341	0.699%	39,820.27
Lloyds 95 Day Account	2,460,705	0.767%	9,459.53
NatWest LSA	61,130	0.062%	18.96
Barclays FIBCA	2,035,600	0.400%	4,082.36
Santander 180 Day Account	1,000,000	0.700%	3,509.59
Santander 95 Day Account	500,000	0.600%	1,504.11
Total Overall Average Return on Investments %			0.676%
Total Interest Earned - 1 April 2018 to 30 Sept 2018			62,722.92
LIBOR 3 Month Average			0.686%

1.1.6 The table below summarises the investment activities during the period:

TREASURY MANAGEMENT – INVESTMENT ACTIVITY SUMMARY	
	2018/19
Opening Balance 01 April 2018	16,005,000
Investments made during the year (including transfers to business reserve accounts)	25,300,000
Sub Total	41,305,000
Investments realised during the year (including withdrawals from business reserve accounts)	21,505,000
Closing Balance 30 September 2017	19,800,000

1.1.7 The table below shows the list of investments held as at 30 September 2018:

INVESTMENTS HELD AS AT 30 SEPTEMBER 2018				
Counterparty	Principal Amount	Interest Rate	Date Loaned	Date Returned
National Counties B/Soc	1,000,000	0.84%	09/02/18	19/11/18
Yorkshire B/Soc	1,500,000	0.57%	15/05/18	19/11/18
Newcastle B/Soc	1,500,000	0.80%	18/06/18	19/03/19
Newcastle B/soc	1,000,000	0.77%	25/06/18	21/01/19
Principality B/Society	1,500,000	0.59%	02/07/18	22/10/18
Nationwide B/soc	2,500,000	0.68%	13/07/18	02/01/19
Principality B/Soc	1,000,000	0.60%	23/07/18	29/10/18
Nottingham B/Soc	1,000,000	0.85%	01/08/18	15/02/19
Leeds B/Soc	1,500,000	0.77%	15/08/18	22/03/19
Nottingham B/Soc	1,000,000	0.77%	24/08/18	19/12/18
Yorkshire B/Soc	1,000,000	0.71%	03/09/18	23/10/18
Lloyds 95 Day Account	2,400,000	0.80%	95 day	notice
Santander 180 Day	1,000,000	0.70%	180 day	notice
Santander 95 Day	500,000	0.60%	95 day	notice
Barclays FIBCA	1,400,000	0.40%	Call	
TOTAL	19,800,000			

1.1.8 The table below shows a summary of the funds held as at 30 September 2018:

SUMMARY OF FUNDS HELD*	
Fund	£
Revenue Reserves	£14,624,838
Capital Receipts Reserves	£2,624,835
General Funds Reserve	£2,000,217
Cashflow Balances	£550,110
Total Value of Investments	£19,800,000

* Further details of funds held by the Council can be found in the Quarterly Budget Outturn Reports presented to Performance and Audit Scrutiny committee.

2. Borrowing and Capital Costs

2.1.1 The 2018/19 Budget has new assumptions on borrowing for capital projects included within it. This borrowing was based around seven specific projects, including:

- West Suffolk Operational Hub
- Mildenhall Hub
- Barley Homes – Loan facility
- Investing in our Growth Agenda Fund

There is also the long-standing £4.0m loan relating to the Newmarket Leisure Centre and £2.29m of internal borrowing relating to the purchase of the Toggam Solar Farm (see 1.6.3 for further details).

The detail on these Budgets is laid out below:

SUMMARY OF CAPITAL BORROWING BUDGET 2018/19 (including c/f amounts)			
Project	Borrowing	Minimum Revenue Provision (MRP)	Interest Payable
West Suffolk Operational Hub	£2,585,263	£0	£0
Mildenhall Hub*	£4,560,000	£0	£0
Mildenhall Swimming Pool	£24,000	£0	£0
The Flowerpot – Brandon *	£50,000	£0	£0
Wellington Street Pedestrian Scheme – Newmarket *	£150,000	£0	£0
Barley Homes – Loan Facility *	£1,695,750	£0	£0
Investing in our Growth Fund	£20,000,000	£600,000	£412,500
Newmarket Leisure Centre (relating to £4m from 2008)	£4,000,000	£122,250	£169,600
Toggam Solar Farm (amount carried forward from 2017/18)	£2,290,041	£436,000	£202,000
Total	£35,355,054	£1,158,250	£784,100

*These projects were originally to be funded from capital receipts, however the Council took advantage of utilising capital receipts available at the time to finance the solar farm projects – creating additional (albeit temporary) savings in borrowing costs. The borrowing costs to fund these projects sits within the Toggam Solar Farm line.

2.1.2 The position on each of these projects for the full year of 2018/19 is forecast as below:

SUMMARY OF CAPITAL BORROWING Q2 FORECAST FOR 2018/19				
Project	External Borrowing	Use of Available Revenue Reserves (in place of External Borrowing)	Minimum Revenue Provision (MRP)	Interest Payable
West Suffolk Operational Hub	£0	£2,585,263	£0 **	£0
Mildenhall Hub	£0	£500,000	£0 **	£0
Mildenhall Swimming Pool*	£0	£0	£0	£0
The Flowerpot – Brandon *	£0	£0	£0	£0
Wellington Street Pedestrian Scheme – Newmarket*	£0	£0	£0	£0
Barley Homes*	£0	£27,500	£0	£0
Investing in our Growth Fund	£0	£741,300	£18,531	£0
Newmarket Leisure Centre	£4,000,000	£0	£117,528	£169,600
Toggam Solar Farm	£0	£2,290,041	£91,602	£0
Total	£4,000,000	£6,144,104	£227,661	£169,600

*These project budgets are now not expected to be spent/spent in full in 2018/19, they may be carried forward into 2019/20

** MRP is not charged until the asset goes into operation, neither West Suffolk Operational Hub nor Mildenhall Hub are expected to be operational in 2018/19

This forecast position for the Investing in our Growth Fund has moved due to the following reason:

- £0.74m of the Growth Fund being invested in 113 High Street Newmarket which was funded by internal borrowing.
- Lack of investment opportunities to utilise the Investment in our Growth Fund

2.1.3 As opportunities for growth fund investment arise the borrowing and MRP position will be reviewed as each business case is developed.

- 2.1.4 The impact of utilising internal funds is a reduction in forecast interest payable in 2018/19.
- 2.1.5 As at the end of Q2 there has been no requirement to borrow externally over and above the £4.0m Barclays loan. Therefore the only interest payable for Quarter 1 is the £169,600 relating to this.

2.2 Other Market Considerations

- 2.2.1 With uncertainty still surrounding the Brexit negotiations, the financial markets still remain volatile with low rates of return still being offered by the banks and building societies. The treasury team will continue to closely monitor the situation and provide undated information as it becomes available.
- 2.2.2 Market Analysts have recently revised their prediction on base rate, with the majority moving back to possibility a rise until the second quarter of 2019, which is likely to have an adverse effect on the Council's average rate of return. Treasury management performance will continue to be closely monitored.

2.2 Borrowing and Temporary Loans

- 2.2.1 Below is a summary of the borrowings and temporary loans as at 30 September 2018;

BORROWINGS AND TEMPORARY LOANS		
Lender / Loan number	Balance outstanding	Maturity date
Barclays Loan	£4,000,000	31 March 2078
1557	£1,000	7 Days Notice
1735	£1,000	7 Days Notice

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