	REPORT TO CABINET TO BE HELD ON 13 MARCH 2018	
	Key Decision	Yes
	Forward Plan Ref No	
Corporate Priority - ALL	Cabinet Portfolio Holder	Cllr. Helen Mallory

REPORT OF THE DIRECTOR (NE) – 18/23

WARDS AFFECTED: ALL

SUBJECT: FINANCIAL MONITORING TO DECEMBER 2017 (3rd QUARTER)

RECOMMENDATION (S):

Cabinet is recommended to:

- i) Note the report and in particular that:
 - Despite the setting of an extremely challenging budget a year end surplus of £24k is currently expected to be achieved;
 - The majority of income targets are being achieved;
 - The majority of savings identified as part of the 2017/18 budget setting process are being achieved but there are a small number of areas that still require addressing (including some perpetual under achieved budgets). These will continue to be monitored.
 - The capital programme continues to operate within the overall parameters set in terms of contingency levels;

- ii) Approve acceptance of the following grants:
 - £6k from Ichoosr towards campaign materials to encourage households to switch to cheaper energy providers.
 - £448k from the Environment Agency to fund coastal protection works at Runswick Bay.
 - £50k of funding from the Governments Land Release Fund in order to assist with the remediation of contaminated land for the development at Dean Road Depot.
 - £78k additional funding from the Environment Agency in order to extend

the current Scarborough Coastal Risk management Programme by a further two and a half years.

- iii) Approve allocation of £15,330 of Section 106 monies to Seamer Parish Council in order to make improvements to the village green.
- iv) Note that £206k of the Council's £5m Coastal Protection budget has been committed to carryout essential repairs and maintenance to the Spa Sea Wall.
- v) Delegate authority to Director (NE) to enter into a 5 year contract with North Yorkshire County Council for the delivery of highway grass cutting, tree works and weed spraying.
- vi) Approve an increase in the budget for the strengthening of a section of North Wharf from £140k to £159k. These costs will be funded from existing Scarborough Harbour Reserves and;

Provide authorisation to the Director (NE), after consultation with the Portfolio holder for Project Management, Harbours, Coast and Flood Protection, to enter into contract with the preferred Contractor to carry out the works, who has been selected from the Council's approved list and assessed as offering the most economically

REASON FOR RECOMMENDATION(S):

To provide information relating to the Council's financial performance for the 2017/18 year.

HIGHLIGHTED RISKS:

There are risks in respect of financial matters, primarily in respect of potential additional costs or underachieved income. These risks are mitigated by the monitoring procedures that are in place throughout the Council.

1. INTRODUCTION

- 1.1 The Council is committed to a strong financial management culture that underpins the focus on continuous improvement. Regular monitoring of the Council's capital and revenue budgets, income collection and recovery of arrears, and level of reserves are key components of the performance management framework.
- 1.2 This report covers the first nine months of the 2017/18 financial year from April to December 2017. With this report being presented to Cabinet a month later than usual, more up to date information has been used where possible when forecasting the year end outturn. It is important that all the data included within this report is carefully considered if we are to continue to embed the culture of continuous improvement within the organisation.

1.3 Following the appointment of a new Director responsibility for some services has changed. This report is produced in line with the new structure and, to aid comparisons, the report assumes that that structure has been in place for the whole financial year. Prior year figures have also been amended to reflect this new structure.

1.4 The report covers the following areas:

- Financial Performance – Revenue Budget
- Financial Performance – Capital Budget
- Grants
- Reserves
- Highway grass cutting, tree works and weed spraying

2. CORPORATE AIMS/PRIORITIES AND THE COMMUNITY PLAN

2.1 The Council's capital and revenue budgets cover all Corporate Objectives.

3. BACKGROUND AND ISSUES

3.1 Financial Performance – Revenue Budget

3.1.1 The Council's revenue monitoring process concentrates on areas that are categorised as high risk due to their size, volatility or previous year's outturn. This report summarises all areas of concern and budgetary surpluses that are anticipated for the year, which have been identified through the budget monitoring exercise.

3.1.2 Sales, Fees and Charges and External Rents (net of direct costs)

Sales, fees and charges and external rents (net of direct costs) have a full year budgetary target of £16.7m. Various factors can affect income levels and therefore they are closely monitored during the year.

3.1.3 Salaries and Wages

The Council is budgeted to spend nearly £20m on salary and wages this year and therefore these costs are monitored closely.

3.1.4 Other High Risk Areas

In addition to the two areas above, the budget monitoring process has identified other areas of concern and budgetary surpluses that are anticipated in the year. These are categorised as high risk as a result of their size, volatility or previous years' outturn. Items get added to this section as the year progresses if the financial monitoring outlines any material in year shortfalls or surpluses.

3.1.5 The table below summarises the position, per Directorate, of the areas outlined above. All other areas of revenue income and expenditure within the Council are currently expected to be in line with budget. **Appendix 1** of this

report outlines, in greater detail, the key areas that are reviewed as part of the monitoring process.

Director	Appendix	Full Year Budget	Year to Date			Year End Forecast
			Actual £k	Budget £k	Surplus/ (Deficit) £k	
Chief Executive	1.1	1,554	1,309	1,265	(44)	(95)
Director (Nick Edwards)	1.2	7,340	4,549	4,985	436	370
Director (Lisa Dixon)	1.3	(3,714)	(3,511)	(3,440)	72	(29)
Director (Richard Bradley)	1.4	(278)	(558)	(625)	(67)	20
Corporate	1.5	1,758	2,062	1,633	(428)	(243)
Total		6,650	3,850	3,820	(31)	24

3.1.6 The table above outlines that a small surplus will be achieved against the revenue budget for 2017/18, (the previous report outlined a £100k surplus). This year end position is projected after the following in year adjustments have been made:

- £150k utilised to fund the 2018 Tour De Yorkshire (17/188)
- £500k transferred to General Fund in year to help balance the revenue budget for the period 2018 to 2021 (17/254)

3.1.7 The key variations from budget that are expected to occur this year are outlined below. Deficits to budget are shown in brackets and more details are provided in **Appendix 1** to this report. Aspects of those items highlighted with an * may recur (at least in part) and have been included or addressed within the 2018/19 budget proposals.

Chief Executive

- (£15k) - external income target put forward in the 2016/17 budget proposals for Internal Audit unlikely to be achieved during the year*
- £22k – staffing savings from a vacant post within the ICT service *
- (£112k) – transformation team savings target delivered within individual services (predominantly commercial waste) and shown within specific services within this report *

Director (Nick Edwards)

- £54k – saving from refuse; disposal charges (£24k) and staffing savings from street cleansing (£30k).
- £58k – higher than expected administration subsidy for the administration of housing benefits and the localised support for council tax scheme *
- £60k – salaries savings within benefits team as a result of vacant posts and maternity leave *
- £101k – higher than budgeted income from Scarborough Harbour activities

- £78k – flexible homelessness support grant received from DCLG to compensate the Council for growth that had previously been built into base budget as a result of changes to the way that temporary leased accommodation is treated through the subsidy calculations

Director (Lisa Dixon)

- (£10k) – legal services external income shortfall *
- £60k – increased income from off street car parking *
- (£48k) – overspend on Open Air Theatre due to increased security and rigging costs.

Director (Richard Bradley)

- £75k – overall saving expected from commercial waste service through increased income (£50k) * and staffing savings (£25k)
- (£40k) – reduced occupancy at Scarborough Indoor Market following the refurbishment works
- £133k – higher than expected planning fee income *
- (£21k) – non achievement of capital salary recharges with the regeneration team
- (£150k) – funding for the 2018 Tour De Yorkshire as agreed by full Council (17/188)

Corporate

- £130k – delay in pension auto-enrolment for some staff members means budget not required this year
- £21k – surplus from universal credit funding
- £38k – surplus from new burdens funding
- £68k – 2016/17 contingency budget no longer required *
- (£500k) – transfer to General Fund to fund draws required to balance the Council's revenue budget in 2018/19 and 2019/20

3.1.8 Other key opportunities / threats

The following items have not been adjusted for within this forecasted outturn however will be carefully monitored throughout the rest of the year:

Opportunities

- Revenue contingency budgets – as part of the budget setting process it was noted that inflationary pressures and the general state of the economy would exert pressures on many areas of the council during the year. For this reason a contingency budget was created. At this stage it is assumed that this will be utilised in full throughout the year however this may not be the case.
- Business Rate revaluations - expenditure on business rates is below budget to date primarily as a result of one off refunds dating back to the 2010 valuation list. It is proposed that any one-off savings generated from successful business rate appeals will be invested within the Council's capital program but these may generate on-going savings in future years.

Threats

- All known areas covered within the report.

Localised Business Rates Scheme

In January each year the Council must estimate the level of net business rate income that will be generated within the Borough for the financial year ahead. The Council retains a share of this income through the localised business rates scheme and takes this funding into account in its revenue budget.

In 2017/18 the Council's share of net income from the localised business rates scheme is expected to be £750k higher than the original projections. This surplus predominantly relates to an increase in the rateable value of properties across the Borough (e.g. from new commercial property listings) and an unexpected grant to compensate local authorities for the increases in the cost of small business rates relief (SBRR), which has arisen from the government's decision to increase SBRR thresholds from 2017/18 onwards. Details of this grant were not received until January 2018.

A national business rates revaluation came into effect on 1 April 2017. At the same time the Valuation Office launched a new 'Check, Challenge and Appeal' process for businesses to lodge business rates appeals. This new process requires businesses to provide evidence in support of their appeal rather than the old process which allowed generic, prospective appeals to be lodged. To date a very small number of appeals have been lodged nationally therefore the likely cost of successful appeals is highly uncertain at both a national and local level. The Council is projecting that appeals will be settled in line with a 4.7% national average figure that the DCLG incorporated in the localised business rates scheme baseline figures. If the outcome of appeals within the Borough is higher than the national average the Council will need to fund a proportion of the resulting shortfall; conversely the Council will be better off if the outcome is less than the national average.

Due to the risks and uncertainties relating to business rates appeals and the business rates revaluation the Council may deem it prudent to establish contingency sums for future appeal provisions. This will be considered as part of the final outturn position for 2017/18. The 2018 Financial Strategy identifies that any remaining business rate surpluses will be earmarked for the Capital Investment Strategy; the details of which will be presented to Members during 2018.

3.2 Financial Performance - Capital Budget

- 3.2.1 **Appendix 2** sets out detailed information in relation to areas identified in the capital monitoring process and schemes with a value above £250k.

3.2.2 Completed schemes

MOT Facility

As part of the Taxi Licensing Policy Review a decision was made to utilise funds from the Councils Investment Fund for the provision of MOT facilities at the Dean Road Depot Site. The works included significant investments in new plant & equipment together with refurbishments and alterations to both the existing workshop and new reception area.

Overall the works came in £17k over the original estimation at £107k. The overspend occurred as a result of unforeseen costs relating to the refurbishment of the workshop and creation of a new customer reception area. The additional works were funded through the reallocation of existing equipment budgets held within the service.

Robin Hoods Bay PAR

This 100% externally funded scheme was aimed at developing a business case to seek funding for a seawall maintenance project at Robin Hoods Bay.

All objectives were achieved with subsequent funding secured for phase 1 of the works.

York Place

In principle approval was granted in April 2017 (ref 17/070) for the sale of the long lease interest in 19B York Place, Scarborough. As part of the original lease agreement the Council was liable to pay compensation to the tenant in order to break the lease and take back the premises.

These transactions have subsequently been completed in line with budget and a capital receipt has been received of £86,500 for the property. The net receipt for this disposal is in line with the proposed budget.

Khyber Pass Public Conveniences

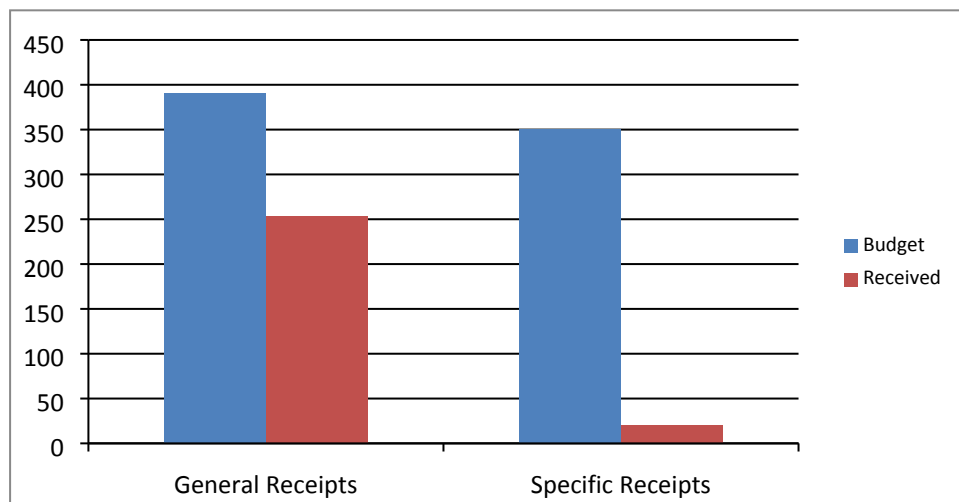
The construction of the new public convenience on Pier Road, Whitby was completed prior to the main 2017 tourism season. This subsequently permitted the closure of the old Kyber Pass toilet block and this is now in the process of being disposed of.

The new Pier Road toilet block formed part of a package of public conveniences transferred to Whitby Town Council to operate.

The construction and internal fit out were completed within budget. There is an outstanding element which is the relocation of the electrics contained within the old Kyber Pass block which serve the lights on West Pier. This will be undertaken in conjunction with the disposal process.

3.2.3 Capital receipts

The graph below details the current levels of capital receipts within the year.



A general level of capital receipts are anticipated each year and are built into the Councils capital strategy together with any specific disposals where appropriate. These levels of receipt must be generated in order to balance the Council's capital budgets.

The specific receipts target relates to the sale of land at Danes Dyke Scarborough and the sale of the former public toilets at Khyber Pass. These capital receipts are still expected to be received.

3.2.4 Section 106

The Council holds monies received under the terms of Section 106 of the Town and Country Planning Act 1990. These monies are received as contributions towards various infrastructure projects throughout the Borough.

The Council have received a sum of £15,330.24 from the developers of a site at Manor Garth, Main Street, Seamer. The conditions of the Section 106 agreement state that the monies shall be "towards the provision, improvement and/or enhancement of the village green". The village green is under the management of Seamer Parish Council, who, in conjunction with the Councils Parks Department, have developed a suitable scheme of works.

The main focus of the works is the installation of new fencing around the boundary, replacement of aging bench seats, tables, chairs and the renewal of access gates to the Main Street boundary.

The Parish Council have received quotes for the works and sought advice in relation to planning permissions. It is recommended Members approve an allocation by way of grant to Seamer Parish Council for £15,330.24 being the equivalent value of the Section 106 monies received. Seamer Parish Council will then subsequently project manage the related works.

3.3 Grants

3.3.1 Revenue Grants

Ichoosr

The Council will shortly be running a collective switching campaign to encourage households to switch to cheaper energy tariffs. IChoosr will provide a grant of £6k towards campaign materials to encourage users to switch.

3.3.2 Capital Grants

Runswick Bay

The Environment Agency has approved the allocation of an additional £448k for Runswick Bay Coastal Protection Works. These additional monies have been awarded following the completion of a detailed design and cost audit of the construction quote.

The overall scheme remains 100% externally funded.

Dean Road Depot

£50k has been allocated from the Governments Land Release Fund to assist with works required in the redevelopment of the Dean Road Depot. The Land Release Fund was established in order to combat barriers which would otherwise make land unusable for development.

The monies will be used in order to deal with and remediate contaminated land and materials within the site.

Scarborough Coastal Risk Management Plan

The Environment Agency has granted additional funding of £78k in order to extend the current management programme for a further two and a half years. This will bring the programme in line with the Environment Agency's 6 year programme.

3.4 Reserves

3.4.1 Reserves form an important part of the Council's financial planning process and retaining an optimum level of reserves is integral to the budget setting process. The level of reserves are monitored throughout the year to ensure that they are on target and are deemed to be adequate, taking into account the risks identified in the budget monitoring process.

3.4.2 The criteria for assessing the adequacy of reserves are set out each year in the Council's Financial Strategy. The table below outlines the balances of the reserves at the start of the year and also the projected year end balances:

Reserve	Optimum Criteria		Balance at 1 April 17	In year Forecast movement	Projected 31 Mar 18	
	Minimum	Maximum				
General Fund	2,000	3,000	2,676	350	3,026	●
Capital Contingency	500	1,500	610	147	757	●
Insurance Reserve	1,350	no max	1,571	149	1,720	●
Pension Reserve	100	750	891	200	1,090	●
Capital Development Reserve (including useable capital receipts)	Resources matched to investments over 10 yrs		11,606	(2,421)	9,185	●
Other Reserves	no min	no max	13,468	(6,797)	6,671	●
Total			30,822	(8,372)	22,450	

3.4.3 **General Fund** - the balance of the General Fund at 31 March 2017 was £2.676m. The previous monitoring report (17/237) allocated £500k of the projected year end underspend into the General Fund reserve to fund draws required to balance the Council's revenue budget in 2018/19 and 2019/20. With £150k being drawn from the General Fund in 2017/18 to fund the costs associated with the Tour De Yorkshire cycle event (16/246), the uncommitted balance on the General Fund is currently £2.526m.

3.4.4 **Capital Contingency Reserve** – whilst the projected balance at 31 March 2018 is expected to be £757k, £200k of the balance is earmarked for the Futurist redevelopment (should it be required) and therefore the uncommitted balance is £557k. In addition to this, some monies may be required for the Leisure Village scheme.

Given that the Council's capital programme includes high value schemes such as Coast Protection works and the demolition and stabilisation of the Futurist site the current balance is not deemed to be adequate in the short term. The 2018/19 capital budget proposals include the recommendation to transfer £200k into the Capital Contingency Reserve to increase the uncommitted reserve balance to £757k.

3.4.5 **Insurance Reserve** – the Insurance Reserve covers risks which are by their nature difficult to insure such as cliff slippage and certain storm damage, and risks which are generally uneconomic to insure such as damage due to leakage from water pipes and the theft of small items of equipment. The fund also meets the cost of some insurance excesses and risk management expenditure. The balance of the reserve is currently considered adequate.

3.4.6 **Pension Reserve** – whilst this balance is in excess of the optimum range, it is recognised that this reserve will be subject to a particular strain over the short to medium term as the Council delivers the high level of savings targets needed to balance its revenue budget. The current balance is therefore considered to be appropriate particularly given that base budget contributions into the reserve have been reduced (from £201k to £101k) as part of the 2018/19 budget setting process.

3.4.7 **Capital Development Reserve** – this reserve aims to match resources to investments over a ten year period. The current projections show that the resources available are broadly balanced over the 10 year period to 2028; however there are overcommitted balances in some of the later years of the plan and not all essential expenditure is included in the projections (e.g. asset management backlog works). Proposals to commit monies from the reserve have therefore been restricted in 2018/19.

3.4.8 At present the balance of other earmarked reserves is considered adequate

3.5 Highway Grass Cutting, Tree Works and Weed Spraying

3.5.1 North Yorkshire County Council contract the Borough Council to undertake works on the Highway including grass cutting, weed spraying and tree works. The current contract has expired and NYCC have proposed a new five year arrangement to continue these works. An Officer / Member group consisting of Councillor Turner, Councillor Jenkinson, Councillor Mallory, Director (NE), the Operations, Transport and Countryside Manager and the Parks Manager have considered in detail the proposed contractual arrangements and are happy to proceed.

3.5.2 It should be noted that the 2018/19 budget provides a one year supplement of £70k to assist with the delivery of this service in 2018/19 to ensure that grass is maintained to a high standard across the Borough despite funding reductions from NYCC. Officers will investigate other means of delivery and funding for this service over the coming months as part of the transformation programme to ensure high service levels are maintained for the full 5 year contract period.

4. ASSESSMENT

4.1 Despite severe funding cuts the revenue budget for the year is expected to be achieved and current projections envisage a small year end surplus. Whilst this is positive news it should be noted that this does include one off sources of funding and savings.

4.2 There are a small number of savings that were put forward for 2017/18 that are not being achieved (in full) and these will continue to be monitored into the new year. In addition there are a small number of areas that still require addressing (including some perpetual under achieved budgets) and these will continue to be carefully monitored.

4.3 The Capital Programme continues to operate within the overall parameters set in terms of contingency levels.

5. IMPLICATIONS

5.1 **Policy**
No direct implications.

5.2 Legal

The Council will need to enter into agreements in respect of the grant funding referred to in this report.

5.3 Financial Implications

Set out in this report.

5.4 Staffing Implications, Planning Implications, Crime and Disorder, Health & Safety and Environmental Implications

No specific implications, through many of the Corporate Priorities are linked to Economic and Sustainable Development.

Nicholas Edwards

Nicholas Edwards
Director

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Background Papers:

17/58 – Financial and Property Asset Management Strategy and Council Tax Setting 2017/18
17/237 – Financial Monitoring to September 2017

FINANCIAL PERFORMANCE - REVENUE BUDGET

1. Introduction

This is the third monitoring summary for the 2017/18 financial year covering the period **1 April to 31 December 2017**. The information contained within these appendices is derived from the same information that is delivered to managers desktops on a monthly basis and it is hoped that this consistency will aid the understanding and further embed the budget monitoring process across the authority.

Appendices 1.1 to 1.6 provide additional information on Sales, Fees and Charges, External Rents, Salaries and Wages and Other High Risk areas analysed by Directorate responsibility.

Following the appointment of a new Director, reporting lines for some of the Council's services have changed. The tables below have been updated to reflect this change and the comparatives have also been amended to allow meaningful comparisons.

Sales, Fees and Charges, External Rents and Salaries and Wages

Director	Prev YTD Actuals	Year to Date			Estimated Year End Outturn		
		Actual £k	Budget £k	Surplus/ (Deficit) £k	Full Yr Budget £k	Full Yr Forecast £k	Surplus/ (Deficit) £k
Chief Executive	1,283	1,376	1,381	6	1,832	1,815	17
Director (Nick Edwards)	2,315	2,953	3,176	223	4,873	4,727	145
Director (Lisa Dixon)	(4,235)	(4,396)	(4,434)	(37)	(4,652)	(4,669)	17
Director (Richard Bradley)	(360)	(1,148)	(917)	231	(767)	(953)	186
Corporate	2,192	1,694	1,813	119	1,836	1,706	130
Total	1,195	479	1,020	542	3,122	2,626	496

Other High Risk Areas

Director	Prev YTD Actuals	Year to Date			Estimated Year End Outturn		
		Actual £k	Budget £k	Surplus/ (Deficit) £k	Full Yr Budget £k	Full Yr Forecast £k	Surplus/ (Deficit) £k
Chief Executive	162	(67)	(116)	(49)	(288)	(176)	(112)
Director (Nick Edwards)	1,656	1,596	1,809	213	2,467	2,242	225
Director (Lisa Dixon)	810	885	994	109	938	984	(46)
Director (Richard Bradley)	235	590	292	(298)	489	655	(166)
Corporate	112	368	(180)	(547)	(78)	295	(373)
Total	2,974	3,372	2,799	(573)	3,528	4,000	(472)

Overall Summary

Director	Prev YTD Actuals	Year to Date			Estimated Year End Outturn		
		Actual £k	Budget £k	Surplus/ (Deficit) £k	Full Yr Budget £k	Full Yr Forecast £k	Surplus/ (Deficit) £k
Chief Executive	1,445	1,309	1,265	(44)	1,544	1,638	(95)
Director (Nick Edwards)	3,967	4,549	4,985	436	7,340	6,970	370
Director (Lisa Dixon)	(3,422)	(3,511)	(3,440)	72	(3,714)	(3,685)	(29)
Director (Richard Bradley)	(146)	(558)	(625)	(67)	(278)	(298)	20
Corporate	2,304	2,062	1,633	(428)	1,758	2,001	(243)
Total	4,148	3,850	3,820	(31)	6,650	6,626	24

Chief Executive

Sales, Fees and Charges, External Rents and Salaries and Wages

Service	Prev YTD Actuals	Year to Date			Estimated Year End Outturn		
		Actual £k	Budget £k	Surplus/ (Deficit) £k	Full Yr Budget £k	Full Yr Forecast £k	Surplus/ (Deficit) £k
Electoral Services	128	120	122	2	156	144	12
HR and Health & Safety	212	219	230	11	307	302	4
Capital and Procurement Unit	249	286	285	-	382	382	-
Internal Audit	104	99	96	(3)	127	142	(15)
Public Relations	34	35	35	-	47	47	-
Senior Management Team and Support	103	107	107	-	142	142	-
IT Services	396	394	401	7	535	513	22
Corporate	58	117	106	(11)	136	143	(6)
Total	1,283	1,376	1,381	6	1,832	1,815	17

Key points to note about performance year to date:

- **Electoral Services** – Salary saving from part year vacant post.
- **Internal Audit** - Additional income of £20k was included within the 2016/17 budget proposals and is unlikely to be achieved in full this year. This has been offset in part by staffing savings during the year. With the service concentrating on GDPR in 2018/19 (and beyond) the external income target is being reduce to £10k as part of the 2018 budget proposals and the service have confirmed that this will be achievable.
- **ICT Services** – Salary saving from part year vacant post.

APPENDIX 1.2

Director (Nick Edwards)

Sales, Fees and Charges, External Rents and Salaries and Wages

Service	Prev YTD Actuals	Year to Date			Estimated Year End Outturn		
		Actual £k	Budget £k	Surplus/ (Deficit) £k	Full Yr Budget £k	Full Yr Forecast £k	Surplus/ (Deficit) £k
Corporate Management	(6)	(7)	(14)	(7)	(18)	(18)	-
Local Taxation	3	116	61	(55)	113	107	6
Property Services Operational Unit	(50)	(72)	(89)	(17)	(119)	(119)	-
Scarborough Harbour	(601)	(598)	(506)	92	(562)	(663)	101
Whitby Harbour	(506)	(510)	(522)	(12)	(565)	(506)	(59)
Depots and Admin Buildings	(60)	(48)	(42)	6	(56)	(56)	-
Home Improvement Agency	152	148	100	(48)	134	134	-
Accountancy	208	220	223	3	297	297	-
Accounts Receivable and Payable	126	131	138	7	185	177	8
Cash Collection and Administration	31	34	34	(0)	45	47	(2)
Choices 4 Energy	(49)	(9)	(4)	5	(6)	(6)	-
Environmental Health and Safety	30	37	32	(5)	48	48	-
Estates and Asset Management	158	170	173	2	241	241	-
Housing and Homeless	424	220	280	60	420	420	-
Housing Benefits Administration	653	672	724	51	967	907	60
Refuse Collection and Street Cleansing	169	889	974	85	1,487	1,433	54
Rental Properties	15	43	(3)	(46)	(5)	(5)	-
Senior Management Team and Support	71	74	74	-	99	99	-
Street Seats, Lighting and Name Boards	(59)	(44)	-	44	-	-	-
Transport and Vehicles Maintenance	257	213	230	17	306	306	-
Public Conveniences	164	104	120	17	150	150	-
Parks and Open Spaces	1,184	1,170	1,193	23	1,712	1,734	(22)
Total	2,315	2,953	3,176	223	4,873	4,727	145

Key points to note about performance year to date:

- **Local Taxation** – court cost income is behind target for the year to date but this is expected to improve in the remainder of the year. Whilst a small shortfall may occur it is hoped that this will be minimal.
- **Scarborough Harbour** – income from core harbour activities continues to exceed expectation despite additional targets being set as part of the 2017/18 budget proposals.

- **Whitby Harbour** – reduced income offset by reduced costs (see appendix 1.6)
- **Home Improvement Agency** – a delay in billing means that a year to date shortfall is shown in the above table. This has since been billed and the service is on target.
- **Housing and Homelessness** – higher than expected income has been achieved from the new Selective Licencing scheme during the first nine months of the year. This income is ring fenced for the project however and will be utilised over the five year period of the scheme.
- **Housing Benefit Admin** – higher than budgeted grant income for administering the Localised Support for Council Tax Scheme.
- **Refuse Collection and Street Cleansing** – In year savings from street cleansing staff are expected together with savings on disposal charges.
- **Rental Properties** – costs to date relate to leasehold properties. These costs should be billed to tenants in the remaining months of the year and therefore should not lead to an overspend at year end.
- **Parks and Open Spaces** – increased use of temporary staff during the year will lead to an overspend on staffing budgets

APPENDIX 1.3

Director (Lisa Dixon)

Sales, Fees and Charges, External Rents and Salaries and Wages

Service	Prev YTD Actuals	Year to Date			Estimated Year End Outturn		
		Actual £k	Budget £k	Surplus/ (Deficit) £k	Full Yr Budget £k	Full Yr Forecast £k	Surplus/ (Deficit) £k
Local Land Charges	(49)	(67)	(40)	27	(53)	(53)	-
Parking Off Street	(4,025)	(4,014)	(4,147)	(132)	(4,462)	(4,532)	70
CCTV	107	108	109	-	145	145	-
Cemeteries and Crematorium	(655)	(640)	(657)	(17)	(906)	(881)	(25)
Licensing	(229)	(212)	(229)	(16)	(225)	(225)	-
Cash Collection and Administration	30	38	39	2	50	50	-
Community Centres	(22)	(31)	(28)	3	(36)	(36)	-
Environmental Health and Safety	350	377	398	21	531	515	16
Legal Services	138	108	154	46	190	190	-
Member & Mayoral Expenses	12	1	1	-	2	2	-
Outdoor Playing Fields and Amenities	(8)	(15)	(21)	(6)	(21)	(14)	(7)
Print Plus	41	55	55	(1)	73	73	-
Regulatory, Governance, Performance & Admin	334	307	307	(1)	409	404	5
Rental Properties	-	-	-	-	(27)	(27)	-
Senior Management Team and Support	115	110	120	10	160	160	-
Beaches	82	77	60	(17)	68	68	-
Beach Chalets	(172)	(171)	(172)	(1)	(172)	(172)	-
Theatres	110	87	72	(15)	54	110	(55)
Outdoor Leisure Sites	(431)	(540)	(490)	50	(481)	(494)	13
Marketing and Events	37	25	34	8	51	51	-
Total	(4,235)	(4,396)	(4,434)	(37)	(4,652)	(4,669)	17

Key points to note about performance year to date:

- **Parking Off-Street** – Despite being behind the budgeted profile to date, income from off street car parking is projected to be £60k higher than budget this year. In addition to this, a £10k saving is expected on salaries from within the operational team.
- **Cemeteries and Crematoria Income** – Income from the service is lower than target (and on a like for like basis lower than at the same point in the previous year). Whilst a shortfall is currently expected, the transformation team have recently looked to diversify income streams at the venue and it is hoped that this will deliver additional income in the remainder of the year.
- **Licensing** - Reductions in the number of licences in recent years has led to unachievable income targets. Whilst this was highlighted as part of the 2016/17 budget setting process it was hoped that reviews of the services offered, changes to the licensing structure and a general increase in the

numbers of licences would ensure that the target could be achieved. Pleasingly this has now been achieved and the annual target is expected to be achieved.

- **Environmental Health and Safety** – savings on staffing costs being used to fund contractors
- **Legal Services** – Salary saving from part year vacant posts will be offset, in part, from increased use of Locum's.
- **Theatres** – the Open Air Theatre is expected to be overspent by £48k at year end. There are two main reasons for this overspend:
 1. Cost of erection and dismantle of the stage – this has proved to be more expensive than envisaged in 2017 and will be £24k higher than budget but did include some one off costs to ensure future years' costs could be reduced. This contract has now been retendered and future costs will be within budget with the possibility of a small saving.
 2. Venue security (non show days) – these costs are also expected to be £24k higher than budget. The principal reason for this is that security has been provided for a longer period and for longer hours than in recent years. The necessity for this is not expected to be repeated and therefore the budget should be achieved in future years.
- **Filey Brigg Caravan Park (part of outdoor leisure)** –Low, but effective, levels of investment have been made at the site over the last twelve months to make the customer offering more attractive. This has included putting hard ground standings in place in areas that are prone to flooding and this has meant that pitches that were previously unlettable during certain parts of the year are now available to customers. These works have led to a direct increase in revenue this year. There is still however work to do at the site, some of which is required to ensure that fire regulations continue to be met but more work is also required to ensure that further pitches are not prone to localised flooding. This work will be funded, were possible, from additional income generated by the site during the year.
The £13k surplus is as a result of higher than budgeted rental income from Scalby Manor Caravan Park.

Director (Richard Bradley)

Sales, Fees and Charges, External Rents and Salaries and Wages

Service	Prev YTD Actuals	Year to Date			Estimated Year End Outturn		
		Actual £k	Budget £k	Surplus/ (Deficit) £k	Full Yr Budget £k	Full Yr Forecast £k	Surplus/ (Deficit) £k
Community Partnerships & Safety	382	413	423	11	564	555	9
Economic Development	160	179	171	(8)	229	229	-
Industrial Units	(148)	(130)	(151)	(21)	(192)	(192)	-
Planning	(0)	33	159	127	260	127	133
Markets	(61)	(133)	(173)	(40)	(240)	(200)	(40)
Community Centres	(2)	(3)	(2)	1	(1)	3	(5)
Estates and Asset Management	74	99	118	19	170	145	25
Outsourced services	(21)	(20)	(21)	(1)	(21)	(21)	-
Refuse Collection and Street Cleansing	0	(846)	(731)	116	(727)	(802)	75
Rental Properties	(1,267)	(1,276)	(1,297)	(21)	(1,598)	(1,587)	(11)
Senior Management Team and Support	71	43	74	31	99	99	-
Sports Development	50	57	56	(1)	74	74	-
Marketing and Events	127	141	146	4	202	202	-
Customer Services	256	272	282	9	374	374	-
Tourist Information Centres	20	23	28	5	41	41	-
Total	(360)	(1,148)	(917)	231	(767)	(953)	186

Key points to note about performance year to date:

- **Community Partnerships and Safety** – salary savings due to additional hours budget not being required.
- **Planning** – large value planning applications have been received at the start of the year and this, coupled with continuing high levels of applications, will lead to higher than expected income this year.
- **Markets** – Following a delay in the refurbishment project, reductions in occupancy rates have lasted longer than originally anticipated. Whilst several new tenants have now opened shops within the site it is expected to take a further few months before target occupancy is achieved.
- **Estates and Asset Management** - salary savings due to vacant post.
- **Refuse Collection and Cleansing** - The amount invoiced for holiday let waste collections has exceeded the original target by £22k; taking the annual savings delivered from the transformation project to £90k. A post to assist with the pro-active selling of the Council's Commercial Waste service currently stands vacant (£25k in year saving), and will be filled once work has been completed to streamline processes and data held within the service. Despite the post being vacant significant improvements have already been made within the service and amounts billed for the year to date exceed the previous year's total and are expected to exceed budget by £28k

- **Rental Properties** - reduced income from property rental portfolio as a result of void occupancies at both Skinner Street and the former Whitby Tourist Information Centre building, (the latter is now let) offset in part by short term let for High Eastfield Farm.

Corporate**Sales, Fees and Charges, External Rents and Salaries and Wages**

Service	Prev YTD Actuals	Year to Date			Estimated Year End Outturn		
		Actual £k	Budget £k	Surplus/ (Deficit) £k	Full Yr Budget £k	Full Yr Forecast £k	Surplus/ (Deficit) £k
Corporate	2,192	1,694	1,813	119	1,836	1,706	130
Total	2,192	1,694	1,813	119	1,836	1,706	130

Key points to note about performance year to date:

- **Corporate**

The budget for the back funded element of the pension scheme is included within the 'Corporate' Service and this expenditure is in line with budget.

The £130k saving relates growth that was provided as part of the 2017/18 budget setting process for pension auto-enrolment. October 2017 was to see the next phase of the Council employees auto-enrolled into the pension scheme. Legislative changes mean that this won't now happen until October 2019 although employees who are not currently in the scheme are actively encouraged to join. Whilst this money won't be required this year it is expected that it will be required in the future.

APPENDIX 1.6

High Risk Areas

High Risk Area	Prev Yr Actual to Date £k	Year to Date			Estimated Year End Outturn		
		Actual £k	Budget £k	Surplus/ (Deficit) £k	Full Yr Budget £k	Full Yr Forecast £k	Surplus/ (Deficit) £k
Homelessness - B&B accommodation	80	91	91	1	124	124	-
Business Rates	686	732	769	37	769	769	-
Interest Receivable	(194)	(426)	(445)	(19)	(570)	(570)	-
Interest Payable	305	304	307	3	408	408	-
Capital Salary Recharges	(252)	(304)	(353)	(49)	(1,056)	(1,035)	(21)
Property Repair Fund	305	352	458	106	580	580	-
Grounds Maintenance (Highways Hardstanding)	283	309	421	112	505	505	-
Grounds Maintenance (Coast Protection)	371	190	317	126	419	419	-
Insurance	483	502	29	(473)	677	677	-
Contingency Budgets	-	-	234	234	234	106	127
Utilities (Gas, Electric and Water)	374	377	417	41	569	569	-
Vehicle Repairs & Fuel	439	496	445	(51)	592	592	-
Council Tax Benefit (prior to 2013/14)	(15)	(22)	-	22	-	(22)	22
Housing Benefit (costs net of subsidy)	(104)	36	68	32	91	91	-
Tour De Yorkshire (2018)	-	150	-	(150)	-	150	(150)
Transfer to General Fund	-	500	-	(500)	-	500	(500)
Other Areas (net) Identified by Budget Managers:							
Admin Support Grant Adjustment	-	-	58	58	58	-	58
Homelessness Grants	-	(271)	(193)	78	(193)	(271)	78
Transformation Saving	-	-	(112)	(112)	(112)	-	(112)
Other	230	357	288	(69)	434	408	26
Total High Risk Areas	2,991	3,372	2,799	(573)	3,528	4,000	(472)

Key points to note about performance year to date:

Business Rates

Expenditure on business rates is below budget to date primarily as a result of one off (backdated) refunds. £300k of one-off savings have been transferred to the Council's capital program in year and any further savings will also be transferred at the year end.

Capital Salary Recharges

Economic Development and Legal Services continue to under recover on their capital salary targets for the year.

Property Repair Fund and Grounds Maintenance

These budgets are fully committed however timings in when the expenditure takes place may cause variances during the year.

Insurance

Insurance costs are expected to be in line with budget and the variance to date is as a result of processing them earlier in the year than usual.

Budget Contingencies

As part of the budget setting process it was noted that inflationary pressures and the general state of the economy would exert pressures on many areas of the council during the year. A contingency of £200k was therefore included within the 2017/18 budget proposals and, in addition, some of the monies provided within the 2016/17 budget for the same purpose were still available for allocation.

£107k of the 2017/18 has not yet been committed but at this stage it is assumed that this will be earmarked during the remainder of the year. The budget is primarily used to fund unavoidable increases in costs where, for example, contracts have built in inflationary increases, since the 2017/18 budget made no provision for increases to service budgets.

£155k of contingency budgets from previous years were not required for allocation and have been included as savings in the draft 2018/19 budget proposals. In the current year, £87k of this saving has been transferred into the Capital Development Reserve to help progress unfunded priority capital schemes identified within the 2017 Financial Strategy and the remainder has been included as a forecasted year end surplus in the above table.

Housing Benefit (costs net of subsidy)

Collection of housing benefit debt has improved significantly over the last four years, which is particularly encouraging given the economic climate and recent changes to the benefits system. Whilst a small year end underspend is currently expected nothing has been included within this report as the final 4 week period of the process tends to be volatile.

Other Areas Identified by Budget Managers

£58k – higher than expected administration subsidy for the administration of housing benefits and the localised support for council tax scheme

£78k – flexible homelessness support grant received from DCLG to compensate the Council for growth that had previously been built into base budget as a result of changes to the way that temporary leased accommodation is treated through the subsidy calculations

£71k - Whitby Harbour reduced costs (offset by lower income above).

(£112k) – The savings target to be delivered by the Transformation Team has been delivered as part of the service reviews (predominantly commercial waste) and therefore the in-year savings have been included in those areas within this report.

APPENDIX 2

FINANCIAL PERFORMANCE - CAPITAL BUDGET

The following table shows, for ongoing schemes and schemes anticipated to commence in 2017/18, the budget, and expenditure incurred to date as at 31 December 2017, anticipated forecast outturn and the resultant impact on Borough Council Resources.

Description	Budgeted Expenditure	Expenditure to Date	Budget Expended	Forecast Outturn	Impact on Council Resources
	£000	£000	%	£000	£000
Scarborough Spa Coast protection Scheme	15,909	657	4.13%	15,909	
Leisure Village - Dry & Wet Construction	18,791	17,023	90.59%	18,791	
Filey Flood Alleviation Construction	4,370	26	0.60%	4,370	
Futurist - Demolition and Redevelopment	4,202	765	18.20%	4,202	
Middle Deepdale Infrastructure works	3,254	3,163	97.19%	3,254	
Eskside Wharf Parkol works	3,000	1	0.03%	3,000	
North East Strategic Regional Coastal Monitoring Programme 2	2,903	756	26.06%	2,903	
Eastfield Regeneration (Middledeepdale receipt)	2,317	1	0.05%	2,317	
Community Housing	1,861	52	2.82%	1,861	
Neighbourhood & Communities Programme	1,678	483	28.77%	1,678	
Disabled Facilities Grants	1,399	974	69.61%	1,399	
Vehicles Plant & Equipment *(2017/18 expenditure only)	1,141	135	11.86%	1,141	
Spa Roof Replacement	1,140	11	0.99%	1,140	
Runswick Bay Coast Protection Scheme	1,588	294	18.53%	1,588	
Coastal Protection Contingency Reserve	1,100	0	0.00%	1,100	
Pathfinder Grant	1,023	851	83.18%	1,023	
Whitby Church Street Flood Alleviation	979	120	12.23%	979	
Lighting Columns	970	415	42.80%	970	
Coastal Protection Funding towards Whitby Piers	948	0	0.00%	948	
Purchase of Empty Homes for Homelessness Accommodation	750	693	92.34%	750	
Robin Hoods Bay Sea Wall	659	0	0.00%	659	
Open Air Theatre Permanent Decking	650	16	2.44%	650	
Dean Road Depot Redevelopment	610	12	1.97%	610	
Flat Cliffs Urgent Slope Stabilisation Scheme	572	73	12.67%	572	
Remedial Works to Pilings at Endeavour Wharf	499	427	85.54%	499	
Property Asset Management Works - 2017/18	476	161	33.86%	476	
Filey Flood Alleviation Scheme	464	466	100.36%	464	
Eastside Green Spaces	424	342	80.50%	424	
Spa Heritage Lottery Funding Works	424	99	23.24%	424	
Hard standings - Ground Maintenance	416	85	20.45%	416	
Whitby Dredger Equipment Replacement	402	333	82.88%	402	
Filey and Cayton Bay Coastal Strategy	400	169	42.15%	400	

Description	Budgeted Expenditure	Expenditure to Date	Budget Expended	Forecast Outturn	Impact on Council Resources
	£000	£000	%	£000	£000
Filey and Cayton Bay Coastal Strategy	400	169	42.15%	400	
Cemetery Provision in Whitby	400	9	2.33%	400	
Whitby Harbour Piers Coast Protection - Phase 1	397	383	96.39%	397	
Scarborough Coastal Risk Management Plan	313	176	56.17%	313	
Discover Filey	300	22	7.45%	300	
Peasholm Park Boat Deck	317	1	0.25%	317	
Homelessness Accommodation Phase 2	260	80	30.77%	260	
Peasholm Lake De-silting	251	9	3.66%	251	
Kyber Pass Public Conveniences	250	242	96.66%	250	
IT Infrastructure Investments *(2016/17 expenditure only)	248	36	14.35%	248	
Other current schemes <£250k	2,657	1,261	47.46%	2,657	
Total	80,713	30,644	37.97%	80,713	

Comments are made in order to provide updates and commentary on key schemes or to report a change in budget or budget variation:

Schemes over £250k

Vehicle, Plant & Equipment

Capital provision exists within the Capital Development Fund for the replacement of essential, operational vehicle, plant and equipment items. Vehicle replacements are budgeted on a rolling programme with the expected useful life being dependant on each individual vehicle. The equipment budget incorporates ongoing requirements such as replacement bins and investments in boats etc at Peasholm Lake.

The budget held for the 2017/18 investments have increased since the last publication of this report. This relates to planned expenditure brought forward from future years in order to achieve best value in both replacement costs and operational needs. In addition some of the increase relates to reclassification of existing budgets due to the nature of the expenditure.

While various preplacement vehicles are on order and will be received within the current financial year, reviews are being undertaken particularly around the service requirements of large parks equipment. It is therefore likely that a significant element of the 2017/18 budget will not be expended within the year and subsequently slipped forward into the next year.

Runswick Bay Coastal Protection Scheme

The previously approved Runswick Bay Coastal Protection Scheme has received an additional £448k funding from the Environment Agency. Members are recommended to approve the acceptance of this additional funding as part of this report. The additional Environment Agency funding allocation follows completion of the detailed design and a cost audit of the construction quote from the Contractor. The scheme remains 100% externally funded and will provide 100 years of protection for 96

residential and 17 non-residential properties. Work on site is due to begin in early 2018.

Dean Road Depot Redevelopment

In conjunction with the decision to dispose of the Manor Road Nursery site a budget was established for the redevelopment of the Dean Road Depot. The budget is allocated utilising SBC resources ring fenced from the future capital receipt arising from the sale of Nursery site. The scheme incorporates the provision of a new holding facility for plants and an educational hub providing horticultural community and educational facilities at Peasholm Park.

The major development elements of the works relate to the Dean Road Depot site. The works involve reconfiguration and refurbishment of office accommodation to accommodate additional staff from the Nursery, essential works to neglected buildings, demolition of some unused buildings and resurfacing of roads and access routes.

The demolition and resurfacing elements involve dealing with and remediating contaminated land and materials. It is pleasing to report that Officers have successfully applied for grant funding of £50k from the Government's Land Release Fund to assist with these works. It is therefore recommended as part of this report that Members accept this funding contribution towards the works.

While it was hoped Officers would be successful in this application these additional monies were not incorporated within the original budget. Due to the nature of some of the works in dealing with potentially hazardous materials current cost estimations may fluctuate. It is proposed therefore to increase the original scheme budget by £50k which will result in a revised budget of £610k. Officers will continue to take a prudent approach to expenditure within the scheme ensuring best value is achieved.

IT Infrastructure

The Capital Strategy for the 10 year period to 2027 provides £2.154m worth of investments in IT; including a base investment of £189k per annum to keep the Council's IT infrastructure up to date and compatible with modern working practices. The investment required up to the year 2021 has been critically reviewed and a saving of £205k was identified against the available budget. The budget allocation for the 2017/18 financial year has therefore been reduced resulting in a revised figure of £248k.

Scarborough Coastal Risk Management Plan

The approved Scarborough Risk Management Programme has been granted additional funding to continue the programme for an additional two and a half years to bring it in line with the Environment Agency 6 year programme. A total of £78k Environment Agency funding has been released, recommended for approval as part of this report, to be matched with £35k of SBC funding. The SBC funding will continue to be allocated through current coastal monitoring budgets in the same manner to the current programme.

The continuation of the programme will allow five more monitoring and analysis events and reports to be produced. The communities currently benefiting from this data collection and reporting include, Runswick Bay, Whitby, Robin Hoods Bay, Scalby Ness, Scarborough North and South Bay, Filey Town and Filey Flat Cliffs.

Schemes under £250k

North Wharf Strengthening

An individual Cabinet member approval has been granted (report ref 16/289) for the implementation of strengthening works to a section of the North Wharf, Scarborough up to a limit of £140k. Following a competitive tender exercise a Contractor has been identified however the anticipated total project cost exceeds the approved £140k limit. This report therefore seeks approval to appoint the preferred Contractor and implement the works to a total project value of £159k.

A build-up of the cost estimate is outlined below:

- Construction Works £120k
- Contingency £30k
- Capital Salaries £9k

The additional £19k will be funded from Scarborough Harbour Reserves and the current unallocated balance within the reserves is £521,413.

New Schemes

Spa Sea Wall

Council approved previously (ref 17/245) a large scale project of cliff stabilisation works behind the Spa. This is a phased approach providing a more affordable initial investment, addressing the most significant risk of both shallow and deep seated failures first.

The initial phase of cliff works are critical to the success of reducing the risk to coastal defence assets on the foreshore and spa building itself. The second phase of the overall scheme is dependent on the rate of climate change and the rate of deterioration of the seawall. With ongoing maintenance of the sea wall it is anticipated that a delay of up to 50 years could be achieved before the Council would need to address this issue.

Initial draft proposals for the cliff stabilisation works included a budget allocation for immediate essential repairs to the sea wall. Due to the nature and scope of the works, together with the utilisation of alternative contractors, the sea wall repairs were not incorporated into the cliff stabilisation scheme. Provisional allocations from the Councils £5m allocated Coastal Protection budget however incorporate these works.

It is therefore proposed to formally establish a separate scheme with a budget of £206k to carry out essential sea wall repairs to be funded from the £5m allocated Coastal Protection Fund budget.

The works will involve routine maintenance such as block reporting, block replacement and repairs to the concrete apron. Works will be undertaken concurrently with slope stabilisation works and will be carried out by the Councils term maintenance contractor.

RISK MATRIX

Risk Ref	Date	Risk	Consequences	Mitigation	Current Risk Score	Target Score	Service Unit Manager/ Responsible Officer	Action Plan
A	Sept 2011	Service and Financial Planning not integrated	Poor service planning, not achieving VFM. Resources not allocated in line with priorities. Affects Use of Resources Score	Financial Strategy Corporate Strategy group. Clear procedures and timescales. Resource allocation procedures that link directly to priorities.	B3	B3	Dir (NE)	-
B	Sept 2011	Financial pressures not planned and managed effectively	Cuts in services Non-achievement of efficiency targets Not delivering priorities	Long term Financial Strategy Efficiency Targets set over a number of years	B4	B3	Dir (NE)	Action Plans for areas not achieving budget
C	Aug 2012	Service Unit Managers do not supply timely and accurate financial information for inclusion within the monitoring report	Information provided within the report will be inaccurate and the forecast position reported may be misleading	Service Unit Managers undertook mandatory training.	C3	B3	Dir (NE)	On-going training and support planned for Service Unit Managers
D	Sept 2017	That budget managers are overly prudent and recurring savings are not taken into account in future year budgets	Budgets are overstated and services are unnecessarily reduced.	Exercise to review 2016/17 outturn and in-year monitoring projections as part of the budget strategy	C3	B3	Dir (NE)	Finance to undertake a critical assessment of previous years outturn position as part of 2018/19 budget setting process

Glossary of Terms

Risk	An event which may prevent the Council achieving its objectives
Consequences	The outcome if the risk materialised
Mitigation	The processes and procedures that are in place to reduce the risk
Current Risk Score	The likelihood and impact score with the current mitigation measures in place
Corporate Objectives	An assessment of the Corporate Objectives that are affected by the risk identified.
Target Risk Score	The likelihood and impact score that the Council is aiming to achieve
Service Unit Manager	The Service Unit or Officer responsible for managing the risk
Action Plan	The proposed actions to be implemented in order to reduce the risk to the target score

Risk Scoring

Impact	5					
	4					
	3					
	2					
	1					
		A	B	C	D	E
	Likelihood					

Likelihood:

- A = Very Low
- B = Not Likely
- C = Likely
- D = Very Likely
- E = Almost Certain

Impact

- 1 = Low
- 2 = Minor
- 3 = Medium
- 4 = Major
- 5 = Disaster