



**EAST STAFFORDSHIRE BOROUGH COUNCIL**

**REPORT COVER SHEET**

<b>Title of Report:</b>	<b>Quarter 1 - Revenue and Capital Outturn 2023/24</b>	To be marked with an 'X' by Democratic Services after report has been presented
<b>Meeting of:</b>	Corporate Management Team – 16 <sup>th</sup> August 2023	X
	Pre Cabinet – 25 <sup>th</sup> August 2023	X
	Leader's / Leader of the Opposition's Advisory Group – 6 <sup>th</sup> September 2023	X
	Cabinet – 18 <sup>th</sup> September 2023	
	Audit Committee – 27 <sup>th</sup> September 2023	



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

**Essential Signatories:**

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

Deputy Monitoring Officer: **Sherrie Grant**

Date ..... Signature .....

Interim Chief Finance Officer: **Lisa Turner**

Date ..... Signature .....

**EAST STAFFORDSHIRE BOROUGH COUNCIL**

**Report to Cabinet**

**Date: 18<sup>th</sup> September 2023**

**REPORT TITLE: Quarter 1 - Revenue and Capital Outturn 2023/24**

**PORTFOLIO: Finance and Treasury Management**

**HEAD OF SERVICE: Lisa Turner**

**CONTACT OFFICER: Anya Murray, Interim Chief Accountant Ext. No. 1404**

**WARD(S) AFFECTED: All**

**1. Purpose of the Report**

- 1.1 To accord with the Council's financial regulations, this report presents the forecast outturn position in relation to the Council's revenue budget, capital programme of expenditure, treasury and risk management activities. This is the first quarterly report in the annual cycle of financial monitoring for the financial year 2023/24.

**2. Executive Summary**

- 2.1 The budget for 2023/24 of £15.640m was set by Council in February 2023 when the Medium Term Strategy for 2023/24 – 2025/26 including the Capital Programme was approved. The report highlights that despite some significant ongoing financial pressures on the baseline budget which will continue into 2024/25 and beyond, these are forecast to be offset during 2023/24 by increased returns on investment income. At this early stage of the year, this has resulted in an overall forecast net windfall underspend of £0.496m for the full year and in line with the approved MTFS, this is ring-fenced towards capital resources which are largely fully allocated.

- 2.2 Within these forecasts there is a high degree of uncertainty and volatility, against the backdrop of changing economic circumstances and a number of other unknown factors which could have a significant impact on the forecasts:

**Key Risks (both upside and downside)**

- The outcome of decisions/disputes with supported housing providers.
- Interest rates could be higher/lower than current predictions;
- Cash balances could be higher/lower than current estimates due to a number of large payments (Business Rates, Towns Fund, UKSPF Grants, Property Sales and Purchases) to which the timing is highly uncertain;

- Significant income streams could be more/less favourable than current forecasts (recycling, planning, car parking etc.);
- The final settlement for the pay award may be higher than the current pay offer that has now been built into the Quarter 1 revenue forecasts for 2023/24 (every 1% increase is approximately £0.130m).

It remains crucial that budget holders and Chief Officers continue to monitor their budgets closely and where necessary take action to contain spending within budget.

2.3 Whilst the overall forecast position presented at Quarter 1 is favourable, taking into account that the increased investment income is windfall, it does indicate significant underlying and ongoing financial pressures. The current approved Medium Term Financial Strategy indicates that there is an ongoing funding shortfall for 2024/25 onwards. The forecast pressures identified in this Quarter 1 report would increase this existing shortfall further.

2.4 Investments as at 30<sup>th</sup> June 2023 stood at £58.7m. Investment returns to the end of June averaged 4.29% (1.13% to June 2022) and are forecast to be higher than budget. In setting the investment income budget, a prudent approach was adopted due to the uncertainty around inflation and corresponding interest rates. Inflation has remained higher than widely expected and has resulted in continued uplift in interest rates. External borrowing at the end of the quarter stands at £6m which takes account of £4.5m repaid early in April 2023 as previously reported and set out at paragraph 5.6. Treasury management activities during the quarter have been in line with the approved treasury management strategy.

Further information in relation to treasury management is set out within Section 5 of this report.

2.5 The authority's capital spending plans total £12.8m, with a further £21.2m remaining in respect of Towns Fund programme. The report incorporates the re-profiling of the UKSPF grant following the Council decision of the 3<sup>rd</sup> July and indicates that on the whole projects are currently on target to deliver within budget. Further details in respect of the Capital Programme are set out within Section 6 of the report.

### 3. **Revenue Budget 2023/24**

3.1 On 20th February 2023, the full Council approved the revenue budget for the year 2023/24, totalling £15.640m as shown in the table below:

Approved Service Budgets	£000's
Leader of the Council	2,750
Cultural Development and Tourism	723
Communities and Housing Standards	2,535
Environment and Climate Change	7,327
Finance and Treasury Management	1,093
Regeneration, Business Support and Marketing	380
Corporate Budgets	832
<b>Total</b>	<b>15,640</b>

3.2 Financial control is maintained by monitoring actual expenditure against approved budgets at regular intervals throughout the year and budget managers are required to forecast income and expenditure for the full financial year. Authorised budget transfers and virements take place between individual services in accordance with financial regulations. The budget is presented in line with the political portfolios which have been re-aligned since the MTFS was set in February 2023 and this is reflected in the monitoring information below.

#### 4. **Forecast Revenue Outturn 2023/24**

4.1. The following table summarises at portfolio level the quarter one forecast variations and the expected effect on the outturn for the year.

Summary by Cabinet Portfolio Holder	Annual Net Budget 2023/24 £'000	Forecast Outturn 2023/24 £'000	Forecast Over/(Under) £'000
Leader of the Council	3,741	3,774	33
Tourism and Cultural Development	1,366	1,503	137
Communities and Regulatory Services	1,662	1,618	(44)
Environment and Climate Change	6,885	7,038	153
Finance and Treasury Management	682	(107)	(789)
Regeneration and Development	694	716	22
Corporate Items, Including In-Year Approvals	610	602	(8)
<b>Total</b>	<b>15,640</b>	<b>15,144</b>	<b>(496)</b>

4.2 The tables at Appendix A summarise, by Portfolio and Service, the variations between the 2023/24 budget and the year-end forecast outturn. Further supporting narrative in relation to those areas with significant variations is set out below:

#### **Leader of the Council**

- **Human Resources – Forecast Net Pressure of £28k**  
There are forecast cost pressures totalling £28k within Human Resources being driven by temporary staffing to cover vacancies.
- **Corporate and Commercial – Forecast Net Pressure of £16k**  
There is a pressure on employee costs in programmes and transformation of £44k as there is no capacity within the team to provide additional democratic support following the retirement of a long standing team member in democratic services, a replacement will therefore be sought and temporary costs incurred in the meantime (net additional £7k). There is a saving associated with the decision to not go ahead with the Council newsletter of £35k.
- **Legal Services – Forecast Net Savings of £13k**  
There are forecast savings in legal services arising from a combination of factors. The income derived from industrial units forecast to be £92k higher this financial year due to the conclusion of market rent reviews in year. There is a forecast reduction in relation to legal fees recovered of £20k, which can often be ad-hoc in nature and difficult to predict. There is a net forecast pressure of £59k on staffing costs, this includes temporary support for the legal team due to a team vacancy with the remainder relating to increased mayoral activities.

## **Tourism and Cultural Development**

### ■ **Arts, Brewhouse and Functions – Forecast Net Pressure of £65k**

There is a significant forecast shortfall in income levels of approx. £74k in relation to Burton Town Hall, this has been partially offset by a reduction in forecast expenditure. Forecast income has not recovered following the restrictions during the pandemic and ongoing low demand for the rooms. There is a forecast net shortfall of £28k at the Brewhouse caused by a number of factors including ongoing demand issues with the Café and additional electrical testing/lift repair work this financial year.

### ■ **Markets – Forecast Net Pressure of £67k**

There is a significant forecast shortfall in income levels of approx. £85k together with some forecast pressures relating to empty unit business rates liability of £10k. These income levels are being impacted by the ongoing uncertainty surrounding the future of the Market Hall, short term leases and competition from other retail unit providers (such as the Octagon Shopping Centre). This forecast may worsen if the remaining traders leave the market before the end of this financial year leaving the council becoming liable for additional business rates. There are forecast savings in permanent staffing (currently utilising temporary staff on reduced hours as required) of £28k.

## **Communities and Regulatory Services**

- Overall there are forecast savings of £24k in the Environmental Health Team and £23k in the Community and Civil Enforcement Team arising from staff vacancies. Within the housing options service, there are forecast increased costs relating to temporary accommodation being met by a combination of rental income / benefits and government grants.

## **Regeneration and Development**

### ■ **Planning and Land Charges – Forecast Net Pressure of £95k**

This forecast pressure arises from additional staffing expenditure due to overtime and from ongoing additional temporary staffing costs within development control (£121k). This is being driven by demand (numbers of applications), outstanding major applications that require advanced planning expertise and experience as well as increasing levels/complexity of complaints requiring an enforcement response. In addition to this, net land charges income is forecast to be reduced (£25k) due to the ongoing contraction in the housing market impacting sales. These pressures are being offset by amongst others a forecast increase in planning income and the application of neighbourhood planning reserves where possible; the planning income reserve having been depleted in earlier years with only £10k remaining. In recent times the level of planning income has been restricted due to levels of permitted development rights still requiring work but either with no fee or much reduced fee. The government has confirmed an increase in planning fees but this is not expected to come into force in the current financial year leaving this forecast pressure on the service. Management have already taken steps to reduce this pressure going forward and are reviewing options to further mitigate the pressure.

- Enterprise – Forecast Saving of £73k  
There are currently forecast savings within the Enterprise Team taking account of current regeneration scheme revisions and amendment to implementation timetables and service structures.

### Environment and Climate Change

- Environment – Forecast Net Pressure of £119k  
This forecast pressure arises from increased staffing costs higher than envisaged (£323k) due to the level of sickness, housing growth leading to busier rounds and the impact of the pay award on this area (approx. £100k). These pressures are being offset by a number of other areas, including forecast savings based on the reduction in average fuel costs (£123k) across the service, a forecast increase in income levels from recycling (£76k) as a result of expectations of continuing average higher commodity prices and low levels of contamination and a reduction in third party payments largely as a result of lower haulage costs and contamination.

### Finance and Treasury Management

- Revenues, Benefits and Customer Contacts – Forecast Net Saving of £2k  
There is a high level of temporary staffing costs within the service as a result of staff vacancies and other grants administration work being undertaken by the team and the subsequent backlog of work. This is being funded from new burdens grants<sup>1</sup> either provided in year or prior year, as is the current upgrade of the DIS software used by the service. There is currently a forecast net saving in relation to housing benefit payments of £15k, however this is heavily caveated due to the potential for increased costs in respect of new supported housing providers. Whilst some provision has been made for new providers, should all of those providers currently either being assessed or challenging the Council's decisions be successful then expenditure in this area could rise significantly. **The latest estimate of this risk relating to 2023/24 amounts to £1.5m, of which provision has been made on a one off basis within the business rates reserve. However should this risk materialise it would be an ongoing pressure on the revenue budget in future years.** Additional provision has also been made with regard to the collection of debts arising from housing benefit overpayments.
- Financial Services and Capital Financing – Forecast Additional Income £787k  
Higher interest rates have continued into the current financial year as the Bank of England Monetary Policy Committee continues to wrestle with the ongoing higher levels of inflation than have been experienced in the recent past. The bank rate has risen to 5.25% from 4.25% in March 2023 whilst the current forecast provided by our treasury advisors is for the bank rate to peak at 5.5% and remain there at the end of the financial year. Taking this into consideration it is estimated that investment income will exceed the original budget by £0.8m. This could potentially be a pessimistic forecast, as investment returns could exceed current expectations and the timing in respect of a number of large payments, particularly some of those relating to central government and the council's regeneration programme, is unknown at present and therefore cash balances could be higher than the current forecasts. However if this year does see the peak in interest rates, then this level of investment income cannot be relied upon to continue into future financial years.

Note 1. New Burdens Grants are awarded by government to the council with the intention of avoiding a financial impact on the council tax from changes in government policies.

There is a forecast pressure from temporary staffing costs within the service due to recruitment and retention difficulties across the sector with this increased cost being met from the professional reserve.

## ■ **Corporate Budgets**

Corporate Budgets represent items which do not form part of any particular service. Currently included within these budgets is the funding set aside for the cost of living which is being allocated as projects and schemes become live.

## **5. Treasury Management**

- 5.1 The Council approved the Treasury Management Strategy Statement for 2023/24 on 20th February 2023 and this section is an update on progress against this Strategy and the Revenue Budget.

### Investment Returns

- 5.2 The average rate of investment return that was assumed in the 2023/24 budget was 3.7% which reflected a prudent estimate as the result of the uncertainty around inflation and rates at the time the budget was prepared. Economic circumstances remain challenging the inflationary pressures are paramount. As a result the Bank of England Monetary Policy Committee have already increased the Base Rate of Interest to 5.25% and it is widely expected that there will be further increases during the year. Forecasts provided by our Treasury Management advisors (at 4<sup>th</sup> August 2023) indicate that the Base Rate will be 5.5% by March 2024 (although Markets are forecasting a peak of 5.75% by December 2023).
- 5.3 Appendix B shows the outstanding investments the authority had as at 30th June 2023 and these are summarised by type in the table below. Investment balances are higher than would normally be the case as we continue to hold Towns Fund and other regeneration resources in advance of expenditure.

<b>Investments</b>	<b>31<sup>st</sup> March 2023</b>		<b>30<sup>th</sup> June 2023</b>	
	<b>£'000</b>	<b>%</b>	<b>£'000</b>	<b>%</b>
Banks	168	0.3%	123	0.2%
Certificate of Deposits*	25,000	44.4%	29,000	49.4%
Money Market Funds	18,000	32%	7,680	13.1%
UK Treasury Bills	0	0.0%	13,500	23%
UK Debt Management	13,125	23.3%	8,375	14.3%
Other Local Authorities	0	0%	0	0%
<b>Total</b>	<b>56,293</b>	<b>100%</b>	<b>58,678</b>	<b>100%</b>

\*Certificate of Deposits are placed with a number of UK based banks and a range of highly rated foreign banks which offer significant counterparty strength as well as diversification of the investment portfolio.



- 5.4 Average investment returns at the end of June 2023 stood at 4.62% and once the forecast increases in the rates are taken into consideration it is estimated that investment income will exceed the original budget by £0.8m. This could potentially be a pessimistic forecast, as investment returns could exceed expectations as set out above and the timing in respect of a number of large payments is unknown and therefore cash balances could be higher than the current forecasts.

Borrowing

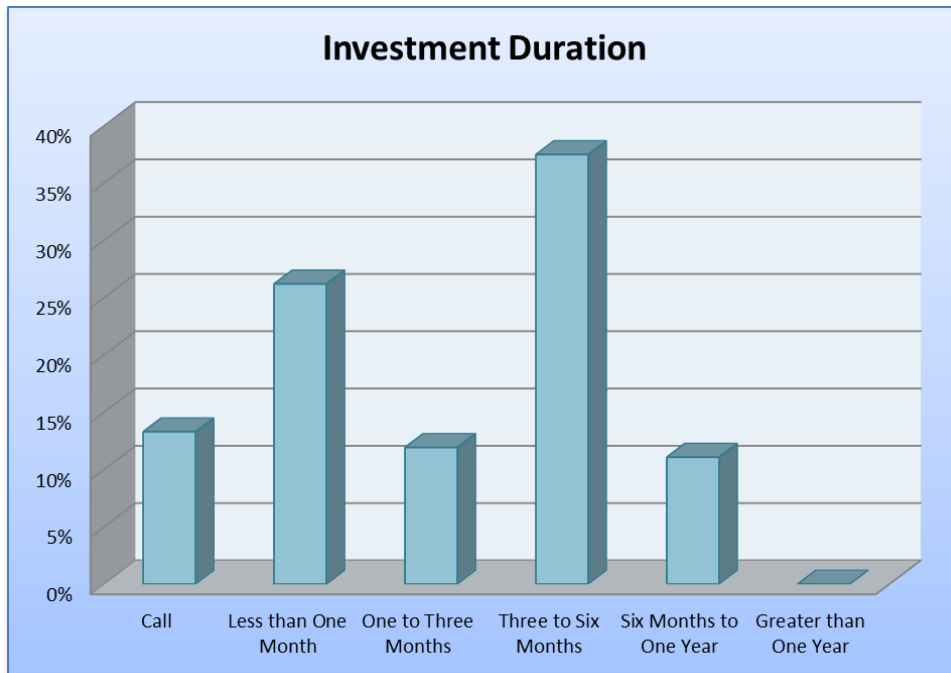
- 5.5 The average rate payable on the Council's external borrowing as at 30<sup>th</sup> June 2023 is 5.3%, with total, outstanding external debt of £6m.

Debt Type	Principal Outstanding (£)	Average Rate
Total Fixed Debt		
PWLB Maturity	5,700,000	4.646%
PWLB Annuity	320,069	9.203%
Total Variable Debt		
Market	-	0.000%
GBSLEP Loan	375,000	
<b>Total External Debt</b>	<b>6,395,069</b>	<b>5.334%</b>

- 5.6 The total external debt reflects the early repayment of £4.5million of Market Loans in April 2023 following presentation of a business case in line with the Council's Treasury Management Strategy and approved in Executive Decision Record 571/23 (4<sup>th</sup> April 2023). This early repayment resulted in an estimated cost saving of £179k over the remaining life of the loans (or an average £60k per annum). This takes into account a significantly reduced premium when compared to the equivalent PWLB Premium and the estimated lost investment income from early repayment. This does not change the Council's underlying need to borrow, it simply moves this element from external to internal borrowing which is more cost effective in the current environment.

5.7 Maturity Structure of Investments and Borrowing

The following charts highlight the maturity structure for investments and for fixed term borrowing. In a rising interest rate market, investment maturities are being laddered to benefit from the rising rates, with a proportion of funds being held short term to manage liquidity in relation to unknown timing of some payments.



## 6. Capital Programme 2023/24

6.1 The table below details the approved mainstream capital projects for 2023/24 totalling £12.8m. This demonstrates that on the whole projects are currently forecast to be delivered within the overall approved budget.

Project	Current Year Budget, including Carry Forwards £	Current Year Expenditure £	Remaining Budget £	Forecast Expenditure at Quarter 1 against Current Year Budget £	Forecast Increased expenditure / (Under-spend) £	Comments
Neighbourhood working Fund	2,607	0	2,607	2,607	0	Ongoing
Disabled Facility Grants	3,095,479	167,232	2,928,247	3,095,479	0	Ongoing
Cemetery Expansion	285,695	1,245	284,450	285,695	0	Ongoing
Small Business Fund / Business Spring Board Boost Grant Scheme	29,092	7,982	21,110	29,092	0	Ongoing
Assets - Mandatory Works	24,240	0	24,240	24,240	0	Ongoing
Washlands	2,761,983	(0)	2,761,983	2,761,983	0	Pending contract award
Planning Assure System	50,110	0	50,110	50,110	0	Ongoing, funded from reserves
Community Regeneration Fund	105,832	5,832	100,000	105,832	0	Ongoing
CCTV Upgrade	118,732	37,154	81,577	118,732	0	Ongoing
EV Charging Points (Contribution)	19,000	0	19,000	19,000	0	Pending SCC scheme
Cemeteries Road Improvements	55,200	0	55,200	55,200	0	Ongoing
Tutbury S106 Grant Scheme	126,629	0	126,629	126,629	0	Ongoing
Brewhouse Roof	193,900	0	193,900	193,900	0	Ongoing
Yeoman Industrial Estate	120,000	0	120,000	120,000	0	Ongoing
Branston Water Park - Toilets Refurbishment	75,000	0	75,000	75,000	0	Assessing Scheme
Uttoxeter Sports Hub - Feasibility Study	25,000	0	25,000	25,000	0	Ongoing
Local Authority Housing Fund Scheme	979,506	0	979,506	979,506	0	Ongoing
Maltings Precinct - Uttoxeter Master Plan	2,141,171	0	2,141,171	2,141,171	0	Ongoing
Open Spaces - Hanging Basket Replacements	12,000	0	12,000	12,000	0	Scheme Development
ICT - SQL Licence	33,000	35,357	(2,357)	35,357	2,357	Complete.
ICT - WIFI	28,000	3,390	24,610	26,000	(2,000)	Ongoing
Uttoxeter Sports Hub	1,710,000	0	1,710,000	1,710,000	0	Subject to further member decision
Ward Enhancement - UKSPF	550,000	0	550,000	550,000	0	September Cabinet Report
Bass House Improvements	244,000	0	244,000	244,000	0	Ongoing
<b>Total</b>	<b>12,786,175</b>	<b>258,193</b>	<b>12,527,983</b>	<b>12,786,532</b>	<b>357</b>	

Note 1 - Funding of the Washlands project has been rescheduled between the Local Enterprise Not Partnership (LEP)/ESBC and the Environment Agency (EA) which allowed the Washlands Enhancement Works being undertaken by ESBC to be continued into future years following the impact of COVID-19. Originally the £3 million awarded by the LEP was split £2 million with the EA and £1 million to ESBC. This was revised to £3 million for the Burton Flood Defence Works on condition that the £1 million is paid over to ESBC by the EA. These monies have been received and the agreement governing their use extended until November 2024 in line with revised proposed completion date following procurement (subject to final contract award).

Note 2 - The UKSPF capital programme funding profile was revised by Council in July 2023 and subsequently approved by DLUHC.

## Towns Fund Programme

- 6.2 In addition to the mainstream capital programme the Council has a government grant allocation of £23.8m plus £4m S106 monies linked to the provision of affordable housing. The table below sets out the latest position in relation to the Towns Fund Programme with many of these projects being delivered by sponsor partners:

Projects	Approved Total Budget £'000	2021/22 Accrued Spend £'000	2022/23 Applied Expenditure £'000	2023/24 Remaining Funding £'000	2023/24 Spend Year to date £'000	Total Forecast Expenditure £'000
Project D: High Street Linkages (includes £4m funded from S106)	20,259	0	5,678	14,581	82	20,259
Project E: Library and Enterprise Hub (cessation costs)	33	32	0	1	0	33
Project F: New Pedestrian & Cycle Crossing Over the River Trent (cessation costs)	120	119	0	1	0	120
Project G: Improvement of Trent and Mersey Canal Towpath	1,988	3	0	1,985	0	1,988
Project H: Cycle Network Enhancements	1,898	0	0	1,898	0	1,898
Project J: Specialist Education Offer	3,502	0	0	3,502	0	3,502
<b>Total</b>	<b>27,800</b>	<b>154</b>	<b>5,678</b>	<b>21,968</b>	<b>82</b>	<b>27,800</b>

- 6.3 In addition to this the Council has received in total £232k of capacity funding as accountable body during the course of 2019/20 and 2020/21. Expenditure to the end of June 2023 amounted to £208k which includes support towards the development of the High Street Linkages Project for which the Council is the Lead Project Sponsor. The remaining funding is held in an earmarked reserve to continue to support the programme.

## Capital Receipts

- 6.4 There were no capital receipts received this quarter.

## **7. Financial Considerations**

*This section has been approved by the following member of the Financial Management Unit: Anya Murray*

- 7.1 This report deals solely with financial matters.

Revenue	2023/24	2024/25	2025/26
Forecast surplus / windfall to be ring-fenced towards capital resources in line with approved Medium Term Financial Strategy.	496,000	-	-
Capital	2023/24	2024/25	2025/26
	-	-	-

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

- 8.1 The current Council's risk management strategy has been approved by Cabinet and is subject to review. Attached at **Appendix C** to this report is a schedule of the most significant risks facing the authority, including the actions taken or being taken in order to control or mitigate these risks.
- 8.2 Following review, there have been no significant changes to the risk levels during Quarter 1.
- 8.3 The main risks associated with the budget are highlighted within the medium term financial strategy.

## 9. **Legal Considerations**

*This section has been approved by the following member of the Legal Team:  
Sherrie Grant*

- 9.1 There are no direct legal implications arising from this report. However, the individual programmes/project will require legal input into procurement and contractual documentation

## 10. **Equalities and Health**

- 10.1 **Equality impacts:** The subject of this report is not a policy, strategy, function or service that is new or being revised. An equality and health impact assessment is not required.
- 10.2 **Health impacts:** The outcome of the health screening question does not require a full Health Impact Assessment to be completed. An equality and health impact assessment is not required.

## 11. **Data Protection Implications – Data Protection Impact Assessment (DPIA)**

- 11.1. A DPIA must be completed where there are plans to:

- use systematic and extensive profiling with significant effects;
- process special category or criminal offence data on a large scale; or
- systematically monitor publicly accessible places on a large scale
- use new technologies;
- use profiling or special category data to decide on access to services;
- profile individuals on a large scale;
- process biometric data;
- process genetic data;
- match data or combine datasets from different sources;
- collect personal data from a source other than the individual without providing them with a privacy notice ('invisible processing');
- track individuals' location or behaviour;
- profile children or target marketing or online services at them; or
- process data that might endanger the individual's physical health or safety in the event of a security breach

11.2 Following consideration of the above, there are no Data Protection implications arising from this report which would require a DPIA.

## **12. Human Rights**

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

## **13. Cabinet Recommendation(s)**

13.1 To note the forecast financial position at quarter one of 2023/24 in relation to revenue and capital budgets together with the financial impact and degree of financial uncertainty that exists due to the current economic circumstances.

13.2 Members note that the forecast revenue budget underspend is ring-fenced towards topping up capital resources which have been allocated in the current capital programme as approved in the Medium Term Financial Strategy February 2023.

13.3 To note the latest position in respect of the Council's investments and borrowing.

13.4 To note the corporate and strategic risks, together with actions being taken to manage these.

## **14. Background Papers**

14.1 Medium Term Financial Strategy 2023/24 to 2025/26

## **15. Appendices**

15.1 Appendix A: Forecast variances against budget at outturn 2023/24

15.2 Appendix B: Investments at 30<sup>th</sup> June 2023

15.3 Appendix C: Corporate and Strategic Risks – Quarter 1 2023/24

**QUARTER ONE  
PORTFOLIO FORECAST OUTFURN AGAINST FULL YEAR BUDGET  
2023/24**

**Leader of the Council**

Leader of the Council	Budget (£000's)	Forecast Outturn (£000's)	Forecast Variance (£000's)
Corporate Management Team	679	683	4
Corporate and Commercial	945	961	16
Human Resources, Payments & Pensions	2,078	2,106	28
IT and Printing	453	451	(2)
Legal Services	(414)	(427)	(13)
<b>Total</b>	<b>3,741</b>	<b>3,774</b>	<b>33</b>

Corporate Management Team	Budget (£000's)	Forecast Outturn (£000's)	Forecast Variance (£000's)
Chief Executives	225	229	4
Heads of Service	454	454	-
<b>Total</b>	<b>679</b>	<b>683</b>	<b>4</b>

Division	Explanation	Forecast Amount Over/ (under) £'000
Chief Executives	Employees (Vacancy Factor)	4
Heads of Service	No variance	0
<b>Total</b>		<b>4</b>

Corporate and Commercial	Budget (£000's)	Forecast Outturn (£000's)	Forecast Variance (£000's)
Committee Support	111	118	7
Elections	224	224	-
Emergency Planning	12	12	-
Programmes and Transformation	258	267	9
Members Allowances	340	340	-
<b>Total</b>	<b>945</b>	<b>961</b>	<b>16</b>

Division	Explanation	Actual Amount Over/ (under) £'000
Committee Support	Employees	(6)
Committee Support	Temporary Staff Costs	13
Elections	Employees	7
Elections	Premises Related	(7)
Emergency Planning	No variance	0
Programmes and Transformation	Employees	44
Programmes and Transformation	Council Newsletter	(35)
Members Allowances	No change	0
<b>Total</b>		<b>16</b>

Human Resources, Payments & Pensions	Budget (£000's)	Forecast Outturn (£000's)	Forecast Variance (£000's)
Human Resources	413	441	28
Pension Payments	1,665	1,665	-
<b>Total</b>	<b>2,078</b>	<b>2,106</b>	<b>28</b>

Division	Explanation	Forecast Amount Over/ (under) £'000
HR & Payroll	Employees	(14)
HR & Payroll	Temporary Staff Costs	42
Pension Payments	No variance	0
<b>Total</b>		<b>28</b>

IT and Printing	Budget (£000's)	Forecast Outturn (£000's)	Forecast Variance (£000's)
Central Reprographics and Administration	114	108	(6)
Computer Services	339	343	4
<b>Total</b>	<b>453</b>	<b>451</b>	<b>(2)</b>

IT And Printing	Explanation	Actual Amount Over/ (under) £'000
Central Reprographics	Employees	(6)
ICT	Employees	4
<b>Total</b>		<b>(2)</b>



Legal Services	Budget (£000's)	Forecast Outturn (£000's)	Forecast Variance (£000's)
Assets and Estates Management	(48)	(47)	1
Civic Ceremonials	56	64	8
Legal	219	289	70
Industrial Units	(641)	(733)	(92)
<b>Total</b>	<b>(414)</b>	<b>(427)</b>	<b>(13)</b>

Legal Services	Explanation	Forecast Amount Over/ (under) £'000
Assets and Estates Management	Employees	1
Mayoral Support & Civic Ceremonials	Employees	9
Mayoral Support & Civic Ceremonials	Lease Car Costs	(1)
Legal	Employees	(28)
Legal	Temporary Staff Costs	78
Legal	Income Cost Recovery Shortfall	20
Industrial Units	Income	(92)
<b>Total</b>		<b>(13)</b>

## Tourism and Cultural Development

Tourism and Cultural Development Portfolio	Budget (£000's)	Forecast Outturn (£000's)	Forecast Variance (£000's)
Arts, Brewhouse and Functions	694	759	65
Leisure Services	243	240	(3)
Markets	102	169	67
Cultural Services Marketing	94	96	2
Strategic Tourism	233	239	6
<b>Total</b>	<b>1,366</b>	<b>1,503</b>	<b>137</b>

Division	Explanation	Actual Amount Over/ (under) £'000
Burton Town Hall	Employee Costs	(22)
Burton Town Hall	Temp Staff/Set up crews	(15)
Burton Town Hall	Net Shortfall in Income from Hire of Venue	74
Arts Development and Programmes	No Variance	0
Brewhouse and Arts Development	Repairs and Maintenance to buildings	7
Brewhouse and Arts Development	Brewhouse Cafe/Bar - Net Shortfall	21
<b>Total</b>		<b>65</b>

Leisure Services	Budget (£000's)	Actual Outturn (£000's)	Actual Variance (£000's)
Health and Leisure Grants	11	11	-
Leisure Management	232	229	(3)
<b>Total</b>	<b>243</b>	<b>240</b>	<b>(3)</b>

Division	Explanation	Actual Amount Over/ (under) £'000
Health and Leisure Grants	No variance	0
Leisure Management	Employee Costs	(3)
<b>Total</b>		<b>(3)</b>

Markets	Budget (£000's)	Actual Outturn (£000's)	Actual Variance (£000's)
Markets	102	169	67
<b>Total</b>	<b>102</b>	<b>169</b>	<b>67</b>

Division	Explanation	Actual Amount Over/ (under) £'000
Markets	Employees	(28)
Markets	Income Shortfall	85
Markets	Business Rates - Vacant Units	10
<b>Total</b>		<b>67</b>

Cultural Services - Marketing	Budget (£000's)	Actual Outturn (£000's)	Actual Variance (£000's)
Marketing	94	96	2
<b>Total</b>	<b>94</b>	<b>96</b>	<b>2</b>

Division	Explanation	Actual Amount Over/ (under) £'000
Cultural Services - Marketing	Employee Costs	2
<b>Total</b>		<b>2</b>

Strategic Tourism	Budget (£000's)	Actual Outturn (£000's)	Actual Variance (£000's)
Strategic Tourism	233	239	6
<b>Total</b>	<b>233</b>	<b>239</b>	<b>6</b>

Division	Explanation	Actual Amount Over/ (under) £'000
Strategic Tourism	Employee Costs	6
<b>Total</b>		<b>0</b>

## Communities and Regulatory Services

Communities and Regulatory Services Portfolio	Budget (£000's)	Forecast Outturn (£000's)	Forecast Variance (£000's)
Environmental Health	529	505	(24)
Licensing and Enforcement	139	137	(2)
Partnerships	41	41	-
CCTV	106	109	3
Community and Civil Enforcement	373	350	(23)
Social Regeneration	79	79	-
Housing	395	397	2
<b>Total</b>	<b>1,662</b>	<b>1,618</b>	<b>(44)</b>

Environmental Health	Budget (£000's)	Forecast Outturn (£000's)	Forecast Variance (£000's)
Environmental Health	469	452	(17)
Housing Standards	66	59	(7)
Animal Control	(6)	(6)	-
<b>Total</b>	<b>529</b>	<b>505</b>	<b>(24)</b>

Environmental Health	Explanation	Actual Amount Over/ (under) £'000
Environmental Health	Employees	(20)
Environmental Health	Supplies and Services	3
Housing Standards	Employees	(9)
Housing Standards	Selective Licensing Employees	(9)
Housing Standards	Selective Licensing Reserve	6
Housing Standards	Selective Licensing Income	5
Animal Control	No variance	0
<b>Total</b>		<b>(24)</b>

Licensing and Enforcement	Budget (£000's)	Forecast Outturn (£000's)	Forecast Variance (£000's)
Licensing and Enforcement	139	137	(2)
<b>Total</b>	<b>139</b>	<b>137</b>	<b>(2)</b>

Licensing and Enforcement	Explanation	Actual Amount Over/ (under) £'000
Licensing and Enforcement	Employees - Licensing	(11)
Licensing and Enforcement	Employees - Enforcement	9
Licensing and Enforcement	Taxi Licensing Income	(3)
Licensing and Enforcement	(Taxi) Licensing Reserve	3
<b>Total</b>		<b>(2)</b>

Partnerships	Budget (£000's)	Forecast Outturn (£000's)	Forecast Variance (£000's)
Partnerships	41	41	-
<b>Total</b>	<b>41</b>	<b>41</b>	<b>-</b>

Partnerships	Explanation	Actual Amount Over/ (under) £'000
Partnerships	No variance	0
<b>Total</b>		<b>0</b>

CCTV	Budget (£000's)	Forecast Outturn (£000's)	Forecast Variance (£000's)
CCTV	106	109	3
<b>Total</b>	<b>106</b>	<b>109</b>	<b>3</b>

Division	Explanation	Actual Amount Over/ (under) £'000
CCTV	Maintenance Agreements	3
<b>Total</b>		<b>3</b>

Community and Civil Enforcement	Budget (£000's)	Forecast Outturn (£000's)	Forecast Variance (£000's)
Community and Civil Enforcement	373	350	(23)
<b>Total</b>	<b>373</b>	<b>350</b>	<b>(23)</b>

Community and Civil Enforcement	Explanation	Actual Amount Over/ (under) £'000
Community and Civil Enforcement	Employee Costs	(23)
<b>Total</b>		<b>(23)</b>

Social Regeneration	Budget (£000's)	Forecast Outturn (£000's)	Forecast Variance (£000's)
Community Centres	19	19	-
Councillors Community Fund	37	37	-
Social Regeneration	23	23	-
<b>Total</b>	<b>79</b>	<b>79</b>	<b>-</b>

Social Regeneration	Explanation	Actual Amount Over/ (under) £'000
Community Centres	No variance	0
Councillors Community Fund	No variance	0
Social Regeneration	No variance	0
<b>Total</b>		<b>0</b>

Housing	Budget (£000's)	Forecast Outturn (£000's)	Forecast Variance (£000's)
Housing Options	395	397	2
<b>Total</b>	<b>395</b>	<b>397</b>	<b>2</b>

Division	Explanation	Actual Amount Over/ (under) £'000
Housing Options	Employee Costs	7
Housing Options	Net use of Reserves	17
Housing Options	Delivery of Grant funding conditions/initiatives	65
Housing Options	Housing Grant funding	(90)
Housing Options	Supplies and Services	12
Housing Options: Accommodation	Premises Related Expenditure	(3)
Housing Options: Accommodation	B&B Costs (excluding Government funded scheme)	10
Housing Options: Accommodation	B&B Costs (Government funded scheme - RSI Surge)	117
Housing Options: Accommodation	Use of RSI Grant funding	(47)
Housing Options: Accommodation	Premises Rental/ B&B Rentals income	(86)
<b>Total</b>		<b>2</b>

## Environment and Climate Change

Environment & Climate Change Portfolio	Budget (£000's)	Forecast Outturn (£000's)	Forecast Variance (£000's)
Community, Open Spaces and Facilities	2,177	2,224	47
Environment	5,142	5,261	119
Climate Change	88	80	(8)
Off Street Parking	(522)	(527)	(5)
<b>Total</b>	<b>6,885</b>	<b>7,038</b>	<b>153</b>

Community and Open Spaces	Budget (£000's)	Forecast Outturn (£000's)	Forecast Variance (£000's)
Cemeteries	61	76	15
Open Spaces	1,648	1,673	25
Horticultural Centre	44	44	-
Facilities Management	424	431	7
<b>Total</b>	<b>2,177</b>	<b>2,224</b>	<b>47</b>

Community, Open Spaces and Facilities	Explanation	Actual Amount Over/ (under) £'000
Cemeteries	Employee Costs	5
Cemeteries	Contracted Grounds Maintenance	10
Open spaces	Employee Costs	5
Open spaces	Contracted Grounds Maintenance	20
Horticultural Centre	No variance	0
Facilities and Health and Safety	Employee Costs	7
<b>Total</b>		<b>47</b>

Environment	Budget (£000's)	Forecast Outturn (£000's)	Forecast Variance (£000's)
Building Consultancy	60	60	-
Council Depot	115	115	-
Public Conveniences	153	156	3
Land Drainage	64	64	-
Waste Collection	3,451	3,485	34
Street Cleaning	1,299	1,381	82
<b>Total</b>	<b>5,142</b>	<b>5,261</b>	<b>119</b>

Environment	Explanation	Actual Amount Over/ (under) £'000
Building Consultancy	Employee Costs	4
Building Consultancy	Building Control Fee Income	(20)
Building Consultancy	Revised contribution to Building Control Reserve	16
Public Conveniences	Employee Costs	(19)
Public Conveniences	Temporary Staff	22
Land Drainage	No variance	0
Waste Collection	Employee Costs	121
Waste Collection	Temporary Staff	114
Waste Collection	Recycling Income	(76)
Waste Collection	Third Party Payments	(18)
Waste Collection	Vehicle Fuel	(107)
Street Cleaning	Employee Costs	20
Street Cleaning	Temporary Staff	78
Street Cleaning	Vehicle Fuel	(16)
<b>Total</b>		<b>119</b>

Climate Change	Budget (£000's)	Forecast Outturn (£000's)	Forecast Variance (£000's)
Climate Change	88	80	(8)
<b>Total</b>	<b>88</b>	<b>80</b>	<b>(8)</b>

Climate Change	Explanation	Actual Amount Over/ (under) £'000
Climate Change	Employees	(16)
Climate Change	Income - EVCP's	8
<b>Total</b>		<b>(8)</b>

Off Street Parking	Budget (£000's)	Forecast Outturn (£000's)	Forecast Variance (£000's)
Car Parks Income	(522)	(527)	(5)
<b>Total</b>	<b>(522)</b>	<b>(527)</b>	<b>(5)</b>

Off Street Parking	Explanation	Actual Amount Over/ (under) £'000
Car Parks Income	Car Parking Income	(24)
Car Parks Income	Season/Penalty Notices Income	19
<b>Total</b>		<b>(5)</b>

## Finance and Treasury Management

Finance and Treasury Management Portfolio	Budget (£000's)	Forecast Outturn (£000's)	Forecast Variance (£000's)
Revenues, Benefits and Customer Contacts	1,061	1,059	(2)
Financial Services and Capital Financing	(379)	(1,166)	(787)
<b>Total</b>	<b>682</b>	<b>(107)</b>	<b>(789)</b>

Revenues, Benefits and Customer Contacts	Budget (£000's)	Forecast Outturn (£000's)	Forecast Variance (£000's)
Revenues	70	85	15
Benefits and Professional Services	498	511	13
Customer Contacts	493	463	(30)
<b>Total</b>	<b>1,061</b>	<b>1,059</b>	<b>(2)</b>

Division	Explanation	Actual Amount Over/ (under) £'000
Revenues	Employee Costs	(5)
Revenues	Temporary Staff Costs	121
Revenues	Supplies and Services	44
Revenues	Grant Income	(14)
Revenues	Income	(10)
Revenues	Use of Earmarked Reserves	(121)
Benefits	Employee Costs	(18)
Benefits	Temporary Staff Costs	15
Benefits	Supplies and Services	41
Benefits	Grant Income	(35)
Benefits	Net use of Earmarked Reserves	(10)
Benefits	Net Housing Benefit Subsidy	(15)
Benefits	Housing Benefit Overpayments Recovery and F	35
Customer Contacts	Employee Costs	(39)
Customer Contacts	Temporary Staff Costs	12
Customer Contacts	Supplies and Services	16
Customer Contacts	Use of Earmarked Reserves	(19)
<b>Total</b>		<b>(2)</b>

Financial Services and Capital Financing	Budget (£000's)	Forecast Outturn (£000's)	Forecast Variance (£000's)
Audit	158	158	-
Capital Finance	(1,289)	(2,076)	(787)
Financial Management Unit	752	752	-
<b>Total</b>	<b>(379)</b>	<b>(1,166)</b>	<b>(787)</b>



Division	Explanation	Actual Amount Over/ (under) £'000
Audit	No change	0
Capital Financing Costs	Premium on Early Loan Repayment	150
Capital Financing Costs	Net Interest Savings 2023/24 on Early Loan Rep	(61)
Capital Financing Costs	Debt Repayment Reserve	(89)
Capital Financing Costs	Investment Income	(787)
Financial Management Unit	Employee costs	(131)
Financial Management Unit	Temporary Staff Costs	177
Financial Management Unit	Use of Reserve	(46)
<b>Total</b>		<b>(787)</b>

## Regeneration and Development

Regeneration and Development	Budget (£000's)	Forecast Outturn (£000's)	Forecast Variance (£000's)
Enterprise	287	214	(73)
Planning and Land Charges	407	502	95
<b>Total</b>	<b>694</b>	<b>716</b>	<b>22</b>

Enterprise	Budget (£000's)	Forecast Outturn (£000's)	Forecast Variance (£000's)
Enterprise	238	201	(37)
Regeneration	49	13	(36)
<b>Total</b>	<b>287</b>	<b>214</b>	<b>(73)</b>

Division	Explanation	Forecast Amount Over/ (under) £'000
Enterprise	Employee Costs	(37)
Regeneration	Employee Costs	(36)
<b>Total</b>		<b>(73)</b>

Planning and Land Charges	Budget (£000's)	Forecast Outturn (£000's)	Forecast Variance (£000's)
Planning Policy	458	420	(38)
Development Control	(35)	67	102
Land Charges	(16)	15	31
<b>Total</b>	<b>407</b>	<b>502</b>	<b>95</b>

Division	Explanation	Forecast Amount Over/ (under) £'000
Planning Policy	Employees	(57)
Planning Policy	Temporary Staff Costs	40
Planning Policy	Contribution from Neighbourhood Planning Res	(18)
Planning Policy	Contribution from Parish Plan Reserve	(3)
Development Control	Employees	22
Development Control	Temporary Staff Costs	121
Development Control	Planning Fee Income	(31)
Development Control	Contribution from Planning Reserve	(10)
Land Charges	Employees	6
Land Charges	Search & Investigation fees	(12)
Land Charges	Land Charges Fees	37
<b>Total</b>		<b>95</b>

## Appendix B - Investments as at 30<sup>th</sup> June 2023

Borrower	Principal (£)	Interest Rate	Start Date	Maturity Date
<b>Call Accounts and Money Market Funds</b>				
RBS SIBA	122,736	1.05%		
Barclays	-	0.20%		
Santander 95 day notice account	-	0.25%		95 day notice
Bank of Scotland 95 Day Notice Account	-	0.05%		95 day notice
Lloyds 95 Day Notice Account	-	0.05%		95 day notice
MMF Insight	-	4.75%		Call
MMF Aberdeen	1,680,000	4.77%		Call
MMF Federated	-	4.73%		Call
MMF Blackrock	-	4.68%		Call
MMF CCLA	6,000,000	4.78%		Call
<b>Fixed Deposits / Certificates of Deposit</b>				
Lloyds Bank CD	2,000,000	4.63%	03/04/2023	03/10/2023
Lloyds Bank CD	1,500,000	4.96%	15/05/2023	15/11/2023
National Westminster Bank CD	1,000,000	2.85%	18/08/2022	18/08/2023
National Westminster Bank CD	1,000,000	4.40%	13/12/2022	13/12/2023
National Westminster Bank CD	1,000,000	4.45%	13/01/2023	12/01/2024
National Westminster Bank CD	2,000,000	4.70%	19/04/2023	19/01/2024
Santander CD	1,500,000	4.22%	13/02/2023	14/08/2023
Santander CD	2,000,000	4.62%	17/04/2023	17/10/2023
Toronto Dominion Bank CD	1,500,000	4.31%	31/01/2023	31/07/2023
Toronto Dominion Bank CD	1,000,000	4.78%	12/12/2022	12/12/2023
Toronto Dominion Bank CD	1,000,000	4.85%	08/03/2023	08/03/2024
DZ Bank CD	2,000,000	4.28%	20/01/2023	20/07/2023
DZ Bank CD	1,500,000	4.38%	24/03/2023	25/09/2023
Bank of Montreal CD	1,000,000	2.85%	06/07/2022	05/07/2023
Bank of Montreal CD	1,000,000	4.85%	18/11/2022	17/11/2023
Rabobank CD	1,000,000	2.98%	22/07/2022	21/07/2023
Rabobank CD	1,500,000	4.75%	01/12/2022	01/12/2023
Rabobank CD	1,000,000	5.74%	31/05/2023	30/05/2024
National Australia Bank CD	1,500,000	3.63%	24/08/2022	24/08/2023
National Australia Bank CD	1,500,000	6.35%	27/06/2023	24/05/2024
Royal Bank of Canada CD	1,500,000	4.40%	23/09/2022	22/09/2023
UK Treasury Bill	1,500,000	4.30%	11/04/2023	10/07/2023
UK Treasury Bill	1,500,000	4.44%	11/04/2023	09/10/2023
UK Treasury Bill	1,500,000	4.47%	17/04/2023	16/10/2023
UK Treasury Bill	1,500,000	4.63%	24/04/2023	23/10/2023
UK Treasury Bill	1,500,000	4.70%	02/05/2023	30/10/2023
UK Treasury Bill	1,500,000	4.74%	15/05/2023	13/11/2023
UK Treasury Bill	1,500,000	5.04%	30/05/2023	27/11/2023
UK Treasury Bill	1,500,000	5.06%	05/06/2023	04/12/2023
UK Treasury Bill	1,500,000	5.55%	26/06/2023	27/12/2023
DMO (UK Debt Management)	2,675,000	4.62%	15/06/2023	19/07/2023
DMO (UK Debt Management)	5,700,000	4.88%	30/06/2023	19/07/2023

Investments rate of interest as at 30 Jun	Principal (£)	Interest Rate
<b>Total Investments</b>	<b>58,677,736</b>	<b>4.62%</b>

Average rate of interest (Year to date)	Principal (£)	Interest Rate
<b>Total Investments</b>	<b>58,821,140</b>	<b>4.29%</b>



Corporate Risks		Risk Owner: Corporate Management Team				
Risk	Source of Risk	Treatment Description	Likelihood	Impact	Risk Level	Last Reviewed
Asylum Seeker Dispersal	The Home Office can arrange accommodation for asylum seekers in any local authority. This may result in unsuitable locations being commissioned.	Officers engage proactively with Serco/Home Office to advise on suitability as a consultee. Officers engage proactively with partner organisations (SCC / Police) to provide a joint response Officers engage with West Midlands Strategic Migration Partnership, and the newly established Staffordshire Strategic Migrations Partnership	2	3	9	30/06/2023
Economic and wider geo-political circumstances	Consequences of decision to exit the EU and the wider geo-political circumstances have a negative impact. (Economic consequences impacting on resources, both central and local, additional strain on pension fund, value of council assets, impact on procurement and VFM etc.)	Monitoring of economic conditions / external forecasts, horizon scanning by CMT and Senior Officers. Prudent and Robust rolling MTFS and regular monitoring and reporting. Understanding and acting on any intelligence forthcoming from local and central government bodies.	2	4	13	30/06/2023
Business Rates Retention Scheme	Business Rate Retention Scheme. Impact of scheme on funding, including scale of reliefs/appeals, impact of the recession, the impact of revaluation and the planned business rates reset.	Regular in year monitoring of the scheme Keeping abreast of latest developments with Business Rates Retention and feeding into any national consultations. Proactive monitoring of potential and lodged appeals and accounting for likely outcomes Robust MTFS to provide provision for financial resilience to changes in scheme. including a business rates reserve.	3	4	15	30/06/2023
Central Government Funding	Uncertainty surrounding future government funding, including the impact of the business rates reset, New Homes Bonus, and finally the planned needs review in relation to the allocation of funding within the sector being updated (previously the fair funding review).	Robust MTFS with flexibility to respond to changes in government proposals Financial modelling/impact assessment. Keep abreast of Govt developments and pro-actively responding to consultations.	2	4	13	30/06/2023
Climate Change	Failure to deliver the climate change action plan approved by Council 17th August 2020.	Annual monitoring and reporting. Additional staffing resource to support implementation. Regular reviews by the Deputy Leader	1	4	10	30/06/2023
Financial : Pension Scheme	Increasing pension liabilities result in the need to increase future employer contributions (longer term risk).	Realistic provision within MTFS for cost and changes Latest triennial review frozen pension contribution rates (overall) and an indicative +/-1% for the following 3 years. There remains a longer term risk beyond this period resulting from economic circumstances.	1	4	10	30/06/2023

Corporate Risks		Risk Owner: Corporate Management Team				
Risk	Source of Risk	Treatment Description	Likelihood	Impact	Risk Level	Last Reviewed
Homes for Ukraine scheme	There are a number of actions/activities that the Borough Council is expected to undertake in delivering the Homes for Ukraine scheme. Failure to deliver on these aspects may give rise to a reputational risk to the Council. There is also a consequential risk in relation to guests on the scheme once the initial 6 month placement comes to an end.	<p>An internal officer team has been established to address these issues and provide the appropriate response.</p> <p>Officers are working with County colleagues (who are effectively leading on the scheme) to ensure communications channels are appropriate.</p> <p>The appropriate staff are in place to address the issues as required e.g. Environmental Health for housing inspection checks, Revenues team to ensure identified payments are made and Management to ensure appropriate financial controls are in place. Support from the Housing Options Team.</p>	2	2	5	30/06/2023
ICT Security	<p>Unintentional or intentional introduction of malware, resulting impacts on normal service delivery and/or breach of data protection, via:</p> <ol style="list-style-type: none"> <li>1) Prevention of access to systems or data</li> <li>2) Physical destruction of hardware</li> <li>3) Data Exposure or leaks</li> <li>4) Data alteration</li> </ol>	<p>ICT Security Policy</p> <p>Access controls and permissions within system applications</p> <p>Protective defences such as antivirus software</p> <p>Perimeter protection with hardware firewalls</p> <p>Regular patching</p> <p>Quarterly vulnerability scans</p> <p>Officer and Member training and awareness</p> <p>Prevention of access to unnecessary physical facilities e.g. USB devices</p>	2	4	13	30/06/2023
Litigation - General	Failure to comply with the law on a range of services, including the New General Data Protection Regulations (GDPR)	<p>Managers/Heads of Service, with Legal support, keep abreast of new and changed law</p> <p>Monitoring Officer role to oversee legal compliance</p> <p>Training rolled out in respect of GDPR requirements. Compliance oversight by Monitoring Officer and CMT. Updates to the Corporate Report template to ensure GDPR is considered as part of the decision making.</p>	1	4	10	30/06/2023
MTFS: Budget Assumptions	Assumptions made in the MTFS in relation to inflation, interest rates, pay awards, income levels etc. have a negative impact on financial plans/resources.	<p>Robust MTFS provides some degree of resilience to financial shocks</p> <p>Proactive treasury management forecasting, monitoring and reporting</p> <p>Budgeting based on prudent forecasts. Regular in-year monitoring and forecasting</p>	4	4	16	30/06/2023

Corporate Risks		Risk Owner: Corporate Management Team				
Risk	Source of Risk	Treatment Description	Likelihood	Impact	Risk Level	Last Reviewed
Supported Housing	(1) Demand for supported housing accelerates within the Borough  (2) The outcome of appeals and other claims by Supported Housing providers  Results in costs becoming financially unsustainable, impacting on the Council ability to deliver other services within the Borough	Processes for accessing claims reviewed and strengthened, taking into account learning from other authorities and Sector led Pilots. Due to an unsuccessful funding bid to DHLUC the Council has allocated additional resource/capacity to address these issues from existing Housing Grant Funding. <hr/> Use of external expertise and advice. Provision made within reserves against claims and some allowance within the budget for additional support. <hr/> Management oversight	2	4	13	30/06/2023
Towns Fund	Failure to deliver the Towns Fund for the Borough	Multi Agency Towns Fund Board established. Senior Officers and Members attend/sit on the Board. Appropriate Governance arrangements in place within ESBC as the accountable body. Close liaison with Partners and Government Department. <hr/> Cost pressures resulting in the need to scale back plans <hr/> Oversight of the projects via the Business Assurance Group	2	4	13	30/06/2023
Treasury Management - Counter-party risk	Market volatility, geo-political risks result in counter-party failure and financial loss to the Council.	Robust Treasury Management Strategy and a prudent risk approach to investments. <hr/> Advice from professional treasury advisors, monitoring market developments, benchmarking.	2	4	13	30/06/2023
Unforeseen Environmental Impacts	Floods, fire, chemical, major disaster, terrorism	Major Incident/Emergency Plan <hr/> Test exercises ensure readiness for incidents, including the LEMUR exercise focusing on a National Power Outage scenario. <hr/> Internal resource and support from CSU <hr/> The Council is working closely with the Environment Agency in relation to extensive flood defence work on the Washlands and wider areas to prevent major flooding events in the future. <hr/> County wide preventing violent extremism working group	2	4	13	30/06/2023

<b>Corporate Risks</b>		<b>Risk Owner: Corporate Management Team</b>				
<b>Risk</b>	<b>Source of Risk</b>	<b>Treatment Description</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Risk Level</b>	<b>Last Reviewed</b>
Unforeseen Health Impacts	Pandemics/wider health issues impacting on council (more detail in relation to Covid-19 above)	Succession planning/ability to access temporary staff. Major Incident/Emergency Plan Robust, tested business continuity plans	2	4	13	30/06/2023
Welfare Reforms	Welfare Reforms. 1) Delivery/impact of Universal Credit 2) Financial impact of Council Tax Reduction, including demographic changes 3) Financial impact of universal credit on subsidy levels, ability to recover overpayments and housing options funding.	Council Tax Reduction scheme approved and complied with Regular monitoring of scheme against financial provisions / MTFS Financial modelling/impact assessment. More frequent in year monitoring.	2	4	13	30/06/2023
Wider Public Sector Funding Reductions	Impact on the Council of the wider public sector funding reductions (e.g. homelessness, supported housing, waste changes etc.)	Robust MTFS generally provides some financial resilience to respond to changes Seek and develop opportunities to increase income or reduce costs across all Council operations Senior level discussions may mitigate or prevent such cost shunts and responding to government consultants to highlight the local impact of proposals.	2	4	13	30/06/2023



Strategic Risks		Risk Owner: Corporate Management Team					Last Reviewed
Risk	Source of Risk	Treatment Description	Likelihood	Impact	Risk Level		
A fear of not being able to influence the SSLEP	Failure to be adequately represented and therefore limited ability to influence. Opportunity risk of not maximising potential benefits from working within the LEP	Senior officers (CE and Heads of service) heavily involved in working with the LEP to represent Council's interests <hr/> The Council is a member of the SSLEP with a place on the board.	1	4	10	30/06/2023	
Business Continuity	Failure to have effective plans in place	Approach to Business Continuity was reviewed in Quarter 2 2021/22. Individual BCPs are reviewed and updated on a regular basis. <hr/> Approved, up to date BC policy in place. Regular training and associated events for key personnel take place and regular updates are presented to the Corporate Management Team	1	4	10	30/06/2023	
Communication	Lack of community engagement and failure to take into account residents views in the decision making process.	Communications strategy reviewed and revised in December 2021. Communications Plans in place and regularly reviewed. <hr/> Proactive social media work undertaken by the Corporate and Commercial Team	2	2	5	30/06/2023	
Corporate Plan	Failure to deliver corporate plan objectives	Corporate Plan is adopted at full council and refreshed at full council annually. <hr/> The CP is established with COs and Cabinet Portfolio Holders working together to realign political manifesto into a series of objectives and SMART targets. <hr/> Performance of the CP is formally reported on a quarterly basis through Cabinet and all political groups as well as through quarterly scrutiny boards. Any slippage is identified at an early stage and preventative and/or corrective actions are taken as necessary.	2	3	9	30/06/2023	
Council Tax Reduction Scheme	Failure to adopt a scheme that is fit for purpose and affordable.	Scheme suitably approved and adopted; budget set based on forecasts and reviewed; CTR correctly applied per scheme	1	3	6	30/06/2023	
Devolution / Levelling Up	The levelling up white paper published in February 2022 provides the potential for mayoral combined authorities / unitary authorities or other opportunities/outcomes.	Opportunities kept under review with county council and other districts. <hr/> Monitored by the executive	1	4	10	30/06/2023	

Strategic Risks		Risk Owner: Corporate Management Team					Last Reviewed
Risk	Source of Risk	Treatment Description	Likelihood	Impact	Risk Level		
Health & Safety	Failure to deliver/comply with H&S policy/strategy	The strategy/policy is adopted following consultation with all relevant internal stakeholders and approved by the Leader H&S team advises, educates and reviews risk assessments etc and has direct reporting access to Chief Executive Incident/accident reporting process in place.	1	4	10	30/06/2023	
Local Plan Implications	Monitoring of the local plan and maintenance of a five year land supply	Regular monitoring /compliance Planning decisions complying with approved plan/existing planning law /policy. On going work between Members and Officers	2	4	13	30/06/2023	
Managing Change	Ineffective change management resulting in a reduction in the quality of services	Workforce Planning Strategy in place and recently reviewed. Effective track record of performance management - via Corporate Plan, Service Planning, Staff Performance Appraisals Effective Communications - Corporate Management Team, Managers Forum, Team Meetings, Staff 1-1s, Staff Briefings.	2	2	5	30/06/2023	
Medium Term Financial Strategy	Failure to adopt and implement an effective and robust MTFS impacting on the Council's ability of the Council to meet its objectives.	The MTFS is established with COs and Cabinet Members working together to realign political manifesto into a series of objectives and financial targets. Financial support and challenge to proposals with financial implications, minimising risks of a budget shortfall. The MTFS is adopted at full council and refreshed at full council annually. Performance of the MTFS is formally reported on a quarterly basis through Cabinet and all political groups as well. Any slippage is identified at an early stage and preventative and/or corrective actions are	1	4	10	30/06/2023	

<b>Strategic Risks</b>		<b>Risk Owner: Corporate Management Team</b>				
<b>Risk</b>	<b>Source of Risk</b>	<b>Treatment Description</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Risk Level</b>	<b>Last Reviewed</b>
Member Training/Awareness	Lack of awareness/understanding of key responsibilities.	Constitution Member induction programme, member training and regular briefings. Open door policy with Heads of service; discussions/briefings with officers.	2	2	5	30/06/2023
Planning Appeals	Appeals against planning decisions arising from failure to take into account professional and legal advice leading to financial loss from cost of appeal and potentially new homes bonus.	Member training Financial provision/contingency to meet potential costs of appeals Legal advice at committee	2	4	13	30/06/2023
Treasury Management Strategy	An ineffective TM Strategy does not protect the Council adequately against the risks associated with this activity resulting in potential significant financial loss and possible reputational damage. The associated opportunity risk of ineffective cashflow management, resulting in returns lower than might be realised, taking into account the Council's risk appetite or the need for unexpected borrowing.	The TMS reflects statutory and non-statutory guidance and is adopted at full council annually, following scrutiny by the Audit Committee. Performance of the TMS is formally reported on a quarterly basis through the Financial Outturn report to Cabinet and all political groups as well as through the Audit Committee. Mid year performance and Outturn is formally reported through to full council. Adequate and suitably trained staff. Regular member training/briefings. The appointment of professional treasury management advisors	2	4	13	30/06/2023

