

**REPORT TO THE MEETING OF THE EXECUTIVE 6 FEBRUARY 2019**

**PORTFOLIO: FINANCE**

**REPORT FROM: SECTION 151 OFFICER**

**SUBJECT: QUARTER 3 2018/19 FINANCIAL MANAGEMENT & PERFORMANCE REPORT**

**1 DECISION BEING RECOMMENDED**

- 1.1 To note the Quarter 3 2018/19 revenue budget and capital position set out in sections 3 and 4 and detailed in Appendices 1 to 4.
- 1.2 To approve the transfer of £600,000 of budget from the in-year underspend to the Local Development Fund reserve, to increase the funds for planning policy work to support the delivery of the Local Plan, Joint Strategic Plan and related development plan documents over the next five years. This would leave a residual projected underspend of £450,000 in 2018/19.
- 1.3 To note the latest position on the Council's key performance indicators, as shown in Appendix 5.

**2 REASON/S FOR RECOMMENDATION**

- 2.1 The purpose of this report is to set out the revenue and capital forecast budget positions as at end of Quarter 3 2018/19.
- 2.2 The commentary does not attempt to cover all budgetary changes but draws attention to the key factors affecting net expenditure for that service area.
- 2.3 Allocations from the general balance for supplementary estimates (endorsed unplanned expenditure) or proposals to return underspends to the general balance will be recommended for approval by the Section 151 Officer, where appropriate.

**3 OVERALL FINANCIAL POSITION**

- 3.1 The latest revenue budget for 2018/19 is £9.69m. The forecast outturn for general fund expenditure as at Q3 is £8.64m, which is a favourable variance of £1.05m (10.8 %).
- 3.2 Portfolio holders, supported by Assistant Directors, are accountable for any budget variations within their services and the associated responsibility to ensure expenditure and income are managed within agreed budgets. To make sure that this is successfully achieved, it is essential that Assistant Directors identify any significant emerging variances, develop action plans

(endorsed by Portfolio Holders) to address these, and review them throughout the financial year, so that overall expenditure is contained within the available budget.

- 3.3 A breakdown of the revenue position by portfolio is set out in Appendix 1 and summarised in the table below.

Portfolio	2018/19 Original Budget	2018/19 Latest budget	End of Year Forecast	Actual Variance (surplus) / Deficit)
Leader	1,594,800	1,713,568	1,567,165	(146,403)
Finance	1,495,084	1,615,177	1,517,745	(97,432)
Enterprise	348,500	386,400	319,679	(66,721)
Planning	447,100	512,000	363,811	(148,189)
Environment	2,779,400	2,787,400	2,750,758	(36,642)
Governance	973,600	1,047,392	845,456	(201,936)
Community	1,554,200	1,629,058	1,346,665	(282,393)
Salary Savings	(200,000)			
Funding adjustments	0	0	(70,000)	(70,000)
	<b>8,992,684</b>	<b>9,690,995</b>	<b>8,641,279</b>	<b>(1,049,716)</b>
Proposed Transfer to LDF reserve			600,000	600,000
<b>Projected Year End Position</b>	<b>8,992,684</b>	<b>9,690,995</b>	<b>9,241,279</b>	<b>(449,716)</b>

- 3.4 The main factor driving the projected underspend is salaries. This was driven by the six-month vacancy freeze policy and a higher than projected number of posts becoming vacant during the first two quarters. Actual spend on salaries to date is £4.32m compared to a budgeted spend to date of £4.90m, giving a favourable year to date variance of c£580,000. Based on current information the full year saving will rise to c£725,000 against a budgeted salary saving target of £200,000. The following table shows a breakdown of this underspend by Portfolio.

Portfolio	<u>Year to Date Salary Saving</u>	<u>End of Year Projected Salary Saving</u>
Leader	(63,470)	(111,800)
Finance	(85,102)	(86,700)
Enterprise	(70,941)	(94,300)
Planning	(41,898)	(48,500)
Environment	(38,771)	(45,300)
Governance	(235,888)	(300,100)

Community	(43,601)	(38,100)
<b>Total</b>	<b>(579,671)</b>	<b>(724,800)</b>

3.5 In addition, the following variances are projected:

#### Leader

- A saving of c£14,600 is forecast against the work placements budget due to a current vacancy for an apprentice.

#### Finance

- A pressure of c£15,000 due to the budgeted additional income from external payroll service provision that will not materialise in the current financial year.

#### Enterprise

- Due to the rating revaluation of the Districts car parks a pressure on the budget of £24,000 is forecast.
- Application licenses and support payments are forecasting a budget pressure of c£50,000.
- IT contracts are expecting a saving of c£30,000 in relation to the Azure cloud hosting cost.

#### Planning

- Planning Fee income is expected to have a c£150,000 favourable variance against budget mainly due to an additional number of large applications which have been received.
- Income from Building Control fees is predicted to be c£43,000 less than budget. The quarter 3 position is down by c£27,000 compared to the same position as last year. This will be monitored closely throughout the remainder of the year to ascertain whether this is an ongoing trend.

#### Environment

- The contract for maintaining street cleansing is forecasting a c£31,000 pressure due to an in-year concept saving of £35,000 from contract negotiations not materialising.

- Income for the collection of bulky waste items is predicted to exceed budget by c£3,000.
- Income generated from columbarium, interments and monuments is expected to be less than budget by c£16,300
- The refuse collection contract is expected to be c£12,200 under budget.

#### Governance

- Housing Benefit Subsidy Payments are forecasting a pressure of £66,000 based on the latest in-year estimates
- In relation to the incentivised Council Tax Sharing agreement with preceptors the following variances have arisen:
  - The projected share-back income for 2018/19 has fallen compared to budget creating a c£65,000 adverse variance
  - Income in relation to collection work was not budgeted for and this has created a positive £40,500 variance.
  - Income due in relation to fraud prevention work and the hardship fund was not budgeted for and this has created a £70,000 positive variance (*note this is shown in the funding adjustments line rather than the under the Governance portfolio*)

#### Community

- Income for rent and deposit schemes is expected to exceed the yearly budget by c£60,000; however, this will be monitored closely to ensure that collection stays on track.
  - The latest HB subsidy claim form shows a drop in the bed and breakfast accommodation recharge, due to lower levels of people being housed in this type of accommodation. This gives rise to a projected improvement of c£143,000 but bed and breakfast numbers will be monitored throughout the remainder of the year.
- 3.6 It is proposed to move £600,000 of the total projected underspend into the Local Development Fund (LDF) reserve, in order to support delivery of the Local Plan, Joint Strategic Plan and related development plan documents over the next five years. This would leave a residual projected underspend of £450,000 in 2018/19.
- 3.7 Key financial indicators are summarised in Appendix 3 and 4. These relate to budget headings which are considered significant to the overall financial position of the authority e.g. salaries (which account for 73% of total expenditure) and income streams such as planning fees and parking.

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**4 CAPITAL PROGRAMME**

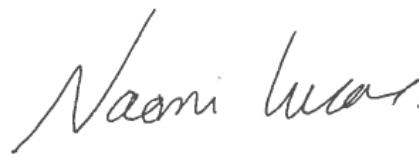
- 4.1 The current Capital Programme for 2018/19 agreed by Council on 13 February 2018, including those items agreed to be rolled forward from the 2017/18 programme, is £3.3m.
- 4.2 The forecasted outturn on the Council's capital programme as at Quarter 3 is £2.7m (83.1%). The table at appendix 3 summarises the projected position by service area. 70.4% of the planned expenditure has been completed in the year to date.
- 4.3 The overall forecasted outturn can be contained within the funds earmarked for the 2018/19 Capital Programme and is largely funded by grants and capital receipts.

**5 RISK IMPLICATIONS**

- 5.1 Various projects within the Council's revenue budget and capital programme are supported by time-limited grants. Where there are delays to the implementation of these projects, there is the risk that the associated grants will be lost. If this occurs either the projects will be aborted or a decision to divert resources from other Council priorities will be required.
- 5.2 Current economic conditions still have the potential to adversely affect some of the major income streams, such as Building Control and Development Control income. Decrease in activity may lead to reductions in income. In addition, delays in completing the items on the Capital Programme could prevent the Council from achieving its strategic objectives and lead to adverse publicity.
- 5.3 Regular monitoring of those budgets with the higher risk considerations will assist in providing early warnings to enable mitigation plans to be developed.

I confirm that the above recommendation does not depart from Council policy and that appropriate consideration has been given to any budgetary and legal implications.

LT Lead Officer Signature: \_\_\_\_\_



**SECTION 151 OFFICER**

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**Background Papers:-**

None.

For further information please contact Naomi Lucas on: -

Phone: 01702 546366 x 3517

Email: [Naomi.Lucas@rochford.gov.uk](mailto:Naomi.Lucas@rochford.gov.uk)

If you would like this report in large print, Braille or another language please contact 01702 318111.

## Appendix 1

### FINANCIAL MANAGEMENT REPORT FORECAST YEAR-END POSITION FOR 2018/19 AS AT END OF DECEMBER 2018

#### PORTFOLIO HOLDER: LEADER, CLLR T G CUTMORE

Service Area	Lead Officer	2018/19 Original Budget	2018/19 Latest budget	End of Year Forecast	Actual Variance (surplus) / Deficit)	Comment
Corporate Management	S Scrutton	125,900	188,200	185,952	(2,248)	
Assistant Directors	S Scrutton	736,400	723,437	672,706	(50,731)	Vacant posts Savings on apprentices' budget
Strategic Director	S Scrutton	123,200	126,200	125,123	(1,077)	
Managing Director	S Scrutton	152,200	152,200	150,154	(2,046)	
Conducting Elections	A Law	101,300	150,935	152,399	(6,981)	
Registration of Electors	A Law	106,200	106,855	98,410		
Health & Safety	M Harwood- White	45,700	45,700	39,535	(6,165)	
Leadership Support Team	J Bostock	150,500	150,500	82,672	(67,828)	Salary savings 2 x vacant posts
Civics	J Bostock	53,400	69,541	60,214	(9,327)	
	<b>TOTAL</b>	<b>1,594,800</b>	<b>1,713,568</b>	<b>1,567,165</b>	<b>(146,403)</b>	

## Appendix 1

### PORTFOLIO HOLDER: FINANCE, CLLR S P SMITH

Service Area	Lead Officer	2018/19 Original Budget	2018/19 Latest budget	End of Year Forecast	Actual Variance (surplus) / Deficit)	Comment
Audit	J Bostock	143,400	143,400	96,898	(46,502)	Vacant post
Financial Services	N Lucas	375,592	383,327	376,174	(7,153)	Salary savings of c£20k Budgeted additional income of £15k not materialised
Non Distributed Costs	N Lucas	865,000	865,000	842,158	(22,842)	Reversal of previous years sundry creditors
Projects	N Lucas	0	107,622	107,650	28	
Procurement	M Harwood – White	65,300	69,228	48,596	(20,632)	Vacant apprentice post
Risk & Performance Management	N Lucas	46,900	46,600	46,269	(331)	
Other Operating Inc & Exp	N Lucas	(1,100)			0	
	<b>TOTAL</b>	<b>1,495,092</b>	<b>1,615,177</b>	<b>1,517,745</b>	<b>(97,432)</b>	



## Appendix 1

### PORTFOLIO HOLDER: ENTERPRISE, CLLR G IOANNOU

Service Area	Lead Officer	2018/19 Original Budget	2018/19 Latest budget	End of Year Forecast	Actual Variance (surplus) / Deficit)	Comment
Off St Parking	M Hotten	(1,054,700)	(1,034,800)	(1,055,103)	(20,303)	Salary savings due to vacant post Additional income expected from season tickets/ permit Favourable variances offset partially due to adverse variance on car park business rates
Office Accommodation Rayleigh	M Harwood - White	79,600	79,600	82,706	3,106	
Office Accommodation Rochford	M Harwood – White	199,700	217,700	219,940	2,240	
Computer Services	D Tribe	929,800	929,800	906,453	(23,347)	Salary savings due to vacant post c£30k saving on IT contract payments Offset partially by overspend on IT licence and supports payments
Estate Management Services	M Harwood – White	121,800	121,800	95,193	(26,607)	Salary savings due to vacant post
Communications	S Scrutton	72,300	72,300	70,489	(1,811)	
	<b>TOTAL</b>	<b>348,500</b>	<b>386,400</b>	<b>319,679</b>	<b>(66,721)</b>	

## Appendix 1

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### PORTFOLIO HOLDER: PLANNING, CLLR I H WARD

Service Area	Lead Officer	2018/19 Original Budget	2018/19 Latest budget	End of Year Forecast	Actual Variance (surplus) / Deficit)	Comment
Development Management	M Hotten	88,500	88,400	(44,093)	(132,493)	Planning fee income expected to exceed budget
Building Control Client Account	L Moss	221,600	221,600	191,168	(30,432)	Building control fee income is expected to be under budget by c£43k Salary savings due to vacant post
Building Control Fee Account	L Moss	(265,000)	(260,000)	(221,123)	38,877	
Planning Policy & Eco Dev	S Scrutton	402,000	462,000	437,859	(24,141)	Salary savings due to vacant post
	<b>TOTAL</b>	<b>447,100</b>	<b>512,000</b>	<b>363,811</b>	<b>(148,189)</b>	

## Appendix 1

### PORTFOLIO HOLDER: ENVIRONMENT, CLLR A WILLIAMS

Service Area	Lead Officer	2018/19 Original Budget	2018/19 Latest budget	End of Year Forecast	Actual Variance (surplus) / Deficit)	Comment
Highways/ Roads Routine	M Hotten	1,500	(9,900)	(27,351)	(17,451)	Salary savings
Cemeteries & Churchyards	M Hotten	(131,300)	(125,300)	(110,831)	14,469	
Street Cleansing	M Hotten	669,400	669,400	697,378	27,978	Overspend on Suez contract
Public Conveniences	M Hotten	23,600	47,000	53,327	6,327	
Coast Protection	M Hotten	2,300	2,300	2,300	0	
Depot	M Hotten	40,900	28,900	26,369	(2,531)	
Recycling Collection	M Hotten	2,075,600	2,075,600	2,059,502	(16,098)	Savings on Suez contract Additional income expected from bulky waste collections
Recycling Disposal	M Hotten	(667,900)	(667,900)	(673,007)	(5,107)	
Parks & Open Spaces	M Hotten	715,600	717,600	676,238	(41,362)	Salary savings due to vacant post
Emergency Planning	M Harwood White	49,700	49,700	46,832	(2,868)	
	<b>TOTAL</b>	<b>2,779,400</b>	<b>2,787,400</b>	<b>2,750,758</b>	<b>(36,642)</b>	

## Appendix 1

### PORTFOLIO HOLDER: GOVERNANCE, CLLR C E ROE

Service Area	Lead Officer	2018/19 Original Budget	2018/19 Latest budget	End of Year Forecast	Actual Variance (surplus) / Deficit)	Comment
Housing Benefit Administration	N Lucas	129,200	148,213	110,805	(37,408)	Salary savings due to vacant post
Housing Benefits Payments	N Lucas	(254,600)	(254,600)	(188,812)	65,788	
Reception	N Lucas	141,300	144,300	109,730	(34,570)	Salary savings due to vacant post
Support Services	D Tribe	214,800	214,800	167,139	(47,661)	Salary savings due to vacant post
Legal Services	A Law	159,500	202,050	180,032	(22,018)	Salary savings due to vacant post
Human Resources	S Scrutton	188,800	188,800	180,699	(8,101)	
Licensing	A Law	60,200	60,200	36,864	(23,336)	
Customer Services	D Tribe	263,700	263,700	227,862	(35,838)	Salary savings due to vacant post
Hackney Carriage	A Law	(100,700)	(100,700)	(100,711)	(11)	
Member & Committee Services	J Bostock	427,700	420,050	409,142	(10,908)	
Local Land Charges	A Law	(160,000)	(158,500)	(135,610)	22,890	Land charges income expected to be under budget
Council Tax	N Lucas	(145,800)	(130,821)	(165,436)	(34,615)	Salary savings due to vacant post. Funding received for LCTS set up fund
Business Rates	N Lucas	(55,500)	(55,100)	(56,855)	(1,755)	
Information	A Law	60,900	60,900	24,975	(35,925)	Salary savings due to vacant post
Overview	J Bostock	44,100	44,100	45,631	1,531	
	<b>TOTAL</b>	<b>973,600</b>	<b>1,047,392</b>	<b>845,456</b>	<b>(201,936)</b>	

## Appendix 1

### PORTFOLIO HOLDER: COMMUNITY, CLLR M WEBB

Service Area	Lead Officer	2018/19 Original Budget	2018/19 Latest budget	End of Year Forecast	Actual Variance (surplus) / Deficit)	Comment
Housing Strategy	L Moss	13,900	11,000	10,007	(993)	
Private Sector Housing Renewal	L Moss	62,800	62,600	59,490	(3,110)	
Homelessness	L Moss	710,100	740,100	495,022	(245,078)	Adjustments to Housing Benefit subsidy claim form, based on latest figures
Corporate Policy & Partnership	L Moss	149,000	174,200	164,445	(9,755)	Salary savings
Community Safety	L Moss	34,200	36,638	36,319	(319)	
Public Health	M Hotten	24,700	24,700	24,700	0	
Environmental Health	L Moss	293,300	293,300	282,984	(10,316)	
Culture & Heritage – Windmill	M Harwood – White	(1,200)	(1,200)	(357)	843	
Sports Development & Promotion	M Harwood – White	4,600	19,020	16,195	(2,825)	
Leisure Premises	M Harwood – White	245,000	248,000	248,157	157	
Leisure Client Account	M Harwood – White	7,600	7,600	3,005	(4,595)	
Safeguarding	L Moss	10,200	13,100	11,585	(1,515)	
	<b>TOTAL</b>	<b>1,554,200</b>	<b>1,629,058</b>	<b>1,351,551</b>	<b>(277,506)</b>	

## Appendix 2

### QUARTER 3 CAPITAL MONITORING REPORT 2018/19

Details	Portfolio	2018/19 Latest Budget	Year to Date Actual	End of Year Forecast	Q3 Comments
<b>INFORMATION &amp; COMMUNICATIONS</b>					
<i>ICT Hardware - Mobile working, ipads etc.</i>	<i>Enterprise</i>	100,000	16,960	30,000	Options on device rollout are being trialled, further devices to be purchased in 2018/19. Remaining budget to roll to 2019/20
<i>ICT Software - New products/upgrades</i>	<i>Enterprise</i>	65,000	0	15,000	The Head of Finance and Section 151 Officer will be reviewing the financial management systems during the autumn with the decision on a way forward to be made later in the year. It is likely this will be rolled forward into 2019/20. Legal are currently in discussions with Civica regarding a new case management system.
<i>Health &amp; Management Software</i>	<i>Leader</i>	3,000	3,000	3,000	
<i>IT Migration Project</i>	<i>Enterprise</i>	213,400	168,406	175,000	Final payment to Eduserv due by December 2018. Remaining budget to roll to 2019/20
<b>VEHICLES AND EQUIPMENT</b>					
<i>Wheelie Bins</i>	<i>Environment</i>	11,300	8,423	11,300	
<i>Vehicle Replacement Programme</i>	<i>Environment</i>	20,000	0	0	Vehicle to be ordered in 2018/19, delivery will be 2019/20

## Appendix 2

OPERATIONAL ASSETS					
<i>Cemeteries</i>	<i>Environment</i>	5,800	2,636	4,500	
<i>Pavilions (redec internal, external, fixtures, fittings)</i>	<i>Environment</i>	37,500	3,124	3,200	Conditional surveys currently being reviewed, work will slip to 2019/20
<i>Air Quality Grant Expenditure</i>	<i>Community</i>	1,258,000	1,258,000	1,258,000	Ring fenced DEFRA funding for national air quality work.
<i>Public Conveniences Refurbishment</i>	<i>Environment</i>	235,100	218,692	235,100	
CAR PARKS					
<i>Car park rolling programme</i>	<i>Enterprise</i>	71,400	4,700	5,000	Due to staff shortage, works will slip into 2019/20
<i>Cherry Orchard Car Park Works</i>	<i>Enterprise</i>	9,500	0	9,500	
<i>Electric Charging Points</i>	<i>Enterprise</i>	12,000	0	0	
PARKS & PLAY FACILITES					
<i>Match Funding - New Play Spaces</i>	<i>Environment</i>	100,000	5,000	15,000	£45K funding to be received in Q3, RDC will match this with £5k. Further bids expected for 2018/19. However budget is likely to cover a number of years.
<i>Play Space Works</i>	<i>Environment</i>	62,100	56,740	62,100	
<i>Condition Survey</i>	<i>Environment</i>	10,000	3,500	3,500	
<i>Parks &amp; Open Spaces Programme</i>	<i>Environment</i>	17,500	14,962	17,500	
<i>S106 Exp Parks &amp; Open Spaces</i>	<i>Environment</i>	185,000	183,952	185,000	
OFFICE ACCOMODATION					

## Appendix 2

<i>Rochford Accommodation works</i>	<i>Enterprise</i>	52,400	10,969	27,500	New infrastructure for drainage at 3-15 South Street, replacement equipment and carpets for Rochford Reception. Improvement/ alterations to Rochford training room
<i>Rochford Asset Survey works</i>	<i>Enterprise</i>	35,000	0	10,000	Surveys have been completed for the offices, works have been identified for 2018/19
<i>Rayleigh Accommodation works</i>	<i>Enterprise</i>	31,500	9,674	10,000	
<i>Rayleigh Asset Survey works</i>	<i>Enterprise</i>	25,000	0	5,000	Surveys have been completed for the offices, works have been identified for 2018/19
<i>Windmill</i>	<i>Community</i>	15,000	12,109	15,000	
<i>Health and Safety Adaptations</i>	<i>Leader</i>	29,300	4,875	10,000	
<b>PROJECTS</b>					
<i>Wallasea Island - match funding</i>	<i>Enterprise</i>	50,000	0	0	Details of capital expenditure on this project will be brought before the Executive later in the year. Dependent on timings this budget may be carried forward in to 2019/20 to support capital infrastructure on the island.
<b>HOUSING</b>					
<i>Disabled Facilities Grant</i>	<i>Community</i>	558,000	313,229	558,000	

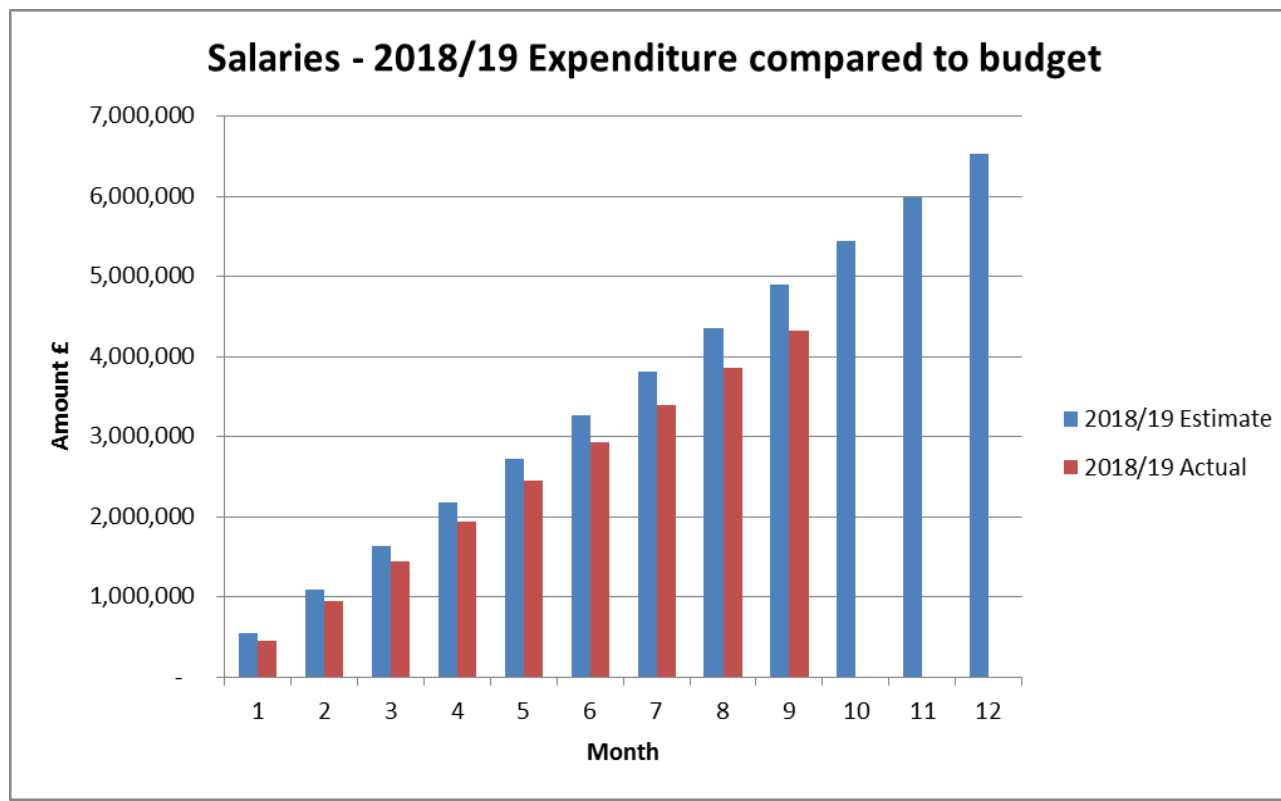


## Appendix 2

<i>Homeless solution - temporary accommodation</i>	<i>Community</i>	10,000	0	10,000	Ring fenced for King's Head capital need.
<i>Housing renewal grant</i>	<i>Community</i>	40,000	19,728	40,000	New well homes policy agreed Q1 - future commitments (Q4) new well homes navigator pilot partnership + ECFRS and Community Agents.
<b>OTHER</b>					
<i>Discretionary Voluntary Grants</i>	<i>Community</i>	25,000	12,420	12,420	Limited capital spend for small grants predominately revenue.
<b>2018/19 CAPITAL PROGRAMME TOTAL</b>		<b>£3,287,800</b>	<b>£2,316,041</b>	<b>£2,730,620</b>	
<b>Funded by:</b>					
<i>Disabled Facilities Grant via Better Care Fund</i>		408,000		408,000	
<i>Insurance Claim</i>		6,000		6,000	
<i>Capital Finance Reserve</i>		979,300		460,520	
<i>Air Quality Grant Income</i>		1,258,000		1,258,000	
<i>S106 Income</i>		175,000		175,000	
<i>Hard/ Soft Infrastructure Reserve</i>		10,000		10,000	
<i>R&amp;M Reserve</i>		3,000		3,000	
<i>IT Reserve</i>		213,400		175,000	
<i>Transformation Reserve</i>		235,100		235,100	
<b>Total Funding</b>		<b>£3,287,800</b>		<b>£2,730,620</b>	

### FINANCIAL MANAGEMENT REPORT KEY FINANCIAL INDICATORS AS AT END OF QUARTER 3

#### Salaries



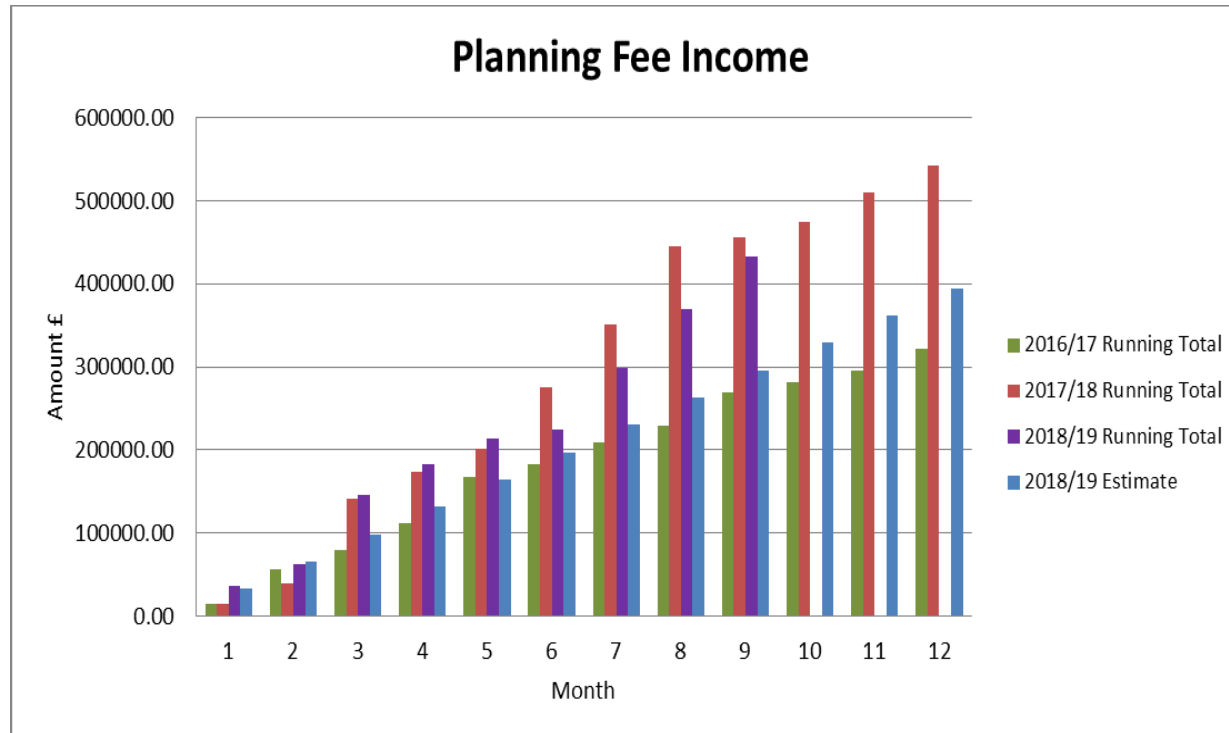
#### Commentary

The original budget for salaries was set at £6.53m. At the end of Q3 there is an underspend of c. £580,000.

Expenditure on salaries is managed corporately to both reduce employment costs and improve services through better job design.

## Appendix 3

### Planning Fees



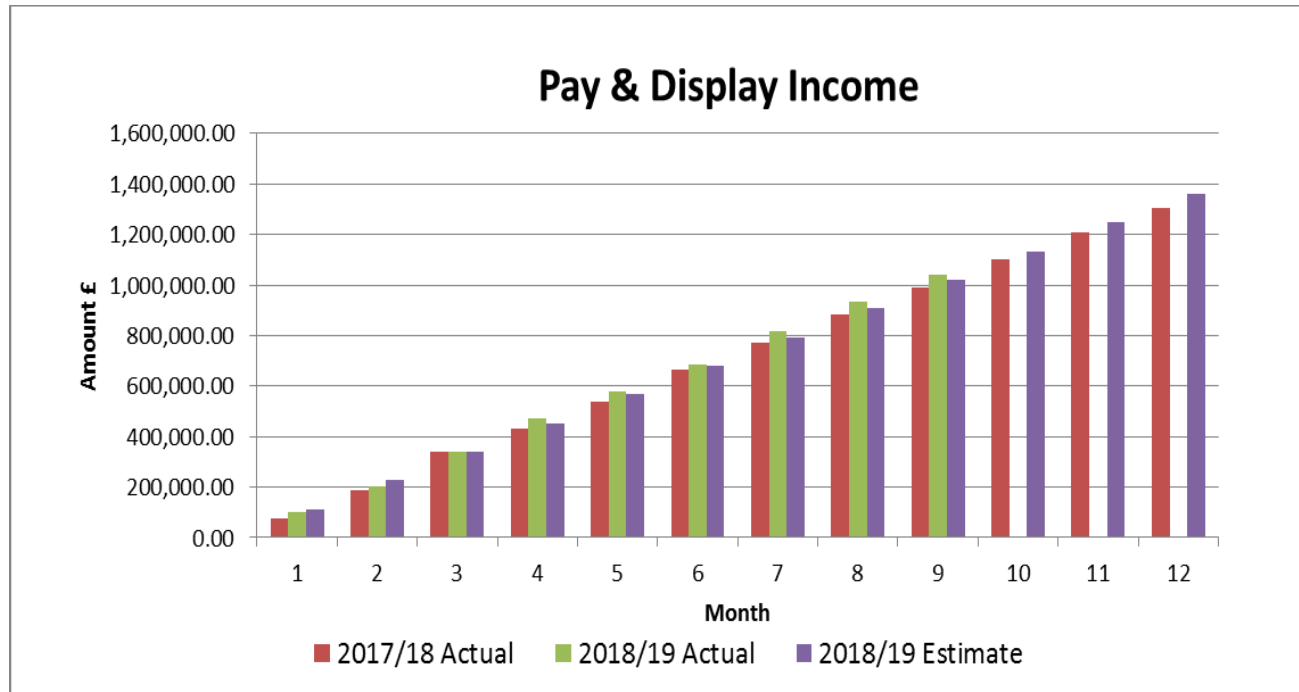
### Commentary

The original budget for planning fee income was £395,000. This was based on officer assumptions on Planning Applications for 2018/19.

At this stage, the year to date position is £432,469, a favourable variance against budget by c£136,219.

## Appendix 3

### Parking Fees



### Commentary

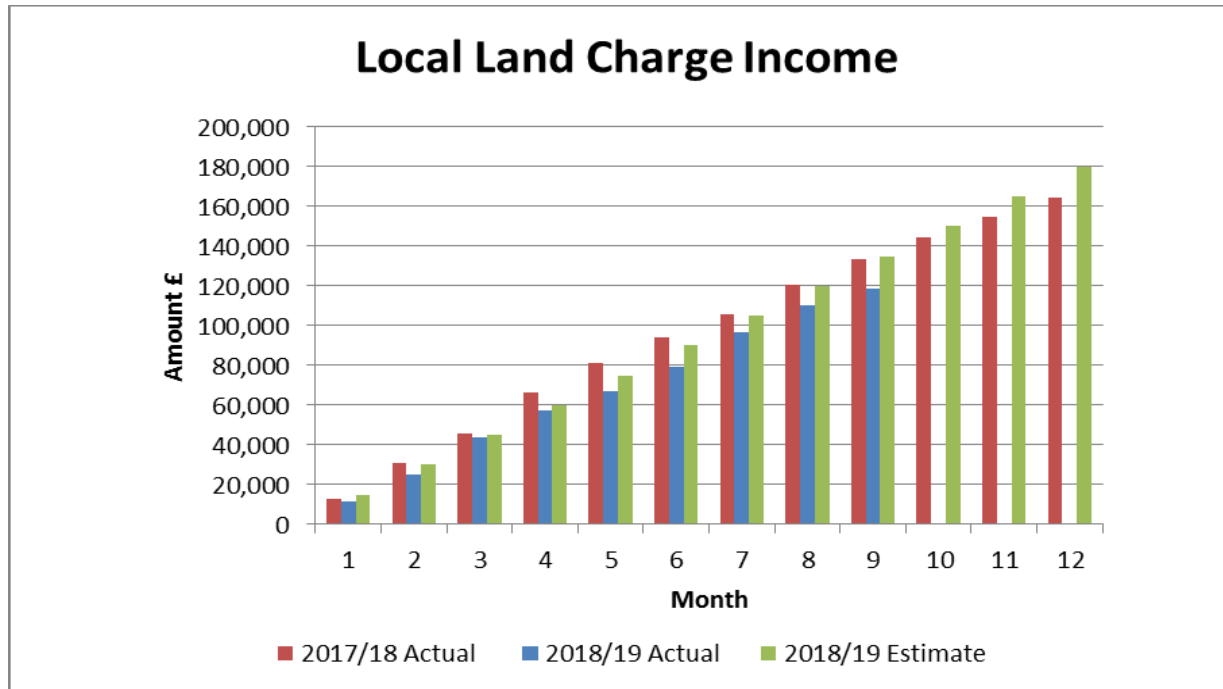
The original budget for 2018/19 is £1,360,000.

Income to date is £1,042,034 against a year to date target income of £1,020,000.

This is up compared to the same position as last year, where income was £987,532

## Appendix 3

### Local Land Charges



### Commentary

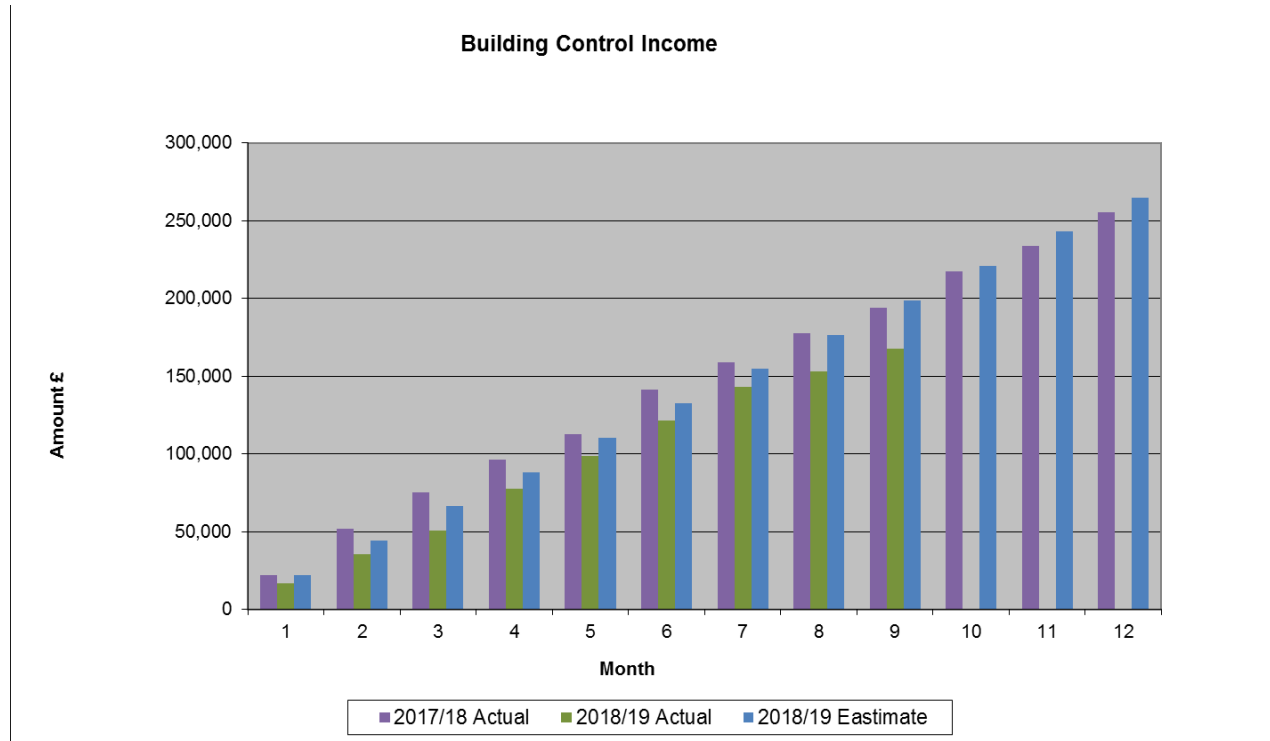
The original budget for 2018/19 is £180,000. Income to date is £118,367 against a year to date target of £135,000.

Income to date is down compared to the same position as last year, where income was £133,729 as at Q3.

Based on income to date, total income for the year is forecast to be under original budget by c. £22,000

## Appendix 3

### Building Control Income



### Commentary

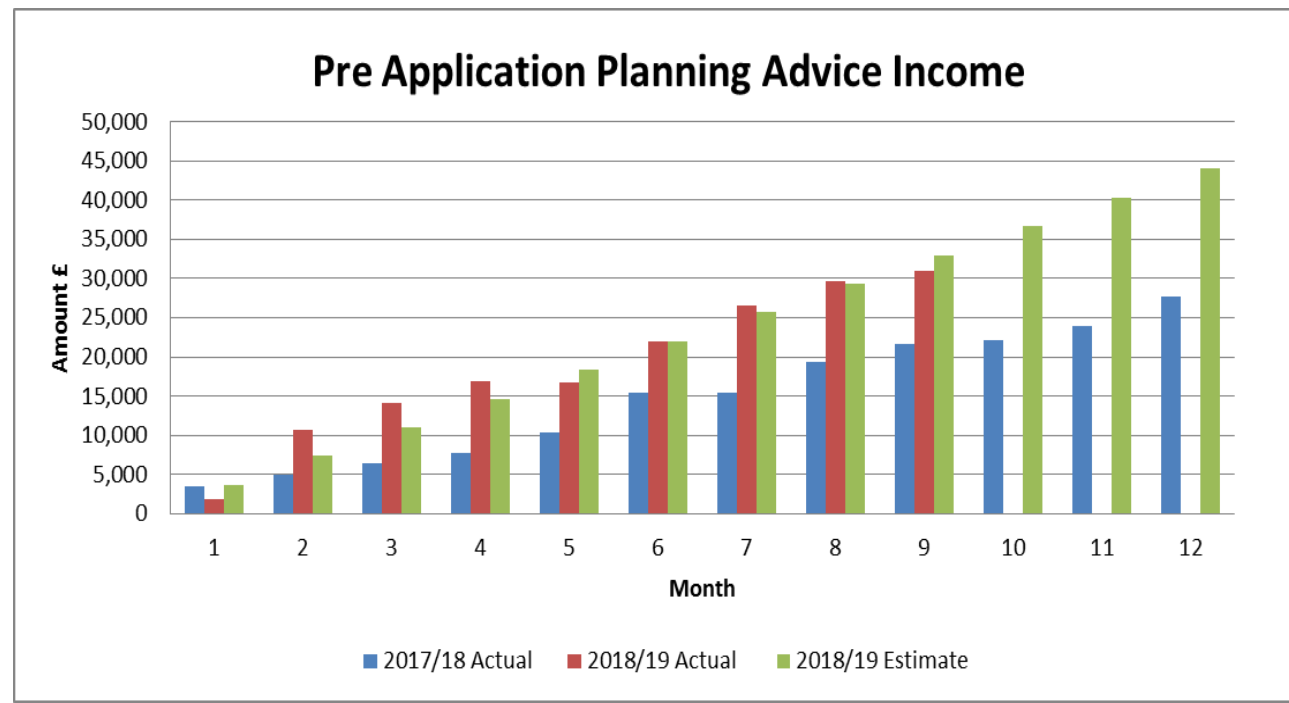
The original budget for 2018/19 is £265,000.

Income to date is £167,411 against a year to date target of £198,750, this compares to income of £194,172 for the same period last year.

The forecast outturn is expected to be c. £41,800 adverse compared to budget.

## Appendix 3

### Pre Planning Application Advice



### Commentary

The original budget for 2018/19 was set at £44,000. This was based on officer assumptions on the take up of this service.

Income to date is £31,048 against a year to date target of £33,000.

## Appendix 4

Car Park	Financial Year	Income Received Q1	Income Received Q2	Income Received Q3	Income Received Q4
		£	£	£	£
Webster's Way	2017/18	151,903	134,551	136,952	119,680
	2018/19	137,859	143,593	141,709	
Castle Road	2017/18	50,142	46,606	46,456	60,416
	2018/19	56,440	57,123	61,129	
Back Lane	2017/18	35,414	36,239	35,202	35,551
	2018/19	38,546	36,852	41,202	
Market Car Park	2017/18	21,678	22,430	22,491	22,209
	2018/19	23,818	23,810	24,409	
Bellingham Lane	2017/18	38,740	44,091	39,925	40,573
	2018/19	41,910	40,406	43,756	
Southend Road	2017/18	16,926	15,362	15,058	15,201
	2018/19	15,381	15,369	17,000	
The Approach	2017/18	9,741	10,896	11,250	11,512
	2018/19	11,888	11,456	13,294	
Hockley Woods	2017/18	6,481	7,837	5,483	4,499
	2018/19	5,371	6,179	5,464	
Freight House	2017/18	5,045	4,427	4,865	4,646
	2018/19	6,445	5,633	6,575	



## Appendix 4

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<b>Old Ship Lane</b>	<b>2017/18</b>	1,906	4,532	4,903	2,244
	<b>2018/19</b>	2,232	4,425	2,761	
<b>Total</b>	<b>2017/18</b>	<b>337,976</b>	<b>326,971</b>	<b>322,585</b>	<b>316,532</b>
	<b>2018/19</b>	<b>339,889</b>	<b>344,846</b>	<b>357,299</b>	

## Appendix 5 – Quarter 3 Performance Indicator Monitoring

Becoming Financially Self Sufficient											
R = Red A = Amber G = Green		Polarity	Quarter To Date Target	Quarter To Date Result	QTD Result Vs. QTD Target	Trend (QTD This Year Vs. QTD Last Year)	Year To Date Target	Year to Date Result	YTD Result Vs. YTD Target	Trend (YTD This Year Vs. YTD Last Year)	Quarter Commentary
PR009	Percentage of Collectible Council Tax collected (Cumulative)	HIGH IS GOOD	78.9%	81.3%	G	Worse (81.6%)	78.9%	81.3%	G	Worse (81.6%)	2.4% collected over target, representing £2,466,888 more collected than at this point last year.
PR010	Percentage of Collectible Business Rates collected (Cumulative)	HIGH IS GOOD	82.9%	81.7%	R	Better (81.0%)	82.9%	81.7%	R	Better (81.0%)	1.2% collected under target, representing £436,317 less collected than at this point last year.
PR011	Percentage of Housing Benefit Overpayments recovered to date (Cumulative)	HIGH IS GOOD	22.5%	17.0%	R	Worse (18.6%)	22.5%	17.0%	R	Worse (18.6%)	The recovery rate is 5.5% under target, representing £32,523 recovered less than at this point last year.
PR012	Percentage of invoices paid in 30 days	HIGH IS GOOD	98.0%	92.5%	A	Worse (95.2%)	98.0%	96.4%	A	Better (94.6%)	Invoices Paid within 30 days is under its target performance of 98% with 92.5% of invoices paid in time during October to December.
PR025	Percentage of invoices for commercial goods and services paid by the Authority within 10 days of receipt to Local Suppliers	HIGH IS GOOD	90.0%	98.0%	G	Better (75.4%)	90.0%	93.5%	G	Better (84.2%)	Invoices Paid within 10 days to Local Suppliers is over its target performance of 90% with 98% of invoices paid in time during October to December.

## Appendix 5 – Quarter 3 Performance Indicator Monitoring

Early Intervention											
R = Red A = Amber G = Green		Polarity	Quarter To Date Target	Quarter To Date Result	QTD Result Vs. QTD Target	Trend (QTD This Year Vs. QTD Last Year)	Year To Date Target	Year to Date Result	YTD Result Vs. YTD Target	Trend (YTD This Year Vs. YTD Last Year)	Quarter Commentary
PR001	Number of households in B & B/Nightly lets/HMO's (direct cost provision)	LOW IS GOOD	0	16	R	Better (22)	0	16	R	Better (22)	When compared with previous quarter, direction of travel is continuing to be green. Note: on-going risks, with dependencies on constant supplies of affordable housing and the need to ensure prevention work remains at the core of all our work.
PR002	Number of Homeless Preventions										Change in reporting aligned to new Homeless Reduction Act. The first H-CLIC statistical release was published on 13th December 2018 and can be found here. <a href="https://www.gov.uk/government/statistical-data-sets/live-tables-on-homelessness">https://www.gov.uk/government/statistical-data-sets/live-tables-on-homelessness</a>
PR003	Homeless Prevention Savings (Cumulative)										Change in reporting aligned to new Homeless Reduction Act. The first H-CLIC statistical release was published on 13th December 2018 and can be found here. <a href="https://www.gov.uk/government/statistical-data-sets/live-tables-on-homelessness">https://www.gov.uk/government/statistical-data-sets/live-tables-on-homelessness</a>

## Appendix 5 – Quarter 3 Performance Indicator Monitoring

PR004	Number of dwellings improved (occupied by vulnerable households)	HIGH IS GOOD	25	16	A	Worse (27)	75	64	A	Better (62)	Complexities of cases have increased. To date: 86 housing hazards removed. Estimated £561,000 savings to NHS/wider society.
PR005	Number of food businesses made safer (cumulative)	HIGH IS GOOD	70	50	A	Worse (69)	209	156	A	Worse (171)	This is a risk based programme of work.
PR006	Number of Out of Work Benefit Claimants: Actively Seeking	LOW IS GOOD	800	555	G	Worse (430)	800	555	G	Worse (430)	November result shown.
PR007	Average number of days to process new benefit claims	LOW IS GOOD	21.0	20.7	G	Worse (19.8)	21.0	20.9	G	Worse (18.1)	The average time taken to action New Benefit Claims is currently 0.3 day(s) under target.
PR008	Average number of days to process benefit claims changes in circumstances	LOW IS GOOD	12.0	36.0	R	Worse (22.1)	12.0	26.2	R	Worse (23.6)	The average time taken to action New Benefit Claims is currently 24.0 day(s) over target.

## Appendix 5 – Quarter 3 Performance Indicator Monitoring

Maximise our Assets											
R = Red A = Amber G = Green		Polarity	Quarter To Date Target	Quarter To Date Result	QTD Result Vs. QTD Target	Trend (QTD This Year Vs. QTD Last Year)	Year To Date Target	Year to Date Result	YTD Result Vs. YTD Target	Trend (YTD This Year Vs. YTD Last Year)	Quarter Commentary
PR013	Planning Enforcement: Percentage of Initial Site Visits conducted within target time	HIGH IS GOOD	60%	43%	R	Worse (69%)	60%	68%	G	Worse (71%)	43% of initial Planning Enforcement visits were conducted within their target time. This is worse than previous quarter. The enforcement team's resource has been focussed on appeal work during November and December which has affected Site Visit targets.
PR014	Planning Enforcement: Cases being investigated including appeals	LOW IS GOOD	360	231	G	Worse (227)	360	231	G	Worse (227)	The enforcement team's resource has been focussed on appeal work during the month of November and December which has affected other case work.
PR015	The number of working days lost to the Local Authority due to sickness absence per FTE	LOW IS GOOD	2.5	1.9	G	Better (2.6)	5.5	1.9	G	Better (6.9)	Performance within target this quarter.
PR016	Number of employees: FTE	N/A	N/A	143.0	N/A	Lower (149.1)	N/A	143.0	N/A	Lower (149.1)	This quarter's result is 6.1 lower than at this time last year.

## Appendix 5 – Quarter 3 Performance Indicator Monitoring

Enable Communities											
R = Red A = Amber G = Green		Polarity	Quarter To Date Target	Quarter To Date Result	QTD Result Vs. QTD Target	Trend (QTD This Year Vs. QTD Last Year)	Year To Date Target	Year to Date Result	YTD Result Vs. YTD Target	Trend (YTD This Year Vs. YTD Last Year)	Quarter Commentary
PR017	Residual waste Kg per household	LOW IS GOOD	85	97	A	Worse (91)	235	281	R	Worse (260)	Residual waste per household is over its target performance of 85.0kg with a quarter result of 97.2kg. Results have been impacted on by lighter packaging affecting recycling, a reduction in recycling banks tonnages and a overall recycling decline echoed nationally.
PR018	Percentage of waste recycled or composted	HIGH IS GOOD	66.0%	54.6%	R	Worse (57.7%)	66.0%	61.4%	A	Worse (64.1%)	The recycling rate is under its target performance of 66.0% with a quarter result of 54.6% Results have been impacted on by lighter packaging affecting recycling, a reduction in recycling banks tonnages and a overall recycling decline echoed nationally.
PR019	Percentage of Missed bins vs total collected	LOW IS GOOD	0.010%	0.042%	A	Worse (0.014%)	0.010%	0.046%	A	Worse (0.014%)	There were 858,318 bins collected this quarter, of which 399 were missed.
PR020	Percentage of Major Planning Apps determined in 13 weeks	HIGH IS GOOD	75.0%	75.0%	G	Worse (100.0%)	75.0%	37.5%	R	Worse (66.7%)	9 Major Planning application(s) this quarter, with 4 subject to the Government Target of 13 weeks, of which 75% were

## Appendix 5 – Quarter 3 Performance Indicator Monitoring

											determined in time.
PR021	Percentage of Major Applications determined within agreed Extension of Time	HIGH IS GOOD	75.0%	100.0%	G	Same (100.0%)	75.0%	75.0%	G	Worse (100.0%)	There was 5 Major Planning application(s) subject to an extension of time, of which 100% were determined in time.
PR022	Percentage Remaining Planning Applications determined in 8 weeks	HIGH IS GOOD	75.0%	54.0%	R	Worse (85.8%)	75.0%	58.5%	A	Worse (84.9%)	216 Non-Major Planning application(s) this quarter, with 163 subject to the Government Target of 8 weeks, of which 54% were determined in time.
PR023	Non Major Applications determined within agreed Extension of Time	HIGH IS GOOD	75.0%	86.8%	G	Worse (88.9%)	75.0%	82.9%	G	Worse (91.3%)	There was 53 Non-Major Planning application(s) subject to extensions of time, of which 87% were determined in time.
PR024	Percentage of Planning appeals allowed	LOW IS GOOD	30.0%	0.0%	G	Better (33.3%)	30.0%	22.2%	G	Worse (14.3%)	There was 2 planning appeals, of which 0% were allowed.