

2024 to 2025 Performance report Quarter 1

Report number:	PAS/WS/24/017	
Report to and date(s):	Performance and Audit Scrutiny Committee	25 July 2024
Cabinet member:	Councillor Diane Hind Cabinet Member for Resources Email: diane.hind@westsuffolk.gov.uk	
Lead officer:	Rachael Mann Chief Operating Officer / S151 Officer Email: rachael.mann@westsuffolk.gov.uk	

Decisions Plan: **This item is not required to be included in the Decisions Plan.**

Wards impacted: **All wards**

Recommendation: **It is recommended that members:**

- 1. Note** the 2024 to 2025 forecast revenue and capital positions as detailed in the report and appendices, and forward any relevant issues or comments to Cabinet for consideration.

1. Context to this report

- 1.1 The council's performance management framework seeks to give councillors, officers, partners, stakeholders and residents greater understanding of progress towards achieving the council's strategic priorities set out in [West Suffolk Council's Strategic Priorities 2024-28](#). In addition, it also gives an insight into the delivery of the broad range of day-to-day services to the residents and businesses of West Suffolk. Effective use of performance management information can support transformation and enable choices to be made about the use of resources.
- 1.2 This paper is part of that process. Financial performance information (monitoring against the approved budget with appropriate comment on any change) and key performance indicators sit alongside other elements of the council's performance framework that can be viewed on the [performance webpage](#).
- 1.3 The purpose of the performance management framework is to ensure that performance 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
 - the relationship between performance indicators and financial delivery.

The performance management framework naturally develops and evolves over time to reflect the challenges and aims the council is facing and metrics can be changed or added to reflect this.

- 1.4 This report includes the forecast year-end (1 April 2024 to 31 March 2025) financial position for West Suffolk Council. The budget against which the variances are measured against was set in February 2024.

The equivalent reports for the previous year can be found here:

[2023 to 2024 Performance Report Q1](#)

[2023 to 2024 Performance Report Q2](#)

[2023 to 2024 Performance Report Q3](#)

[2023 to 2024 Performance Report Q4](#)

- 1.5 Where significant variances have been identified, these will be carefully considered, in order to assess whether or not they will need to be reflected in the budget and Medium Term Financial Plan for 2025 onwards.

[Medium Term Financial Plan](#)

- 1.6 The 2023 to 2024 final outturn position (as previously reported to this committee) included the planned release of £0.8 million to top up the council's general fund. This was not all required, with the remaining deficit being £0.3 million, and as such the general fund balance at the year-end increased by the net overall positive impact of £0.5 million to £5.5 million. This gave the council a robust starting position coming into the current financial year.

- 1.7 For 2024 to 2025 to date, the forecast **year-end outturn shows an overall balanced position**, with a small £2,000 surplus. The forecast general fund position at the year-end is therefore expected to be maintained at around £5.5 million. The general fund is there to help meet predicted and unforeseen impacts and variances to budget, including the national and international financial challenges which both the public and private sector are facing. By their very nature these are hard to predict and exactly quantify their impact, and the general fund help to meet those needs. The main variances to budget are further detailed in Appendix B.

Income recovery

- 1.8 Council Tax covers less than a fifth of the cost of services by West Suffolk Council. As such, Government requires councils to raise income to deliver services. Around 70 per cent of West Suffolk Council's budget is funded locally with income from fees and charges adding to the money raised through council tax. Income generation for public services across the United Kingdom has been severely impacted over the last few years by the pandemic, the cost-of-living crisis, and increased inflation. This has impacted our communities and businesses, has increased demand on some of the council's services such as housing, and has also brought additional pressures on councils' budgets up and down the country.
- 1.9 The cost-of-living crisis has also had a significant impact on the UK House Building market. The rising price of raw materials, coupled with other inflationary factors such as employee wages and energy costs, has led to a slowing down in the number of major planning applications. This has had an impact on the council's income from planning, land charges and building regulations. These adverse impacts are further detailed in appendix B. At this stage it is uncertain how the new government's planning agenda will affect these income streams going forward, but for now the forecasts have

assumed that the current activity levels will continue. This position will be updated in future reports to this committee.

- 1.10 West Suffolk Council is not alone in continuing to face these issues, however the past couple of years have seen good signs of recovery across most of our income streams. The 2023 to 2024 year-end outturn position indicated that a number of these income streams are continuing to show an improvement on budget expectations going into 2024 to 2025, further details are available in **Appendix B**.
- 1.11 Performance of the council's income streams are a key part of in-year monitoring. They help inform our ongoing annual budget setting processes as we continue to understand if the impact of any changes in people's behavioural, are likely to be temporary or become more permanent. The council also looks at what is happening to other similar services and authorities across the United Kingdom to help inform its view.

Impact of inflation and wider economic conditions

- 1.12 In addition to the ongoing effects of income recovery, recent years have seen other global economic pressures arise, which continue to have a major impact on the council's finances. Significant increases in energy prices, coupled with the inflationary impact on commodities from the war in Ukraine, have all contributed towards the council's budgetary pressures.
- 1.13 These wider economic pressures could be seen in the year-end outturn position for 2023 to 2024, particularly in the overspends on utilities and supplies and services. When setting the budget for 2024 to 2025, these ongoing economic and inflationary pressures were considered, with additional budget allocation being given to the most significant areas such as utilities, materials and general cost of living initiatives.
- 1.14 Whilst the rate of inflation has been falling, these pressures are not expected to improve significantly in the short term, and will be continually reviewed as the year progresses as part of our budget monitoring reported to this committee for the 2024 to 2025 period. With this in mind, **Appendix B** now includes separate analysis of areas such as utilities, repairs and maintenance, materials and equipment and computer-related expenses.
- 1.15 Global economic pressures have, however, had some positive impacts on the budget. The rise in interest rates that we saw in 2023 to 2024 continues to result in increased investment income. Fuel prices have generally been lower than expected, although they are still above those experienced prior to the cost of living crisis. See also **Appendix B**.

- 1.16 Higher utility costs mean renewable measures that the council has invested in, such as Toggam Solar Farm, solar panels on buildings and battery chargers bring in valuable income streams for the council for the delivery of services. In addition to this, council initiatives such as Solar for Business have not only brought in income for the authority but have also helped businesses keep their electricity bills down and reduce their carbon emissions impact on the environment.
- 1.17 The council's approved budget for 2024 to 2025, which was set in February 2024, included a four per cent assumption in respect of the local government pay award. An initial offer was made by the employers, based on an increase of £1,290 per annum for scale points 1 to 43, and 2.5 per cent for scale points 44 and above. This offer would have resulted in a saving of around £100,000 against the current cost of employment budget, however this was rejected by UNISON members. The union will now wait for the results from the other unions before deciding on next steps. Further details will be reported to this committee as the year progresses and additional information becomes available.

2. Quarter 1 Performance

- 2.1 This report shows the quarter 1 performance and year-end financial position for West Suffolk Council for 2024 to 2025.
- 2.2 The attached appendices detail the performance as follows:

Appendix A: Key performance indicators (KPI) dashboards.

These dashboards are also available in an interactive online format which can be viewed at the link below. They give performance information about a wide range of the council's business areas, grouped by Portfolio Holder.

[Appendix A – Performance dashboards](#)

Appendix B: Income and expenditure report

This appendix shows the revenue outturn position across the council, analysed across the various categories of income and expenditure.

Appendices C to D: Other Financial performance

These appendices contain the financial outturn positions for the council in respect of capital and earmarked reserves.

Appendix E: Strategic Risk Register

This appendix contains the revised West Suffolk Strategic Risk Register, further details are set out in section 7 of this report.

Exempt Appendix F: Debt still outstanding after 90 days

This appendix contains summary information regarding the current levels and types of debt still outstanding after 90 days owed to the council. **This appendix is exempt as it contains details of some individual debtor balances for review by this committee.**

Appendix G: West Suffolk district heat map on levels of benefits reliance

This appendix uses Department for Work and Pensions data to produce two 'heat maps' showing the proportion of the population in receipt of these benefits in all areas of West Suffolk.

Appendix H: Environment and Sustainability Reference Group (ESRG) Action Plan

The Environment and Sustainability Reference Group (ESRG) has reviewed the progress against the actions being undertaken by the council under its agreed environment and climate change action plans.

3. Performance summary

- 3.1 Each of the dashboards at **Appendix A** contains commentary on the council's performance in quarter 1 of 2024 to 2025. These dashboards are also available in an interactive, online format at [Appendix A – Performance dashboards](#).
- 3.2 At the meeting of this committee there will be further opportunity for discussion and questions around the trends and patterns that this quarter's data is showing.
- 3.3 These dashboards are designed to be interactive, providing further insight and detail about the data. Therefore, members may find it more useful to use the interactive online dashboards instead of the PDF version supplied. In particular, the full commentary can be viewed on the online versions, which is not possible through the PDF versions.

Specific performance updates

Universal Credit, Housing Benefit and Pension Credit claimants

- 3.4 At PASC in May 2024, a request was made for information on the proportion of residents in receipt of Universal Credit, Housing Benefit or Pension Credit at lower geographical levels and with wider coverage of the district.

- 3.5 Using Department for Work and Pensions data, we have produced two 'heat maps' (**Appendix G**) showing the proportion of the population in receipt of these benefits in all areas of West Suffolk.

Benefits take up

- 3.6 At the meeting of PASC on 30 May, a request was made for further information about the levels of benefits take-up in West Suffolk.
- 3.7 Data are hard to get hold of on this issue, so it is hard to identify who to offer help and support to with accessing benefits. However, work is underway through a number of initiatives to seek to increase levels of benefits take-up.
- 3.8 The Suffolk-wide Collaborative Communities Board is working on a countywide early intervention project, funded by Suffolk Public sector leaders, to help residents facing challenges as a result of the cost-of-living crisis. It is anticipated that this will result in a countywide dashboard (LIFT - the Low income family tracker - is being considered [Low Income Family Tracker Dashboard \(policyinpractice.co.uk\)](https://policyinpractice.co.uk)) underpinned by a dataset which will enable targeted income maximisation activity to take place, by understanding who is not in receipt of the benefits they are entitled to.
- 3.9 Information governance arrangements are being worked through in conjunction with County, Borough and District councils and their revenues and benefits service providers to allow this to happen. At the same time work is being undertaken to explore the best dataset and IT platform to use for the project with a decision expected this summer. Once the dataset and platform are confirmed there is a desire to work at pace to enable meaningful interventions to take place with the data. At the beginning of the year West Suffolk Council agreed £200,000 to support the income maximisation work when the dataset is in place.
- 3.10 In addition, we continue to work with, and fund, Citizens Advice West Suffolk, who help customers to understand and access benefits, and have agreement through the Thriving Communities funding, for a further grant for £200k to them for their core services for the next three years from April 2025 (grant agreement to be agreed).

Environment and Sustainability Reference Group (ESRG) Action Plan

- 3.11 The Environment and Sustainability Reference Group (ESRG) has also reviewed the progress against the actions being undertaken by the council under its agreed environment and climate change action plans. The annual progress update for the Environment and Climate Change Action Plan can be viewed in **Appendix H**.

Fly tipping locations in West Suffolk

3.12 At PASC on 30 May, a request was made for information on the location of fly tipping incidents to support the data in the chart on slide 39 of the dashboards. In 2023 to 2024 in West Suffolk, there were:

- 265 fly-tipping incidents
- 1,160 enforcement actions

Council activity to address fly-tipping

3.13 Enforcement officers investigate incidents of fly-tipping and conduct a search for any evidence of where the waste may have originated. Where evidence is discovered within small-scale fly tipping (up to four bags of waste or a single item), a fixed penalty notice (FPN) would normally be issued. For larger scale incidents and those involving hazardous materials, a legal prosecution case will be prepared. There has to be sufficient evidence to prove “beyond all reasonable doubt” that an offence has been committed. Prosecution cases can take six months or over a year in certain circumstances after the original event has occurred to reach a conclusion in court.

3.14 In urban locations, if there is no evidence found, then letters requesting any information about the incident are sent to nearby properties. In rural locations it is difficult to gather further information unless specific evidence is found amongst the waste. The remoteness of these locations, along with the speedy actions of those committing the offence, tends to limit any potential witnesses.

3.15 There are several known ‘hot spot’ locations around West Suffolk (see table below) where fly tipping regularly occurs although the frequency of incidents at these locations can be erratic and with no fixed pattern. Favoured rural locations are laybys or field entrances; urban settings tend to be at bin collection points or mini-recycling centres. These locations are regularly monitored and have warning signage in place to act as a deterrent.

3.16 The following tables provide a breakdown of the 265 incidents in West Suffolk in 2023 to 2024 by the land type (where the incident occurred).

Land Type	Highway	84
	Footpath / Bridleway	46
	Private Residence	1
	Back Alley	1
	Commercial / Industrial	2
	Council Land	111
	Other (unidentified)	20

Waste Type	Incidents
Construction / demolition / excavation	11
Green	15
Black bags - commercial	2
Vehicle Parts	5
Black bags - household	15
White goods	20
Chemical drums, oil, fuel	4
Other electrical	6
Other household waste	146
Tyres	12
Other commercial waste	12
Asbestos	4
Other (unidentified)	13

Size of Fly-Tipping incident	Incidents
Single black bag	2
Other single item	24
Car boot load or less	80
Small van load	144
Transit van load	15

3.17 Most reported incidents are small scale, namely the size of a standard car boot or van or single items such as a fridge or mattress. The vast majority consist of household waste; commercial waste incidents do occur but are much fewer in number as businesses are well-regulated and more aware of their duty of care. The tables below set out the type and size of fly-tipping, which indicates that household waste is the predominant waste that is fly-tipped.

3.18 There is a correlation between the urban areas and the number of fly tipping incidents occurring although remote rural locations are also favoured locations of fly tippers.

Waste Type	Incidents
Construction / demolition / excavation	11
Green	15
Black bags - commercial	2
Vehicle Parts	5
Black bags - household	15
White goods	20
Chemical drums, oil, fuel	4
Other electrical	6
Other household waste	146
Tyres	12
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Size of Fly-Tipping incident	Incidents
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3.19 The location of the reported incidents across West Suffolk in 2023 to 2024 is set out in the table below.

Bury St Edmunds	45	Red Lodge	3	Denston	1
Newmarket	39	Stoke-by-Clare	3	Fornham St Martin	1
Haverhill	37	Barton Mills	2	Freckenham	1
Mildenhall	23	Eriswell	2	Great Thurlow	1
Brandon	12	Great Livermere	2	Hargrave	1
Exning	8	Great Whelnetham	2	Hawkendon	1
Ixworth	6	Honington	2	Hengrave	1
Withersfield	6	Hundon	2	Icklingham	1
Stanton	5	Knettishall	2	Little Livermere	1
Coney Weston	4	Poslingford	2	Little Wratting	1
Rushbrooke / Rougham	4	Ousden	2	Moulton	1
Barrow	3	Risby	2	Pakenham	1
Beck Row	3	Santon Downham	2	Thelnetham	1
Cavendish	3	West Row	2	Timworth	1
Gazeley	3	Barnadiston	1	Tuddenham	1
Herringswell	3	Bradfield Combust	1	Wixoe	1
Horringer	3	Chevington	1	Worlington	1
Kentford	3	Cowlinge	1		
Lakenheath	3	Culford	1		

Prevention activity

- 3.20 Many incidents involving household waste are connected to residents arranging for their waste to be taken by unauthorised rogue traders, often through social media. The 'Scrap' fly tipping campaign has been developed to try and educate householders of their duty of care by reminding them to check before they allow someone else to take their waste.

The Scrap code:

- 3.21 **Suspect** all waste carriers. Do not let them take your rubbish until they provide proof of registration and make a note of their vehicle's registration plate.

Check whether your waste carrier is registered on the Environment Agency website.

Refuse any unexpected offers to have your rubbish taken away.

Ask how your rubbish will be disposed of and seek evidence of this.

Paperwork must be obtained. Ask for a proper invoice or receipt, including the waste carrier's contact details and a description of the waste.

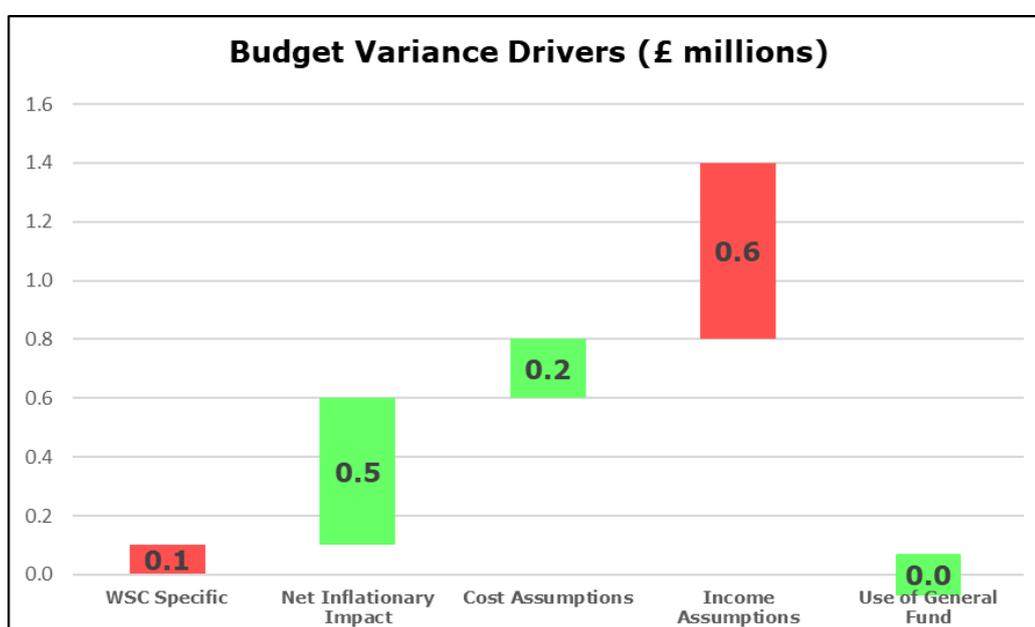
- 3.22 Enforcement officers share information and meet on a regular basis with their counterparts from neighbouring councils across Suffolk along with officers from the Environment Agency. The Suffolk Fly Tipping Action Group (STAG) was formed several years ago to share best practice and intelligence on fly tipping incidents within the county and the wider region.
- 3.23 Officers also attend multi-agency stop and search events organised by the Police which are held within West Suffolk and target unlicensed waste carriers.

4. Financial outturn summary

- 4.1 On 1 April 2024 the council's General Fund (its contingency reserve which represents around 25 per cent of the net budget) balance stood at £5.5 million (subject to audit of the 2023 to 2024 accounts). This is money put aside by the council as part of its prudent financial planning to help manage unforeseen or unprecedented issues that impact on the authority.
- 4.2 The current year-end forecast based on information available at quarter 1 shows a **balanced position** (small £2,000 surplus). The General Fund balance is therefore forecasted to maintain its current level of £5.5 million. This outturn position is made up of a number of variances to budget, further detailed in **Appendix B**.

4.3 As laid out in section one reflecting the income recovery trends and inflationary pressures into the budget for the year has meant that year end variances can be split into income growth, inflationary pressures and specific, localised assumption changes.

4.4 The trends that are currently impacting on the full year forecast position include higher electricity unit costs than budgeted (£0.13 million after taking account of recharges to partners), the ongoing stagnation in the property market impacting planning, land charges and building control income (£0.62m), currently offset by forecast savings on vehicle fuel (£0.25 million) and the cost of employment (£0.54 million). The relative impacts leading to the most adverse end of the range of results are shown in the graph below – red representing pressures and green representing positive impacts.



4.5 It should be noted that these are forecast positions as at the current quarter, and could change as the year progresses. These will be continually reviewed, and the updated positions will be reported to this committee in future reports. Where assumptions are deemed to have the potential to continue into 2025 to 2026, they will be reviewed with a view to including them in the forthcoming budget setting process.

4.6 The forecast position also sees a positive variance on interest receipts from investments of the council’s cash balances - deposited mainly with the secure debt management office facility. Alongside this additional interest receipts income, the council is still utilising these internal cash balances to support its capital programme rather than externally borrowing. In line with previous reports the additional interest receipts alongside the saving on interest payable are both being contributed into the capital financing reserve. This reserve is an equalisation reserve and is available to be used during the later parts of the medium-term budgets

as we start to borrow and in prudent anticipation of higher rate borrowing costs to those included in the original business cases.

Capital programme

- 4.7 The capital reports have now been split into 3 separate appendices, in order to better reflect the nature of the different operational and strategic projects and investment facilities within the wider programme. These are as follows:

Appendix C1 - Capital Programme forecast year-end position

- 4.8 This appendix covers those capital programme items that are not included under strategic projects or loan or investment facilities and are given more “in-year” emphasis. These include the Property and Leisure Asset Management Plans, Car Park Development, Disabled Facilities Grants (DFGs), the Vehicle and Plant replacement programme, the forthcoming “Simpler Recycling/weekly food waste programme and a number of other projects. The current forecast shows a spend of **£11.4 million** against a budget of **£12.2 million**.

Appendix C2 - Capital Project Monitoring

- 4.9 This appendix includes the larger strategic projects, such as the Advanced Manufacturing Engineering (AME) units at Suffolk Business Park, leisure provision in Bury St Edmunds and Newmarket, Decarbonisation initiatives, the Net Zero fund and major refurbishments such as Provincial House in Haverhill. These projects span several years, with an increased emphasis on the overall lifespan of the project as opposed to in-year monitoring. The overall budget for the programme is **£55.4 million**, with spend to date of around **£7.9 million**.

Appendix C3 – Investment Facility Monitoring

- 4.10 This appendix includes investment and loan facilities in respect of Barley Homes, Abbeycroft Leisure, Haverhill Research Park and the wider “Investing in our growth agenda” fund. These facilities are very much dependent on the drawdown requirements of the organisations or programmes, and in particular the Barley Homes facility is a rolling fund that will include repayments as well as new loans as their Housing development pipeline progresses. The “Investing in our growth agenda” fund is an overarching facility that will be used for more specific council projects as they are identified, and funds for these projects will be transferred to the other appendices as appropriate. The current overall facility totals **£48.9 million**, with **£5.9 million** spent to date.

Earmarked reserves

- 4.11 The council's forecast balance on earmarked revenue reserves (reserves that have been held for specific purposes) at the end of the financial year is **£48.5 million**, against a budgeted closing balance of **£43.78 million**. The variance relates partly to timing of expenditure into the next financial year, driven by capital programme phasing as detailed above (£3.2 million), plus additional contributions to the capital project financing reserve. This is as a result of reduced borrowing and minimum revenue provision due to project timings (£1.3 million) and additional contributions in respect of investment interest (£0.3 million) arising from improved interest rates and cash held, plus a number of smaller variances. These increased balances are expected to be utilised across the medium term budgets, especially with interest rates remaining higher in the short term and external borrowing estimated to take place in the next 12 to 24 months whilst rates are still higher than expected in the longer term.
- 4.12 Earmarked reserves are set aside for specific purposes, including investment in the renewal of our waste fleet vehicles programme and development of our operational and commercial properties. Details of the individual reserve balances and movements during the year can be found in Appendix D. It should be noted that these are the reserve balances as they are currently forecasted to stand at the end of 2024 to 2025, however these reserves are earmarked for specific purposes across the council's Medium Term Financial Strategy (MTFS), and should therefore be viewed in the longer-term context.
[COU.WS.24.003 Attachment D Appendix 3 - Earmarked Revenue Reserves.pdf \(westsuffolk.gov.uk\)](#)

5. Alternative options

- 5.1 In order for the council to be able to meet its strategic priorities it is essential that sufficient and appropriate financial resources are available.

6. Consultation and engagement

- 6.1 This report and the figures and commentary therein have been compiled by the Finance team in consultation with the relevant budget holders, services, Leadership Team and Portfolio Holder for Resources and Property.
- 6.2 The key performance indicator reporting arrangements have been developed through extensive consultation with service areas, Leadership Team and previous Portfolio Holders and will be continually further refined through the Performance and Audit Scrutiny Committee.

7. Risks

- 7.1 The West Suffolk Risk Register is a document that records all known strategic risks that may impact the ability to deliver services and performance of West Suffolk Council. Each risk is described and the relative inherent impact and probability of the risk coming to pass is estimated. The actions and controls that are undertaken to mitigate this risk are then laid out resulting in a revised residual impact and probability estimate.
- 7.2 The West Suffolk Strategic Risk Register is updated regularly by the Risk Management Group. This group is comprised of Directors, service representatives and the Portfolio Holder for Resources and Property. Directors and/or service managers may be required to provide further information as requested by the group.
- 7.3 The Risk Management Group meets quarterly to assess the current risk ratings, update any mitigating actions or controls and review the wider environment to assess if any new risks need to be added.
- 7.4 Following the November 2023 PASC meeting, a further review was conducted of the Strategic Risk Register in the context of how we assess and rate risks. This review included an update to the Risk Management Toolkit which provides a framework for identifying, assessing and rating risks. This is available via the following link: [West Suffolk Risk Management Toolkit](#).
- 7.5 The aim of this process is to provide assurance that all strategic risk has been identified, and that there are mitigating actions and controls in place to reduce these risks to a level that is either acceptable or tolerable within the context of that particular risk.
- 7.6 At its most recent assessment on 3 July 2024, the group reviewed the residual risks - the risk level where the council is likely to be after mitigations. These assessments form the revised West Suffolk Strategic Risk Register at Appendix E.
- 7.7 The Register for June 2024 includes the following risks that still have a high residual risk (after mitigating actions and controls). These are:
- WS5 – Staff recruitment
 - WS11 – Loss of a key employer or industry.
 - WS12 - Partner/Public sector failure
 - WS19 – Cyber security
 - WS22 – Financial impact on individuals due to rising cost of living.

These risks remain high, predominantly due to the wider economic and social environment, despite the actions that West Suffolk council has taken.

- 7.8 We will continue to review our approach to strategic risks, keeping the committee updated, taking into considerations the views of the committee. We will also continue to review our methodology behind our risk assessment, rating and governance, including further benchmarking of our process and reporting against other district councils.

8. Implications arising from this proposal

- 8.1 All implications arising from the proposals are covered within the report and its associated appendices.

9. Appendices

- 9.1 Appendix A – Performance indicators (also available in an online, interactive format at [Appendix A – Performance dashboards](#))
Appendix B – Income and expenditure report
Appendix C – Capital Programme
Appendix D – Earmarked reserves
Appendix E – Strategic Risk Register
Appendix G: West Suffolk district heat map on levels of benefits reliance
Appendix H: Environment and Sustainability Reference Group (ESRG) quarterly Report

Exempt Appendix F – Aged debt over 90 days summary

If you experience any problems with accessing this document or any of the appendices, please email performance@westsuffolk.gov.uk.

10. Background documents

- 10.1 [Q1 Performance Report - 2023 to 2024](#)
[Q2 Performance Report - 2023 to 2024](#)
[Q3 Performance Report - 2023 to 2024](#)
[Q4 Performance Report - 2023 to 2024](#)

[Council Agenda including 2024 to 2025 Budget and Council Tax Setting Report](#)

[Council Agenda including 2023 to 2024 Budget and Council Tax Setting Report](#)