



EAST STAFFORDSHIRE BOROUGH COUNCIL

REPORT COVER SHEET

Title of Report:	Quarter 2 - Revenue and Capital Outturn 2023/24	To be marked with an 'X' by Democratic Services after report has been presented
Meeting of:	Corporate Management Team – 15 th November 2023	X
	Pre Cabinet – 23 November – 23 rd November 2023	X
	Leader's / Leader of the Opposition's Advisory Group – 30 November 2023	X
	Cabinet – 18 th December 2023	
	Audit Committee – 8 th February 2024	



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: **Stephen Fitzgerald**

Date Signature

EAST STAFFORDSHIRE BOROUGH COUNCIL

Report to Cabinet

Date: 18th December 2023

REPORT TITLE: Quarter 2 - Revenue and Capital Outturn 2023/24

PORTFOLIO: Finance and Treasury Management

HEAD OF SERVICE: Stephen Fitzgerald

CONTACT OFFICER: James Hopwood, Chief Accountant Ext. No. 1139

WARD(S) AFFECTED: All

1. Purpose of the Report

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

2. Executive Summary

- 2.1 A revenue budget in 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. This report presents an overall forecast underspend of £679k, despite spending pressures, due to investment returns from high cash balances and the Bank of England interest rate. Investment returns will be higher in 2023/24 compared to budget but may decline in future years.
- 2.2 This reports presents forecasts, which are subject to uncertainty and volatility. These risks are summarised below:

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 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 was announced after the completion of the quarter 2 monitoring. This will be fully reviewed within

the quarter 3 monitoring, however, any variances compared to the quarter 2 forecast, are not thought to be significant.

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 It is emphasised that there is reliance on investment returns for the current positive outturn forecasts. This income cannot be relied upon to support base budgets in future years.
- 2.4 Investments as at 30th September 2023 stood at £61.6m. Investment returns from the start of the financial year to the end of September, averaged 4.63% (1.15% equivalent average as at September 2022) and are forecast to be higher than budget. The decision to repay a portion of the Council's external borrowing in April 2023 in accordance with policy, has further reduced ongoing borrowing costs. Treasury management activities during the quarter have been in line with the approved treasury management strategy.
- 2.5 The authority's capital spending plans total £13.5m in 2023/24, with a further £21.9m remaining in respect of Towns Fund programme. 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
Total	15,640

- 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 Q2 2023/24 £'000	Forecast Variation Q2 - Over/(Under) £'000	Quarter 1 Forecast Over/(Under) £'000
Leader of the Council	3,741	3,711	(30)	33
Tourism and Cultural Development	1,344	1,495	151	137
Communities and Regulatory Services	1,847	1,814	(33)	(44)
Environment and Climate Change	6,885	7,014	129	153
Finance and Treasury Management	682	(311)	(993)	(789)
Regeneration and Development	694	799	105	22
Corporate Items, Including In-Year Approvals	447	439	(8)	(8)
Total	15,640	14,961	(679)	(496)

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

■ **Legal Services – Forecast Net Savings of £38k**

Income from industrial units is forecast to be £89k higher as a result of market rent reviews carried out this financial year. Against this, there is a forecast spend pressure on staffing costs for £45k. This pressure comprises overspends on temporary staff, partially offset by vacancy savings, together with additional staffing costs due to increased mayoral activities. Overspends from temporary staffing costs within the service reflect recruitment and retention difficulties across the sector. There are a further other net miscellaneous overspends totalling 6k.

■ **Human Resources, Payments & Pensions – Forecast Net Spend Pressure of £29k.**

Forecast cost pressures totalling £29k within the Human Resources are caused by temporary staffing, partially offset by savings from permanent vacancies. Overspends from temporary staffing costs within the service reflect recruitment and retention difficulties across the sector.

Tourism and Cultural Development

■ **Arts, Brewhouse and Functions – Forecast Net Pressure of £77k**

Burton Town Hall is forecast to overspend by £24k comprising a £58k shortfall on letting income, offset by a 34k saving in staffing and running costs. Arts development is forecast to overspend by £13k, mainly because grant income is lower than budgeted. There is a further £40k overspend on the Brewhouse Arts Centre, caused by a 56k income shortfall, partially offset by a £16k underspend on running costs.

- **Markets – Forecast Net Pressure of £65k**
There is a shortfall in site income of £81k combined with an additional business rate liability of £10k on empty units. Where a site is unoccupied, there is both a loss of income and a business rate liability to be funded. 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. Against this, there are forecast savings from permanent staffing vacancies offset by temporary staffing costs, of £26k.

Communities and Regulatory Services

- There are forecast savings of £21k in the Environmental Health Team and £38k in the Community and Civil Enforcement Team due to permanent staff vacancies. These savings are off-set by 26k of overspends within Licensing and Enforcement, Partnerships, CCTV and Housing. Within Housing, while there is considerable demand pressure for accommodation causing £142k of forecast additional costs, these are being funded from additional grants, mainly relating to Homelessness Prevention.

Regeneration and Development

- **Planning and Land Charges – Forecast Net Pressure of £178k**
Within Development Control, there is a net forecast overspend of £221k. This arises from additional temporary staffing costs of £121k, combined with a forecast income shortfall of £100k, alongside other offsetting variances. Within Planning Policy, a £49k saving is forecast caused by: additional grant income of £20k; a net staffing saving of £22k offset by temporary staffing costs, alongside £7k of other positive variances. Within land charge income, a further £6k shortfall in fees and charges is anticipated.

(Following the completion of the quarter 2 monitoring, the Government announced that the date of planning fee increases will be brought forward into the 2023/24 financial year. The financial implications of this will be identified within the quarter 3 monitoring.)

- **Enterprise and Regeneration – Forecast Saving of £73k**
The forecast savings on both Enterprise and Regeneration relate to savings on permanent staffing.

Environment and Climate Change

- **Environment – Forecast Net Pressure of £129k**
£90k of the forecast overspend is on Street Cleaning and Waste Collection. Of this amount, £78k relates to additional salary costs for overtime and temporary staff cover for vacancies, within Street Cleaning. The remaining £12k overspend is on Waste Collection and is made up of a £234k overspend on permanent and temporary staff, offset by £119k savings on fuel costs and £103k of additional recycling income.

There is a further £36k overspend in Community and Open Spaces caused by £78k of additional spend on essential tree works, mitigated by £42k of savings within supplies and services savings.

£3k of miscellaneous savings on Climate Change and Off Street Parking are also forecast.

Finance and Treasury Management

- **Revenues, Benefits and Customer Contacts – Forecast Net Saving of £104k**
The forecast overall saving is relates to an additional £66k of Housing Benefit Subsidy, £25k of additional court costs and £13k of miscellaneous savings in supplies and services across the service.

The forecast additional £66k in Housing Benefit Subsidy is before any impact from legal claims relating to Supported Housing and Housing Benefit. There are no successful claims to date.

There are no net overspends forecast across Revenues, Benefits and Customer Contacts. This is because overspends are being funded from additional new burdens grant either received in year or set aside from previous years. The spending pressures being funded from new burdens grant include £96k of additional staffing costs for the administration of grants and other work backlogs. Another spending pressure is £68k of additional costs related to the roll out document imaging software.

- **Financial Services and Capital Financing – Forecast Additional Income £889k**
Higher interest rates have continued into the current financial year, in the context of the inflationary pressures within the economy. The bank rate increased to 5.25% during the 2023/24 financial year from a 4.25% starting point in March 2023. Overall, it is forecast that as a whole Financial Services and Capital Financing will have a positive variance against the original budget of £0.889m, driven by additional investment income.

It is noted that the key driver in the positive variance is income from investment returns. Excluding this income, there is a forecast overspend of £210k, after appropriations from earmarked reserves, demonstrating pressures on the underlying base budget.

Within the Financial Services element, there are additional costs from temporary staffing costs within the service arising from recruitment and retention difficulties across the sector. This increased cost is being funded from the Professional Services Earmarked Reserve.

- **Corporate Budgets – Forecast Net saving of £8k**
Corporate Budgets represent items which do not form part of any particular service. Against a budget of £447k, a small saving of £8k is forecast.

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 revenue budget monitoring forecasts investment returns in excess of the budget. This is because the current Bank of England rate has increased to 5.25%. The Bank of England interest rate, however, is also a reflection of inflation within the economy, which has led to cost pressures within other Council budgets.
- 5.3 Economic circumstances remain challenging the inflationary pressures are paramount. Forecasts provided by our Treasury Management advisors (at 25th September 2023) indicate that the Base Rate will still be 5.25% by March 2024 (but reduce to 5% by September 2024).
- 5.3 Appendix B shows the outstanding investments the authority had as at 30th September 2023 and these are summarised by type in the table below. Investment balances are high because funding has been received but not spend for projects such as the Towns Fund.

Investments	30 th June 2023		30 th September 2023	
	£'000	%	£'000	%
Banks	123	0.2%	103	0.2%
Certificate of Deposits*	29,000	49.4%	26,500	43.0%
Money Market Funds	7,680	13.1%	15,025	24.4%
UK Treasury Bills	13,500	23%	20,000	32.5%
UK Debt Management	8,375	14.3%	0	0.0%
Other Local Authorities	0	0%	0	0%
Total	58,678	100%	61,628	100%

*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 September 2023 stood at 5.21%, almost in line with the Bank of England rate. It is estimated that investment income will exceed the original budget by £0.889m (see above, Financial Services and Capital Financing). This estimate could change, depending on cash balances and the Bank of England base rate for the remainder of the financial year.
- 5.5 Borrowing

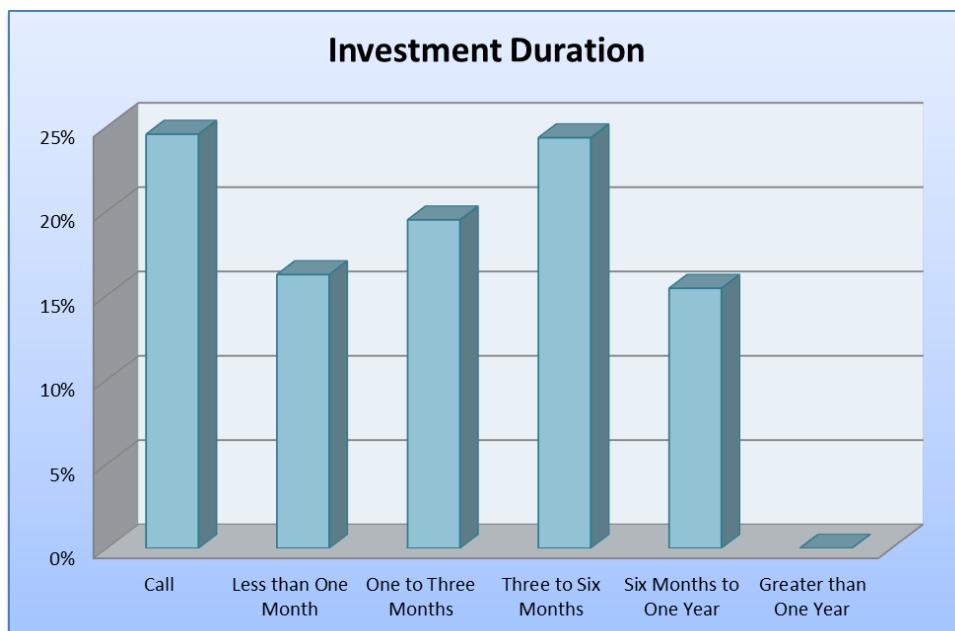
The average rate payable on the Council's external borrowing as at 30th September 2023 was 4.9% and external debt was £6.4m.

Debt Type	Principal Outstanding (£)	Average Rate
Total Fixed Debt		
PWLB Maturity	5,700,000	4.646%
PWLB Annuity	319,999	9.205%
Total Variable Debt		
Market	-	0.000%
GBSLEP Loan	375,000	
Total External Debt	6,394,999	4.889%

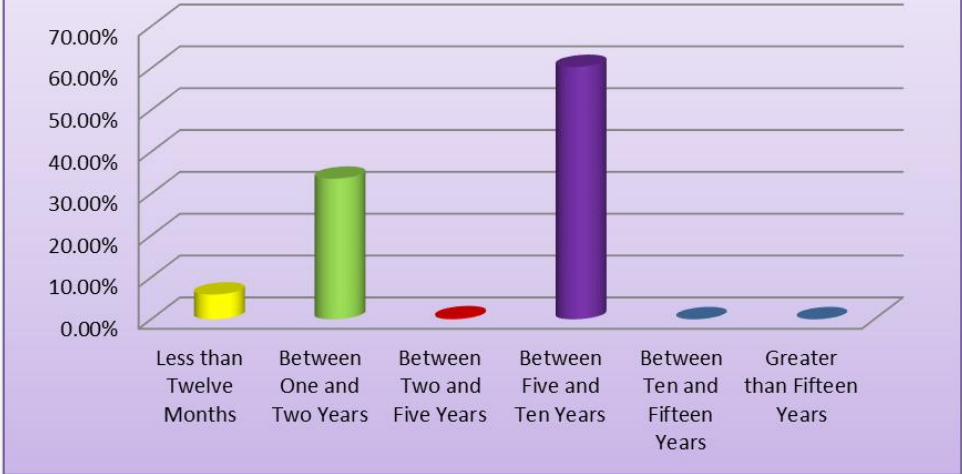
External debt is £6.4m. This is a reduction compared with the external borrowing position as at 31 March 2023. The Council opted to repay £4.5m of Market Loans in April 2023 because it was cost effective to do so. This does not change the Council's underlying need to borrow to fund its capital programme, it simply moves this element from external to internal borrowing against reserves.

5.7 Maturity Structure of Investments and Borrowing

The following charts highlight the maturity structure for investments and for fixed term borrowing. Investment maturities are balancing interest rate forecasts and cash flow requirements. Only a very small proportion of borrowing is due to mature in the next 12 months. After a year, interest rates are currently projected to reduce slowly.



Borrowing Maturity



Capital Programme 2023/24

6.1 The table below details the approved mainstream capital projects for 2023/24 totalling £13.5m. Projects are forecast to be delivered within the overall approved budget.

Project	2023/24 Budget, including Carry Forwards	Current Year Expenditure	Remaining Budget	Forecast Expenditure at Quarter 2 against Current Year Budget	Forecast Increased expenditure / (Under-spend)	Comments
	£	£	£	£	£	
Leader of the Council						
Assets - Mandatory Works (Elms Lodge)	24,240	0	24,240	24,240	0	Procurement ongoing
ICT - SQL Licence	33,000	35,357	(2,357)	35,357	2,357	Complete
Yeoman Industrial Estate (Shutters)	120,000	0	120,000	120,000	0	Procurement ongoing
ICT - WIFI	28,000	25,989	2,011	26,000	(2,000)	Ongoing
Tourism and Cultural Development						
Brewhouse Roof repairs	193,900	0	193,900	193,900	0	Planning decision received 12/10/23
Uttoxeter Sports Hub - Feasibility Study	25,000	0	25,000	25,000	0	Ongoing (See Uttoxeter Projects below)
Uttoxeter Sports Hub	1,710,000	0	1,710,000	1,710,000	0	New lead Cabinet Members reviewing options
Communities and Regulatory Services						
Neighbourhood working Fund	2,607	(12,197)	14,804	2,607	0	Monies remain relate to Brook Hollows, Rolleston
Disabled Facility Grants	3,095,087	341,198	2,753,889	3,095,087	0	Ongoing
Community Regeneration Fund	105,832	15,832	90,000	105,832	0	Ongoing
CCTV Upgrade	118,732	40,154	78,578	118,732	0	Ongoing
Local Authority Housing Fund Scheme	979,506	175,506	804,000	979,506	0	Ongoing
Local Authority Housing Fund (LAHF) 2	700,000	0	700,000	700,000	0	Ongoing
Environment and Climate Change						
EV Charging Points (Contribution to SCC)	19,000	0	19,000	19,000	0	Pending SCC scheme
Stapenhill Cemetery Road Improvements	55,200	0	55,200	55,200	0	Work due to start in Q4
(Stapenhill) Cemetery Expansion	285,695	4,907	280,788	285,695	0	Awaiting Planning Application permission
Branston Water Park - Toilets Refurbishment	75,000	0	75,000	75,000	0	Delivery options being reviewed by new Chief Officer
Open Spaces - Hanging Basket Replacements	12,000	0	12,000	12,000	0	Scheme being developed for Q4 delivery
Regeneration and Development						
Small Business Fund / Business Spring Board Boost Grant Scheme	29,092	13,982	15,110	29,092	0	Ongoing
Washlands Enhancement Project	2,761,982	2,967	2,759,015	2,761,982	0	Contract awarded for delivery in 2024/25
Planning Assure IT System	50,110	0	50,110	50,110	0	Delivery options being reviewed by new Chief Officer
Tutbury S106 Grant Scheme	126,629	4,070	122,559	126,629	0	Represents second year spend from the original £250k budget
Maltings Precinct - Uttoxeter Master Plan - UKSPF allowance	341,171	0	341,171	341,171	0	July Council meeting decision re-profiled the spend.
Uttoxeter Masterplan	1,800,000	784,500	1,800,000	1,800,000	0	New lead Cabinet Member reviewing options
Ward Enhancment - UKSPF	550,000	0	550,000	550,000	0	July Council decision reprofiled the budget for this item.
Bass House	244,000	0	244,000	244,000	0	Ongoing
Total Mainstream Projects	13,485,783	1,432,267	12,838,016	13,486,140	357	

6.2 A review has also been initiated to identify detailed spend profiles for each capital project. This will be used to inform the 2024-25 MTFs, which is in the process of being updated.

6.3 Since quarter 1 monitoring, the mainstream Capital Programme has increased by £0.7m (from £12.786m at quarter 1 to £13.486m at quarter 2). This increase is for an additional budget allocation for the Local Authority Housing Fund, funded by additional grant.

Towns Fund Programme

6.4 The Towns Fund Capital Programme runs alongside the mainstream capital programme. The Towns fund is financed from a government grant allocation of £23.8m and £4m of developer contributions to deliver affordable housing. The table below summarises the budget allocation, past spend and remaining funding:

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	361	20,259
Project E: Library and Enterprise Hub (cessation costs)	33	32	0	1	-32	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	-3	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	1,721	3,502
Total	27,800	154	5,678	21,968	2,047	27,800

6.5 In addition to the funding outlined above, £0.232m of one-off revenue funding was allocated and utilised in past years to set-up the project.

Capital Receipts

6.6 There were no capital receipts received this quarter.

7. Financial Considerations

7.1 This report deals solely with financial matters.

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 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 2 for the 2023/24 financial year in relation to revenue and capital budgets.
- 13.2 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: Quarter 2 Forecast variances against budget at outturn 2023/24
- 15.2 Appendix B: Investments at 30th September 2023
- 15.3 Appendix C: Corporate and Strategic Risks – Quarter 2 2023/24

**APPENDIX A: QUARTER TWO
PORTFOLIO FORECAST OUTTURN 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	941	926	(15)
Human Resources, Payments & Pensions	2,078	2,107	29
IT and Printing	453	443	(10)
Legal Services	(410)	(448)	(38)
Total	3,741	3,711	(30)

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

Division	Explanation	Forecast Amount Over/ (under) £'000
Chief Executives	Employees (Vacancy Factor)	4
Heads of Service	Temporary Staff Cost	65
Heads of Service	Recruitment Costs	7
Heads of Service	Recruitment and Interim Management arrangements met from Professional reserve	(72)
Total		4

Corporate and Commercial	Budget (£000's)	Forecast Outturn (£000's)	Forecast Variance (£000's)
Committee Support	107	111	4
Elections	224	219	(5)
Emergency Planning	17	17	-
Programmes and Transformation	258	251	(7)
Members Allowances	335	328	(7)
Total	941	926	(15)

Division	Explanation	Actual Amount Over/ (under) £'000
Committee Support	Employees	0
Committee Support	Other Equipment & Hire of Equipment	4
Elections	Employees	4
Elections	Premises Related	(7)
Elections	Supplies and Services	(2)
Emergency Planning	No variance	0
Programmes and Transformation	Employees	31
Programmes and Transformation	Council Newsletter	(35)
Programmes and Transformation	Other Reimbursements	(3)
Members Allowances	Members Allowances	(7)
Total		(15)

Human Resources, Payments & Pensions	Budget (£000's)	Forecast Outturn (£000's)	Forecast Variance (£000's)
Human Resources	413	442	29
Pension Payments	1,665	1,665	-
Total	2,078	2,107	29

Division	Explanation	Forecast Amount Over/ (under) £'000
HR & Payroll	Employees Costs	(29)
HR & Payroll	Recruitment cost	8
HR & Payroll	Medical Examinations	(8)
HR & Payroll	Temporary Staff Costs	58
Pension Payments	No variance	0
Total		29

IT and Printing	Budget (£000's)	Forecast Outturn (£000's)	Forecast Variance (£000's)
Central Reprographics and Administration	114	81	(33)
Computer Services	339	362	23
Total	453	443	(10)

IT And Printing	Explanation	Actual Amount Over/ (under) £'000
Central Reprographics	Employees	(28)
Central Reprographics	Photocopiers	(5)
ICT	Employees	23
Total		(10)

Legal Services	Budget (£000's)	Forecast Outturn (£000's)	Forecast Variance (£000's)
Assets and Estates Management	(48)	(59)	(11)
Civic Ceremonials	56	70	14
Legal	223	271	48
Industrial Units	(641)	(730)	(89)
Total	(410)	(448)	(38)

Legal Services	Explanation	Forecast Amount Over/ (under) £'000
Assets and Estates Management	Employees	1
Assets and Estates Management	Premises expenses	4
Assets and Estates Management	Terrier System	(16)
Mayoral Support & Civic Ceremonials	Employees	15
Mayoral Support & Civic Ceremonials	Lease Car Costs	(1)
Legal	Employees	(67)
Legal	Temporary Staff Costs	96
Legal	Income Cost Recovery Shortfall	19
Industrial Units	Income	(89)
Total		(38)

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	771	77
Leisure Services	243	240	(3)
Markets	102	167	65
Cultural Services Marketing	94	99	5
Strategic Tourism	211	218	7
Total	1,344	1,495	151

Arts, Brewhouse and Functions	Budget (£000's)	Actual Outturn (£000's)	Actual Variance (£000's)
Burton Town Hall	198	222	24
Arts Development and Programmes	91	104	13
Brewhouse Arts Centre	405	445	40
Total	694	771	77

Division	Explanation	Actual Amount Over/ (under) £'000
Burton Town Hall	Employee Costs	(14)
Burton Town Hall	Agency Staff & Set up crews	(15)
Burton Town Hall	Premises-Related Expenditure	(18)
Burton Town Hall	Supplies & Services	13
Burton Town Hall	Town Hall Room Hire shortfall	58
Arts Development and Programmes	Employee Costs	(5)
Arts Development and Programmes	Arts Workers Fees	10
Arts Development and Programmes	Public Participation & Consultation	(3)
Arts Development and Programmes	Income Shortfall	11
Brewhouse Arts Centre & Café/Bar	Employee Costs	(25)
Brewhouse Arts Centre & Café/Bar	Repairs and Maintenance to buildings	9
Brewhouse Arts Centre & Café/Bar	Professional Theatre Fees & Other expenditures	22
Brewhouse Arts Centre & Café/Bar	Income Shortfall	34
Total		77

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

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

Markets	Budget (£000's)	Actual Outturn (£000's)	Actual Variance (£000's)
Markets	102	167	65
Total	102	167	65

Division	Explanation	Actual Amount Over/ (under) £'000
Markets	Employees	(25)
Markets	Income Shortfall	81
Markets	Business Rates - Vacant Units	10
Markets	Premises-Related Expenditure (Excl. Business Rate)	(4)
Markets	Supplies & Services	3
Total		65

Cultural Services - Marketing	Budget (£000's)	Actual Outturn (£000's)	Actual Variance (£000's)
Marketing	94	99	5
Total	94	99	5

Division	Explanation	Actual Amount Over/ (under) £'000
Cultural Services - Marketing	Employee Costs	5
Total		5

Strategic Tourism	Budget (£000's)	Actual Outturn (£000's)	Actual Variance (£000's)
Strategic Tourism	211	218	7
Total	211	218	7

Division	Explanation	Actual Amount Over/ (under) £'000
Strategic Tourism	Employee Costs	7
Total		7

Communities and Regulatory Services

Communities and Regulatory Services Portfolio	Budget (£000's)	Forecast Outturn (£000's)	Forecast Variance (£000's)
Environmental Health	579	558	(21)
Licensing and Enforcement	139	146	7
Partnerships	41	44	3
CCTV	106	112	6
Community and Civil Enforcement	373	335	(38)
Social Regeneration	141	139	(2)
Housing	468	480	12
Total	1,847	1,814	(33)

Environmental Health	Budget (£000's)	Forecast Outturn (£000's)	Forecast Variance (£000's)
Environmental Health	469	450	(19)
Housing Standards	116	114	(2)
Animal Control	(6)	(6)	-
Total	579	558	(21)

Environmental Health	Explanation	Actual Amount Over/ (under) £'000
Environmental Health	Employees and Car Allowances	(13)
Environmental Health	Supplies and Services	8
Environmental Health	Income - Air Quality New Burdens Grant	(12)
Environmental Health	Income - Section 50 Burials	(2)
Housing Standards	Employees	(5)
Housing Standards	Selective Licensing Employees	(2)
Housing Standards	Selective Licensing Reserve	(3)
Housing Standards	Selective Licensing Income	8
Animal Control	No variance	0
Total		(21)

Licensing and Enforcement	(£000's)	Outturn	Variance
Licensing and Enforcement	139	146	7
Total	139	146	7

Licensing and Enforcement	Explanation	Actual Amount
Licensing	Employees	(2)
Licensing	Equipment Purchases	2
Licensing	Taxi Licensing Income	(6)
Licensing	(Taxi) Licensing Reserve	5
Enforcement	Employees and Car Allowances	11
Enforcement	Income from Fines	(3)
Total		7

Partnerships	Budget (£000's)	Forecast Outturn (£000's)	Forecast Variance (£000's)
Partnerships	41	44	3
Total	41	44	3

Partnerships	Explanation	Actual Amount Over/ (under) £'000
Partnerships	Employee Costs	3
Total		3

CCTV	Budget	Forecast	Forecast
CCTV	106	112	6
Total	106	112	6

Division	Explanation	Actual Amount
CCTV	Maintenance Agreements	6
Total		6

Community and Civil Enforcement	Budget	Forecast	Forecast
Community and Civil Enforcement	373	335	(38)
Total	373	335	(38)

Community and Civil Enforcement	Explanation	Actual Amount
Community and Civil Enforcement	Employee Costs	(40)
Community and Civil Enforcement	Supplies & Services	2
Total		(38)

Social Regeneration	Budget (£000's)	Forecast Outturn (£000's)	Forecast Variance (£000's)
Community Centres	19	15	(4)
Councillors Community Fund	37	37	-
Social Regeneration	85	87	2
Total	141	139	(2)

Housing	Budget	Forecast	Forecast
Housing Options	468	480	12
Total	468	480	12

Division	Explanation	Actual Amount
Housing Options	Employee Costs	23
Housing Options	Net use of Reserves	35
Housing Options	Delivery of Grant funding conditions/initiatives	101
Housing Options	Housing Grant funding	(151)
Housing Options	Supplies and Services	2
Housing Options: Accommodation	Premises Related Expenditure	2
Housing Options: Accommodation	B&B Costs (excluding Government funded scheme)	44
Housing Options: Accommodation	B&B Costs (Government funded scheme - RSI Surge)	98
Housing Options: Accommodation	Use of RSI/ HP Grant funding	(47)
Housing Options: Accommodation	Premises Rental/ B&B Rentals income	(97)
Housing Options: Accommodation	Supplies and Services	2
Total		12

Environment & Climate Change Portfolio	Budget (£000's)	Forecast Outturn (£000's)	Forecast Variance (£000's)
Community, Open Spaces and Facilities	2,177	2,213	36
Environment	5,142	5,232	90
Climate Change	88	93	5
Off Street Parking	(522)	(524)	(2)
Total	6,885	7,014	129

Community and Open Spaces	Budget (£000's)	Forecast Outturn (£000's)	Forecast Variance (£000's)
Cemeteries	61	37	(24)
Open Spaces	1,648	1,672	24
Horticultural Centre	44	42	(2)
Facilities Management	424	462	38
Total	2,177	2,213	36

Community, Open Spaces and Facilities	Explanation	Actual Amount Over/ (under) £'000
Cemeteries	Employee Costs	13
Cemeteries	Gas and Electricity	(9)
Cemeteries	Memorial Safety Inspections	(37)
Cemeteries	Supplies and Services	3
Cemeteries	Contracted Grounds Maintenance	6
Open spaces	Employee Costs	5
Open spaces	Grounds Maintenance - Open Space Repairs	(50)
Open spaces	Electricity	(4)
Open spaces	Water Services	2
Open spaces	Contracted Grounds Maintenance - Tree works	101
Open spaces	Play Equipment Repairs	(7)
Open spaces	Professional Support - tree works	(23)
Horticultural Centre	Seeds, Plants and Shrubs	(2)
Facilities and Health and Safety	Employee Costs	5
Facilities and Health and Safety	Gas and Electricity	7
Facilities and Health and Safety	Repairs & Maintenance to Buildings	20
Facilities and Health and Safety	Maintenance Contracts	(2)
Facilities and Health and Safety	Employee Costs	8
Total		36

Environment	Budget (£000's)	Forecast Outturn (£000's)	Forecast Variance (£000's)
Building Consultancy	60	60	-
Council Depot	115	115	-
Public Conveniences	153	154	1
Land Drainage	64	64	-
Waste Collection	3,451	3,462	11
Street Cleaning	1,299	1,377	78
Total	5,142	5,232	90

Environment	Explanation	Actual Amount Over/ (under) £'000
Building Consultancy	Employee Costs	3
Building Consultancy	Temporary Staff	11
Building Consultancy	Building Control Fee Income	(50)
Building Consultancy	Revised contribution to Building Control Reserve	36
Council Depot	No variance	0
Public Conveniences	Employee Costs	(23)
Public Conveniences	Temporary Staff	24
Land Drainage	No variance	0
Waste Collection	Employee Costs	108
Waste Collection	Temporary Staff	123
Waste Collection	Recycling Income	(103)
Waste Collection	Third Party Payments	(16)
Waste Collection	Trade Waste Income	18
Waste Collection	Vehicle Fuel	(119)
Street Cleaning	Employee Costs	20
Street Cleaning	Temporary Staff	74
Street Cleaning	Private Street Cleaning Income	(4)
Street Cleaning	Vehicle Fuel	(12)
Total		90

Climate Change	Budget (£000's)	Forecast Outturn (£000's)	Forecast Variance (£000's)
Climate Change	88	93	5
Total	88	93	5

Climate Change	Explanation	Actual Amount Over/ (under) £'000
Climate Change	Employees	(8)
Climate Change	Income - EVCP's	13
Total		5

Off Street Parking	Budget (£000's)	Forecast Outturn (£000's)	Forecast Variance (£000's)
Car Parks Income	(522)	(524)	(2)
Total	(522)	(524)	(2)

Off Street Parking	Explanation	Actual Amount Over/ (under) £'000
Car Parks Income	Car Parking Income	(14)
Car Parks Income	Season/Penalty Notices Income	12
Total		(2)

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	957	(104)
Financial Services and Capital Financing	(379)	(1,268)	(889)
Total	682	(311)	(993)

Revenues, Benefits and Customer Contacts	Budget (£000's)	Forecast Outturn (£000's)	Forecast Variance (£000's)
Revenues	90	78	(12)
Benefits and Professional Services	498	423	(75)
Customer Contacts	473	456	(17)
Total	1,061	957	(104)

Division	Explanation	Actual Amount Over/ (under) £'000
Revenues	Employee Costs	(33)
Revenues	Temporary Staff Costs	145
Revenues	Supplies and Services	42
Revenues	Grant Income	(31)
Revenues	Income	(25)
Revenues	Use of Earmarked Reserves	(110)
Benefits	Employee Costs	(29)
Benefits	Temporary Staff Costs	25
Benefits	Supplies and Services	50
Benefits	Grant Income	(35)
Benefits	Net use of Earmarked Reserves	(20)
Benefits	Net Housing Benefit Subsidy	(66)
Benefits	Housing Benefit Overpayments Recovery and P	0
Customer Contacts	Employee Costs	(40)
Customer Contacts	Temporary Staff Costs	28
Customer Contacts	Supplies and Services	14
Customer Contacts	Use of Earmarked Reserves	(19)
Total		(104)

Financial Services and Capital Financing	Budget (£000's)	Forecast Outturn (£000's)	Forecast Variance (£000's)
Audit	158	158	-
Capital Finance	(1,289)	(2,178)	(889)
Financial Management Unit	752	752	-
Total	(379)	(1,268)	(889)

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	(81)
Capital Financing Costs	Debt Repayment Reserve	(69)
Capital Financing Costs	Brokerage Fees	10
Capital Financing Costs	Investment Income	(899)
Financial Management Unit	Employee costs	(225)
Financial Management Unit	Temporary Staff Costs	380
Financial Management Unit	Use of Reserve	(155)
Total		(889)

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	585	178
Total	694	799	105

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

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

Planning and Land Charges	Budget (£000's)	Forecast Outturn (£000's)	Forecast Variance (£000's)
Planning Policy	458	409	(49)
Development Control	(35)	186	221
Land Charges	(16)	(10)	6
Total	407	585	178

Division	Explanation	Forecast Amount Over/ (under) £'000
Planning Policy	Employees	(59)
Planning Policy	Temporary Staff Costs	37
Planning Policy	Supplies and Services	(2)
Planning Policy	Neighbourhood Planning Grant - Abbots Bromley	(20)
Planning Policy	Contribution from Parish Plan Reserve	(5)
Development Control	Employees	36
Development Control	Temporary Staff Costs	121
Development Control	Travel Expenses	3
Development Control	Supplies and Services	(8)
Development Control	Bio-Diversity / Sustainability Advice	14
Development Control	Bio-Diversity Net Gain Grant	(27)
Development Control	Contribution from Bio-diversity Net Gain Reserve	(8)
Development Control	Contribution from Planning Reserve	(10)
Development Control	Planning Fee Income	100
Land Charges	Employees	3
Land Charges	Search & Investigation fees	(23)
Land Charges	Land Charges Fees	26
Total		178

Appendix B - Investments as at 30th September 2023





Borrower	Principal (£)	Interest Rate	Start Date	Maturity Date
Call Accounts and Money Market Funds				
RBS SIBA	102,813	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	3,025,000	5.30%		Call
MMF Aberdeen	-	5.24%		Call
MMF Federated	6,000,000	5.26%		Call
MMF Blackrock	-	5.16%		Call
MMF CCLA	6,000,000	5.18%		Call
Fixed Deposits / Certificates of Deposit				
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	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
National Westminster Bank CD	1,000,000	6.00%	18/08/2023	16/08/2024
Santander CD	2,000,000	4.62%	17/04/2023	17/10/2023
Santander CD	1,500,000	5.40%	26/09/2023	01/02/2024
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	6.02%	21/07/2023	19/07/2024
DZ Bank CD	1,500,000	5.55%	27/09/2023	27/03/2024
Bank of Montreal CD	1,000,000	4.85%	18/11/2022	17/11/2023
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
Rabobank CD	1,000,000	6.22%	24/07/2023	23/07/2024
National Australia Bank CD	1,500,000	6.35%	27/06/2023	24/05/2024
Royal Bank of Canada CD	1,500,000	5.84%	23/09/2022	20/09/2024
Commonwealth Bank of Australia CD	1,500,000	5.97%	13/09/2023	12/09/2024
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
UK Treasury Bill	1,500,000	5.74%	10/07/2023	08/01/2024
UK Treasury Bill	1,500,000	5.64%	24/07/2023	22/01/2024
UK Treasury Bill	1,500,000	5.58%	14/08/2023	12/02/2024
UK Treasury Bill	1,500,000	5.66%	21/08/2023	19/02/2024
UK Treasury Bill	2,000,000	5.56%	18/09/2023	18/03/2024




Investments rate of interest as at 30 Sep 2023	Principal (£)	Interest Rate
Total Investments	61,627,813	5.21%

Average rate of interest (Year to date)	Principal (£)	Interest Rate
Total Investments	62,939,993	4.63%

Appendix C: Risk Registers

(Strategic)

	Risk Cause / Event	Owner	Link to Corporate Objectives	Risk Consequence	Original Risk Level	Risk Treatment	Current Risk Level	SMART Follow-on	Direction Of Travel	Last Reviewed
S1	The risks are increased costs caused by increased demand for supported housing within the and the outcome of Supported Housing Claims	Interim Head of Regeneration and Development	Standing up for our Communities	Budget overspends and an outflow of financial resources	15 (L3, I5)	The Council is monitoring demand and utilising funding to identify solutions. The Council is defending the claims from Supported Housing providers.	15 (L3, I5)			30/09/2023
S2	The risk of not delivering the Towns Fund	Interim Head of Regeneration and Development	Creating a Prosperous East Staffordshire	There will be a negative impact on the development of a prosperous town centre	20 (L4, I5)	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. Cost pressures resulting in the need to scale back plans. Oversight of the projects via Business Assurance Group.	20 (L4, I5)			30/09/2023
S3	Market volatility, geo-political risks result in counter-party failure and financial loss to the Council.	Head of Corporate and Environment Services	Underpins all Corporate Objectives	Financial loss to the Council.	25 (L5, I5)	There is a robust MTFs which provides provision for financial resilience to changes in scheme, including a business rates reserve; there is regular in year monitoring of the scheme, Officers keep 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.	25 (L5, I5)			30/09/2023
S4	Floods, fire, chemical, major disaster, terrorism	Head of Corporate and Environment Services	Underpins all Corporate Objectives	Interruption to Service Delivery; Financial loss to the Council	20 (L4, I5)	The Council has adapted well to the Covid-19 Pandemic within minimal service disruption. Services are operating as business as usual, with a large proportion of office based staff working on a hybrid basis; The Council will continue to work with its partners on preparedness for and prevention of future lockdowns/interventions and to mitigate the impact on the ongoing recovery of the area; the Council is focusing on supporting the local economy and business, as well as supporting local communities.	20 (L4, I5)			30/09/2023

S5	Pandemics/wider health issues impacting on council (more detail in relation to Covid-19 above)	Head of Corporate and Environment Services	Underpins all Corporate Objectives	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).	25 (L5, I5)	There is a robust MTFS with flexibility to respond to changes in Govt proposals; regular impact assessments are carried out as is financial modelling. Officers keep abreast of Govt developments and proactively respond to consultations.	25 (L5, I5)			30/09/2023
S6	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	Head of Corporate and Environment Services	Underpins all Corporate Objectives	The failure to deliver the climate change action plan approved by Council 17th August 2020.	15 (L3, I5)	There is formal annual monitoring and reporting. Additional staffing resources have been recruited to support implementation; there are regular reviews by the Cabinet Member and support through the Joint Staffordshire Sustainability Board.	15 (L3, I5)			30/09/2023
S7	Impact on the Council of the wider public sector funding reductions (e.g. homelessness, supported housing, waste changes etc.)	Head of Corporate and Environment Services	Underpins all Corporate Objectives	Increasing pension liabilities result in the need to increase future employer contributions (longer term risk).	12 (L3, I4)	Realistic provision within MTFS for cost and changes and the latest triennial review frozen pension contribution rates (overall). There remains a longer term risk beyond this triennial period (2026 onwards) resulting from economic circumstances.	12 (L3, I4)			30/09/2023

(Corporate)

	Risk Cause / Event	Owner	Link to Corporate Objectives	Risk Consequence	Original Risk Level	Risk Treatment	Current Risk Level	SMART Follow-on actions	Direction Of Travel	Last Reviewed
C1	The risk that the Government's Asylum Seeker Dispersal Programme creates unacceptable issues for the Council to deal with.	Interim Head of Regeneration and Development	Standing up for our Communities	The Home Office can arrange accommodation for asylum seekers in any local authority. This may result in unsuitable locations being commissioned.	15 (L3, I5)	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	15 (L3, I5)		↔	30/09/2023
C2	The risks associated with the economic and wider geo-political circumstances which may have the potential for operational and service delivery disruption and wider financial impacts.	Interim Chief Financial Officer and S151	Underpins all Corporate Objectives	The 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.).	20 (L4, I5)	There is a prudent and robust rolling MTFS and regular monitoring and reporting, there is effective monitoring of economic conditions / external forecasts, horizon scanning by CMT and Senior Officers; Officers understand and act on any intelligence forthcoming from local and central government bodies.	20 (L4, I5)		↔	30/09/2023
C3	There are inherent risks associated with the volatility emanating from the Business Rates Retention Scheme	Interim Chief Financial Officer and S151	Underpins all Corporate Objectives	There are impacts of scheme on funding, including scale of reliefs/appeals, impact of the recession, the impact of revaluation and the planned business rates reset.	25 (L5, I5)	There is a robust MTFS which provides provision for financial resilience to changes in scheme, including a business rates reserve; there is regular in year monitoring of the scheme. Officers keep 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.	25 (L5, I5)		↔	30/09/2023
C4	There are still risks associated with Covid -19 which could impact on the borough and on service delivery.	Head of Corporate and Environment Services	Underpins all Corporate Objectives	The potential to impact on business, communities, resources and the delivery of council services	20 (L4, I5)	The Council has adapted well to the Covid-19 Pandemic within minimal service disruption. Services are operating as business as usual, with a large proportion of office based staff working on a hybrid basis; The Council will continue to work with its partners on preparedness for and prevention of future lockdowns/interventions and to mitigate the impact on the ongoing recovery of the area; the Council is focusing on supporting the local economy and business, as well as supporting local communities.	20 (L4, I5)		↔	30/09/2023

C5	There are risks associated with the uncertainties of the levels of Central Government Funding	Interim Chief Financial Officer and S151	Underpins all Corporate Objectives	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.	25 (L5, I5)	There is a robust MTFS with flexibility to respond to changes in Govt proposals; regular impact assessments are carried out as is financial modelling. Officers keep abreast of Govt developments and proactively respond to consultations.	25 (L5, I5)			30/09/2023
C6	There are risks associated with the Council working to achieve the Climate Change Action Plan	Head of Legal and Regulatory Services and Monitoring Officer	A Green New Deal for East Staffordshire	The failure to deliver the climate change action plan approved by Council 17th August 2020.	15 (L3, I5)	There is formal annual monitoring and reporting. Additional staffing resources have been recruited to support implementation; there are regular reviews by the Cabinet Member and support through the Joint Staffordshire Sustainability Board.	15 (L3, I5)			30/09/2023
C7	There are significant financial risks associated with the commitments to the Pension Scheme	Interim Chief Financial Officer and S151	Underpins all Corporate Objectives	Increasing pension liabilities result in the need to increase future employer contributions (longer term risk).	12 (L3, I4)	Realistic provision within MTFS for cost and changes and the latest triennial review frozen pension contribution rates (overall). There remains a longer term risk beyond this triennial period (2026 onwards) resulting from economic circumstances.	12 (L3, I4)			30/09/2023
C8	There are risks associated with how the Council reacts to the Government's initiative for the Homes for Ukraine scheme	Head of Corporate and Environment Services	Underpins all Corporate Objectives	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	6 (L3, I2)	An internal and wider partnership officer team has been established to address these issues and provide the appropriate response; 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.	6 (L3, I2)			30/09/2023
C9	There are risks associated with unauthorised access to the Council's ICT systems.	Head of Corporate and Environment Services	Underpins all Corporate Objectives	Unintentional or intentional introduction of malware, resulting impacts on normal service delivery and/or breach of data protection, through the prevention of access to systems or data, the physical destruction of hardware, data	20 (L4, I5)	There is an effective ICT Security Policy; there are user access controls and permissions within system applications; the Council employs protective defences such as antivirus software; there is perimeter protection with hardware firewalls; regular patching is carried out; quarterly vulnerability scans are carried out; there is the prevention of access to unnecessary physical facilities such as USB devices and there are regular officer and member training awareness sessions.	20 (L4, I5)			30/09/2023

C10	There is the risk that the Council could face litigation over a range of issues.	Head of Legal and Regulatory Services and Monitoring Officer	Underpins all Corporate Objectives	Failure to comply with the law on a range of services, including the New General Data Protection Regulations (GDPR)	15 (L3, I5)	The Monitoring Officer role oversees legal compliance; Managers/Heads of Service, with Legal support, keep abreast of new and changed law; In terms of GDPR, training has been rolled out, there is compliance oversight by Monitoring Officer and CMT. Updates to the Corporate Report template to ensure GDPR is considered as part of the decision making.	15 (L3, I5)			30/09/2023
C11	There is the risk that Budget assumptions made within the MTFS may not be materialised.	Interim Chief Financial Officer and S151	Underpins all Corporate Objectives	Assumptions made in the MTFS in relation to inflation, interest rates, pay awards, income levels etc. have a negative impact on financial plans/resources.	25 (L5, I5)	There is a robust MTFS which provides some degree of resilience to financial shocks; the budgeting is based on prudent forecasts with regular in-year monitoring and forecasting; there is proactive treasury management forecasting, monitoring and reporting	25 (L5, I5)			30/09/2023
C12	There is the risk that if the levels of Supported Housing providers continues to grow then the cost to the Council could be financially unsustainable.	Interim Chief Financial Officer and S151 and Interim Head of Regeneration and Development	Underpins all Corporate Objectives	Demand for supported housing accelerates within the Borough and whilst the Council has challenged where it is necessary there have been appeals made and the likely outcome of these is not certain. Results in costs	20 (L4, I5)	There is significant management oversight of the issue and the agreed use of external expertise and advice; there is provision made within reserves against claims and some allowance within the budget for additional support. Internal 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	20 (L4, I5)			30/09/2023
C13	As accountable body, there are Towns Fund risks associated with our ability to deliver against the agreed business cases but also partners' abilities to deliver against the programme.	Interim Head of Regeneration and Development	Creating a Prosperous East Staffordshire	Failure to deliver the Towns Fund for the Borough	20 (L4, I5)	Oversight of the projects via the Business Assurance Group; there is a 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 and if costs escalate then there is the opportunity to scale back plans	20 (L4, I5)			30/09/2023

C14	There is a risk that through our Treasury Management approach, the counter parties we use fail to deliver the anticipated benefits.	Interim Chief Financial Officer and S151	Underpins all corporate objectives	This could be caused through market volatility, geo-political risks result in counter-party failure and financial loss to the Council.	15 (L3, I5)	Robust Treasury Management Strategy and a prudent risk approach to investments; there is advice from professional treasury advisors, monitoring market developments and carrying out regular benchmarking.	15 (L3, I5)			30/09/2023
C15	There is a risk that unforeseen Environmental issues could adversely impact Council services.	Head of Corporate and Environment Services	Underpins all corporate objectives	These could arise from floods, fire, chemical, major disaster, terrorism	15 (L3, I5)	The Council has a well established Major Incident/Emergency Plan and Test exercises ensure readiness for incidents, including the LEMUR exercise focusing on a National Power Outage scenario. There are also internal resources to draw upon as well as support from the CCU. ESBC 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 and there is a county wide counter terrorism working group.	15 (L3, I5)			30/09/2023
C16	There is a risk that unforeseen health related issues could adversely impact Council services.	Head of Corporate and Environment Services	Underpins all corporate objectives	Pandemics/wider health issues impacting on council (more detail in relation to Covid-19 above)	15 (L3, I5)	The Council has a well established Major Incident/Emergency Plan and Test exercises ensure readiness for incidents; there is a positive approach to succession planning/ability to access temporary staff; finally business continuity plans are robust and tested.	15 (L3, I5)			30/09/2023
C17	There is an ongoing risk of the impact of the Government's Welfare Reforms on the Council's financial standing.	Interim Chief Financial Officer and S151	Underpins all corporate objectives	These could derive from: 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	16 (L4, I4)	Council Tax Reduction scheme approved and complied with; there is regular monitoring of the scheme against the financial provisions within the MTFs; there are routine financial modelling and impact assessments with more frequent in year monitoring.	16 (L4, I4)			30/09/2023
C18	There is an ongoing risk of wider Public Sector Funding Reductions	Interim Chief Financial Officer and S151	Underpins all corporate objectives	Impact on the Council of the wider public sector funding reductions (e.g. homelessness, supported housing, waste changes etc.)	16 (L4, I4)	Robust MTFs generally provides some financial resilience to respond to changes; the council continues to seek and develop opportunities to increase income and/or reduce costs across all operations; the Council continues to respond to Govt consultations to highlight the local impact of proposals and senior level discussions may mitigate or prevent cost-shunts from other public sector organisations.	16 (L4, I4)			30/09/2023