

BABERGH DISTRICT COUNCIL

From: Cabinet Member for Finance – Peter Patrick	Report Number: BCa/17/7
To: BDC Cabinet	Date of meeting: 13 July 2017

2016/17 FINANCIAL OUTTURN

1 Purpose of Report

- 1.1 This report summarises the 2016/17 financial outturn for the General Fund, Housing Revenue Account and capital programme and shows how this links to the Medium Term Financial Strategy (MTFS) and achievement of the Council's strategic priorities.
- 1.2 This is subject to the external auditors report on the Statement of Accounts for the year, which will be presented to the Babergh Audit Committee on 25 September 2017. The unaudited Statement of Accounts was approved for publication by the Assistant Director - Corporate Resources at the end of June.

2 Recommendations

- 2.1 That the 2016/17 financial outturn as set out in this Report be noted.
- 2.2 That the transfer of £653k, being the General Fund adverse variance for the year, from the Transformation Fund referred to in paragraph 10.9 of this Report be approved.
- 2.3 That the General Fund carry-forward requests that individually exceed £25k and totalling £219k referred to in paragraph 10.14 of this Report be approved.
- 2.4 That the Capital carry-forward requests referred to in paragraphs 10.22 and 10.23 of this Report totalling £26.664m be approved.
- 2.5 That the transfer of £2.971m, being the HRA surplus for the year (£143k more than planned) per paragraph 10.27, to Reserves be approved
- 2.6 That the HRA Capital carry-forward requests referred to in paragraphs 10.34 and 10.35 of this Report totalling £4.846m be approved.

3 Financial Implications

- 3.1 These are detailed in the report.

4 Legal Implications

- 4.1 There are no specific legal implications.

5 Risk Management

5.1 This report is closely linked with all the Council's Significant Business Risks. Key risks are set out below:

Risk Description	Likelihood	Impact	Mitigation Measures
If forecast savings and efficiencies are not delivered then this will place additional pressure on the Council's financial position	Probable - 3	Noticeable - 2	Monitored throughout the year by Finance Teams and Corporate Managers
Economic conditions and other external factors having an adverse effect on the Councils financial position	Probable - 3	Noticeable - 2	Focus is on monitoring key income and expenditure streams – but Government changes and economic conditions continue to affect costs and income for a number of services
Capital Programme delivery not on target could result in additional capital financing costs over and above what has been budgeted for	Unlikely - 2	Noticeable – 2	Regular monitoring by key officers

6 Consultations

6.1 With Assistant Directors and Corporate Managers.

7 Equality Analysis

7.1 An equality analysis has not been completed because there is no action to be taken on service delivery at this point in time as a result of this report.

8 Shared Service / Partnership Implications

8.1 Both authorities continue to work closely together with particular attention given to sharing costs and savings between the two Councils, which is reflected in the financial outturn for the year.

9 Links to Joint Strategic Plan

9.1 Ensuring that the Councils make best use of their resources is what underpins the ability to achieve the priorities set out in the Joint Strategic Plan. Specific links are to financially sustainable Councils, managing our corporate and housing assets effectively, and property investment to generate income.

10 Key Information

Strategic Context

- 10.1 In February 2017 Babergh District Council approved the Joint Medium Term Financial Strategy (MTFS). This confirms the direction of travel, in that the Council has been developing a new business model to respond to the financial challenges.
- 10.2 The strategic response to those challenges, to ensure long term financial sustainability, is set out in six key actions:
- (a) Aligning resources to the Councils' refreshed strategic plan and essential services
 - (b) Continuation of the shared service agenda, collaboration with others and transformation of service delivery
 - (c) Behaving more commercially and generating additional income
 - (d) Considering new funding models (e.g. acting as an investor)
 - (e) Encouraging the use of digital interaction and transforming our approach to customer access
 - (f) Taking advantage of new forms of local government finance (e.g. new homes bonus, business rates retention)
- 10.3 The budget for 2016/17 relied on New Homes Bonus and business rates grant of £2m. (Base budget £1.6m and staffing £0.4m)
- 10.4 The details within the Joint MTFS show that for Babergh there is a small surplus of approximately £0.02m in 2017/18 and that over the next three years the cumulative funding gap is £1.8m at its weakest and a surplus of £0.3m at its strongest. Work will continue on modelling various scenarios as part of the ongoing Medium Term Financial Strategy and will be reported to members through the quarterly monitoring reports.
- 10.5 The Transformation Fund balance at 31 March 2017 is £966k after the transfer of the General Fund deficit (£653k). The level of outstanding commitments for the Transformation Fund is £788k, see Appendix C. Assuming these commitments are fully spent in 2017/18 and taking into consideration the £15k 2017/18 contribution, this would leave a balance in the Transformation Fund of £182k, but further bids have already been received since 1st April 2017. The fund could get the benefit in 2017/18 of approximately £500k by way of the reversal of the timing differences that have had such a contributing factor to the 2016/17 adverse variance, as mentioned below in 10.10, but there will need to be a review of commitments to ensure key priorities are met.
- 10.6 The nature of local government funding has changed in recent years. There is less core funding in the form of Revenue Support Grant (RSG) and more incentivised and one-off funding like New Homes Bonus and retention of business rates. The business rates income is more uncertain than RSG, where appeals and the changing number of businesses within the district impact on the income that is available to the Council.

This has been reinforced with the outturn position. It is also important that capital resources are used in ways to support the new business model. The Council is looking to use its assets and borrowing capacity to generate income from alternative sources in order to protect key services.

- 10.7 The total estimated core funding for future years is not a fixed guaranteed amount as it is dependent on variations in business rates income. This is carefully monitored and the volatility and risks, for example, rate relief for schools converting to academies and the level of appeals, will affect the amount of income received.
- 10.8 The outcome of these changes and uncertainties is that predicting the resources available to the Council over a period of time is more challenging, so more annual variances against budget are likely to be seen as we develop our processes to fit the new funding environment. Members should therefore focus on whether strategic priorities are being achieved rather than in year variances against budget.

General Fund - Revenue

- 10.9 The unaudited accounts show an adverse variance (increased expenditure and/or reduced income) of £653k when compared to the budget for the year (after planned reserve movements i.e. carry forwards - £219k plus Transformation Fund etc). This is £713k more than what was reported to Strategy Committee in February although some of the amounts have changed and new variances identified. Details of the financial position at the end of the year are outlined in the table below.

	Budget	Actual Spend	Reserve Adj	Revised Actual Spend	Budget LESS Revised Actual Favourable / (Adverse)
	£'000	£'000	£'000	£'000	£'000
Senior Leadership Team	566	627	(45)	582	(16)
Planning for Growth	1,718	1,225	(18)	1,207	511
Supported Living	885	882	(20)	862	23
Communities and Public Access	2,558	2,381	28	2,409	149
Environment and Projects	1,128	1,169	29	1,198	(70)
Investment and Commercial Delivery	302	155	(203)	(48)	350
Corporate Resources #	4,651	2,904	(117)	2,787	1,864
Law and Governance	1,603	2,264	(161)	2,103	(500)
Net expenditure on services	13,411	11,607	(507)	11,100	2,311
Discretionary grant to parishes	63	63		63	-
Recharge to HRA	(970)	(1,302)		(1,302)	332
Recharge to Capital	(436)	(189)		(189)	(247)
Capital financing costs	280	524		524	(244)
Transfers to / (from) reserves ***	(1,793)	46	507	553	(2,346)
Total budget requirement	10,555	10,749	-	10,749	(194)
Council Tax	(4,767)	(4,767)		(4,767)	-
Collection fund (Surplus)	(80)	(80)		(80)	-
Business Rates					
Baseline Business Rates (Net of Government Tariff)	(1,957)	(1,812)		(1,812)	(146)
Pooling Benefit	(109)	(204)		(204)	95
2015/16 estimated distribution of deficit	-	337		337	(337)
S31 Grant	(624)	(549)		(549)	(76)
Revenue Support Grant	(1,014)	(1,014)		(1,014)	-
Rural Services Delivery Grant	(225)	(225)		(225)	-
New Homes Bonus	(1,779)	(1,784)		(1,784)	5
Total funding	(10,555)	(10,096)	-	(10,096)	(459)
Total Adverse variance	-	(653)		(653)	(653)

Note

Includes £2m expenditure budget in 2016/17 for Transformation Fund Delivery Plan Projects of which £1.1m was spent across all service areas including a £0.1m contribution to the Capital Programme.

*** Includes £2m funding allocated in 2016/17 for Transformation Fund Delivery Plan Projects as outlined above.

10.10 The £653k adverse variance is largely due to timing differences on Business Rates the Photo Voltaic (PV) Panel income and the start of the Council's investment in the Public Access Transformation. £337k of the business rates variance relates to Babergh's share of the deficit on the Collection Fund in 2015/16. In previous years any surplus or deficit on the Collection Fund has been transferred to or from the Business Rates Equalisation reserve, however, this was fully utilised in 2015/16 and hence has to fall on the General Fund in 2016/17. The PV panel income is expected to be received in 2017/18. There were additional one-off ICT costs of approximately £60k, which are to start the Council's digital transformation to support improved public access.

10.11 The table below shows the main items that are included in the net adverse variance, a number of these have been reported in previous budgetary control reports to Strategy Committee. Quarter 3 variances have been included for comparison. The variances identified within this report will be taken into consideration when setting the budgets for 2018/19.

Explanation	Quarter 3 Amount (£) Favourable / (Adverse)	Outturn Amount (£) Favourable / (Adverse)	Outturn Change Amount (£) Favourable / (Adverse)
<u>Staff / Vacancy savings</u> The vacancy management savings of £100k has been exceeded resulting in a favourable variance of £141k, this is a reduction of £32k since the third quarter. The change can mainly be attributed to carry forwards that were submitted at year end. They are for training (£12k) and Policy and Strategy (Health and Wellbeing) as referred to in paragraph 10.14.	£173,000	£141,000	(£32,000)
Sub-total Employee Costs	£173,000	£141,000	(£32,000)
<u>Non-pay expenditure and income</u>			
Planning for Growth			
<u>Planning fee income (net)</u> The Council's Joint Strategic Plan places a clear priority on the delivery of more of the right type of housing, of the right tenure, in the right places. It goes on to explain that the Council is seeking to significantly increase supply and expand our 'market making' role in terms of creating the right conditions for developers to work with communities to deliver more housing.	-	£125,000	£125,000

Following this commitment, the Council has seen an increase in planning applications which is expected to continue in 2017/18.			
Supported Living			
<u>Photo Voltaic (PV) Panels (Feed In Tariff Income)</u> Following the extensive installation programme which began in 2014/15, there are still a number of properties (118) where PV panels have been installed, but are still awaiting registration. To enable receipt of the Feed in Tariff (FiT) income all properties must be registered with Ofgem. Any income due will be backdated to when the property was registered, so this variance is a timing issue and the income will be received in 2017/18. Finance will work closely with the Corporate Manager in this area to accurately forecast what the Council is due to receive. This will be reported as part of the quarterly budget monitoring for 2017/18.	-	(£159,000)	(£159,000)
<u>Photo Voltaic Panels (Procurement Consortium)</u> The London Housing Consortium (LHC) is a not-for-profit consortium set up to provide effective procurement solutions for local authorities including the contract for photo voltaic (PV) panels. Babergh has received a rebate of £51k for their share of the consortiums profits.	£51,000	£51,000	-
Communities and Public Access			
<u>Street and Major Road Cleansing</u> The net favourable variance of £24k can be attributed to the budget for cost of waste disposal being set too high. This has been reduced for 2017/18.	-	£24,000	£24,000
<u>Grants and Contributions</u> The favourable variance of £22k can be attributed to the grants review exercise that was carried out during the year. Savings of approximately 10% have been included within the budget for 2017/18.	-	£22,000	£22,000

Environment and Projects			
<u>Health and Well Being – SSL contract</u> Following the expiration of a service level agreement between the Council and South Suffolk Leisure (SSL) a number of years ago, the Council incorrectly continued to raise invoices of £15k a year. This meant that debts raised in 2014/15 and 2015/16 and the budget for 2016/17 needed to be corrected, totalling £45k. The budget for 2017/18 has been corrected.	(£51,000)	(£50,000)	£1,000
<u>Building Control</u> The service has seen a decrease in the volume of applications since 2015/16 by approximately 2.4% resulting in an income shortfall of £18k. This can largely be attributed to increased competition from other Building Control service providers.	-	(£18,000)	(£18,000)
<u>Waste</u> The adverse variance of £25k is due to a reduction in income from recycling credits and increased cost of the garden waste contract – indexation of the contract for 2016/17 was higher than anticipated.	(£24,000)	(£25,000)	(£1,000)
Investment and Commercial Delivery			
<u>Borehamgate Shopping Centre rental income</u> Rental income is £36k less than anticipated at Quarter 3. The initial payment profile for the receipt of rental income was unclear. This does not affect the overall annual income expected for 2017/18.	£227,000	£191,000	(£36,000)
<u>Rental income for Navigation and Gainsborough Chambers</u> The quarter 3 forecast was overstated as a result of repeating 2015/16 income levels. The 2015/16 income included back-dated rental income for Gainsborough Chambers that was one-off and not repeated in 2016/17	£40,000	£26,000	(£14,000)

<p><u>Open for Business</u></p> <p>The £45k favourable variance can be attributed to several smaller variances including surplus income of £8k for South Suffolk Business Park and £6k income for the sale of advertising space within the Shotley brochure. There have also been under spends for contributions and donations (£6k), contracted services (£5k) and advertising expenses (£8k).</p>	-	£45,000	£45,000
Law and Governance			
<p><u>Public Access Transformation and ICT</u></p> <p>2016/17 continues to be a transition period in relation to the provision of ICT services as some functions have been migrated to SCC and others retained by Babergh. As we now move to the next phase of the Public Access Transformation considerable investment will be made in Babergh's ICT provision and this was started in 2016/17 as shown by items b) and d) below. All ICT related budgets are now centralised which enables a clearer line of sight in terms of forecasting and monitoring.</p> <p>The year-end adverse position of £192k can be broken down as follows;</p> <p>a) £54k due to the timing of invoices relating to costs associated with the joint working with Suffolk County Council.</p> <p>b) £41k for Genesys telephone licence and support costs which were brought forward to 2016/17 to coincide with the Public Access Transformation. The majority of this cost is one-off for 2016/17.</p> <p>c) £23k expenditure for telephone costs - charges are reflective of increased call volumes and line rental.</p> <p>d) £20k to upgrade and switch to a 'hosted' system for the Council's cash receipting system (CIVICA ICON). Early procurement has enabled the Council to secure a reduced consultancy rate for the implementation. This will be a one-off cost.</p>	(£95,000)	(£192,000)	(£97,000)

<p>e) £20k expenditure for BT telephone lines that support the Sudbury CCTV infrastructure. This expenditure was previously incurred and offset by favourable variances within Safe Communities team, but as ICT costs have now been centralised, clearer line of sight has been established. This variance was not identified early enough to be included as part of the 2017/18 budget setting process, so will remain a variance for 2017/18 and be included in the 2018/19 budget.</p> <p>f) The remaining £34k is made up of a number of smaller variances</p>			
<p><u>Organisational Development</u></p> <p>One off costs (£23k) associated with the change of payroll service hosting from Midland to Suffolk County Council.</p>	-	(£27,000)	(£27,000)
<p><u>Shared Legal Services</u></p> <p>Recharge from St Edmundsbury and Forest Heath District Councils for those staff employed as part of the recently established Shared Legal Services arrangement. These costs were not reported as part of the quarter 3 budget monitoring as discussions were still ongoing about the final arrangements. Budgets for 2017/18 are adjusted accordingly.</p>	-	(£71,000)	(£71,000)
<p><u>Employee costs</u></p> <p>An adverse variance of £180k is reported in Law and Governance of which £155k relates to the Shared Legal Service. During the period of transition to the shared service model it was necessary to add capacity on a temporary basis, using agency resources. This variance is included as part of the overall staff / vacancy savings mentioned earlier in the report.</p>			

<u>Corporate and Democratic Core (CDC)</u>	-	(£92,000)	(£92,000)
A decrease in the cost of the charge passed to the HRA for Corporate and Democratic Core. This is the element of time that Officers & Members spend on democracy e.g. meetings, producing papers for committees / Council etc. The decrease is substantially mitigated by the recharge to the HRA and Capital as shown below.			
Recharge to HRA/Capital			
The net increased cost of the recharge to HRA and Capital can be broken down as follows; £332k increase to the cost of support services such as ICT and Legal as mentioned above has resulted in additional income coming into the General Fund from the HRA as these costs are shared proportionately. A reduction in the charge (£248k) to Capital can mainly be attributed to the temporary suspension of the capital programme to carry out the stock condition survey	-	£84,000	£84,000
Capital Financing Charges			
Minimum revenue provision (MRP) cost implications associated with the early delivery of refuse freighters in March 2016. This was a one-off additional cost in 2016/17.	(£297,000)	(£297,000)	-
<u>Investment Income</u>	£45,000	£53,000	£8,000
Key pieces of work have taken place during 2016/17 which have contributed to the Council's financial sustainability. The remainder of the £10m cash investment that was approved as part of the Councils Treasury Management Strategy was invested in the final quarter of this year and has resulted in a greater than expected favourable performance.			
Transfer to / (from) reserves			
The overall position has changed from a budgeted transfer from reserves to a transfer to reserves. A net change of £2.3m. This can be attributed to a number of contributions made to reserves that were not anticipated.			

For example; Community Housing Fund, Custom Build grant, CIL income, and Neighbourhood Plans. The amount spent from the £2m Delivery Plan projects was also less than expected (£1.37m). There are no variances quoted in relation to earmarked reserves as they are tied up with the £2m included within Corporate Resources. This is referred to in the note below the table in paragraph 10.8			
Other items (net)	(£63,000)	(£25,000)	£38,000
Sub-total non-pay expenditure and income	(£167,000)	(£335,000)	(£168,000)
<u>Business Rates</u> The net adverse variance of £464k is made up as follows: a) Timing difference 2015/16 distribution of the deficit on the Collection Fund £337k. b) S31 Grant received (£76k) less than budgeted. c) 2016/17 Baseline business rates less Government tariff has resulted in an adverse variance of £146k. d) Business Rates Pooling Benefit, paragraph 10.12 (c). £95k favourable variance at the year end, an increase of £41k from the £54k reported at quarter 3.the Finance Team to calculate the surplus / deficit position.	£54,000	(£464,000)	(£518,000)
New Homes Bonus	-	£5,000	£5,000
TOTAL ADVERSE VARIANCE (Pay, Non-pay expenditure & income, Funding)	£60,000	(£653,000)	(£713,000)

10.12 Funding:

- (a) Council Tax (£4.8m): At the end of March, collection rates were 98.41%, compared with 98.34% for the same period last year and a target of 98.40%. The collection of council tax will continue to remain a challenge especially from those receiving council tax reductions under the Local Council Tax Reduction Scheme (LCTR). Recovery Action is varied and continues to be a high priority for the Shared Revenues Partnership (SRP).

- (b) Government Grants: RSG (£1m), baseline business rates (£1.9m), Rural Services Delivery Grant (£0.2m) and New Homes Bonus (£1.8m), were allowed for in the Budget. RSG, RSDG and NHB are fixed but the actual amount of business rates will vary as outlined in the table above.
- (c) Business Rates: At the end of March, collection rates were 98.35% compared with 98.4% for the same period last year and a target of 98%. Following notification of the final Business Rates Pool position from Suffolk County Council, a favourable variance of £95k has been achieved for the Council's share of the pool.

10.13 The overall net adverse variance of £653k means that the Council will need to make a transfer from the Transformation Fund. Careful consideration will need to be given when making decisions regarding investment opportunities in 2017/18 due to the low level of Transformation Funds available to the Council. As mentioned in paragraphs 10.5 and 10.10, the anticipated surplus business rates and PV panel income could help to improve the position in 2017/18.

10.14 Members should note that the overall outturn position includes a small number of carry forward requests totalling £219k as follows:

Request	(£'000)
Sports and Leisure – to support the delivery of the Joint Leisure, Sport and Physical Activity Strategy action plan in 2017/18 and the ongoing development of the Health and Wellbeing Business Partner function	50
Local Plans – development of a Joint Local Plan including consultations and sustainability appraisal - continuing into 2017/18	45
Community Development – grant aid committed, but not yet spent	45
Waste – to support the indexation applied to the waste contract which is higher than budgeted for in 2017/18 and includes the element associated with the glass collection and disposal service.	33
Training costs – to support the HR and Organisational Development training programme	12
Other carry forward items (individually less than £10k)	34
Total	219

10.15 A statement showing the transfers to and from reserves is included at Appendix A. This reflects the transfer from the Transformation Fund of £653k.

Transformation Fund

10.16 The table below provides a high level summary of the movement in the Transformation Fund for 2016/17. A more detailed breakdown of expenditure is shown in Appendix C.

	£'000
Balance at 31st March 2016	1,930
New Homes Bonus Contribution	1,784
Business Rates Grant	549
Total contributions 2016/17	2,333
Revised Balance Available	4,263
LESS;	
Funding 2016/17 budget	(1,559)
Spend on projects as at 31 March 2017 (Appendix C)	(1,083)
Redundancies	(67)
2016/17 over spend - paragraph 10.13	(653)
PLUS;	
TCA award (net)	65
Balance at 31st March 2017	966

Commitments in 2017/18 will need to be reviewed to ensure the key priorities are supported as Babergh's outstanding commitments of £788k (Appendix C) are close to the closing balance of £966k. The outturn position does not have any impact on how the 2017/18 budget has been funded as this is using the new allocations of NHB and business rates grant to be received in 2017/18.

General Fund Capital

10.17 Capital resources should be aligned to the Councils Strategic Priorities and desired outcomes. A zero based approach was adopted for the capital programme for 2016/17 to ensure that resources are aimed at delivering the council's strategic priorities.

10.18 With complex capital schemes it is difficult to accurately assess the level of payments that will be made during the financial year. The Council has also embarked on new projects e.g. building new homes where it is difficult to accurately predict at the planning stage how payments will fall. Members should therefore focus on whether overall outcomes are being achieved as a result of the capital investment rather than variances against the plan for a particular year.

10.19 Full Council approved the setting up of a holding company in April 2017. This means that the £25m for the Capital Investment Fund will begin to be invested in 2017/18 rather than 2016/17 and hence will need to be carried forward.

10.20 Capital expenditure for 2016/17 totals £7.7m, against a revised programme (including carry forwards) of £34.9m as set out in Appendix B.

	£'000
Revised Capital Programme	34,946
Actual expenditure	7,700
Contractual commitments as at 31 March 2017 (paragraph 10.22)	354
Carry forward requests (paragraph 10.23)	26,310
Total expenditure and carry forward requests	34,364
Net capital programme favourable variance	582

10.21 The favourable variance of £582k is mainly attributable to;

- Planned maintenance and enhancements to Kingfisher and Hadleigh Pools – favourable variance of £345k. A key project within the Councils' Joint Strategic Plan delivery programme is a strategic leisure review. This recognises the health and wellbeing challenges among sections of our communities' and the Councils' need to understand and develop its role in encouraging healthier lifestyles both in delivering leisure and cultural activities, supporting those of our partner organisations and those that are led and organised by communities themselves. Sufficient budget has been included within the 2017/18 capital programme, so there is no requirement for this to be carried forward.
- A favourable variance of £243k on Property Services can be attributed largely to the forthcoming move to a shared location. Any non-essential work has been put 'on hold'

10.22 Contractual commitments are detailed in the table below. These funds were committed in 2016/17 and will be spent in 2017/18. The resources to fund these commitments will also be transferred to 2017/18.

Contractual Commitments as at 31 March 2017	(£'000)
Community Development Grants	185
Empty Homes Grant	130
Planned Enhancements – Car Parks	39
Total	354

10.23 The following items are schemes where no contractual commitment yet exists, but they represent either plans or aspirations for investment, for which carry forward to the 2017/18 capital programme is requested, again with the requisite capital resources to fund this. It is proposed that these capital resources are carried forward into 2017/18 and reviewed as part of the Joint Strategic Plan to assess whether the original requirement still exists, how it contributes to the strategic priorities and hence whether the resource can be redirected or removed.

Capital Scheme	Carry Forward Requests (£'000)
Delivery Programme Investment Opportunities	25,000
Land Assembly, property acquisition and regeneration opportunities	836
Grants - Affordable Housing	300
ICT	100
Play Equipment	50
Recycling Bins	24
Total	26,310

Housing Revenue Account (HRA)

10.24 The financial position of the HRA for 2016/17 should be viewed in the context of the updated 30 year business plan which will be presented to Cabinet in July alongside this report. The business plan, made possible by the change in funding for HRAs in April 2012, sets out the aspiration of the Council to increase the social housing stock by either buying existing dwellings or building new ones.

10.25 The Welfare Reform and Work Act 2016 stipulated that Council rents for 2016/17 and the following three years would need to be reduced by 1% per annum. The previously agreed rent strategy was based on applying the maximum level of rent increase to support the business plan, but keeping our average rent level within the limit rent. The overall impact of the change is substantial and requires even more focus on driving through efficiencies in the way that we deliver our services.

10.26 With the Council's housing stock at 3,397 homes there will always be unplanned events that affect the level of income and expenditure in any one financial year. Members should therefore consider annual variances in the context of the medium-term outcomes that the Council wishes to achieve.

10.27 The original budget set for the HRA for 2016/17 showed a surplus of £2.828m. The final figure for 2016/17 is a surplus of £2.971m, resulting in a net favourable variance of £143k for the year representing additional resources available for investment.

10.28 The outturn compared to budget is shown in the table below.

	Budget YTD	Actual YTD	Variance (Adverse) / Favourable
	£'000	£'000	£'000
Income	(16,865)	(16,919)	55
Maintenance	1,875	2,405	(531)
Housing Management	2,540	2,485	55
Sheltered Housing	948	1,094	(146)
Depreciation and impairment	2,735	2,959	(225)
Capital Financing Costs	2,824	2,862	(38)
Debt Repayment	500	500	0
Net transfers (to)/from reserves inc revenue contribution to Capital	2,540	1,643	898
Bad Debt Provision	75	0	75
Deficit/ (Surplus) for Year	(2,828)	(2,971)	143
Balance at 1 April 2016	(10,084)	(10,084)	0
Deficit /(Surplus) for year (as above)	(2,828)	(2,971)	143
Balance at 31 March 2017	(12,912)	(13,055)	143
Working Balance 31 March 2017	(1,000)	(1,000)	0
Strategic Priorities Reserve 31 March 2017	(11,912)	(12,055)	143

10.29 The table below explains the key items included in the net favourable variance of £143k.

Area	Explanation	Actual Variance (Adverse)/ Favourable £000
Income	The favourable variance of £55k can be mostly attributed to the receipt of an easement which was not budgeted for.	55
Maintenance	<p>The net adverse variance can mainly be attributed to the following;</p> <ul style="list-style-type: none"> • planned maintenance costs of £268k mostly due to heating costs (£218k). The external service provider passed on costs relating to 2015/16 which were unexpected as well as additional servicing requirements identified in the final quarter of 2016/17. • The temporary suspension of the capital programme to carry out the stock condition survey has resulted in the Council being able to 'catch up' with other areas of repairs and maintenance. This has resulted in an adverse variance of £228k for responsive maintenance and £50k for external painting 	(531)
Housing Management	An overall saving on salaries of £42k as a result of the CDC recharge from the General Fund being £92k less than anticipated. These savings were offset by an overspend of £50k on agency fees attributed to the setting up of the Babergh Mid Suffolk Building Services (BMBS). The remaining £13k is made up of a number of smaller variances.	55
Sheltered Housing	<p>An adverse variance of £28k for salary costs of which £16k relate to staff redundancies and £12k due to a review of the allocation of staff across the two Councils.</p> <p>Increased costs for the recharge of expenditure from the General Fund due to higher than expected support service costs i.e. ICT, Legal etc has resulted in an adverse variance of £70k.</p> <p>A further adverse variance of £38k can be attributed to the out of hours contract where the budget for 2016/17 was not set at the correct level. This has been corrected for 2017/18.</p>	(146)
Depreciation	Higher than anticipated depreciation costs due to acquisitions and new builds in line with the Councils strategic priorities.	(225)

Capital Financing Costs	Higher than anticipated borrowing costs linked to the Councils recently acquired properties and new builds.	(38)
Net transfers (to)/from reserves/revenue contributions to Capital	Lower than expected contribution to capital due to the suspension of works whilst stock condition data was reviewed.	898
Bad Debt Provision	Considerably lower level of write-offs than expected due to the delayed implantation of Universal Credit.	75
	TOTAL HRA FAVOURABLE VARIANCE	143

10.30 The net position means that the total HRA balances as at 31 March 2017 amount to £13.055m, a minimum working balance of £1m and £12.055m in the Strategic Priorities Reserve.

HRA Capital

10.31 A zero-based approach was adopted for the preparation of the capital programme for 2016/17 to 2020/21, to ensure that resources are aimed at delivering the council's strategic priorities.

10.32 A substantial level of capital investment of £12.1m was undertaken during 2016/17. Further details are shown in Appendix B. The outturn shows a net favourable variance of £1.285m (after carry forward requests) as summarised in the table below and is described further in paragraph 10.33.

	£'000
Capital Programme	13,389
Actual expenditure	7,258
Contractual commitments as at 31 March 2017 (see paragraph 10.33 (below))	2,155
Carry forward requests (see paragraph 10.34 below)	2,691
Total expenditure, commitments and carry- forward requests	12,104
Net capital programme favourable variance	1,285

10.33 The favourable variance of £1.285m can be attributed to a number of variances, including;

- Planned maintenance and Council House adaptations £1.235m, environment improvements £0.090m and horticultural and play equipment £0.033m due to capital spend being put on hold for several months to allow the capital programme data to be reviewed.

- Total mobile – an adverse variance of £75k which can be attributed to there being no budget for 2016/17. This has been corrected for the 2017/18 budget.

10.34 Contractual commitments are detailed in the table below. These funds were committed in 2016/17 and will be spent in 2017/18. Resources to finance the capital expenditure e.g. capital receipts will also transfer from 2016/17 into 2017/18.

Contractual Commitments as at 31 March 2017	(£'000)
Planned maintenance	41
New Build programme including acquisitions	2,114
Total	2,155

10.35 The following items are schemes where no contractual commitment existed at 31 March, however £150k is for the conversion of a warden's flat where the contract was signed in 2017/18. The remainder represents plans or aspirations for investment, for which a carry forward to 2017/18 is requested along with the appropriate capital resources to fund this. It is proposed that the capital resources are carried forward into 2017/18 and reviewed as part of the Joint Strategic Plan to assess whether it meets the objectives to build new homes and make the best use of our existing assets.

Capital Scheme	Carry Forward Requests (£'000)
New Build programme including acquisitions	2,411
Planned maintenance	183
ICT software and projects to fund Open Housing project	97
Total	2,691

11 Appendices

Title	Location
APPENDIX A - General Fund Earmarked Reserves	Attached
APPENDIX B – Capital Programme	Attached
APPENDIX C - Transformation Fund	Attached

12 Background Documents

12.1 Budget Book 2016/17

12.2 Financial Monitoring 2016/17 Quarter 1 – S52

12.3 Financial Monitoring 2016/17 Quarter 2 – S75

12.4 Financial Monitoring 2016/17 Quarter 3 – S105

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GENERAL FUND RESERVES

Transfers to / from Earmarked Reserves	Balance 31 March 2016 £'000	Transfers Between 2016/17 £'000	Transfers Out 2016/17 £'000	Transfers In 2016/17 £'000	Net Transfers 2016/17 £'000	Balance 31 March 2017 £'000
General Fund						
Carry Forwards	(230)		230	(219)	11	(219)
Transformation Fund	(1,930)	(65)	3,361	(2,333)	964	(966)
Government Grants	(371)	208	12		221	(151)
Homelessness	-	(102)		(13)	(115)	(115)
S.106 Agreements	(232)				-	(232)
Elections Fund	(10)			(20)	(20)	(30)
Planning Enforcement	(40)	20			20	(20)
Growth & Sustainable Planning		(20)			(20)	(20)
Strategic Planning		(42)	26	(279)	(295)	(295)
Community Infrastructure Levy				(67)	(67)	(67)
Energy Efficiency / Green Initiatives	(25)		25		25	-
Revocation of personal search fees	(60)		6		6	(55)
Total General Fund	(2,898)	-	3,660	(2,931)	729	(2,169)

Notes

- 1) Government grants; this is a reserve established for grants committed to future budgeted expenditure. For example, Food Enterprise Zone and Buildings at Risk
- 2) Strategic Planning – includes grants for Community Housing Fund and the Custom Build Grant
- 3) Transformation Fund includes the £653k transfer from reserve for the net adverse variance for 2016/17.
- 4) The transfers between reserves relate to the following;
 - (a) Reallocation of £18k Neighbourhood Planning grants from Government Grants to Strategic Planning
 - (b) Reallocation of £7k DEFRA – Inspire Grant from Transformation Fund to Strategic Planning
 - (c) Reallocation of £20k for planning fee refunds from Planning Enforcement to Growth & Sustainable Planning
 - (d) Reallocation of £102k from Government Grants to Homelessness
 - (e) Reallocation of £17k New Burdens – Habitat Regulation Assessment Grant from Government Grants to Strategic Planning
 - (f) Reallocation of £72k TCA Award grant from Government Grants to the Transformation Fund

CAPITAL PROGRAMME

APPENDIX B

General Fund

BABERGH CAPITAL PROGRAMME 2016/17	16/17 Revised Budget	YTD spend Apr - Mar	Variance - revised budget LESS actual spend	Contractual Commitments	Uncommitted Carry Forwards	Variance after Carry Forwards favourable /(adverse)
	£'000	£'000	£'000	£'000	£'000	£'000
General Fund						
Supported Living						
Mandatory Disabled Facilities Grant	300	320	(20)			(20)
Discretionary Housing Grants	100	114	(14)			(14)
Empty Homes Grant	230	95	135	130		5
Grants for Affordable Housing	300	-	300		300	-
Total Supported Living	930	529	401	130	300	(29)
Environment and Projects						
Replacement Refuse Freighters - Joint Scheme	207	154	53			53
Recycling Bins	74	50	24		24	0
Planned Maintenance / Enhancements - Car Parks	39	-	39	39		-
Planned Maintenance / Enhancements - Kingfisher	308	11	297			297
Planned Maint / Enhancements - Hadleigh Pool	69	21	48			48
Play Equipment	62	-	62		50	12
Total Environment and Projects	759	235	524	39	74	411
Communities and Public Access						
Community Development Grants	289	91	198	185		13
Total Communities and Public Access	289	91	198	185	-	13
Property Services						
Planned Maint / Enhancements - Hadleigh HQ	52	-	52			52
Planned Maint / Enhancements - Other Corp Buildings	71	37	34			34
Carbon Reduction	174	1	174			174
Hadleigh Community Facility	8	-	8			8
Installation of PV Panels on Housing Stock	155	180	(25)			(25)
Total Property Services	461	218	243	-	-	243
Corporate Services						
ICT - Hardware / Software (incl joint working with MSDC)	695	561	134		100	34
Sudbury CAB		89	(89)			(89)
Land assembly, property acquisition and regeneration opportunities	6,812	5,976	836		836	(0)
Total Corporate Services	7,507	6,627	881	-	936	(55)
Delivery Programme Investment Opportunities	25,000	-	25,000	-	25,000	-
Total General Fund Capital Spend	34,946	7,700	27,246	354	26,310	582
Total General Fund Capital Spend - excluding £25m	9,946	7,700	2,246	354	1,310	582

HRA

BABERGH CAPITAL PROGRAMME 2016/17	16/17 Revised Budget	YTD spend Apr - Mar	Variance - revised budget LESS actual spend	Contractual Commitments	Uncommitted Carry Forwards	Variance after Carry Forwards favourable /(adverse)
	£'000	£'000	£'000	£'000	£'000	£'000
Housing Revenue Account						
Housing Maintenance						
Planned maintenance	4,631	3,204	1,427	41	183	1,202
ICT including Total Mobile	218	196	22		97	(75)
Environmental Improvements	90	0	90			90
Council House Adaptions	219	186	33			33
Horticulture and play equipment	33	-	33			33
New build programme inc acquisitions	8,198	3,672	4,526	2,114	2,411	1
Total HRA Capital Spend	13,389	7,258	6,131	2,155	2,691	1,285

TRANSFORMATION FUND

APPENDIX C

	Project	Responsible Officer	Date of Approval	Revised Amount Sought	Cumulative spend to 2015/16		Apr 16 - Mar 17		Total Spend	Variance - favourable / + adverse	Carry Forward to 2017/18
					BDC	MSDC	BDC	MSDC			
CONTINUING PROJECTS											
Assets & Investments											
1	Strategic Leisure Review - comprehensive condition survey of all 4 leisure facilities to understand future costs requirements.	Chris Fry	May-16	46,100			44,801	37,231	82,032	35,932	0
2	Capital Investment Strategy (CIS) – external professional advisers to support the development of the Capital Investment Strategy, as well as the associated governance framework and delivery model to support implementation of a Capital Investment Fund and provision of a fixed term post for two years - to provide direct specialist technical support to the establishment and implementation of the development and regeneration pipeline	Louise Rawsthorne / Jill Pearmain / Ann Bennett	Aug-16	136,285			51,088	51,088	102,175	-34,110	34,110
3	To make best use of our corporate assets to include a financial appraisal of the current GF property assets	Jill Pearmain / Ann Bennett	Aug-16	9,805			3,567	3,567	7,133	-2,672	2,672
Business Growth											
4	Additional capacity within the Licensing Team to enable the Corporate Manager to work on the Open for Business Project thereby supporting business to thrive and grow. Extension of 6 months	Lee Carvell	Jan-15	48,000	8,144	8,144	10,334	15,263	41,886	-6,114	6,114
5	Integrated employment service for young people in Stowmarket and surrounding area - MyGo MSDC only	Lee Carvell	Jul-15	107,000		53,228	0	59,534	112,762	5,762	0
6	Extension of fixed term Heritage & Design officer post for 2 years to support work on securing heritage assets	James Buckingham	Oct-15	69,000	3,306	3,306	13,908	13,909	34,430	-34,570	34,570
7	External support to create Joint Local Plan plus the building of the evidence base	Bill Newman	Feb-16	45,000			0	0	0	-45,000	45,000
8	Hadleigh Market - consultancy costs to test whether it is possible to develop and grow Hadleigh Market into a successful town market. BDC Only	Lee Carvell	Apr-16	10,000			5,794	0	5,794	-4,206	4,206
9	Additional Economic Development capacity to support a number of initiatives aimed at increasing economic growth e.g. key sites, market towns and engaging businesses - 18 month extension	Lee Carvell	Feb-17	332,770	32,390	32,390	66,280	66,161	197,221	-135,549	135,549
10	Extend the Enabling Officer, Community Led Planning post from mid-2016 until mid-2017	Bill Newman	Feb-16	49,000			8,184	20,123	28,307	-20,693	20,693
11	Retrospective funding for 2016/17 (year 2) and 2017/18 (year 3) of a three year contract for the 'Visit East Anglia / Visit Suffolk' contract which is due to finish in March 2018.	Lee Carvell	Oct-16	40,000			10,000	10,000	20,000	-20,000	20,000

TRANSFORMATION FUND

APPENDIX C

	Project	Responsible Officer	Date of Approval	Revised Amount Sought	Cumulative spend to 2015/16		Apr 16 - Mar 17		Total Spend	Variance - favourable / + adverse	Carry Forward to 2017/18
					BDC	MSDC	BDC	MSDC			
CONTINUING PROJECTS											
Business Growth											
12	Opportunity to support businesses within the District in benefiting from a photovoltaic array which can provide a percentage of their electricity needs and improve the environmental credentials of the business. The cost of an array can be prohibitive to these businesses but there is an opportunity for the Councils to fully fund the system and obtain a commercial return on the investment ie Feed in Tariff - Capital, shared 50:50	James Buckingham	Dec-16	200,000			0	0	0	-200,000	200,000
Community Capacity Building											
13	Additional locality capacity in the Communities Team - 40% BDC, 60% MSDC	Sue Clements	May-16	90,000			27,611	41,241	68,852	-21,148	21,148
14	Delivery of the Public Realm Review which will transform the management and utilisation of our public realm assets which include Open Spaces, Amenity areas, car parks and Countryside assets.	Peter Garrett	Jul-16	190,000			10,355	10,355	20,711	-169,289	169,289
15	Increase staff resources - one day a week for the Tourism Development Officer role	Lee Carvell	Nov-16	9,000			1,765	1,765	3,530	-5,470	5,470
16	To support the increased level of activity on the Shotley Peninsula and to truly embrace the 'place-based' approach that the council identifies as the most effective and valuable method of engagement, by providing staff resources. 100% BDC	Sue Clements	Feb-17	45,000			0	0	0	-45,000	45,000
17	Buildings at risk - to support a targeted approach towards dealing with Heritage at Risk in Babergh and Mid Suffolk with the view to finding viable uses for those buildings at risk and reducing the overall number, to also support the planning transformation programme by producing information and guidance to support decision-making activities and the management of heritage assets. 12 month extension	James Buckingham	Feb-17	17,816			3,106	1,486	4,591	-13,225	13,225
Efficient Organisation											
18	ICT project - support for public access and streamlining information management	Carl Reeder	Oct-15	96,852			13,414	13,414	26,828	-70,024	70,024
19	ICT project - 3 Transformation Project Managers to support and deliver the ICT transformation programme	Carl Reeder	Sep-16	150,000			18,028	18,028	36,057	-113,943	113,943
20	Accommodation Review - Phase 1 Analysis and Direction	Louise Rawsthorne	Jan-16	100,000	13,964	13,905	34,304	32,505	94,678	-5,322	5,322
21	Open for Business - filming service area talks so that they are available to a wider audience	Lee Carvell	May-16	1,500			0	0	0	-1,500	1,500
22	Development Management Scanning - to improve accessibility to both officers and members of the public by going 'paperless'. Ensure that all information is accessible electronically. 70% BDC, 30% MSDC	Trevor Saunders	Sep-16	46,400			31,137	31,153	62,289	15,889	-15,889
23	Converting all existing streetlights/carpark light fittings to LED equivalents. This will generate energy savings in operational, disposal and labour costs - Capital, shared 50:50	James Buckingham	Dec-16	88,750			0	0	0	-88,750	88,750
24	Funding of the capital expenditure to install one or more EV charging points - Sudbury. Capital - Babergh only	James Buckingham	Mar-17	44,000			0	0	0	-44,000	44,000
25	Strengthening Governance through the implementation of the Leader-Cabinet form of Governance	Emily Yule	Mar-17	55,028	0	0	5,659	5,659	11,318	-43,710	43,710

TRANSFORMATION FUND

APPENDIX C

	Project	Responsible Officer	Date of Approval	Revised Amount Sought	Cumulative spend to 2015/16		Apr 16 - Mar 17		Total Spend	Variance - favourable / + adverse	Carry Forward to 2017/18
					BDC	MSDC	BDC	MSDC			
Housing Delivery											
26	Additional resources within the Strategic Housing Team to support housing growth	Bill Newman	Nov-14	187,000	64,076	64,276	10,511	10,511	149,373	-37,627	37,627
27	Review leasehold and right to buy service to ensure fit for purpose for the future.	Gavin Fisk	Apr-16	40,000			8,663	8,663	17,327	-22,673	22,673
28	Community Engagement Planning - support for the Third Stage of the agreed programme to develop a coherent engagement plan to ensure the messages on growth to our communities are coherent and closely coordinated.	David Clarke	Feb-16	20,698			7,570	7,350	14,920	-5,778	5,778
29	Delivery of a proactive monitoring and enforcement function, to support the work of the existing Planning Enforcement team and the new Infrastructure team - Shared Services Monitoring Officer 40% BDC 60% MSDC	James Buckingham	Feb-16	62,250			8,855	13,282	22,136	-40,114	40,114
30	Additional resources to enable Senior Planning Officer level to be released to support delivery of the planning transformation programme	Trevor Saunders	Oct-16	205,000			14,619	14,619	29,238	-175,762	175,762
Housing Delivery/Business Growth											
31	Commissioning of external specialist feasibility / viability work on key sites as required, to be able to move them forward for approval and development to support economic and housing growth	Lou Rawsthorne	Jan-15	475,000	11,500	11,000	106,160	46,496	175,156	-299,844	299,844
32	Creation of a new Infrastructure ODT to support and secure the implementation of CIL and effective operational processes	Bill Newman	Jul-15	244,000	54,251	53,767	72,505	53,637	234,159	-9,841	9,841
33	External support to undertake Local Housing Needs Surveys	Bill Newman	Feb-16	20,000			2,709	2,709	5,418	-14,582	14,582
34	Additional staffing capacity to migrate historic and future developer contribution information to the new ICT system supporting the Community Infrastructure Levy	Bill Newman	Jun-16	98,000			38,086	36,681	74,767	-23,233	23,233
35	Building the evidence base for the Joint Local Plan - the requirement to hold and maintain accurate baseline information within GIS underpins the preparation of the Joint Local Plan and land allocation strategy.	Bill Newman	Aug-16	44,000			21,297	22,699	43,996	-4	0
General Transformation - other projects											
36	- Additional legal support for Planning	Phil Isbell		181,000	35,709	35,709	54,800	54,800	181,018	18	0
37	- Support the relocation of Sudbury CAB to Acton Lane. Babergh only	Jonathan Free		89,000	0	0	89,187	0	89,187	187	0
38	- ICT start up costs for Shared Legal Services	Carl Reeder		25,000	0	0	12,500	12,500	25,000	0	0
39	- Core Staffing not allocated to a specific project	Melissa Evans		315,858	0	0	147,636	168,222	315,858	0	0
40	- Other	Melissa Evans			3,279	11,110	13,364	22,061	49,814	49,814	0
CONTINUING PROJECTS SUB-TOTAL				4,034,112	226,620	286,836	967,795	906,709	2,387,959	-1,646,153	1,737,860
COMPLETED PROJECTS SUB-TOTAL - SEE BELOW				2,725,440	400,601	458,206	115,067	1,933,103	2,906,977	181,537	
				6,759,552	627,221	745,041	1,082,862	2,839,812	5,294,936	-1,464,616	
									78%		
BDC OUTSTANDING COMMITMENTS										-787,754	
MSDC OUTSTANDING COMMITMENTS										-676,861	

TRANSFORMATION FUND

APPENDIX C

	Project	Responsible Officer	Date of Approval	Revised Amount Sought	Cumulative spend to 2015/16		Apr 16 - Mar 17		Total Spend	Variance - favourable / + adverse
					BDC	MSDC	BDC	MSDC		
	COMPLETED PROJECTS									
	Assets & Investments									
41	Capital Investment Strategy (CIS) - project support to generate income from alternative sources in order to replace the reduction in Revenue Support Grant	Louise Rawsthorne	Aug-16	6,000			3,152	3,152	6,304	304
	Business Growth									
42	Undertake research to develop a visitor destination plan with West Suffolk and Ipswich to support an emerging Suffolk tourism strategy	Dave Benham	Nov-14	15,000	7,500	7,500			15,000	0
43	Contribution to a countywide project developing a website that showcases the local economy	Dave Benham	Jun-14	50,000	25,000	25,000			50,000	0
44	Introduction of Glass collection round for trade waste service (income generation project) - cost of vehicle and wheeled bins - Capital	Ollie Faiers	Dec-15	87,273			10,137	77,137	87,274	1
45	Sales person to promote trade waste services - 6 months (linked to 36 above)	Ollie Faiers	Dec-15	20,000			8,418	8,418	16,836	-3,164
46	Commission Connect Education Businesses (CEB) to work with schools to help them to link up with local businesses more effectively	Lee Carvell	Aug-15	36,000	8,560	15,440	4,320	7,680	36,000	0
47	Additional capacity in area of skills and work enabling to support the right skills for business project, thereby contributing towards a economic growth	David Clarke	Nov-14	6,000	1,567	1,567	1,535	1,535	6,203	203
	Housing Delivery/Business Growth									
48	Inspecting Houses in Multiple Occupation - 12 mth fixed term post	Heather Worton	Dec-15	55,000	4,839	4,839	24,431	24,430	58,537	3,537
49	HRA projects: Review Of Trades Team - HRA MSDC only	Martin King	Feb-16	96,625		56,625	0	54,925	111,550	14,925
	Community Capacity									
50	Development of evidence base for playing pitch and built sports/recreational facilities to feed into strategy and wider review of how leisure assets contribute towards health outcomes.	Jon Seed		37,000	20,862	15,902			36,764	-236
51	MSDC and BDC are acquiring redundant sites from SCC in order to develop the sites for residential purposes. By using assets more effectively councils can create local housing and economic growth. The site in Needham Market is a redundant middle school and this will be used for residential development together with re-provision of some modern community facilities for the library and the internet café. The funding required from the Transformation Fund is to support the purchase of the site. MSDC Only (Capital)	Jill Pearmain / Ann Bennett	Dec-16	805,000			0	805,000	805,000	0
52	MSDC and BDC are acquiring redundant sites from SCC in order to develop the sites for residential purposes. By using assets more effectively councils can create local housing and economic growth. The site in Stowmarket is a redundant middle school and community education centre and this will be used for residential development. The funding required from the Transformation Fund is to support the purchase of the site. MSDC Only (Capital)	Jill Pearmain / Ann Bennett	Feb-17	888,000			0	887,750	887,750	-250

TRANSFORMATION FUND

APPENDIX C

	Project	Responsible Officer	Date of Approval	Revised Amount Sought	Cumulative spend to 2015/16		Apr 16 - Mar 17		Total Spend	Variance - favourable / + adverse	
					BDC	MSDC	BDC	MSDC			
	COMPLETED PROJECTS										
	Efficient Organisation										
53	Interim organisational development capacity to build change management and leadership capacity within the organisation	Anne Conway	May-14	277,000	110,003	110,003	35,393	35,393	290,792	13,792	
54	Priority Based Resourcing work to move to our new financial and business model and Delivery Programme Resources	Melissa Evans	April and Nov 2014	212,000	66,666	66,901			133,567	-78,433	
55	Establishment of a joint contract register to support the commissioning for outcomes framework and the transparency agenda	Rachel Hodson Gibbons	Nov-14	15,000	3,000	3,000			6,000	-9,000	
56	External property consultancy to undertake preliminary options appraisal under the accommodation review to ensure optimum use of strategic assets	Katherine Steel	Jan-14	31,542	16,359	15,183			31,542	-0	
57	Review of the administrative function within the councils to ensure that it can support the organisation to be flexible and able to grasp new opportunities	Steve Ellwood		15,000	5,175	5,175			10,350	-4,650	
58	Investigation and research into the feasibility and viability of a Suffolk wide Building Control Partnership to support collaborative working across Suffolk	Gary Starling	Oct-14	20,000			1,616	1,615	3,231	-16,769	16,769
	Housing Delivery/Business Growth										
59	One-off costs associated with the development and implementation of the Community Infrastructure Levy to support economic growth e.g. consultancy, statutory notices, planning inspectorate	Peter Quirk	Nov-14	53,000	44,983	44,983			89,967	36,967	
	General Transformation - other projects										
60	- Interim Programme Delivery Director				67,808	67,808	11,200	11,200	158,017	158,017	
61	- Focussed Management Review				18,279	18,279	14,867	14,868	66,294	66,294	
	COMPLETED PROJECTS SUB-TOTAL			2,725,440	400,601	458,206	115,067	1,933,103	2,906,977	181,537	