Appendix A

PASC BALANCED SCORECARD

June 2020

Budget Monitoring - Over/(Under) spend (all figures are in £000s)

Revenue	West Suffolk
Income Year-end variance	5,944
Expenditure Year-end variance	(851)
Net Year-end variance to Budget before use of GF balance	5,093
Utilisation of Genral Fund (GF) Balance	(4,900)
Net Year-end overspend variance to Budget	193

Capital	West Suffolk
Net Year-end underspend variance to Budget (allowing for Carry Forward)	(50)

Reserves	West Suffolk
Net Year-end over utilisation variance to Budget (excl. S31 Grants)	(1,210)

Key Performance Indicators

	Value	Target	Trend
Families & Communities			
Number of households in Temporary Accommodation (as at last day of month)	77	55	
Number of households in Bed and Breakfasts (as at last day of month)	54	15	
Day-to-Day			
Total Amount of Debt over 90 Days (£)	516,142	250,000	
% Rate of return on investment - WS	0.46%	0.65%	
Car park income (£)	97,039	1,543,089	
Income from Waste & Street Scene services (£)	1,562,640	2,048,929	
Overall Apex budget (£)	904,234	482,343	
% of contacts - online/email	49.00%	30.00%	
Income from entire property portfolio (£)	1,624,214	1,627,589	
Void properties (%)	6.54%	6.90%	

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West Suffolk Council

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Commentary

Q1 performance has been overshadowed by the COVID-19 outbreak and resultant lockdown from 23rd March. This triggered the business continuity plans across all services at West Suffolk Council to meet the challenges presented by the outbreak.

Financial Performance - The shortfall against budget is driven by a combination of loss of income and additional costs incurred as a result of dealing with COVID-19 and the lookdown.

The key drops in our revenue streams are driven by:
- reduced usage and suspension (following the need to redeploy staff) of charging in our car parks.
- the closure of the Apex and cancellation of events.
- trade waste income dropping as businesses cancel or postpone collections.
- the suspension of brown bin collection.
- the much reduced markets offering.
- significantly reduced activity in the smaller income areas (leisure services, grounds maintenance, vehicle maintenance etc.)

Planning Application income is also below budget but this may be a timing issue connected to when planning applications come forward rather than a COVID-19 specific impact.

Costs have been driven up primarily by provision of accommodation for homelessness following government instruction to find space for all homeless individuals during lockdown.

There are also increased costs for cleaning, PPE and IT hardware for home-working.

The Earmarked Reserve balance at the year end is currently forecasted to be £1.2m lower than budgeted, mainly as a result the in year utilisation of the New Homes Bonus allocation and the utilisation of the COVID Government Grant received in 2019/20. Central government provided S31 Grants upfront (£14.9) to cover the expanded rate reliefs introduced to combat the impact of COVID-19. These reserves will be required as those reliefs are foregone through into 2021/22.

Number of Households in Temporary Accomodation - In order to respond to the governmental instruction to provide accomodation during the COVID-19 outbreak more places have been found and funded. This position has continued through the lock-down period.

Number of Households in Bed & Breakfasts - Strategic choice to move vulnerable people out of B&Bs into the increased provision of temporary accomodation (see above). This position has continued through the lock-down period.

Debt over 90 days - The underlying position is worsening with commercial property and trade waste debt increasing during this volatile period of supply and income certainty. The council is taking a pragmatic approach and is working with tenants regarding payment profiles as a result of COVID-19.

Car Parking - Parking charges were suspended in April and May and underlying car park usage was very low. The recommencement of charging in June and increased usage have improved the position but Q1 is a fraction of expected income.

Property Income - This still remains strong in Q1 but there is an accompanying increase in our bad debt provision as the uncertainty of income causes this aged debt position to increase. There will be significant impacts on these metrics in the remainder of 2020/21 as tenants seek to offset the lost income caused by the COVID-19 lockdown.