



EAST STAFFORDSHIRE BOROUGH COUNCIL

REPORT COVER SHEET

Title of Report:	Quarter 1 - Revenue and Capital Outturn 2022/23	To be marked with an 'X' by Democratic Services after report has been presented
Meeting of:	Corporate Management Team – 17 th August 2022	X
	Leader and Deputy Leaders – 23 rd August 2022	X
	Leader's / Leader of the Opposition's Advisory Group / Independent Alliance Advisory Group – 7th and 8th September 2022	X
	Cabinet – 21st September 2022	X
	Audit Committee – 29th September 2022	



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

Monitoring Officer: **John Teasdale**

Date Signature

Chief Finance Officer: **Sal Khan**

Date Signature

EAST STAFFORDSHIRE BOROUGH COUNCIL

Report to Audit Committee

Date: 29th September 2022

REPORT TITLE: Quarter 1 - Revenue and Capital Outturn 2022/23

PORTFOLIO: Leader / Finance

HEAD OF SERVICE: Sal Khan

CONTACT OFFICER: Lisa Turner, Chief Accountant Ext. No. 1399

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 2022/23.

2. Executive Summary

- 2.1 Further to the Full Council approval in March 2022 to reallocate £0.596m of resources towards the Towns Fund and Regeneration Priorities, the budget for 2022/23 has increased to £13.138m from the original approved budget of £12.542m. The report highlights that despite some significant ongoing financial pressures as a result of the Covid-19 Pandemic and the current economic conditions in the short term these are forecast to be offset by increased returns on investment income and recycling income exceeding expectations due to a continuation of high commodity prices. At this early stage of the year, this has resulted in an overall forecast net windfall underspend of £0.549m for the full year.
- 2.2 Whilst the forecast position presented at Quarter 1 is favourable, there is a high degree of uncertainty/volatility and therefore risk within these forecasts. Against the backdrop of fast 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)

- 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 impact of energy prices on the leisure providers financial performance is being closely monitored;
- The outcome of decisions/disputes with supported housing providers.

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

2.3 The Quarter 1 forecast indicates that in the short term financial pressures look manageable, however looking further ahead to 2023/24 and beyond the inflationary cost pressures arising from the economic conditions will have a significant and ongoing impact on the Medium Term Financial Strategy. These will need to be carefully considered alongside any announcements from Government in relation to funding reform and our local priorities. With these pressures in mind Cabinet are asked to consider setting aside a proportion (in percentage terms) of any windfall underspend in 2022/23 to contribute towards:

- The medium term price cost pressures that may prove to be temporary in nature (for example, fuel and energy) 30%;
- Cost pressures arising following the recent procurement exercise in relation to the Washlands 30%;
- A package to support the community 30%; and
- Funding to facilitate projects towards improving energy efficiency/cost reduction and supporting the climate change programme 10%.

2.4 Investments as at 30th June 2022 stood at £60.2m. Investment returns at the end of June averaged 1.13% (0.06% to June 2021) and are forecast to be significantly higher than budget. This reflects the current economic circumstances and the significant uplift in rates since the budget was set in March and forecasts for further increases. External borrowing at the end of the quarter stands at £11m. Treasury management activities during the quarter have been in line with the approved treasury management strategy. Members are asked to consider the ring-fencing of any windfall investment income associated with Towns Fund or future levelling up funds to provide additional support/resilience for these Programmes of investment.

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 £7.1m, with a further £23.4m remaining in respect of Towns Fund grant pending final confirmation of award (which has subsequently been received in August along with the first tranche of funding of £8.637m). The report indicates that on the whole projects are currently on target to deliver within budget, highlighting that the Washlands project is currently under review following the recent procurement exercise and there are likely to be resulting cost pressures. Further details in respect of the Capital Programme are set out within Section 6 of the report.

3. Revenue Budget 2022/23

- 3.1 On 7th March 2022, the full Council approved the revenue budget for the year 2022/23, totalling £12.542m as follows:

Approved Service Budgets	£000's
Leader of the Council	4,660
Community and Regulatory Services	767
Environment and Housing	5,480
Leisure, Amenities and Tourism	2,295
Regeneration and Planning Policy	259
Corporate Budgets	(919)
Total	12,542

- 3.2 On 21st March 2022, the full Council approved an amendment to the Revenue Budget as part of the report to consider and approve proposals in relation to the Towns Fund. This re-allocated £0.596m of resources towards a Towns Fund Provision of £0.496m and a further £0.1m to meet the cost of the New Head of Regeneration and Towns Fund Position, which had originally been allocated to be transferred to reserves. This increases the total revenue budget to £13.138m as shown in the table below.

- 3.3 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 March 2022 and this is reflected in the monitoring information below.

4. Forecast Revenue Outturn 2022/23

- 4.1. The following table summarises at portfolio level the quarter one forecast variations and the expected effect on the outturn for the year. Variations against service budgets include the ongoing impact of the pandemic, the provision for which is held on the corporate items line.

	Annual Net Budget £'000	Forecast Outturn Quarter 1 £'000	Forecast Variation Q1 - Over/(Under) £'000
Summary by Deputy Leader			
Leader of the Council and Economic Growth	2,755	2,796	41
Tourism and Cultural Development	191	673	482
Communities and Housing Standards	1,998	1,859	(139)
Environment & Climate Change	6,353	6,417	64
Finance, Treasury Management and Communications	2,264	1,488	(776)
Corporate Items	(423)	(644)	(221)
Total	13,138	12,589	(549)

- 4.2 The tables at Appendix A summarise, by Portfolio and Service, the variations between the 2022/23 budget and the year-end forecast outturn, including the impact of the pandemic on service budgets. Further supporting narrative in relation to those areas with significant variations is set out below:

Leader of the Council and Economic Growth

■ **Legal Services – Forecast Net Pressure of £60k**

There is a forecast shortfall within legal services which arises from a combination of factors. This includes a forecast shortfall in rental income and associated costs arising from vacant units totalling £40k. There is a forecast reduction in relation to legal fees recovered of £9k, which can often be ad-hoc in nature and difficult to predict, as well as a forecast increase in staffing costs associated with mayoral activities.

■ **Enterprise – Forecast Saving of £35k**

The forecast pressures outlined above are being partially offset by forecast staffing savings within the Enterprise Team of £35k largely arising due to the timing of appointments.

Tourism and Cultural Development

■ **Arts, Brewhouse and Functions – Forecast Net Pressure of £55k**

There is a significant forecast shortfall in income levels of approx. £73k in relation to Burton Town Hall, this has been partially offset by a reduction in forecast expenditure. This income shortfall continues to relate to the ongoing impact of the pandemic, there is a sum held in corporate budgets of £57k in relation to Covid pressures within this service area.

■ **Markets – Forecast Net Pressure of £77k**

There is a significant forecast shortfall in income levels of approx. £72k together with some forecast pressures including expenditure relating to vacant units. These income levels are being impacted by both the ongoing uncertainty surrounding the Market Hall together with the impact of the pandemic, there is a sum of £20k held in corporate budgets in relation to Covid pressures in this area.

■ **Off-Street Parking – Forecast Net Pressure of £331k**

There is a significant forecast shortfall in income levels of approx. £331k. This income shortfall continues to relate to the ongoing impact of the pandemic and there is a sum of £277k held in corporate budgets in relation to this Covid pressure.

Communities and Housing Standards

■ **Revenues, Benefits and Customer Contacts – Forecast Saving of £72k**

There is a significant temporary increase in staffing costs within the service as a result of the scale of Covid-19 and other grants administration work being undertaken by the team and the subsequent backlog of work. This is being funded from new burdens grants either provided in year or the prior year for this purpose. There is currently a forecast net saving in relation to housing benefit payments of £52k, 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. There are also some forecast savings following the closure of the Customer Services Centre.

■ Environmental Health – Forecast Savings of £50k

There are currently forecast savings within the Environmental Health Team as a result of additional income from the new selective licensing scheme, with some costs of the scheme being absorbed within existing resources.

Environment and Climate Change

■ Environment – Forecast Net Pressure of £44k

This forecast pressure arises from an increase in staffing costs within waste management (£156k) due to both increased workloads, staff sickness/covid-19 related absences and the shortage of HGV drivers in the market. In addition to this, as widely publicised, the cost of fuel has significantly increased, resulting in a forecast pressure of £130k. These pressures are being largely offset by a number of other areas, including a forecast increase in income levels from recycling of £227k as a result of 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, Treasury Management and Communications

■ Financial Services and Capital Financing – Forecast Additional Income £757k

The economic circumstances have changed significantly since the budget was prepared/set. Following over a decade of extremely low interest rates and in response to the level of inflation the Bank of England Monetary Policy Committee increased the bank rate to 1.25% by the end of June with expectations of further increases throughout the remainder of the year. The current forecast provided by our treasury advisors is for the bank rate to be 2.75% by March 2023. Taking this into consideration it is estimated that investment income will exceed the original budget by £0.7m. 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 to central government, is unknown at present and therefore cash balances could be higher than the current forecasts.

■ **Corporate Budgets – Forecast underspend £0.2m**

This budget includes the Corporate Covid-19 Provision of £0.4m and £0.1m in relation to the cost of living pressures. The related forecast pressures are shown within individual service budgets. This is partially offset by a forecast pressure of £0.3m arising from the national local government pay award (this is based on the latest offer from the employers).

5. Treasury Management

- 5.1 The Council approved the Treasury Management Strategy Statement for 2022/23 on 7th March 2022 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 2022/23 budget was 0.5%, which reflected the conditions and forecasts at the time the budget was prepared. Since that time worldwide economic circumstances have significantly changed and inflationary pressures are paramount. The Bank of England Monetary Policy Committee have already increased the Base Rate of Interest to 1.25% and it is widely expected that there will be further increases during the year. Forecasts provided by our Treasury Management advisors (at 21st June 2022) indicate that the Base Rate will be 2.75% by March 2023 (although Markets are forecasting a peak of 3.5% by April 2023).
- 5.3 Appendix B shows the outstanding investments the authority had as at 30th June 2022 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 Covid funds and other grants pending administration or return to Government in line with the guidelines.

Investments	31 st March 2022		30 th June 2022	
	£'000	%	£'000	%
Banks	3,560	6%	149	-
Certificate of Deposits*	13,000	22%	21,500	36%
Money Market Funds	7,925	13%	5,950	10%
UK Treasury Bills	5,500	9%	4,000	7%
UK Debt Management	19,400	33%	23,600	39%
Other Local Authorities	10,000	17%	5,000	8%
Total	59,385	100%	60,199	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 June 2022 stood at 1.13% and once the forecast increases in the rates are taken into consideration it is estimated that investment income will exceed the original budget by £0.7m. 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.

5.5 It is likely that there will be a cash flow benefit between receiving government grant funding in relation to the regeneration initiatives (such as Towns Fund and potentially levelling up) and payment of the associated expenditure. Members may wish to consider ring-fencing this windfall element of investment income towards supporting the relevant initiatives.

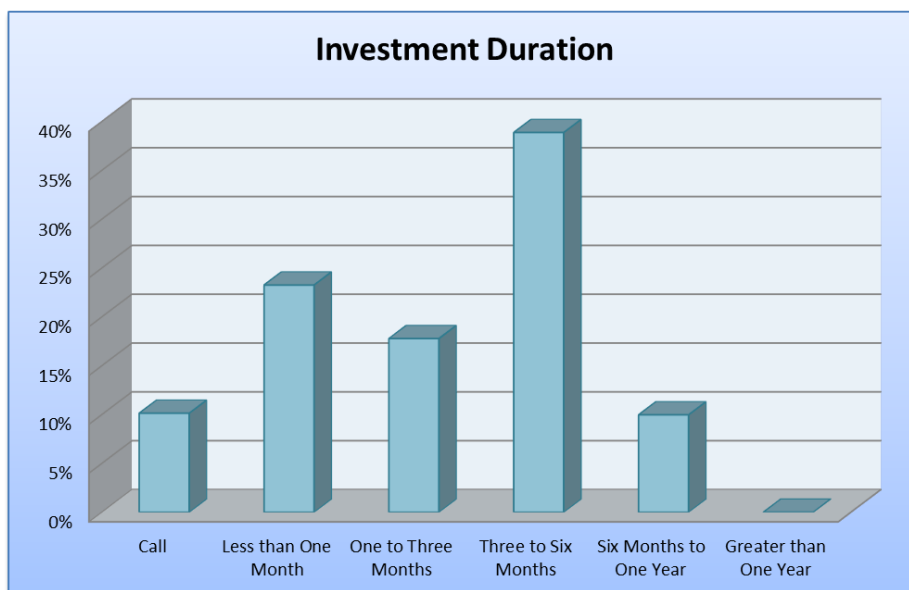
5.6 Borrowing

The average rate payable on the Council’s external borrowing as at 30th June 2022 is 5.3%, with total, outstanding external debt of £11m. The next significant tranche of debt amounting to £4.5m is due to mature in March 2026, although there will be smaller repayments associated with the annuity loans in the interim. It is not currently anticipated that this would need to be replaced.

Debt Type	Principal Outstanding (£)	Average Rate
Total Fixed Debt		
PWLB Maturity	5,700,000	4.646%
PWLB Annuity	378,807	8.946%
Total Variable Debt		
Market	4,500,000	5.914%
GBSLEP Loan	375,000	-
Total External Debt	10,953,807	5.340%

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 2022/23

6.1 The table below details the approved mainstream capital projects for 2022/23 totalling £7.1m. This demonstrates that on the whole projects are currently forecast to be delivered within the overall approved budget, although the Washlands Project is currently subject to a review of options following the recent procurement exercise.

2022-23	Current Year Budget, including Carry Forwards £	Current Year Expenditure £	Remaining Budget £	Forecast Expenditure at Quarter 1 against Current £	Increased expenditure / (Under-spend) £	Comments
Neighbourhood Working Fund	14,804	0	14,804	14,804	0	Residual funding towards Brook Hollows
Disabled Facility Grants	3,096,941	114,236	2,982,705	3,096,941	0	Ongoing
Bartec Street Cleaning Software	12,742	0	12,742	12,742	0	Ongoing
Cemetery Expansion	183,970	2,000	181,970	183,970	0	Ongoing
Small Business Fund / Business Spring Board Boost Grant Scheme	124,342	0	124,342	124,342	0	Ongoing
Assets - Mandatory Works	42,715	0	42,715	42,715	0	Ongoing
Washlands	1,870,502	1	1,870,502	1,870,502	0	Reviewing options
Council Wide Fleet Replacement	505,496	137,263	368,233	505,496	0	Ongoing
Electric Charging Infrastructure (fleet)	17,954	0	17,954	17,954	0	Ongoing
Planning Assure System (EDR)	59,350	0	59,350	59,350	0	Ongoing, funded from reserves
Community Regeneration Fund	100,000	0	100,000	100,000	0	Scheme launched
CCTV Upgrade	205,000	0	205,000	205,000	0	Scheme tendered
EV Charging Points	95,000	0	95,000	95,000	0	Tender results subject to report
EV Charging Points (Contribution)	19,000	0	19,000	19,000	0	Pending SCC scheme
ICT - Windows Servers Upgrade	42,000	0	42,000	42,000	0	Ongoing
Stubby Lane Sewerage Facility Works	35,000	0	35,000	35,000	0	Scoping scheme
Cemeteries Road Improvements	38,000	0	38,000	38,000	0	Planned for Q4
Dog Waste Bag Dispensers	13,000	0	13,000	13,000	0	Scheme Approved
Tutbury S106 Grant Scheme (EDR)	250,000	60,225	189,775	250,000	0	Ongoing
Brewhouse Roof (Cabinet June 2022)	200,000	0	200,000	200,000	0	Ongoing
Yeoman Industrial Estate (Cabinet June 2022)	120,000	0	120,000	120,000	0	Ongoing
Branston Water Park - Toilets Refurbishment (Cabinet June 2022)	75,000	0	75,000	75,000	0	Starting procurement
Total	7,120,816	313,724	6,807,092	7,120,816	0	

Note 1 - Funding of the Washlands project has been rescheduled between the Local Enterprise 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 September 2023.

Towns Fund Programme

6.2 In addition to the mainstream capital programme the Council has an indicative Towns Fund allocation of £23.8m and has submitted business cases that are subject to final confirmation of approval and subsequent funding award (which has subsequently been received in August 2022 alongside the first tranche of funding at £8.637m). 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	Council Allocations March 2022 £	2021/22 Accrued Spend £	Budget b/f 2022/23 £	Expenditure 2022/23 Quarter 1 £	Available for Re-allocation £
Project C: Regional Learning Centre	1,915,493	0	1,915,493	0	0
Project D: High Street Linkages	15,726,072	0	15,726,072	0	0
Project E: Library and Enterprise Hub (cessation costs)	250,000	32,438	0	0	217,562
Project F: New Pedestrian & Cycle Crossing Over the River Trent (cessation costs)	119,559	119,091	0	0	468
Project G: Improvement of Trent and Mersey Canal Towpath	1,455,073	2,740	1,452,333	0	0
Project H: Cycle Network Enhancements	1,364,789	0	1,364,789	0	0
Project J: Specialist Education Offer	2,969,014	0	2,969,014	0	0
Total	23,800,000	154,269	23,427,701	0	218,030

- 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 2022 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: Lisa Turner

- 7.1 This report deals solely with financial matters. The prevailing economic conditions have changed significantly since the Medium Term Financial Strategy was set and as a result there are an unusually high number of significant forecast budget variations at this early stage of the year. Given the fast changing circumstances it is possible that this will continue for the remainder of the year and into future years. Management will continue to monitor circumstances and update members as circumstances change.

Revenue	2022/23	2023/24	2024/25
Forecast surplus / windfall proposed to be allocated in accordance with Paragraph 13.2.	549,000	-	-
Capital	2022/23	2023/24	2024/25
	-	-	-

8. Risk Assessment and Management

- 8.1 The Council's risk management strategy has been approved by Cabinet. 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 and paragraph 2.2 of this report.

9. Legal Considerations

This section has been approved by the following member of the Legal Team: John Teasdale

- 9.1 There are no significant legal issues arising from this report.

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 2022/23 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 To approve setting aside the forecast underspend (in percentage terms) to contribute towards known/emerging pressures as follows and outlined in Paragraph 2.3:

- The medium term price cost pressures that may prove to be temporary in nature (for example, fuel and energy) 30%;
- Cost pressures arising following the recent procurement exercise in relation to the Washlands 30%;
- A package to support the community 30%; and
- Funding to facilitate projects towards improving energy efficiency/cost reduction and supporting the climate change programme 10%.

13.3 To approve the ring-fencing of any windfall investment income associated with Towns Fund or future levelling up funds to provide additional support/resilience for these programmes of investment (Paragraph 2.4).

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

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

14. Background Papers

14.1 Medium Term Financial Strategy 2022/23 to 2024/25

15. Appendices

15.1 Appendix A: Forecast variances against budget at outturn 2022/23

15.2 Appendix B: Investments at 30th June 2022

15.3 Appendix C: Corporate and Strategic Risks – Quarter 1 2022/23

**QUARTER ONE
PORTFOLIO FORECAST OUTTURN AGAINST FULL YEAR BUDGET
2022/23**

Leader of the Council and Economic Growth

Leader of the Council and Economic Growth	Budget (£000's)	Forecast Outturn (£000's)	Forecast Variance (£000's)
Corporate Management Team	549	552	3
Human Resources, Payments & Pensions	2,349	2,349	-
Enterprise	189	154	(35)
Legal Services	(402)	(342)	60
Planning	70	83	13
Total	2,755	2,796	41

Corporate Management Team	Budget (£000's)	Forecast Outturn (£000's)	Forecast Variance (£000's)
Chief Executives	209	212	3
Heads of Service	340	340	-
Total	549	552	3

Division	Explanation	Forecast Amount Over/ (under) £'000
Chief Executives	Employee Costs	3
Heads of Service		0
Total		3

Human Resources, Payments & Pensions	Budget (£000's)	Forecast Outturn (£000's)	Forecast Variance (£000's)
Human Resources	377	377	-
Pension Payments	1,972	1,972	-
Total	2,349	2,349	-

Division	Explanation	Forecast Amount Over/ (under) £'000
HR & Payroll	Employee Costs	8
HR & Payroll	Corporate Training	(8)
Pension Payments	No Change	0
Total		0

Enterprise	Budget (£000's)	Forecast Outturn (£000's)	Forecast Variance (£000's)
Enterprise	189	154	(35)
Total	189	154	(35)

Division	Explanation	Forecast Amount Over/ (under) £'000
Enterprise	Employee costs	(35)
Total		(35)

Legal Services	Budget (£000's)	Forecast Outturn (£000's)	Forecast Variance (£000's)
Assets and Estates Management	(72)	(72)	-
Civic Ceremonials	55	66	11
Legal	228	237	9
Industrial Units	(613)	(573)	40
Total	(402)	(342)	60

Division	Explanation	Forecast Amount Over/ (under) £'000
Assets and Estates Management	No change	0
Mayoral Support & Civic Ceremonials	Employee Costs	13
Mayoral Support & Civic Ceremonials	Supplies and Services	(2)
Legal	Employee costs	(10)
Legal	Temporary Staff Costs	48
Legal	Contribution from Professional Reserve	(38)
Legal	Shortfall in legal costs recovery	9
Industrial Units	NNDR Costs / Vacant Units	15
Industrial Units	Vacant Units - mainly income loss	25
Total		60

Planning and Land Charges	Budget (£000's)	Forecast Outturn (£000's)	Forecast Variance (£000's)
Planning Policy	148	148	-
Development Control	(62)	(55)	7
Land Charges	(16)	(10)	6
Total	70	83	13

Division	Explanation	Forecast Amount Over/ (under) £'000
Planning Policy	Employee costs, including temp staff	38
Planning Policy	Contribution from Ringfenced Planning Fee Reserve	(38)
Development Control	Employee costs	92
Development Control	Legal Costs	(7)
Development Control	Supplies and Services	17
Development Control	Planning Application Fees (net of ring-fenced sum)	14
Development Control	Contribution from Ringfenced Planning Fee Reserve	(109)
Land Charges	Employee Costs	12
Land Charges	Supplies and Services	18
Land Charges	HMLR - LLC Transition Grant	(30)
Land Charges	Fees and Charges	6
Total		13

Tourism and Cultural Development

Deputy Leader (Tourism and Cultural Development)	Budget (£000's)	Forecast Outturn (£000's)	Forecast Variance (£000's)
Arts, Brewhouse and Functions	489	544	55
Leisure Services	316	316	-
Markets	12	89	77
Cultural Services - Marketing	87	87	-
Strategic Tourism	31	31	-
Licensing and Enforcement	43	62	19
Off Street Parking	(787)	(456)	331
Total	191	673	482

Arts, Brewhouse and Functions	Budget (£000's)	Forecast Outturn (£000's)	Forecast Variance (£000's)
Burton Town Hall	93	148	55
Arts Development and Programmes	106	104	(2)
Brewhouse Arts Centre	290	292	2
Total	489	544	55

Division	Explanation	Forecast Amount Over/ (under) £'000
Burton Town Hall	Employees	(6)
Burton Town Hall	Reduced expenditure - Set up Crews	(12)
Burton Town Hall	Room Hire - Shortfall in Income	73
Arts Development and Programmes	Programme underspend	(2)
Brewhouse and Arts Development	Employees	(15)
Brewhouse and Arts Development	Exhibitions and Events	(3)
Brewhouse and Arts Development	Ticket Sales	(13)
Brewhouse and Arts Development	Shortfall in Workshops and Courses and other In	21
Brewhouse and Arts Development	Brewhouse Cafe/Bar - Net Shortfall	12
Total		55

Leisure Services	Budget (£000's)	Forecast Outturn (£000's)	Forecast Variance (£000's)
Health and Leisure Grants	10	10	-
Leisure Management	306	306	-
Total	316	316	-

Division	Explanation	Forecast Amount Over/ (under) £'000
Health and Leisure Grants		0
Leisure Management	Additional support to provider	167
Leisure Management	NLRF Grant Funding	(167)
Total		0

Division	Explanation	Forecast Amount Over/ (under) £'000
Markets	Employee Costs	(6)
Markets	Income Shortfall	72
Markets	Gas and Electricity	7
Markets	Business Rates - Vacant Units	4
Total		77

Division	Explanation	Forecast Amount Over/ (under) £'000
Cultural Services - Marketing		0
Total		0

Strategic Tourism	Explanation	Forecast Amount Over/ (under) £'000
Strategic Tourism	No change	0
Total		0

Licensing and Enforcement	Explanation	Forecast Amount Over/ (under) £'000
Licensing and Enforcement	Employee Costs	6
Licensing and Enforcement	Supplies and Services	2
Licensing and Enforcement	Licensing Income - 3 and 5 year licences	9
Licensing and Enforcement	Contribution to/from Licensing Income Volatility	2
Total		19

Off Street Parking	Explanation	Forecast Amount Over/ (under) £'000
Car Parks Income	Bargates Additional Income	(4)
Car Parks Income	Car Parking Income Shortfall	264
Car Parks Income	Season/Penalty Notices Income	71
Total		331

Communities and Housing Standards

Deputy Leader (Communities and Housing Standards)	Budget (£000's)	Forecast Outturn (£000's)	Forecast Variance (£000's)
Revenues, Benefits and Customer Contacts	707	635	(72)
Environmental Health	498	448	(50)
Partnerships	36	36	-
CCTV	78	78	-
Community and Civil Enforcement	300	287	(13)
Social Regeneration	61	61	-
Housing	318	314	(4)
Total	1,998	1,859	(139)

Revenues, Benefits and Customer Contacts	Budget (£000's)	Forecast Outturn (£000's)	Forecast Variance (£000's)
Revenues	(16)	(12)	4
Benefits and Professional Services	271	198	(73)
Customer Contacts	452	449	(3)
Total	707	635	(72)

Division	Explanation	Forecast Amount Over/ (under) £'000
Revenues	Employee Costs	151
Revenues	Additional support and associated expenditure (Energy Reba	35
Revenues	Use of New Burdens Grant Funding	(35)
Revenues	Use of Reserves (Revenues New Burdens)	(151)
Revenues	Supplies and Services	4
Benefits	Additional support and associated expenditure	8
Benefits	External Support - Verification Earnings & Pensions Processing	15
Benefits	Use of Grant Funding	(39)
Benefits	Reduction in HB Payments (net of subsidy)	(52)
Benefits	OPHB - income and bad debt provision	0
Benefits	Council Tax Benefit Admin Grant	(5)
Customer Contacts	Employee Costs	26
Customer Contacts	Use of Reserves (Revenues New Burdens)	(20)
Customer Contacts	Staffs County Council Income	5
Customer Contacts	Supplies and Services	(4)
Customer Contacts	Transport related expenditure	(3)
Customer Contacts	Pemises related Expenditure - building closure	(7)
Total		(72)

Environmental Health	Budget (£000's)	Forecast Outturn (£000's)	Forecast Variance (£000's)
Environmental Health	408	408	-
Animal Control	89	39	(50)
Housing Standards	1	1	-
Total	498	448	(50)

Environmental Health	Explanation	Forecast Amount Over/ (under) £'000
Environmental Health	No Change	0
Housing Standards	Employee Costs	19
Housing Standards	Selective Licensing Scheme set up costs	5
Housing Standards	Contribution to/from Selective Licensing Reserve	18
Housing Standards	Fees and Charges	(93)
Housing Standards	HIMO - Employee Costs	1
Animal Control	No Change	0
Total		(50)

Partnerships	Budget (£000's)	Forecast Outturn (£000's)	Forecast Variance (£000's)
Partnerships	36	36	-
Total	36	36	-

Partnerships	Explanation	Forecast Amount Over/ (under) £'000
Partnerships	No change	0
Total		0

CCTV	Budget (£000's)	Forecast Outturn (£000's)	Forecast Variance (£000's)
CCTV	78	78	-
Total	78	78	-

Division	Explanation	Forecast Amount Over/ (under) £'000
CCTV	No Change	0
Total		0

Community and Civil Enforcement	Budget (£000's)	Forecast Outturn (£000's)	Forecast Variance (£000's)
Community and Civil Enforcement	300	287	(13)
Total	300	287	(13)

Community and Civil Enforcement	Explanation	Forecast Amount Over/ (under) £'000
Community and Civil Enforcement	Employees	(13)
Total		(13)

Social Regeneration	Budget (£000's)	Forecast Outturn (£000's)	Forecast Variance (£000's)
Community Centres	19	19	-
Councillors Community Fund	22	22	-
Social Regeneration	20	20	-
Total	61	61	-

Social Regeneration	Explanation	Forecast Amount Over/ (under) £'000
Community Centres	No change	0
Councillors Community Fund	No change	0
Social Regeneration	No change	0
Total		0

Housing	Budget (£000's)	Forecast Outturn (£000's)	Forecast Variance (£000's)
Housing Options	318	314	(4)
Total	318	314	(4)

Division	Explanation	Forecast Amount Over/ (under) £'000
Housing Options	Employee Costs	2
Housing Options	Housing Grant funding	(77)
Housing Options	Delivery of Grant funding conditions/initiatives	79
Housing Options: Accomodation	Rents	6
Housing Options: Accomodation	B&B Costs (excluding Government funded scheme)	(28)
Housing Options: Accomodation	Premises Rental/ B&B Rentals income	15
Housing Options: Accomodation	B&B Costs (Government funded scheme - RSI Surge)	71
Housing Options: Accomodation	Use of HPG and RSI Grant funding	(72)
Total		(4)

Environment and Climate Change

Deputy Leader (Environment & Climate Change)	Budget (£000's)	Forecast Outturn (£000's)	Forecast Variance (£000's)
Community, Open Spaces and Facilities	1,844	1,864	20
Environment	4,460	4,504	44
Climate Change	49	49	-
Total	6,353	6,417	64

Community and Open Spaces	Budget (£000's)	Forecast Outturn (£000's)	Forecast Variance (£000's)
Cemeteries	11	24	13
Open Spaces	1,429	1,450	21
Horticultural Centre	46	43	(3)
Facilities Management	358	347	(11)
Total	1,844	1,864	20

Community, Open Spaces and Facilities	Explanation	Forecast Amount Over/ (under) £'000
Cemeteries	Gas and Electricity	5
Cemeteries	Contracted Grounds Maintenance	5
Cemeteries	Supplies and Services	3
Open spaces	Employees	4
Open spaces	Play Equipment	(3)
Open spaces	Open Space Repairs	20
Horticultural Centre	Supplies and Services	(3)
Facilities and Health and Safety	Repairs & Maintenance to Buildings	(6)
Facilities and Health and Safety	Employees	(5)
Total		20

Environment	Budget (£000's)	Forecast Outturn (£000's)	Forecast Variance (£000's)
Building Consultancy	51	51	-
Council Depot	103	103	-
Public Conveniences	137	130	(7)
Land Drainage	66	66	-
Waste Collection	2,940	2,978	38
Street Cleaning	1,163	1,176	13
Total	4,460	4,504	44

Division	Explanation	Forecast Amount Over/ (under) £'000
Building Consultancy	Building Control Fee Income	(10)
Building Consultancy	Revised contribution to Building Control Reserve	10
Council Depots		0
Public Conveniences	Employee Costs -Vacant Post	(22)
Public Conveniences	Temporary Staff	15
Land Drainage		0
Waste Collection	Employee Costs	(9)
Waste Collection	Temporary Staff	165
Waste Collection	Recycling Income	(227)
Waste Collection	Third Party Payments	(42)
Waste Collection	Vehicle Fuel	130
Waste Collection	Dry Recycling Contract - additional transition costs	6
Waste Collection	Trade Waste Income	15
Street Cleaning	Employee Costs	(26)
Street Cleaning	Temporary Staff	23
Street Cleaning	Vehicle Fuel	20
Street Cleaning	Private Street Cleaning Income	(4)
Total		44

Environmental Health	Budget (£000's)	Forecast Outturn (£000's)	Forecast Variance (£000's)
Climate Change	49	49	-
Total	49	49	-

Climate Change	Explanation	Forecast Amount Over/ (under) £'000
Climate Change	No Change	0
Total		0

Finance, Treasury Management and Communications

Deputy Leader (Finance, Treasury Management and Communications)	Budget (£000's)	Forecast Outturn (£000's)	Forecast Variance (£000's)
Corporate and Commercial	914	890	(24)
IT and Printing	410	415	5
Financial Services and Capital Financing	940	183	(757)
Total	2,264	1,488	(776)

Corporate and Commercial	Budget (£000's)	Forecast Outturn (£000's)	Forecast Variance (£000's)
Committee Support	98	101	3
Elections	208	211	3
Emergency Planning	12	10	(2)
Programmes and Transformation	265	239	(26)
Members Allowances	331	329	(2)
Total	914	890	(24)

Division	Explanation	Forecast Amount Over/ (under) £'000
Committee Support	Employee Costs	2
Committee Support	Supplies and Services	1
Elections	Employee Costs	3
Emergency Planning	General Grants	(2)
Programmes and Information	Employee Costs - Vacant Post	(26)
Members Allowances	Basic Allowance	(2)
Total		(24)

IT and Printing	Budget (£000's)	Forecast Outturn (£000's)	Forecast Variance (£000's)
Central Reprographics and Administration	104	105	1
Computer Services	306	310	4
Total	410	415	5

Division	Explanation	Forecast Amount Over/ (under) £'000
Central Reprographics	Employee Costs	1
ICT	Employee Costs	4
Total		5

Financial Services and Capital Financing	Budget (£000's)	Forecast Outturn (£000's)	Forecast Variance (£000's)
Audit	129	129	-
Capital Finance	264	(493)	(757)
Financial Management Unit	547	547	-
Total	940	183	(757)

Division	Explanation	Forecast Amount Over/ (under) £'000
Capital Financing Costs	Investment Income	(757)
Financial Management Unit	Employee Costs	(28)
Financial Management Unit	Temp Staff Costs	70
Financial Management Unit	Contribution - Professional Reserve	(41)
Financial Management Unit	Contribution - New Burdens	(1)
Total		(757)

Appendix B - Investments as at 30th June 2022

Borrower	Principal (£)	Interest Rate	Start Date	Maturity Date
Call Accounts and Money Market Funds				
RBS SIBA	148,985	0.10%		
Barclays	13	0.20%		
MMF Aberdeen	1,950,000	1.08%		Call
MMF Federated	4,000,000	1.13%		Call
Fixed Deposits / Certificates of Deposit				
Lloyds Bank CD	1,000,000	1.14%	24/05/2022	22/07/2022
Lloyds Bank CD	1,000,000	1.14%	16/05/2022	16/08/2022
Lloyds Bank CD	1,500,000	1.50%	01/06/2022	01/11/2022
National Westminster Bank CD	1,000,000	0.19%	19/08/2021	18/08/2022
National Westminster Bank CD	1,000,000	1.30%	30/03/2022	30/09/2022
National Westminster Bank CD	1,000,000	0.65%	24/11/2021	23/11/2022
National Westminster Bank CD	1,000,000	0.82%	14/01/2022	13/01/2023
National Westminster Bank CD	1,000,000	1.71%	17/03/2022	17/03/2023
Santander CD	1,000,000	1.22%	20/05/2022	19/08/2022
Santander CD	1,500,000	1.41%	09/05/2022	09/11/2022
Santander CD	1,000,000	1.63%	01/06/2022	01/12/2022
Nordea CD	1,500,000	0.99%	10/02/2022	10/08/2022
DZ Bank CD	1,500,000	1.12%	25/03/2022	25/07/2022
DZ Bank CD	1,500,000	1.40%	13/04/2022	13/10/2022
Toronto Dominion Bank CD	1,000,000	1.69%	09/06/2022	09/12/2022
Toronto Dominion Bank CD	1,500,000	1.02%	31/01/2022	31/01/2023
Toronto Dominion Bank CD	1,000,000	1.92%	27/04/2022	27/02/2023
Bank of Montreal CD	1,500,000	2.50%	10/06/2022	09/06/2023
UK Treasury Bill	1,000,000	0.42%	31/01/2022	01/08/2022
UK Treasury Bill	1,500,000	0.94%	19/04/2022	17/10/2022
UK Treasury Bill	1,500,000	0.96%	19/04/2022	17/10/2022
Merseyside PCC	5,000,000	0.07%	20/09/2021	15/07/2022
DMO (UK Debt Management)	2,000,000	1.05%	08/06/2022	11/07/2022
DMO (UK Debt Management)	4,500,000	0.78%	20/04/2022	19/07/2022
DMO (UK Debt Management)	1,700,000	1.20%	30/06/2022	22/08/2022
DMO (UK Debt Management)	1,500,000	0.79%	30/03/2022	30/08/2022
DMO (UK Debt Management)	1,000,000	1.28%	24/06/2022	19/09/2022
DMO (UK Debt Management)	1,500,000	0.82%	07/04/2022	07/10/2022
DMO (UK Debt Management)	2,600,000	1.43%	10/06/2022	21/11/2022
DMO (UK Debt Management)	3,300,000	1.53%	15/06/2022	21/11/2022
DMO (UK Debt Management)	3,000,000	1.62%	21/06/2022	21/11/2022
DMO (UK Debt Management)	2,500,000	1.70%	30/06/2022	19/12/2022

Investments rate of interest as at 30 Jun 2022	Principal (£)	Interest Rate
Total Investments	60,198,998	1.13%

Average rate of interest (Year to date)	Principal (£)	Interest Rate
Total Investments	65,477,231	0.73%

Corporate Risks

Risk Owner: Corporate Management Team

Risk	Source of Risk	Treatment Description	Likelihood	Impact	Risk Level	Last Reviewed
Brexit and wider economic and geo-political	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.). Potential for operational/service delivery disruption.	<p>Monitoring of Economic conditions / external forecasts, horizon scanning by CMT and Senior Officers.</p> <p>Prudent and Robust rolling MTFS and regular monitoring and reporting.</p> <p>Understanding and acting on any intelligence forthcoming from local and central government bodies.</p>	2	4	13	30/06/2022
Business Rates Retention Scheme	Business Rate Retention Scheme. Impact of scheme on funding, including scale of reliefs/appeals, longer term economic impact of Covid-19, the impact of revaluation and the planned business rates reset.	<p>Regular in year monitoring of the scheme</p> <p>Keeping abreast of latest developments with Business Rates Retention and feeding into any national consultations.</p> <p>Proactive monitoring of potential and lodged appeals and accounting for likely outcomes</p> <p>Robust MTFS to provide provision for financial resilience to changes in scheme, including a business rates reserve.</p>	4	4	16	30/06/2022
Covid -19	The potential to impact on business, communities, resources and the delivery of council services	<p>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.</p> <p>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, as well as ensuring the recovery process continues should future interventions occur.</p> <p>The Council is in the recovery phase, focusing on supporting the local economy and business, as well as supporting local communities adapt to new norms of behaviour - with further details outlined in the regular Covid Update Reports to Cabinet.</p>	2	4	13	30/06/2022
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).	<p>Robust MTFS with flexibility to respond to changes in government proposals</p> <p>Financial modelling/impact assessment.</p> <p>Keep abreast of Govt developments and pro-actively responding to consultations.</p>	3	4	15	30/06/2022

Corporate Risks		Risk Owner: Corporate Management Team				
Risk	Source of Risk	Treatment Description	Likelihood	Impact	Risk Level	Last Reviewed
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	30/06/2022
Financial : Pension Scheme	Increasing pension liabilities result in the need to increase employer contributions above those assumed within the MTFS	Realistic provision within MTFS for cost and changes Keeping abreast of updates from the actuary and pension fund	1	4	10	30/06/2022
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.	An internal officer team has been established to address these issues and provide the appropriate response. Officers are working with County colleagues (who are effectively leading on the scheme) to ensure communications channels are appropriate. 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.	2	2	5	30/06/2022
ICT Security	Unintentional or intentional introduction of malware, resulting impacts on normal service delivery and/or breach of data protection, via: 1) Prevention of access to systems or data 2) Physical destruction of hardware 3) Data Exposure or leaks 4) Data alteration	ICT Security Policy Access controls and permissions within system applications Protective defences such as antivirus software Perimeter protection with hardware firewalls Regular patching Quarterly vulnerability scans Officer and Member training and awareness Prevention of access to unnecessary physical facilities e.g. USB devices	2	4	13	30/06/2022

Corporate Risks		Risk Owner: Corporate Management Team				
Risk	Source of Risk	Treatment Description	Likelihood	Impact	Risk Level	Last Reviewed
Litigation - General	Failure to comply with the law on a range of services, including the New General Data Protection Regulations (GDPR)	Managers/Heads of Service, with Legal support, keep abreast of new and changed law				30/06/2022
		Monitoring Officer role to oversee legal compliance	1	4	10	
		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.				
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.	Robust MTFS provides some degree of resilience to financial shocks				30/06/2022
		Proactive treasury management forecasting, monitoring and reporting	4	4	16	
		Budgeting based on prudent forecasts. Regular in-year monitoring and forecasting				
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 strengthen, taking into account learning from other authorities and Sector led Pilots.				30/06/2022
		Use of external expertise and advice. Provision made within reserves against claims and some allowance within the budget for additional support.	2	4	13	
		Management oversight				
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.	2	4	13	30/06/2022
		Oversight of the projects via the Business Assurance Group				

Corporate Risks		Risk Owner: Corporate Management Team				
Risk	Source of Risk	Treatment Description	Likelihood	Impact	Risk Level	Last Reviewed
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. Advice from professional treasury advisors, monitoring market developments, benchmarking.	2	4	13	30/06/2022
Unforeseen Environmental Impacts	Floods, fire, chemical, major disaster, terrorism	Major Incident/Emergency Plan Test exercises ensure readiness for incidents Internal resource and support from CSU 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. County wide preventing violent extremism working group	2	4	13	30/06/2022
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	4	4	16	30/06/2022
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	30/06/2022
Wider Public Sector Funding Reductions	Impact on the Council of the wider public sector funding reductions (e.g. homelessness, supported housing, waste 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	3	4	15	30/06/2022

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 GBSLEP/SSLEP	Failure to be adequately represented and therefore limited ability to influence. Opportunity risk of not maximising potential benefits from working within the LEPS.	Senior officers (CE and Heads of service) heavily involved in working with the LEP to represent Council's interests The Council is a member of the SSLEP with a place on the board. One member (Council) one vote, provides Council with a strong voice on GBSLEP	1	4	10	30/06/2022	
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. BC's reviewed in preparation for recent Covid-19 events 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	30/06/2022	
Communication	Lack of community engagement and failure to take into account residents views in the decision making process. Covid-19 has made this more challenging, in particular relation to the ability to undertake face to face consultations.	Communications strategy reviewed and revised in December 2021. Communications Plans in place and regularly reviewed. Proactive social media work undertaken by the Corporate and Commercial Team	2	2	5	30/06/2022	
Corporate Plan	Failure to deliver corporate plan objectives	Corporate Plan is adopted at full council and refreshed at full council annually. The CP is established with COs and DLs working together to realign political manifesto into a series of objectives and SMART targets. 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.	3	4	15	30/06/2022	
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	30/06/2022	
Devolution	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. Monitored by the executive	1	4	10	30/06/2022	

Strategic Risks

Risk Owner: Corporate Management Team

Risk	Source of Risk	Treatment Description	Likelihood	Impact	Risk Level	Last Reviewed
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	30/06/2022
Levelling Up	Wider potential impact of central policy outlined in the white paper published in February 2022 and the potential for missed opportunities	Developments and opportunities monitored. Monitored by the executive. Funding bid due to be submitted to Government in relation to Round 2	1	4	10	30/06/2022
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	30/06/2022
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	30/06/2022
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 DLs 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 taken as necessary.	1	4	10	30/06/2022
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	30/06/2022

Strategic Risks

Risk Owner: Corporate Management Team

Risk	Source of Risk	Treatment Description	Likelihood	Impact	Risk Level	Last Reviewed
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.	<p>Member training</p> <hr/> <p>Financial provision/contingency to meet potential costs of appeals</p> <hr/> <p>Legal advice at committee</p>	3	4	15	30/06/2022
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.	<p>The TMS reflects statutory and non-statutory guidance and is adopted at full council annually, following scrutiny by the Audit and Value for Money Council Services 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.</p> <hr/> <p>Adequate and suitably trained staff. Regular member training/briefings.</p> <hr/> <p>The appointment of professional treasury management advisors</p>	1	4	10	30/06/2022