



FIRST QUARTER PERFORMANCE MANAGEMENT REPORT

1st April 2019 to 30th June 2019

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Section 1: Introduction and Summary






Purpose of the Report

The purpose of the report is to demonstrate the performance of the Council at the end of the first quarter in relation to the publication of the 'Annual Plan 2019/20'. This sets out the key activities and measures used to check our performance for the year and along with the Corporate Strategy 2016-20 sets out the priorities we are working towards. We have also signed up to 'The Future of Essex' which is a vision shared by more than 100 partners, all dedicated to improving the county over the next 18 years. The projects that are supporting this vision are marked with **(E)**. Further detail is given in relation to a set of business performance indicators covering finances, customer focus, our people and health and safety.






This report does not contain details of the numerous activities ongoing in each service area that also contribute to delivering what is important and will make a difference to all in the District. Full details of all projects and performance indicators used to measure the outcomes are available upon request.

Summary of the Corporate Projects current position for the end of the first quarter

The following table provides updates for the end of the first quarter in relation to the key activities in the 'Annual Plan 2019/20'




Corporate Priorities	Status of projects and actions				
					
Environment and Place	0	7	0	0	0
Strategic Growth and Infrastructure	0	9	1	0	0
Economic Development	0	10	0	0	0
Heath and Communities	1	12	0	0	0
Finance and Performance	1	6	1	0	0
Overall Strategy and Direction	0	6	0	0	0
TOTAL	2	50	2	0	0

KEY:




-  Project completed
-  Project on target
-  Project scope/target date requires attention
-  Project requires amendment
-  Project aborted/closed

Summary of the Performance Indicators position for the end of the first quarter

The following table shows the performance for the end of the first quarter in relation to the quarterly and annually reported Performance Indicators that have targets set as defined in the 'Annual Plan 2019/20'.

Corporate Priorities	Status of indicators			
				Data Only
Environment and Place	2	0	1	0
Strategic Growth and Infrastructure	2	0	0	0
Health and Communities	2	0	0	0
Finance and Performance	4	3	0	0
TOTAL	10	3	1	0

KEY:

-  Performance Indicator has achieved target
-  Performance Indicator is up to 5% below target
-  Performance Indicator is 5% or more off target

Summary Position

We have seen a good start to the first quarter of the year with two projects completed and the majority of the remaining projects progressing well. Two projects have an amber status in respect of the Local Plan and the project to develop a digital platform for health. The Local Plan is marked as amber as decisions of neighbouring authorities and the Planning Inspector continue to be a major risk to this project. The project to develop a digital platform enabling resident's access to health information and initiatives to support their health is amber as the bid to fund this project was unsuccessful and we are investigating what we can do to deliver this using existing resources.

Ten performance indicators have met or exceed target and four performance indicators have missed their target of which three missed by less than 5% and one missed by more than 5%. The areas where performance has missed target are in relation to recycling rates (>5%), collection rates for council tax and business rates and percentage of invoices paid within 30 days (<5%). Outturns in these areas are being monitored closely.

As we enter the last year of our corporate strategy, we will continue to monitor our performance and focus our resources accordingly to deliver and achieve our corporate objectives.



Environment and Place

Project description and comments	Target Date	Status
Respond to the consultations on the new Government Resource and Waste Strategy for England and consider proposals in relation to the Council's refuse and recycling service		
The Council has provided a response in May 2019 to the consultation published by the Department for Environment, Food and Rural Affairs (DEFRA) outlining the Governments proposal on plastic packaging tax. We are currently awaiting the outcome of the consultation to understand the potential implications for the Council's waste collection service	March 2020	▶
Continue to promote and raise awareness of the importance of minimisation, reuse and recycling to both residents and businesses to reduce the amount of waste sent to landfill		
A number of promotional activities including talks to community groups have taken place in the last quarter and we continue to doorstep in new blocks of flats to inform residents what can be recycled	March 2020	▶
Refurbish the four play areas at St Mary's Road in Rivenhall, Ashpole Road in Bocking, Mill Chase in Halstead and Clare Road in Braintree		
The refurbishment of the play areas is currently in the planning stage	December 2019	▶
Continue to protect our larger open spaces from illegal encampments by creating earth bunds and ditches to prevent disruption and inconvenience to local residents		
Additional security fencing at Bramble Road in Witham is now complete and works are currently being planned at Rickstones Recreational Ground in Witham, Marshalls Park in Braintree and Millennium Way in Braintree	September 2019	▶
Replace the benches in parks and open spaces ensuring they are fit for purpose allowing residents and visitors to enjoy recreational time		
Arrangements to replace three benches in Halstead public gardens and four benches in Halstead cemetery are underway	August 2019	▶
Continue to investigate and enforce littering, dog fouling and fly-tipping offences to help keep the district looking clean and tidy		
In the first quarter of the year, 25 fixed penalty notices have been served for littering and the Council has successfully taken legal action against 2 people for fly tipping and associated offences	March 2020	▶
Deliver a car litter campaign to support the introduction of new legislation		
Braintree District Council will be participating in a district wide 'Love Essex' campaign to reduce car litter which is expected to go live in September	March 2020	▶



Strategic Growth and Infrastructure








Project description and comments	Target Date	Status
(E) Continue to work towards completing the examination and adoption of the Local Plan		
The North Essex Authorities have been carrying out additional work on the evidence base and additional sustainability appraisal to address the Inspectors concerns regarding the new Garden Communities proposed as part of the Section 1 Local Plan for North Essex. The findings of the revised and new Local Plan evidence will be considered by Local Plan Committees across the three authorities, through July, and then by full council meetings in Braintree and Tendring ahead of a period of consultation. The project is marked up as amber as the decisions of neighbouring authorities and the Planning Inspector continue to be a major risk to this project	December 2020	
(E) Formally adopt the first Neighbourhood Plan in the district		
The examination on the Bradwell with Pattiswick Neighbourhood Plan has been completed and the document approved for referendum by Cabinet. The referendum took place on the 27th June 2019 and was passed with 90% of voters in favour. The plan will be adopted by Full Council in July	July 2019	
(E) Continue to work with partners to provide housing, employment and supporting infrastructure to address our long term housing and community needs		
Work continues with partners on the Garden Communities looking at a long term strategy which will contribute to meeting the needs of North Essex's growing population ensuring that new developments come with the infrastructure, affordable homes, schools, doctor's surgeries and facilities needed for new communities. Part 1 of the Local Plan will be considered by Local Plan Committees and by full Council meetings in July and August	March 2020	
(E) Develop Council owned sites to deliver additional mixed tenure homes across the district and consider establishing a Council owned Housing Development Company		
Approval will be sought at a future Cabinet meeting for funds to develop up to five Council sites to submit planning applications in a twin track approach to run alongside the development of the Business Case for the Development Company	March 2020	
(E) Commence construction of the regeneration of Braintree Town Centre enhancing the appeal of the town to residents and visitors		
Planning consent was granted on the 12th March 2019 and tender documents were issued on 25th March with three tenders received, Officers are now working with the Council's employer's agent in negotiation with the three contractors regarding costs and it is anticipated that a further report and recommendations will be submitted to Cabinet in September 2019	December 2019	
(E) Continue to work with Essex County Council to reduce congestion on the local road network in Braintree		
Essex County Council is looking at different options and working with our Planning Department on the works required to the roundabout as part of the S106 for land West of Panfield Lane, which should be granted planning approval subject to S106 in July 2019. In the interim Essex County Council have relined the 'keep clear' markings on the roundabout which had been requested by the businesses based on the estate	March 2020	
(E) Work with Essex County Council and Highways England to secure planning consent and commence construction of new slip roads linking the A120 to Millennium Way alleviating congestion		

at Galleys Corner		
A planning application was submitted to Essex County Council in May 2019 with construction due to commence Spring/Summer 2020. Essex County Council will lead the project and a project team has been established and design works commenced	March 2020	▶
(E) Continue to work with Essex County Council on securing improvements to the strategic highway network including the A120 and A12		
The favoured route option for the A120 was announced in June 2018 which has been recommended to Highways England and the Department of Transport for inclusion in the Road Investment Strategy 2, which is the next funding period for the strategic road network. An announcement as to whether this has been included is expected later this year	March 2020	▶
(E) Commence construction of an improved bus interchange as part of the Manor Street regeneration		
Planning consent for the regeneration of Manor Street has been agreed and discussions have started with Essex County Council around leasing the bus interchange	March 2020	▶
(E) Create a high quality business community through the development of the Horizon 120 business and innovation park		
A website (www.Horizon120.com) has been launched and the site is now being advertised to businesses interested in relocating to the site. The Marshgate Group, a commercial property developer, has announced plans to develop up to 20 acres of land to deliver the vision for Horizon 120. The park will offer a multitude of commercial uses for a number of sectors including professional services, research, digital and development, distribution and advanced manufacturing. Details of the proposal will be subject to formal consideration and approval at Cabinet in July 2019	March 2020	▶



Economic Development

Project description and comments	Target Date	Status
(E) Complete the acquisition of strategic employment land in Witham supporting business creation and growth		
A suitable site has been identified and will be acquired at nil capital cost to the public purse through the prudent use of the planning system. The site is due to transfer early 2020. This commitment is underpinned by an allocation of £500,000 of funding to support the project via the District Investment Strategy	July 2021	▶
Complete physical improvements to key industrial estates including new signage and branding		
The planning application for the improved signage on the Springwood Industrial Estate has now been submitted and is out for consultation. Comments can be submitted up until 24th July. Details of this planning application have been distributed by email to the Springwood Industrial Estate businesses and publicised on the Springwood Industrial Estate Facebook Group	March 2020	▶
Work with existing and form new partnerships to increase levels of targeted business and skills support		
A Business Support Roadshow was delivered at Springwood Industrial Estate in April supporting over 20 businesses by providing relevant updates and information. As a result of this event, monthly updates will be emailed to	March 2020	▶

businesses and further roadshows will be scheduled bi-annually. A fully funded workshop was delivered in June by Invest Essex to businesses on maximising their web presence and meetings have been held with Halstead and Witham Chambers of Commerce to explore delivering the next Business Support Roadshows and to identify other partnership opportunities. Officers are working with several new partners to support and deliver the countywide Essex 2020 initiative to celebrate Science, Technology, Engineering, Arts and Maths		
Secure planning consent and commence construction of the I-construct Innovation in Construction Hub at the Braintree Enterprise Centre		
A planning application has been submitted in June for construction of the I-construct Innovation Hub which will support businesses and create jobs across the Greater South East region	December 2019	
(E) Work with the Braintree Education and Skills board to secure funding and develop projects to increase skills across the district providing a workforce that meets employers' needs		
To celebrate International Women in Engineering Day officers arranged for Alec Hunter and Maltings Academy's female students to visit Stansted Airport. In total 40 girls attended the event where they met women working in STEM related roles at the airport. The interactive event was held at the Aerozone and created to celebrate women who work in engineering careers to inspire more young women to consider a future in the sector	March 2020	
(E) Deliver physical improvements to the town centres of Braintree, Witham and Halstead		
An on-site survey of the street furniture in Halstead and Witham has been carried out in conjunction with Essex County Council and plans will be drawn up following the results of the survey	December 2020	
(E) Establish a Tourism Partnership to promote the district, support businesses and increase tourism		
The Tourism Partnership was launched in June with 25 external stakeholders and was well received. The next meeting is scheduled for September with ongoing engagement until that date	March 2020	
Supporting markets across the district including continuing to develop the street market concept		
Street Markets are planned for each month in Braintree, and three have been run so far. Street Markets are also planned for Witham in July, August and September, with one having been run so far. The Street Markets in Braintree continue to attract a high level of trader, business and public acclaim	March 2020	
Working through the Town Centre Partnership, deliver schemes to improve the vibrancy of Braintree Town Centre		
Braintree District Council is providing support to the Braintree Town Centre Partnership which now has a logo, website and a draft version of the organisation structure and annual objectives and is moving towards agreeing a formal type of organisational constitution. The meetings of the partnership will be taking place on the first Tuesday of each month	March 2020	
A programme of events is being planned for Braintree Town Centre including preparations for Christmas and discussions are being held with stakeholders to ensure a co-ordinated town wide event	March 2020	



Health and Communities




Project description and comments	Target Date	Status
(E) Continue to deliver the Livewell child project working with families with young children providing support and advice on nutrition and healthy activities in an attempt to locally halt the rise in childhood obesity		
The Play Champions scheme in Richard de Clare School has now finished and a presentation made at the school to congratulate the efforts the children had put into the training. A potential food partner has been identified for the 'Meal Time' initiative to provide school parents with a healthy meal for all the family at pick-up times. This is to help those parents who don't have time to cook, can't afford to buy ingredients, children enjoy takeaways or the parents don't know how to cook	March 2020	▶
Improve the play experience at Great Notley Country Park and Halstead Leisure Centre by replacing the artificial pitches		
Planning permission has been granted to replace the artificial pitch at Halstead Leisure Centre and the Football Foundations have agreed the funding for the project	March 2020	▶
The replacement of the artificial grass pitch at Great Notley Country Park is out for tender, closing in July when the tenders will be evaluated and a contract awarded	August 2019	▶
(E) Work in partnership with local GP surgeries, the NHS and Mid Essex Clinical Commissioning Group (MECCG) to develop a new modern healthcare facility in Sible Hedingham		
The Council is working with the NHS and MECCG to develop a modern healthcare facility, which will provide a new combined premises for existing surgeries in Castle Hedingham and Sible Hedingham. The design team have met with GPs and a final scheme design has been costed, and a pre-app meeting held with the Planning Department	September 2019	▶
(E) Work with partners to improve emotional health and wellbeing and identify improvements to access mental health services for residents		
A Mental Health workshop will be taking place in July to discuss the action plan and to receive presentations around Health in Mind, Emotional Wellbeing, First Stop and Horizons. A mapping exercise is also underway to identify the services already available in our district	March 2020	▶
Develop a Rough Sleeping Strategy setting out how we will provide specialist support for vulnerable people on the street		
The Council's Homelessness Strategy addresses rough sleeping and has been renamed as the Homelessness and Rough Sleeping Strategy to comply with Government requirements. We are currently working in partnership with local authorities across Essex and CHESS to help prevent rough sleeping	May 2019	✓
(E) Continue to raise awareness of child exploitation through the 'spot-it, stop-it' campaign		
We are working alongside Essex Police and the Licensing Team to organise and attend Pubwatch meetings in Braintree, Halstead and Witham to promote the scheme and identify those that wish for their staff to receive training	March 2020	▶
(E) Continue to promote events and provide opportunities that would benefit those living with dementia and their carers		
A number of events have taken place across the district in the last quarter	March 2020	▶

including the dementia cinema in Halstead which had 263 attendees and the walk & talk group had 30 attendees. A seated exercise run by Sport for Confidence has begun with 8 attendees so far. The Braintree District Dementia Alliance has been relaunched and is now led by Community 360		
In partnership with Fusion, encourage inactive over 60's to become active again by developing the Age well sessions at our local sports centres		
A meeting has been arranged with Fusion to look at the age well sessions at the local sport centres. Seated exercise classes have started in Witham	March 2020	▶
(E) Continue to support community groups to deliver local projects and activities through the Councillor Community Grant Scheme		
Four grants have been made to date to the value of £2,250. Grants could not be made in April and May due to local and European elections	March 2020	▶
(E) Work with partners to raise awareness and identify ways to combat social isolation and loneliness		
We continue to attend the Essex Social Isolation and Loneliness Forum. Essex County Council have recently commissioned Provide as a strategic partner and the Rural Community Council of Essex (RCCE) as the delivery partner for Mid Essex. We have met with RCCE, Community360 and Greenfields Community Housing to gain an understanding of the work commissioned by Essex County Council, what partners are doing relating to this agenda and how we can work together moving forward. Four businesses are currently providing a venue for Meet Up Mondays	March 2020	▶
Continue to work with key local groups to develop plans for a community facility in Witham		
Meetings have taken place with two organisations interested in being the anchor tenant to discuss the development, how they would like to be involved and the next steps	March 2020	▶
Promote volunteering opportunities to work with young people and promote activities and clubs available to young people in our district		
The annual volunteer awards took place on 6th June with 84 people in attendance including award winners and their guests, dignitaries and sponsors	March 2020	▶



Finance and Performance

Project description and comments	Target Date	Status
Review our services and processes to ensure they continue to provide value for money		
An organisation wide review is taking place as part of our ongoing commitment to ensure all our services deliver value for money to our customers, preparing the Council for the financial challenges anticipated over the next few years. Each department has identified a number of projects with the aim to improve efficiency and reduce operating costs. These will shortly be considered and prioritised by the Authority's leadership team, before moving forward	March 2020	▶

Develop our commercial programme to generate income that can be reinvested in front line services		
We continue to develop the Council's commercial approach and in the first quarter of the year, a catering offer has been introduced to the Essex Enterprise Centre, we have embedded the shared payroll service into the organisation and developed a growth strategy and increased advertising and sponsorship revenue to £40k. An Essex Commercial Network has been developed which will identify opportunities to explore in sharing resource including an agreement to continue with a shared sales resource	March 2020	
Identify and progress investment opportunities that help us to deliver our corporate strategy whilst providing a return on investment to strengthen our financial independence		
We are currently working with Marshgate to develop 20 acres of the site at Horizon 120. As and when investment opportunities are identified, further information will be provided which may include opportunities at Horizon 120	March 2020	
Respond to the anticipated Government consultation on its proposed 75% Business Rate retention scheme and the Fair Funding Review which will impact on the Council's finances from April 2020		
We are currently awaiting consultation from Government on the proposed scheme, although timescale are unknown at this time	March 2020	
Continue to identify improvements in customer focused services using the Customer Service Excellence Standard as a framework		
The Customer Service Excellence assessment will be taking place on the 5th, 6th and 7th November looking at consultation and engagement, satisfaction surveys, customer service standards, how we improve our written, verbal and web based information, benchmarking and best practice and how we improve our delivery of service	December 2019	
Implement the Council's discretionary Business Rate relief scheme for independent retail businesses		
The new retail rate scheme approved by Full Council in February 2019. The new relief was awarded to eligible retail businesses and included in the business rate bills for 2019/20. Any further businesses meeting the criteria will be assessed throughout the year and the reduced rate applied	May 2019	
Expand our online booking and payment systems enabling residents to book and pay for more services through our website.		
Online bookings are being developed and testing of the system will be taking place over the summer	March 2020	
Develop a digital platform enabling residents to access health information, initiatives and support to improve their health and wellbeing		
The bid to fund this project from the Government "Trail Blazer" programme was unsuccessful and we are currently investigating what we can do to deliver this using existing resources	March 2020	

















Overall Strategy and Direction

Project description and comments	Target Date	Status
(E) Continue to deliver projects under the District Investment Strategy to achieve better outcomes for the district and a return for the taxpayers' purse by: <ul style="list-style-type: none"> • Working in partnership to improve health provision across the district • Facilitating the need for housing by providing homes and supporting infrastructure • Improving our most congested roads and journeys across the district • Planning for growth by providing jobs delivering increased opportunities for new business and employment • Delivering investment opportunities that support growth and provide a return for the District Council 		
The Council continues to work with the NHS, Mid Essex Clinical Commissioning Group and other healthcare partners to develop modern healthcare facilities in Sible Hedingham, the Newlands Centre in Witham and Braintree Town Centre as part of the Manor Street regeneration	March 2020	
The Manor Street regeneration includes the provision of 35 new homes and approval is being sought at a future Cabinet meeting to develop up to five Council owned sites. Pre-app meetings have taken place in May to provide four temporary accommodation units in Braintree	March 2020	
Work continues on a number of projects reported under the Strategic Growth and Infrastructure section such as the A120 Millennium Slip roads and improvements to Springwood Drive roundabout	March 2020	
A number of projects and actions are underway to ensure delivery of the Braintree Plan for Growth to provide jobs such as working with developers to bring forward strategic employment land at Witham, developing the first 20 acres of Horizon 120 and submitting a planning application for a Construction Innovation Centre. Five businesses have also moved into the office suites at Osier House, the recently built rural business hub in Sible Hedingham supporting new and existing businesses to develop	March 2020	
There are a number of projects reported on throughout this report that provide an update on current investment opportunities under the District Investment Strategy. As and when new opportunities arise, projects will be set up accordingly	March 2020	
Work with partner authorities (Tendring District Council, Colchester Borough Council and Essex County Council) and other public and private sector organisations to plan for and enable sustainable growth in homes and jobs in the north Essex area		
Work with Tendring and Colchester continues on the Joint section 1 Local Plan and a meeting has taken place between senior executives in the lead up to Uttlesford Local Plan. We have also been working with Essex County Council on Housing Infrastructure Bids (HIF) to support the development of Garden Communities and are awaiting outcomes. Essex wide work is underway on a number of evidence documents and guidance including the Essex wide Recreational Avoidance Mitigation Strategy (RAMS) study	March 2020	

Section 3: Managing the Business

Our Performance Indicators in Detail

	2019/20						Comments
Performance Indicator	Q1 Outturn	Q2 Outturn	Q3 Outturn	Q4 Outturn	Target for the Quarter	Status at the end of the Quarter	
Environment and Place							
Percentage of land that falls below cleanliness standards for litter	n/a				n/a	n/a	Recorded three times a year – July, November and March
Percentage of household waste sent for reuse, recycling and composting	52.26%				60%		The annual recycling target of 60% is a target adopted by the Essex Waste Partnership to be achieved by 2020. The tonnage of residual waste has met target this quarter and the Council continues to focus on waste minimisation and recycling initiatives throughout the year as well as actively engaging in the consultation on the Government's new Resources and Waste Strategy.
Tonnage of residual household waste not recycled	114kgs				117kgs		
Number and percentage of non-hazardous fly tips on public land cleared within 24 hours of being reported	100% (211)				100%		
Number of fuel poverty and domestic energy reduction installations carried out	Annually reported indicator					n/a	
Strategic Growth and Infrastructure							
Number of affordable homes delivered	13				13		
Number of homes granted planning permission	1,103				250		
Health and Communities							
Average waiting time for applicants on the Disabled Facilities Grant	78 days				90 days		
Achieve a 2% increase on the contract baseline in participation levels across all our sports centres	238,842				231,981		
Achieve at least a 1% increase in adults being active for 150 minutes per week	Annually reported indicator					n/a	
Finance and Performance							
Average call answer time in the Customer	14 seconds				15 seconds		

Performance Indicator	2019/20						Comments
	Q1 Outturn	Q2 Outturn	Q3 Outturn	Q4 Outturn	Target for the Quarter	Status at the end of the Quarter	
Service Centre							
Time taken to process housing benefit/council tax benefit new claims	16.25 days				20 days		
Time taken to process housing benefit claim changes	5.28 days				6 days		
Percentage of Stage 1 complaints responded to within target	94.07%				90%		
Collection rate for Council Tax	30.46%				31.06%		<i>Collection rates are slightly down in the first quarter of the year and are being monitored closely.</i>
Collection rate for Business Rates	31.13%				31.40%		<i>Collection rates are slightly down in the first quarter of the year and are being monitored closely.</i>
Percentage of invoices paid within 30 days of receipt	98.82%				99.25%		<i>Performance is slightly below target. The relevant sections have been reminded of the importance of passing invoices for payment in a timely manner.</i>

Complaints

The quarterly complaints analysis for the first quarter of 2019/20 is detailed below. This is compared with 2018/19 figures shown in brackets. The figures represent all three stages of the complaints process.

Complaint Category	Q1 2019/20	Q2 2019/20	Q3 2019/20	Q4 2019/20	TOTAL
Justified	45 (110)	(92)	(61)	(60)	(323)
Not Justified	54 (76)	(88)	(59)	(54)	(277)
Partially Justified	22 (24)	(26)	(21)	(28)	(100)
Not known	0 (0)	(1)	(0)	(0)	(1)
Total	121 (210)	(207)	(141)	(142)	(701)

Comments

The number of complaints received in the first quarter of 2019/20 is lower than previous quarters. This is due to a reduction in the number of complaints within the Operations service and the Planning service.

Around 45% of the complaints received are not justified. For the complaints that are justified, the main reasons are missed waste collections. The waste crews endeavour to return to collect the missed waste within 48 hours of being reported and the service continues to monitor issues with missed collections.

In the first quarter of 2019/20, of the 121 complaints received:

- 118 are stage one complaints
- 1 is a stage two complaint
- 2 are stage three complaints

A summary of Local Government Ombudsman (LGO) cases:

In the first quarter of 2019/20, the LGO has received two new complaints both of which the LGO have declined to investigate.

Three investigations from previous quarters are still being looked into and a final decision has been issued on a complaint submitted in the previous quarter where the LGO have decided not to go through the formal complaints process.

Our Organisation

The following is a selection of our people performance measures:

People: Indicators of Performance	Q1 19/20	Q2 19/20	Q3 19/20	Q4 19/20	Change on previous period	Yearly Target
Total headcount	480				- 1	-
Number of temporary staff	28				-	-
Total staff FTE	435.42				+ 0.38	-
Level of employee turnover	2.5%				+ 0.63%	-
Number of leavers	12				+ 3	-
Number of starters	11				- 1	-
Working days lost to sickness per employee	1.83 days				- 0.82 days	8.0 days
Percentage of staff with nil sickness	79.8%				Cumulative	-
Number of learning hours	1748				New calculation	-
Number of delegates	63				New calculation	-
Number of apprentices **	18				- 2	-

Year on Year Headcount Analysis	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
	466	478	472	470	464	466

** BDC's apprenticeship programme runs from September each year. The figures reflect level 2 and level 3 apprenticeships.

Health & Safety

The following is a selection of our health and safety performance measures. The data is for information purposes only.

Health and safety is a crucial responsibility of everyone within the organisation. This information is used to improve the management of health and safety of staff, our customers, residents and other non-employees we come into contact with. Monitoring is undertaken by the corporate health and safety committee and action plans will be put in place where necessary.

Health & Safety: Indicators of Performance	Q1	Q2	Q3	Q4	
	(2019/20 figure in brackets)				
Total number of reported accidents/ incidents, calculated from:	11 (10)	(6)	(9)	(13)	
<i>Accidents/ incidents to employees</i>	9 (6)	(6)	(9)	(11)	<i>Main injury this quarter was hand injuries</i>
<i>Accidents/ incidents to contractors</i>	1 (0)	(0)	(0)	(1)	
<i>Accidents/ incidents to non-employees</i>	1 (1)	(0)	(0)	(1)	<i>A member of public fainted in the Town Hall WC and hit her head on the toilet door</i>
Time lost in days due to employee accidents/ incidents	6 (85)	(19)	(48)	(24.5)	<i>Number of days lost are due to back injuries and hand injuries</i>
Number of reported verbal/ physical incidents to employees	1 (2)	(1)	(1)	(1)	<i>Altercation between a waste driver and car driver</i>
Number of near miss incidents	1 (1)	(1)	(0)	(1)	<i>Contents of a bin caused a small fire in the back of one of the waste vehicles which was immediately put out by the crew</i>
Number of Accidents/ incidents registered resulting in insurance/ compensation claim	1 (1)	(3)	(1)	(1)	
Number of claims settled	1 (0)	(0)	(0)	(0)	

Financial Performance

This part of the report provides an updated review of the financial position for the year up to the end of June 2019. It examines the latest forecast for spending on day-to-day service provision compared to the budget for the year. Also included is a summary of treasury management activities; projected movements on the General Fund balance; and a summary of spending to date on capital projects.

Background

Full Council approved a net budget of £14.540 million for the 2019/20 financial year. This included planned spending across all services totalling £13.247 million; corporate items amounting to £1.493 million; and an overall efficiency target to be achieved in-year of £200,000.

Financing of the budget was to be from a combination of: general government grants (£22,000); business rates (£4.965 million); and Council Tax (£9.553 million).

During the year individual budgets may be updated in accordance with the Council's Budget and Policy Framework Procedure, and against which quarterly performance is monitored.

During the quarter, virements totalling £171,680 were approved by Cabinet Member delegated decision between the Development Management and Planning Policy income budgets and staffing budgets for these service areas.

Summary Financial Position at the First Quarter (Q1)

- An overall positive variance is projected for the year of £642,000 (-4.4%) against budget.
- Across all services staffing budgets are forecast to be underspent by £191,000; and after allowing for the corporate efficiency target of £200,000, this results in a projected variance of +£9,000.
- Other expenditure is projected to be underspent by £72,000.
- Income is projected to be overachieved by £579,000.
- The projected variances will be reviewed to assess whether or not they are likely to be ongoing into future years so that necessary adjustments can be made as part of the initial planning for the Council's 2020/21 budget.

Revenue Spending

Service	Updated Budget £'000	Projected Spend £'000	Adverse (Positive) variance against budget				RAG Status
			Staffing £'000	Other Expenditure £'000	Gross Income £'000	Total £'000	
Asset Management	(2,387)	(2,406)	(6)	12	(25)	(19)	G
Community Services	362	348	2	(20)	4	(14)	G
Corporate Management	1,385	1,468	94	0	(11)	83	R
Economic Development	187	184	0	0	(3)	(3)	G
Environment & Leisure	904	824	(30)	(12)	(38)	(80)	G
Finance	1,412	936	(136)	(121)	(219)	(476)	G
Governance	1,026	1,090	34	38	(8)	64	R
Housing Services	889	835	(25)	(17)	(12)	(54)	G
Human Resources	346	337	(1)	(8)	0	(9)	G
ICT & Facilities	1,576	1,568	(8)	0	0	(8)	G
Marketing and Communications	529	506	12	(24)	(11)	(23)	G
Operations	5,736	5,683	(34)	116	(135)	(53)	G
Strategic Investment	11	11	0	0	0	0	G
Sustainable Development	1,247	1,060	(93)	19	(113)	(187)	G
Service Total	13,223	12,444	(191)	(17)	(571)	(779)	G
Corporate Financing	1,517	1,454	0	(55)	(8)	(63)	G
Efficiency target	(200)	0	200	0	0	200	
Total	14,540	13,898	9	(72)	(579)	(642)	G

RAG Status: G = favourable or nil variance, A = up to 5% adverse variance or <£50k, R = > 5%
Budget = controllable expenditure budget net of direct service income

Staffing

Staffing budgets include both directly employed staff, and bought-in/ agency staff, the latter being used where additional resources are required to meet increased service demands and/ or the need for specialist skills; to provide cover in cases of absence (e.g. vacancies, holidays, sickness, maternity etc.); or where in-house staff are assigned to work on other projects and priorities.

Further detail of the projected staffing budget variances is provided in the following table:

Service – Staffing Budgets	Updated Budget	Projected Spend	Adverse/ (Positive) variance	RAG Status
	£'000	£'000	£'000	
Asset Management	296	290	(6)	G
Community Services	374	376	2	A
Corporate Management	1,370	1,464	94	R
Economic Development	194	194	0	G
Environment & Leisure	1,623	1,593	(30)	G
Finance	2,785	2,649	(136)	G
Governance	636	670	34	A
Housing Services	966	941	(25)	G
Human Resources	308	307	(1)	G
ICT & Facilities	784	776	(8)	G
Marketing & Communications	394	406	12	A
Operations	5,686	5,652	(34)	G
Strategic Investment	564	564	0	G
Sustainable Development	1,795	1,702	(93)	G
Service Total	17,775	17,584	(191)	G
Corporate Financing	0	0	0	G
Efficiency	(200)	0	200	
Total	17,575	17,584	9	A

RAG Status: G = favourable or nil variance, A = up to 5% adverse variance or <£50k, R = > 5%

Commentary on staffing variations:

Based on information known at the end of Q1, and across all service areas there is a projected underspend on staffing budgets of £191,000.

The largest service with a projected underspend is **Finance** (-£136,000). These savings are expected to be achieved from a combination of vacant posts in Local Tax and Systems Control; along with other reductions in contracted hours and appointments being made at lower grades/ scale points. Efficiencies have also been made where staff have been able to undertake additional activities around tax collection and fraud initiatives where the budget originally assumed additional staff would be required.

Sustainable Development is showing an overall projected net underspend of £93,000. The service continues to face challenges in appointing and retaining staff within its Development Management service to meet the current demands on this service. Agency/ contracted staff are being used to maintain capacity; however, these arrangements are more costly than directly employed staff. Part of the additional cost associated with these temporary arrangements is being met from funds brought forward from the previous financial year. Changes have also been made to contracts for some directly employed staff in order to help future recruitment and retention.

Recent changes in senior management responsibilities along with the requirement for an interim director means that there is currently a net additional cost forecast for **Corporate Management** for the year of £94,000.

Governance is forecasting overspends on staffing of £34,000 due to a combination of agency staff being used to cover a vacancy and maternity leave. An unsuccessful attempt has been made to recruit a permanent Major Projects and Planning Lawyer, the recruitment of which is now not expected until January 2020.

The **Strategic Investment Team** continues to operate largely on interim staffing arrangements and with reduced capacity. Whilst this means that there is a projected underspend on salaries, this is negated by a commensurate reduction in recharges to capital projects, where such recharges are dependent on progress of individual projects and the activities being undertaken; and also to a potential housing development company, the establishment of which has yet to be confirmed.

The approved budget provided for a **Corporate Efficiency Target** which in previous years has been achieved from in-year staffing variances. The amount included in the budget for 2019/20 was £200,000, which based on this quarter's review is not yet achieved, leaving an overall projected staffing underspend of £9,000. Previous experience suggests that this position would normally improve as further staffing changes become apparent during the year.

Other Service Expenditure

In total there is a projected overspend against non-staffing expenditure budgets of £72,000. The main service areas contributing to the latest forecast are:

- **Finance** (-£121,000): The net cost of **Housing Benefits** to the Council is determined by the amount of benefit paid to claimants less an amount recovered through government subsidy. The overall amount of benefits paid has been reducing over recent years due in part to a transfer of claimants onto Universal Credits, which is administered by the Department for Works and Pensions. The amount of benefit to be paid for the current year is estimated to be around £28 million (last year payments totalled £33 million). The level of subsidy receivable can vary depending on the profile and circumstances of the payments being made, and recently this recovery rate has varied between 98.8% and 99.5%. The assumption for the current year is a subsidy rate of 99.1%. The combined effect is a reduction in net cost to the Council of £45,000. In addition, the government has been reducing the amount of grant paid towards administration costs. The budget anticipated a higher reduction than was finally made in the grant determination for 2019/20 and hence a provision of £62,000 is no longer required.
- **Operations** (+£116,000): a forecast overspend in **Waste Management** on recycling activities. From 16th May 2019, the Council joined the Materials Recycling Facility (MRF) contract procured by Suffolk County Council (SCC) on behalf of the Suffolk Waste Partnership. Under this new contract the Council pays contractors for the processing and haulage of materials, along with a contract management charge to SCC, all of which is then partially offset by income calculated from a weighted "basket price" using the mix of materials collected and applying market indices. As with the previous contractual arrangement, this means the net cost to the Council will be subject to fluctuations +/- . A review of the contract at the end of Q1, suggests that currently the net cost is higher than the budget allowed (£66.07 per tonne compared with the budget provision of £52.46 per tonne), which extrapolated to the end of the financial year would indicate an estimated overspend of £133,000. This position is likely to change as the basket price is reviewed during the year. The new contract is also linked to an expectation of future significant capital investment by the contractor in the MRF which should then result in a higher quality of recyclates, generating more income, along with other operational efficiencies. During this period of investment the Council is required to transport materials to an

alternative MRF which attracts a higher haulage fee.

- **Governance** (+£38,000): Post approval of the Budget, Full Council received the report and recommendations of the Independent Remuneration Panel at its meeting in March 2019, which led to some changes being approved to the Members' Scheme of Allowances. Furthermore, at the Council's Annual General Meeting in May 2019, changes were agreed to the arrangements for scrutiny. Consequently, there is a projected additional cost in 2019/20 of £52,000. It was recognised that in the short-term this cost would need to be met from the overall General Fund balance, with the ongoing financial implications being reflected in base budget from the 2020/21 Budget.
- **Corporate Financing** (-£55,000): includes a saving on annual Minimum Revenue Provision (MRP) of £25,000 which was provided in the budget for funding the acquisition of an investment property acquired last year. As the purchase was financed from capital receipts (as opposed to borrowing) this negated the need for MRP. Additional savings are also projected from the purchase of annual leave by staff amounting to £20,000.

External Income

A significant proportion of the Council's budget is reliant on external income. Grants and subsidies from government, alongside income from business rates are major elements, totalling around £35million.

The amount of business rates ultimately retained by the Council depends on the actual amounts collectable (taking into account changes in the Valuation List, exemptions and reliefs granted, and provisions for non-collection and rating appeals). Variances are accounted for via the Collection Fund and taken into account when determining future budgets and council tax setting. Fluctuations from those elements which have a direct impact on the General Fund revenue account, e.g. the levy payable on growth or grants received from Government to fund certain discretionary reliefs, are managed via the Business Rate Retention reserve.

As a participant in the Essex Business Rates Pool the Council is entitled to a share of the extra business rates retained "locally" which will be rebated against the 2019/20 levy. The final determination and receipt of the actual amount of the Council's share will be made after year-end returns have been collated from each of the participating authorities. At the start of the year it was anticipated that Braintree's share for 2019/20 could be around £646,000. The benefits received from being a member of the Pool have to date been held in the Business Rate Retention reserve.

Other external income for which the Council has budgeted £16.070million comes from a variety of sources that are subject to external demands and other influences, meaning these are more susceptible to variations against budget. It is currently forecast that services will over achieve against their income budgets by a net £579,000, as shown in the table below:

Service	Updated Budget £000	Joint Financing & Other Reimburs.	Sales, Fees & Charges	Rents	Other Income	Total	RAG status
		5,350	5,765	3,127	1,828	16,070	
		<i>Adverse (Positive) Variance £000 against Budget :</i>					
Asset Management	3,292	(5)	-	(13)	(7)	(25)	G
Community Services	192	-	2	-	2	4	A
Corporate Management Plan	-	(11)	-	-	-	(11)	G
Economic Development	-	-	-	-	(3)	(3)	G
Environment & Leisure	1,305	1	21	-	(60)	(38)	G
Finance	2,624	(10)	-	-	(209)	(219)	G
Governance	197	-	12	-	(20)	(8)	G
Housing	51	-	(8)	(4)	-	(12)	G
Human Resources	-	-	-	-	-	-	G
ICT & Facilities	2	-	-	-	-	-	G
Marketing & Communications	151	-	10	-	(21)	(11)	G
Operations	4,988	-	(38)	13	(110)	(135)	G
Strategic Investment	449	-	-	-	-	-	G
Sustainable Development	1,613	-	(113)	-	-	(113)	G
Service Total	14,864	(25)	(114)	(4)	(428)	(571)	G
Corporate Financing	1,206	-	-	-	(8)	(8)	G
Total	16,070	(25)	(114)	(4)	(436)	(579)	G

RAG Status: G = positive or nil variance, A = up to 5% adverse variance or <£50k, R = adverse variance greater than 5% and >£50k at Individual Business Plan level

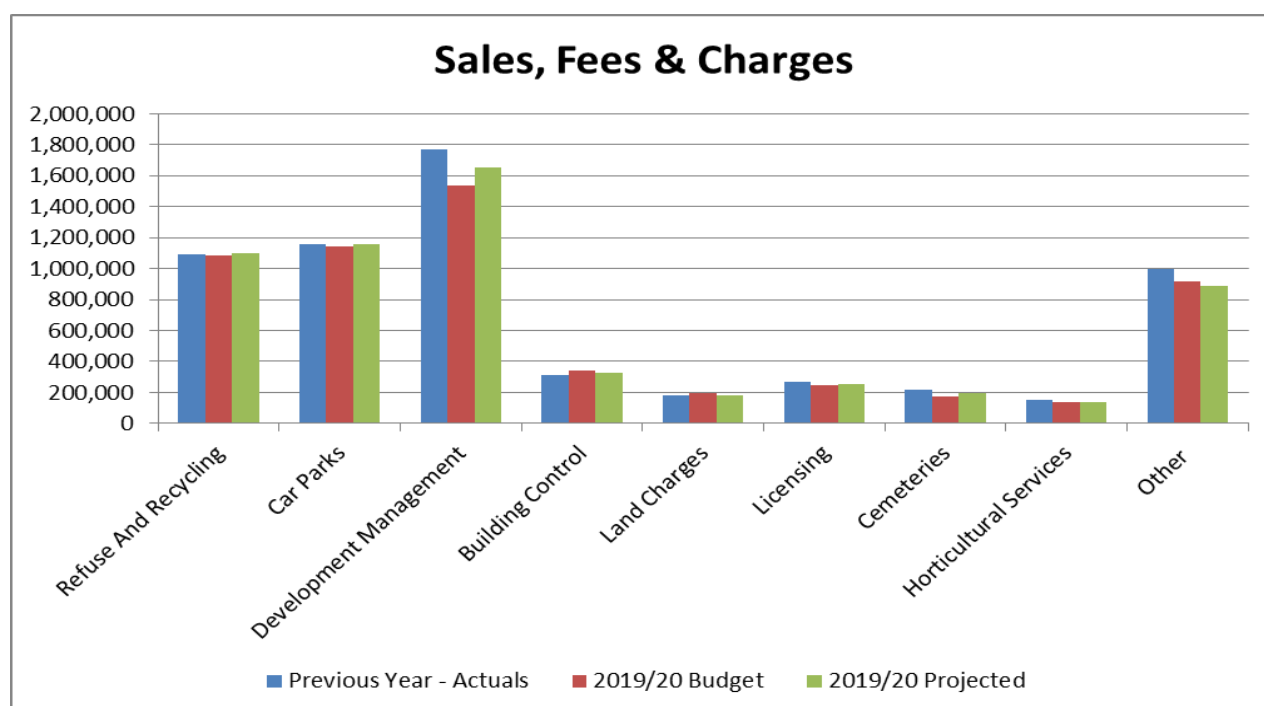
Joint Financing & Other Reimbursements

The total budget for income from joint financing and other reimbursements is £5.350million, the main sources of which are: Essex County Council contributions towards service costs (£2.441million); estimated benefit from the Essex Business Rate Pool (£646,000); Council Tax sharing and investment agreement with the major precepting bodies (£559,000); Housing Benefit (HB) overpayment recoveries and Local Tax costs recovered (£733,000); subscriptions to the Procurement Hub (£350,000); and business rate collection allowance (£193,000).

At Q1 a positive variance for the year is predicted of £25,000 across all services, including net additional income of £20,000 from HB and Local Tax recoveries.

Sales, Fees & Charges

The budget for income from sales, fees & charges is £5.765million which is projected to be over achieved by a net £114,000. The following chart shows the main income streams:



Commentary on Fees and Charges:

- **Car Parks:** The current projection is for income to be broadly similar to the previous year. The original budget included a provision for potential loss of income as a consequence of the proposed Manor Street regeneration project. This provision has currently been reversed pending further clarification regarding the timescale for development (see **Other Service and Corporate Income**).
- **Development Management:** The original budget provided for an increase in planning application fee income of £156,560, with a further in-year increase to budget of £128,500 taking the overall budget to £1.397million. Whilst actual income is slightly down on the previous year for the same period, it is still expected to overachieve the updated budget by £103,000 resulting in a forecast income for the year of £1.5million. Additional income is also projected from the Street Naming and Numbering service of £10,000.
- **Building Control:** The service anticipates slightly higher income this year than the previous year due in part to the transfer of work in progress from another external service provider that has recently ceased trading. However, overall income is still expected to be below budget by £20,000.
- **Local Land Charges:** As a result of a reduction in the number of chargeable searches being requested, the income budget was reduced by £78,000 for the 2019/20 budget. Income received in the first quarter is similar to last year for the same period, therefore, the assumption is that full year income will be similar (£183,000) which is £11,000 lower than the budget of £194,000.
- **Other Income** – Includes projected income from the following services or activities: Community Transport (£90,000); the Town Hall Centre (£106,000); Commercial Property service charges (£242,000); and income received from the Leisure Management operator (£194,000). Overall income is projected lower than budget by £32,000 – the main variances being a reduction in income from the All Weather Pitch at Great Notley Country Park due to surface replacement works (-£17,000); and advertising income (-£11,000), this latter variance being offset by recharging time of the Commercial Sales Manager role to another Essex local authority (included under Other Service and Corporate Income). Income in 2018/19 was higher due to a one-off retrospective adjustment in relation to advertising rights on council-owned bus shelters.

Rental Income

The budget for rental income from land & property is £3.127million – comprising the investment and commercial property portfolio, markets, housing properties, and other let properties. The current projected outturn for the year is a small net over achievement of £4,000.

Commentary on Rental Income:

- **Asset Management:** The investment and commercial property budget for rental income was increased by £284,000 during the 2019/20 budget process leading to an overall budget of £2.987million. This reflected the transfer back to the Council of the management of the Braintree Enterprise Centre and Corner House, along with new commercial property: the completed grow-on units at Springwood Drive; and new acquisitions at Osier House, Sible Hedingham, and premises in Silver End. At the end of June a high proportion of the portfolio was let with only 3 assets vacant. The overall projection is currently an overachievement of income of £13,000.
- **Operations – Markets:** The service projects a shortfall in income of £13,000 in line with that experienced in 2018/19. Markets continue to be promoted and incentives offered to traders in efforts to seek to reverse the decline in income.

Other Service & Corporate Income

Total budgeted Other Income is £1.828million of which £810,000 is internal recharges including staffing costs that are expected to be charged against capital projects (£627,000). Other external income is projected to be overachieved by £436,000.

Other external income includes the following streams:

- **Investment & Other Interest Income:** The budgeted amount is £1million, which is expected to be overachieved by a net £170,000. This is due mainly to higher cash balances being held – the effect of both higher/ earlier receipt of capital receipts in respect of the previous financial year, and slippage in spending against the Council's strategic investment and other capital projects.
- **Solar Panel Feed-in-Tariffs:** a projection of £96,000 (against budget of £93,000) is expected from past investment in solar panels at various Council facilities.
- **Manor Street Income Provision:** the original budget provided an allowance for the potential loss of income on car parking and Town Hall bookings as a result of the proposed works at Manor Street which would reduce the availability of facilities during development. At present the exact timing and impact is uncertain pending appointment of a contractor. Consequently, the provision has been reversed, after some allowance for a small loss of income from future Town Hall bookings, leading to an overall positive variance of £117,000. Subject to further clarification an element of this provision may still be required in the latter part of this financial year.

Other variances projected include a number of unbudgeted government grants (£67,000) where either the related activity has been met from existing staff resources, or there are currently no plans to incur any additional expenditure.

Treasury Management

The Council's treasury management activity to the end of the quarter is summarised in the table below:

Amount Invested at start of the year	Activity to the end June		Amount Invested at end of the quarter
	New Investments	Investments Sold or Matured	
£46.97m	£32.50m	£16.63m	£62.84m
Average amount invested for the period			£61.08m
Highest amount invested			£64.83m

The total amount invested in long-term pooled fund investments was £18 million spread across seven funds. The remaining investments have been in short-term instruments including call accounts and term deposits with UK and Non-UK financial institutions, deposits with other local authorities and the UK Government, and liquid Money Market Funds (MMF).

Interest and dividends earned to the end of the quarter total £285,000, which is equivalent to an annualised rate of return of 1.87%:

Investments	Average Amount Invested	Interest & Dividends Earned	Annualised Return %
Long-Term Pooled Funds	£18.00m	£194,000	4.32%
Short-Term	£43.08m	£91,000	0.85%
Total	£61.08m	£285,000	1.87%

Investment returns have been increased by the dividend income earned from long-term investments. In addition, being exposed to equities and property, the value of these funds fluctuate based on prevailing market conditions. At the end of the quarter the market valuation for all the long-term pooled funds was £19.408million, representing an unrealised gain of £1.408million on the original amounts invested.

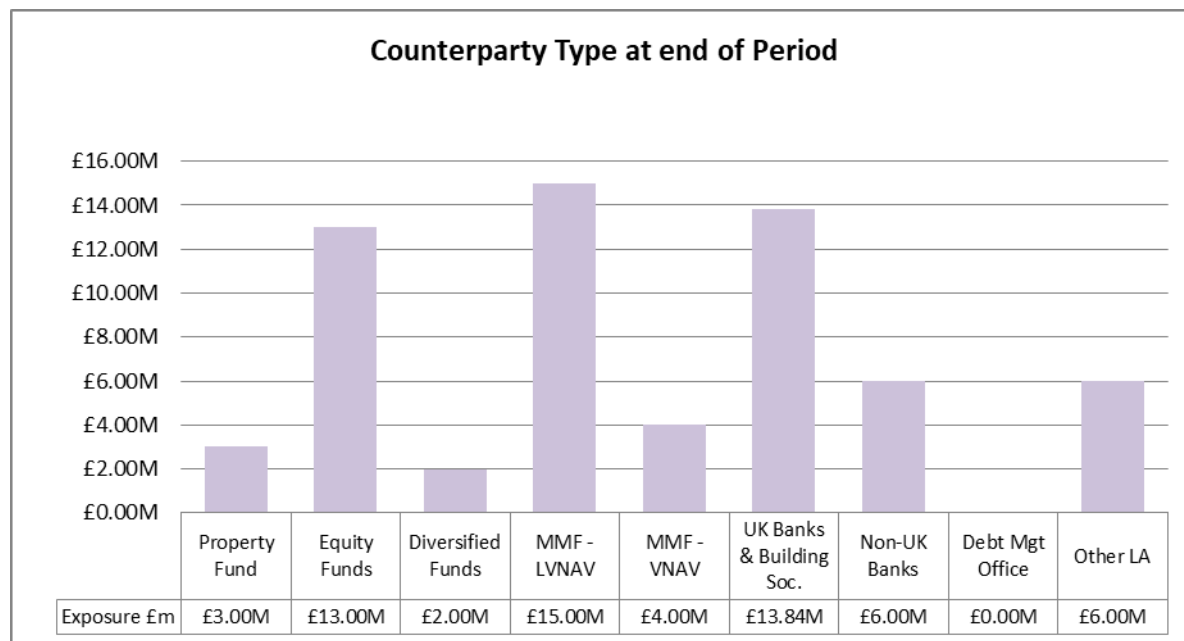
Reflecting a revised forecast of cash balances, it is currently projected that investment returns will be £172,000 higher than budget.

Market Commentary

Since the beginning of 2019 markets have rallied, and the FTSE 100 is up over 10% in pure price terms for the first 6 months of the calendar year. Nearly all of these gains were realised in the last quarter of FY 2018/19, as Q1 2019/20 has only seen a modest increase of around 2%.

UK gilt yields continued to display significant volatility over the period on the back of ongoing economic and political uncertainty in the UK and Europe. Money markets rates stabilised with 1-month, 3-month and 12-month LIBID (London Interbank Bid) rates averaged 0.60%, 0.68% and 0.92% respectively over the period.

At the end of the quarter the Council's investment portfolio comprised the following:



LVNAV = Low Volatility Net Asset Value i.e. the Fund value is expected to remain fairly constant

VNAV = Variable Net Asset Value i.e. the Fund value can fluctuate meaning that investors may receive back more or less than invested

General Fund Balances

General Fund balances are held for the following reasons:

- As a contingency against unforeseen events
- To meet short-term or non-recurrent one-off costs that are not provided in the base budget and/ or are incurred to achieve future savings and efficiencies.

Based on the projected outturn set out above, the movement on the General Fund balance is estimated to be:

	£'000
Balance at 1 April 2019	5,787
Add:	
Budgeted addition	128
Pension Fund triennial payment	1,411
Projected in-year variance	642
Less:	
One-off investment	(622)
Estimated Balance at 31 March 2020	7,346

Movements shown on the General Fund balance are in respect of:

- The budget approved by Council for 2019/20 included an anticipated addition to balances of £127,947, reflecting savings anticipated being made in advance of future years' budget shortfalls.
- In 2017/18 the Council made a one-off payment to the Essex Pension Fund covering the period April 2017 to March 2020, which was in part funded from General Fund balances. A repayment back into balances was expected in 2018/19 and 2019/20.
- The projected outturn variance for the year would mean an additional £642,000 being added to balances (subject to any future decisions regarding approvals for services to carry forward underspends for use in 2020/21).
- An allocation from General Fund balances was approved by Full Council in February 2019, to meet one-off budget requirements: £500,000 to replenish the Planning Appeals reserve; and a total of £122,000 provision for loss of income during redevelopment of Manor Street.

Risks and Assumptions

The forecasts reflect service managers' "best estimate" of the predicted outturn for the year. The previous year outturn and trends in-year have been considered; however, as always, these are subject to changing circumstances and unforeseen events. Directors and service managers continue to scrutinise all expenditure commitments in light of the planned savings set out in the Medium Term Financial Strategy. External income is inherently difficult to predict as it is substantially demand led and impacted by external factors.

Planning application fee projections are based on the best information available regarding when developers are likely to submit planning applications for growth locations within the district - this could change and income could be significantly higher or lower than projected. Projections are based on historical trends and will be influenced by both the number and type of planning applications received.

The net cost of housing benefit to the Council is ultimately subject to the total amount of payments made to claimants and the profile and circumstances of such payments, the latter effecting the extent to which costs are recovered from government subsidy. The level of subsidy has varied over recent years between 98.8% and 99.5%. A 0.1% variation +/- could result in a change in net cost of +/-£28,000 (assuming £28million of payments).

Investment income is influenced by the overall level of cash balances held, which in turn are dependent upon the progress of strategic investment and other capital projects, and the level of future capital receipts generated. Interest rates will impact on short-term investment, where a 0.25% change in rate +/- would change the amount of interest earned by +/- £105,000 per annum (based on average investment balances of £42million). Market sentiment will impact on the value of the Council's long-term pooled fund investments; whereas general economic conditions in both the UK and globally will influence the on-going dividend returns.

Payments made by the Council for processing its recycling material collected from households are subject to regular review of market indices.

The budget assumes that £627,000 of staffing costs can be recharged to capital projects. The actual amount recharged will depend on the extent to which projects progress and staff are working on activities that can properly be treated as capital under accounting rules.

There remains a high level of uncertainty about the implications of the UK leaving the European Union. Depending upon the outcome a range of activities undertaken by the Council could be affected and consequently lead to a differing outcome from position currently projected, for example:

- Income generating activities, particularly those which could be influenced by economic conditions, e.g. planning, building control, local land charges, commercial property rents, etc.
- Income and total returns from financial investments through changes in interest rates, financial markets, and market sentiment
- Regulatory services where these currently operate to EU standards e.g. Environmental Services
- Business, housing and other community support services which provide advice, guidance and direct support
- Strategic investment and general capital programme – impact on costs, income, and resources for current and pipe-line projects.

Capital Investment

Taking into account projects which were in progress and carried forward from earlier years, new projects approved as part of the Budget agreed in February 2019, and the subsequent decisions taken by Council on some major growth and infrastructure projects, the overall capital programme currently totals £44.3million. Delivery of significant projects will span a number of years, therefore, the amount expected to be spent in the current year is currently £23.427million. The following table shows how much has been spent at the end of Q1.

	Profiled Spend 2019/20 £000	Actual Spend at Quarter 1 £000	Actual Spend at Quarter 1 % of 19/20 Profile
Commercial and investment property	2,767	872	32%
Horizon 120	3,472	206	6%
Manor Steet regeneration	12,821	33	0%
Town Centre improvements	100	-	0%
Planned maintenance to Council premises	582	81	14%
Replacement vehicles and plant	142	-	0%
Information technology systems	576	24	4%
Play areas, parks and open spaces	500	1	0%
Spa Road environmental improvements	10	-	0%
John Ray Park improvement	282	-	0%
Operational equipment	248	86	35%
Sports and leisure facilities improvements	107	61	57%
Cordons Farm waste transfer station	23	-	0%
Grants to registered social landlords	13	-	0%
Grants to private home owners – disabled facilities grants	1,257	133	11%
Capital salaries	527	112	21%
Total	23,427	1,609	7%

The percentage actual spend to the end of Q1 is relatively low; however, this is affected by the inclusion in the programme of a number of commercial and investment property developments which are not expected to incur significant expenditure until the latter part of the year. Adjusting for these items the spend to Q1 is around 12% of the remaining programme which is broadly in line with previous years as the rate of capital spend tends to increase towards the latter quarters.

An assessment at the first quarter suggests that the amount of capital salaries that might be recharged from revenue to capital across the whole year could be lower than is provided for in the budget by £82,000. This projected variance also reflects in the forecast General Fund revenue position, albeit offset by related staffing underspends.

Capital resources

The original estimate was to generate £4.976million of capital resources from the sale of council-owned assets. However, one site completed earlier than expected, with the capital receipt being received in the previous financial year. A sale of land was completed in June resulting in a capital receipt of £1.317million. A further disposal which is expected to complete in the year is subject to planning.

Estimated resources to be generated in the year included £1million from preserved right-to-buy (RTB) receipts. Greenfields has reported that 5 RTB sales have been completed up to the end of Q1 generating approximately £633,000 for the Council. Greenfields have also advised that a further 30 applications are in progress. Based on the timing and likelihood of progression to completion, experience suggests an estimated total of 16 sales may complete this year generating circa £2.026million of resources. This compares to 27 sales completed last year which generated £3.756million for the Council.

VAT shelter monies due to the Council via an agreement with Greenfields were £45,000 at the end of Q1.

The Council has received £931,000 grant from the Better Care Fund, which is used to fund the Council's disabled facilities grant scheme. This is an increase of £68,000 over that originally anticipated for the year.