



Borough of Tamworth

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JOINT SCRUTINY (BUDGETS)

21 January 2020

Dear Councillor

A meeting of the Joint Scrutiny (Budgets) will be held in **Council Chamber - Marmion House on Wednesday, 29th January, 2020 at 6.00 pm**. Members of the Committee are requested to attend.

Yours faithfully

A handwritten signature in black ink, appearing to be 'A. B.', followed by a long horizontal line extending to the right.

Chief Executive

A G E N D A

NON CONFIDENTIAL

- 1 Appointment of Chair**
- 2 Apologies for Absence**
- 3 Minutes of the Previous Meeting (Pages 3 - 4)**
- 4 Declarations of Interest**

To receive any declarations of Members' interests (pecuniary and non-pecuniary) in any matters which are to be considered at this meeting.

When Members are declaring a pecuniary or non-pecuniary interest in respect of which they have dispensation, they should specify the nature of such interest. Members should leave the room if they have a pecuniary or non-pecuniary interest in respect of which they do not have a dispensation.

5 Draft Budget and Medium Term Financial Strategy 2020/21 To 2024/25
(Pages 5 - 110)
(Report of Cabinet)

Access arrangements

If you have any particular access requirements when attending the meeting, please contact Democratic Services on 01827 709267 or e-mail democratic-services@tamworth.gov.uk. We can then endeavour to ensure that any particular requirements you may have are catered for.

Filming of Meetings

The public part of this meeting may be filmed and broadcast. Please refer to the Council's Protocol on Filming, Videoing, Photography and Audio Recording at Council meetings which can be found [here](#) for further information.

The Protocol requires that no members of the public are to be deliberately filmed. Where possible, an area in the meeting room will be set aside for videoing, this is normally from the front of the public gallery. This aims to allow filming to be carried out whilst minimising the risk of the public being accidentally filmed.

If a member of the public is particularly concerned about accidental filming, please consider the location of any cameras when selecting a seat.

FAQs

For further information about the Council's Committee arrangements please see the FAQ page [here](#)

To Councillors: M Bailey, R Bilcliff, D Box, P Brindley, R Claymore, T Clements, C Cooke, A Farrell, J Faulkner, R Ford, S Goodall, M J Greatorex, T Jay, R Kingstone, K Norchi, M Oates, S Peuple, Dr S Peuple, B Price, S Pritchard, R Rogers, P Standen, M Summers and P Thurgood.



**MINUTES OF A MEETING OF THE
JOINT SCRUTINY (BUDGETS)
HELD ON 30th JANUARY 2019**

PRESENT: Councillor J Oates (Chair), Councillors R Bilcliff, T Clements, C Cooke, A Bishop, J Faulkner, R Ford, S Goodall, M Greatorex, A James, T Jay, K Norchi, M Oates, S Peuple, Dr S Peuple, B Price, R Rogers, P Standen, M Summers and P Thurgood

CABINET Councillors D Cook, R Pritchard, J Chesworth and M Cook.

The following officers were present: Stefan Garner (Executive Director Finance) and Lynne Pugh (Assistant Director Finance)

6 APPOINTMENT OF CHAIR

RESOLVED: that Councillor J Oates be appointed as Chair.

(Moved by Councillor M Greatorex and seconded by Councillor M Oates).

7 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors R Claymore, M Gant, and R Kingstone.

8 MINUTES OF THE PREVIOUS MEETING

The minutes of the meeting held on 30th January 2018 were approved and signed as a correct record.

(Moved by Councillor M Oates and seconded by Councillor M Greatorex)

9 DECLARATIONS OF INTEREST

There were no Declarations of Interest.

10 DRAFT BUDGET AND MEDIUM TERM FINANCIAL STRATEGY 2019/20 TO 2023/24

The Report of Cabinet regarding the budget proposals and medium term financial strategy for General Fund (GF) Revenue, the Housing Revenue Account (HRA) and the Capital Programme was considered.

RESOLVED that:

the draft package of budget proposals, which had been approved by Cabinet at the meeting on 24th January 2019, were considered;

the notes and action points from the Committee be sent to the Leader of the Council to consider the points raised and that they be circulated to the Committee.

(Moved by Councillor Dr S Peuple and seconded by Councillor C Cooke)

Chair

JOINT SCRUTINY COMMITTEE (BUDGET)

29th January 2020

Report of the Cabinet

DRAFT BUDGET AND MEDIUM TERM FINANCIAL STRATEGY 2020/21 to 2024/25

Purpose

To consider the budget proposals and medium term financial strategy for General Fund (GF) Revenue, the Housing Revenue Account (HRA) and the Capital Programme.

Recommendations

That Members:

- 1. Consider the budget proposals due to be approved by Cabinet at the meeting on 22nd January 2020;**
- 2. Provide views on the budget proposals and council tax strategy, taking into account the prioritisation of resources.**

Executive Summary

At its meeting on 22nd January 2020, the Cabinet considered a package of budget proposals for the period 2020/21 to 2024/25 and, as required by the Constitution of the Council, approved that the Scrutiny Committees be asked to consider the budget proposals contained within the report.

A copy of the report detailing the budget proposals is attached at **Annex 1**.

Resource Implications

As contained within the report.

Legal / Risk Implications

As contained within the report.

Report Author

If Members would like further information or clarification prior to the meeting please contact Stefan Garner, Executive Director Finance Ext. 242.

Background Papers:-	Corporate Vision, Priorities Plan, Budget & Medium Term Financial Strategy 2019/20, Council 26th February 2019
	Budget and Medium Term Financial Planning Process, Cabinet 15th August 2019
	Budget Consultation Report, Cabinet 7th November 2019
	Draft Base Budget Forecasts 2020/21 to 2024/25, Cabinet 28th November 2019
	Leaders Budget Workshop, 9th January 2020
	Draft Budget and Medium Term Financial Strategy 2019/20 to 2023/24, Cabinet 24th January 2019

CABINET

22nd January 2020

JOINT SCRUTINY COMMITTEE (BUDGET)

29th January 2020

Report of the Leader of the Council

DRAFT BUDGET AND MEDIUM TERM FINANCIAL STRATEGY 2020/21 to 2024/25

Purpose

To approve the draft package of budget proposals (**attached at Appendix A**) to consult with the Joint Scrutiny Committee (Budget) on 29th January 2020 and receive their feedback on the:

- General Fund Revenue (GF) Budget and Council Tax for 2020/21;
- Housing Revenue Account (HRA) Budget for 2020/21;
- Capital Programme – General Fund & HRA;
- Medium Term Financial Strategy (MTFS).

This is a key decision as it affects two or more wards and involves expenditure over £100k.

Recommendations

That:

- 1. Cabinet approve the draft package of budget proposals including the proposed policy changes (as detailed at Appendix B); and**
- 2. As required by the Constitution of the Council, the Joint Scrutiny Committee (Budget) on 29th January 2020 be requested to consider the budget proposals contained within this report.**

Executive Summary

Based on the draft budget assumptions contained within the report, the headline figures for 2020/21 are:

- A General Fund Net Cost of Services of £9,379,760 a reduction of 0.3% compared to 2019/20;
- A transfer of £1,010,061 from General Fund balances;
- The Band D Council Tax would be set at £181.89, an increase of £5 (2.83% - c.£0.10 per week) on the level from 2019/20 of £176.89;
- A transfer of £1,304,430 from HRA balances;
- Rents will be set in line with the approved Rent Setting Policy including a 2.7% increase in average rent (on the 2019/20 average rent of £85.62 based on a 48 week rent year) in line with Government confirmation that social housing rents can increase to include 'up to' a factor of the consumer price index (CPI) measure of inflation plus 1% for five years from 2020, following the conclusion of a consultation on the new rent standard;
- A General Fund Capital Programme of £5.8m for 5 years;
- A Housing Capital Programme of £46.9m for 5 years.

Currently projections identify:

1. General Fund balances of £0.5m over 3 years (with a shortfall of £6.9m over 5 years), including the minimum approved level of £0.5m;

Further savings of around £1.4m p.a. will be required over the next 5 years (based on annual £5 increases in Council Tax). On an annualised basis this would equate to a year on year ongoing saving of £0.5m over 5 years.

2. HRA balances of £1.7m over 3 years (with balances of £1.6m over 5 years) including the minimum recommended balances of £0.5m.

Key Risks

- Uncertain economic conditions within the UK economy, following the decision to leave the EU – potential impact on interest rates, business rates growth and employment.
- Achievement of the anticipated growth in business rates income – in line with the assumed baseline and tariff levels set.

- The Government have said that, given the need to provide certainty and stability for next year, the longer-term reforms for the local government finance system, including business rates retention and fairer funding (Review of Relative Needs and Resources), have been delayed until 2021/22. **There is a high risk that these reforms, including the planned Business Rates Reset (when a proportion of the growth in business rates achieved since 2013/14 will be redistributed), will have a significant effect on the Council's funding level from 2021/22;**
- Delivery of the planned Commercial Investment Strategy actions and associated improved investment returns of 4% p.a. arising from the investment of £24m from the capital receipt received over the period 2016 – 2018 from the sale of the former golf course (to support the MTFs in the long term);
- Uncertainty over the ongoing funding for the ***New Homes Bonus scheme***, achievement of anticipated growth in new homes within the Borough and the associated dependency on the New Homes Bonus income to address / reduce the funding shortfall for the General Fund. The Government have confirmed that the 4-year legacy payments for New Homes Bonus (NHB) will continue to be paid after 2020/21, but there still remains uncertainty regarding new payments.

It is the Government's intention to look again at the New Homes Bonus scheme for 2021/22 and explore the most effective way to incentivise housing growth. They plan to consult widely on proposals prior to implementation. As the roll forward is for one year, with any funding beyond 2020/21 subject to the 2020 Spending Review and potential new proposals, the Government have said that the new allocations in 2020/21 will not result in legacy payments being made in subsequent years on those allocations.

- Challenge to continue to achieve high collection rates for council tax, business rates and housing rents – in light of welfare benefit reforms, economic conditions and uncertainty.
- Finalisation of the provisional Local Government Finance Settlement allocations; and
- Work is continuing on a number of actions to address the GF shortfall to inform the final MTFs proposals for consideration by Council in February 2020 - **further savings of around £1.4m p.a. will be required** over the next 5 years (based on annual £5% increases in Council Tax). On an annualised basis this would equate to a year on year ongoing saving of £0.5m over 5 years.

Background

The medium term financial planning process is being challenged by Government austerity measures as well as continued uncertainty. The accomplishment of a balanced 3 Year Medium Term Financial Strategy for the General Fund for 2019/20 was a major achievement as the Council, like others, had planned to deliver its budget process in light of unprecedented adverse economic conditions with a great deal of uncertainty over future investment and income levels such as car parking, land charges and corporate property rents.

The budget setting process has faced significant constraints in Government funding in recent years - over 50% in real terms since 2010. The 4 year Local Government Finance Settlement confirmed that austerity measures are to continue with Revenue Support Grant (RSG) all but eradicated for most Councils – and suggests that the key challenges that the Council is currently addressing are likely to become greater.

There is also a high degree of uncertainty arising from the work progressing with regard to business rates retention (and the associated impact on the Council's business rates income and associated baseline and tariff levels), the 'Fair Funding Review' as well as the planned Business Rates Reset which is now planned take effect from 2021/22.

The Council is responding to these challenges by considering the opportunities to grow our income. We are ambitious with our commercial view and will continue to work hard to identify income streams that enable us to continue to meet the needs of our residents.

The Council remains committed to promoting and stimulating economic growth and regeneration; meeting our housing needs; creating a vibrant town centre economy and protecting those most vulnerable in our communities.

More than ever, we recognise that our financial capacity will be less than in previous years which means that we will need to maintain our approach to innovation, collaboration and transformation. So, not only will the Council seek investment from businesses and developers, but the Council itself will explore viable and sustainable investment opportunities using all returns to support public services.

We continue to invest in our teams, transform our processes and ensure our technology infrastructure is fit for purpose. We have identified a number of opportunities to improve customer access to information and services as well as our engagement with our citizens and the way in which we manage our data and information.

The adoption of 'Demand Management' as the primary operating model and the targeting of resources via locality based commissioning and delivery has enabled greater effectiveness in service delivery. As part of a 'Tamworth Community Offer' we will:

- Improve our use of 'insight' in shaping services and directing investment;
- Better align service delivery to ensure we act with purpose and are accountable;
- Support the Demand Management model with prevention approaches which seek to tackle causes and reduce costs;

- Develop approaches which genuinely ‘empower’ individuals and communities;
- Support a transformed dialogue with residents - recognising that our financial capacity will be less than in previous years which means educating and supporting communities to focus resources on ‘needs’ and being clear on what we are able to do and equally what we can’t.

Key to this will be the application of existing and new technology to capture, collate and analyse customer insight, intelligence and data so as to understand not just the ‘need’ but the cause, behaviours or decisions creating the need. Then by the application of locality based commissioning for example, the Council can commission services that either intervene or prevent future need thereby reducing demand. This approach will change the organisation and how it works; will require Members to take difficult decisions and adhere to them; will involve managed risks and will sustain essential services critical in supporting the most vulnerable in our communities at a time when demand is increasing and resources reducing.

Linked with this, the ‘Delivering Quality Services’ project continues to review processes and demand, with the aim of re-designing processes to meet changing customer expectations and making the best use of technology to deliver efficient and effective services to the customer, including self-service and digital functionality.

This approach will change the organisation and how it works; will require Members to put evidence and insight at the heart of our decision making to ensure that we are transparent about the rationale for our decisions and plans; will involve managed risks and will sustain essential services critical in supporting the most vulnerable in our communities at a time when demand is increasing and resources reducing.

Accurate forecasting, strong leadership and an innovative, risk aware approach have resulted in the organisation being able, in the main, to sustain a full suite of essential services albeit not without implications for the public, local politicians and the entire workforce.

By adopting this approach, supporting its implementation and measuring its progress, it will enable the Council to achieve its Vision and Priorities and fulfil its obligations.

- We will target resources upon those in most need and those most vulnerable.
- We will commission services that will both intervene/prevent future demand and reduce levels of vulnerability.
- We will, as a consequence, meet the Council’s stated intention to ensure that the vulnerable are a priority (Motion to Council on 26th November, 2014 refers).

As part of the budget process Policy Changes are required in order to amend base budget provision. As grant and other income levels are reducing, where increased costs are unavoidable then managers should identify compensatory savings. Where savings are identified they must be accompanied by a robust implementation plan.

Robust business case templates are submitted to Cabinet and CMT for all Policy Change submissions (Revenue and Capital).

The attached forecast is based on a 5 year period, but does contain a number of uncertainties. It is suggested that, given the uncertainty, there should be no knee jerk reactions – with a clear plan to focus on balancing the next 3 years’ budget position, in compliance with the Prudential Code, by which time the impact should be clearer).

The key uncertainties which will inform further budget considerations before the final budget proposals are developed are:

- a) Future Revenue Support Grant levels for future years - the budget setting process has faced significant constraints in Government funding in recent years - over 50% reduction since 2010.

The 4 year Local Government Finance Settlement confirmed in February 2016 that austerity measures are to continue with Revenue Support Grant (RSG) all but eradicated for most Councils by 2020.

However, there remains a high degree of uncertainty arising from the most significant changes in Local Government funding for a generation. The following reforms were planned to be in place by 2020/21 but given announcements following the 2019 Spending Round these have been deferred until 2021/22.

The Government previously stated its intention to hold a new Spending Review in 2019, covering the period 2020/21 to 2022/23. However, a one-year Spending Round has been carried out, covering the financial year 2020/21; and this will be followed in 2020 by a full Spending Review, reviewing public spending as a whole and setting multi-year budgets.

In addition, the Government have said that, given the need to provide certainty and stability for next year, the longer-term reforms for the local government finance system, including business rates retention and fairer funding (Review of Relative Needs and Resources), have been delayed until 2021/22.

➤ **Fair Funding Review (FFR)** of the distribution methodology (now from 2021/22) including:

- changes to the needs assessment (which will determine each Council’s share of the national funding for Local Government – it is likely that this will reflect the impact of Social Care demands and that funding will be redistributed to Unitary and County Councils to the detriment of District Councils);
- treatment of relative resources (to determine how much each Council can fund locally through income from fees and charges and council tax); and
- any transitional arrangements to protect Councils from significant reductions in funding – and the impact from their unwinding.

- **Spending Review 2020 (SR20)** – where the total spending allocation for Government Departments will be set – including national control totals for Local Government spending. It has already been announced that significant additional funding will be diverted to the NHS which could mean further reductions for other Departments including Local Government;
- The ongoing **review of the Business Rates Retention (BRR) scheme** (now from 2021/22) – the Government announced that Councils will be able to retain 75% of business rates collected rather than 100% as previously planned with work progressing on the design of the new system including the impact of ‘rolling in’ grants such as Housing Benefit administration and New Homes Bonus;
- The planned **reset of the Business Rates baseline** for each Council and redistribution of the growth achieved since 2013 of over £1m p.a. (now from 2021/22);
- Uncertainty over the ongoing funding for the **New Homes Bonus scheme**, local growth in housing numbers and share of the national pool (including potential increases to the ‘deadweight’ for which Councils no longer receive grant). The Government have confirmed that the 4-year legacy payments for New Homes Bonus (NHB) will continue to be paid after 2020/21, but there still remains uncertainty regarding new payments.

It is the Government’s intention to look again at the New Homes Bonus scheme for 2021/22 and explore the most effective way to incentivise housing growth. They plan to consult widely on proposals prior to implementation. As the roll forward is for one year, with any funding beyond 2020/21 subject to the 2020 Spending Review and potential new proposals, the Government have said that the new allocations in 2020/21 will not result in legacy payments being made in subsequent years on those allocations.

In addition, the next planned national **Business Rates Revaluation** will take effect from 2021/22 – with latest indications that the Government will also aim to introduce a **centralised system for business rate appeals** at the same time to cover future changes arising from the 2021 valuation list.

While we are aware of these forthcoming changes, little to no information is available on the potential impact for individual Councils’ finances.

- b) In 2016/17, at the start of the four-year offer made to local government, the Government introduced a separate council tax referendum principle for shire districts, to address particular pressures on these authorities. This principle meant that districts could increase council tax by the core principle (now announced as 2% for 2020/21 – this was previously 3%) or £5, whichever is greater.

The Government continued to grant this flexibility in 2017/18, 2018/19 and 2019/20 and have now announced it is to continue for 2020/21.

- c) Uncertain economic conditions within the UK economy, following the decision to leave the EU, may also lead to a suppression of business growth and investment – together with the associated impact on Business Rate growth and employment.
- d) Future Pension contribution levels – the results from the 2019 triennial review, carried out by the Actuary employed by the Pension Fund, have now been confirmed - indicative *ongoing* annual increases in Employer's contributions of c. £150k p.a. (1% p.a. increase) had been included from 2020/21 for 3 years (followed by increases of 2% p.a.). This includes an ongoing lump sum (with an annual increase) relating to past liabilities and a set rate for future employer contributions of 16.5% p.a. Given the uncertain economic situation and arising from the Council's position in its participation in the Fund's contribution stability mechanism, the option to freeze contribution levels for 3 years has been communicated to the Pension Fund Actuary. This will lower costs in the short term and the actuary has confirmed it would not have an unsustainable impact on the pension fund. There will also be a saving of c.£183k in lump sum costs by making an advance payment of the 3 year costs in April 2020.
- e) While the Government announced a pay cap for 2014/15 & 2015/16, a 2.2% increase (plus other changes) was agreed from 1st January 2015. In addition, from April 2016, a new compulsory National Living Wage (NLW) for the over 25s was introduced to replace the National Minimum Wage. A further 1% pay cap for public sector workers for the 4 years from 2016/17 was set but following Government announcements regarding public sector pay this cap was lifted from 2018/19 with a 2% increase agreed.

For 2019/20 a 2% increase was agreed and included the introduction of a new pay spine on 1st April 2019 based on a bottom rate of £17,364 with additions, deletions and changes to other spinal column points. A 2.5% p.a. increase from 2020/21 has been assumed.

- f) Proposed changes set out in the Welfare Reform Act 2012 and the introduction of Universal Credit – impact on housing benefits and associated income receipts (including Housing Rents and Council Tax) of the Council;
- g) The impact of any further uncertainty over future interest rate levels and their impact on investment income / treasury management;
- h) Due to uncertainties around the Better Care Fund, a risk on the current grant funding for Disabled Facilities Grants (DFG) is highlighted. A grant of £400k p.a. has been assumed;
- i) Review and finalisation of the revised budgets/policy changes and feedback from the scrutiny process – including the Council Tax increase for 2020/21.

In light of these uncertainties and issues arising from the sensitivity analysis (attached at **Appendix K**), it is felt prudent to include within the budget a number of specific contingency budgets (aligned to the specific uncertainties, where appropriate) to ensure some stability in the financial planning process (as detailed at **Appendix L**).

Options Considered

As part of the budget setting process a number of options for the council tax increase levels for 2020/21 and future years have been modelled / considered.

Council Tax	Option Modelled / Considered
Model 1	£5.00 increase in Council tax in 2020/21 (followed by increases of £5.00 p.a.)
Model 2	2.99% increase in Council tax in 2020/21 (followed by increases of c.2.99% p.a.)
Model 3	£1 increase in Council tax in 2020/21 (followed by increases of £1 p.a.)
Model 4	2.5% increase in Council tax in 2020/21 (followed by increases of 2.5% thereafter)
Model 5	0% increase in Council tax in 2020/21 (followed by increases of 0% thereafter)
Model 6	1.99% increase in Council tax in 2020/21 (followed by increases of 1.99% thereafter)

Rent	Option Modelled / Considered
CPI plus 1%	The Government has now confirmed that social housing rents can increase to include 'up to' a factor of the consumer price index (CPI) measure of inflation plus 1% for five years from 2020, following the conclusion of a consultation on the new rent standard
CPI	General increase in line with CPI
No increase	No general increase in annual rent

Resource Implications

A summary table of all the budget proposals is shown at the end of the report. The General Fund summary revenue budget for 2019/20 appears at **Appendix D**. A summary of the resulting budgets over the five year period appears at **Appendix F**.

The draft Budget and Medium Term Financial Strategy is based on a council tax increase of £5 (2.83%) for 2020/21 (the maximum permitted under the Government set limits to avoid a referendum) followed by increases at £5 p.a. thereafter & in line with statutory requirements. The Forecast projects General Fund balances of £0.5m over 3 years (with a shortfall of £6.9m over 5 years), including the minimum approved level of £0.5m;

It should be noted that in order to ensure General Fund balances remain above the minimum approved level of £0.5m over 5 years **further savings of around £1.4m p.a. will be required** (based on annual £5 increases in Council Tax). On an annualised basis this would equate to a year on year ongoing saving of £0.5m over 5 years.

The summary HRA Revenue Budget for 2020/21 appears at **Appendix C** (including a summary of the resulting budgets over the 5 year period). Closing balances over 3 years are estimated at £1.7m (£1.6m over 5 years) – in excess of the minimum approved level of £0.5m.

The proposed 5-year General Fund Capital Programme is included at **Appendix H** – the main changes, since the programme was provisionally approved in February 2019, included at this stage are detailed within the report.

The proposed 5-year Housing Capital Programme is included at **Appendix I** – the main changes, since the programme was provisionally approved in February 2019, included at this stage are detailed within the report.

Options

Work is continuing on a number of actions to address the financial position in future years:

- Delivering Quality Services project – the demand management approach to shift demand to more efficient methods of service delivery – online and automation (Interactive Voice Response).
- Recruitment freeze – there is a robust challenge / re-justification process in place for all vacant posts with a requirement to investigate alternative options including restructuring to fill vacancies / looking at what we can stop doing;

We took the opportunity to increase the vacancy allowance from 5% to 7.5% by 2021/22 c. £45k p.a. year on year for the General Fund, c.£14k p.a. for the HRA (It should be noted that staffing in some services e.g. planning, are key to the delivery of the Council's economic growth agenda and have significant demand from the public and local businesses but can also experience severe recruitment difficulties – which may lead to the use of market supplements to attract staff).

- Spend freeze – A review of the underspend position has been undertaken with a view to drive out as many savings as possible – and has identified annual savings of c.£160k p.a. from 2020/21. There was a £2.3m underspend in 2018/19 – although much of this arose from windfall income, c. £0.7m was lower level underspends.
- Alternative investment options arising from the Commercial Investment Strategy (as well as the Treasury Management Investment Strategy) to generate improved returns of c. 4% to 5% p.a. (plus asset growth);
A savings target to return c.4% p.a. from the planned investment of £12m in Diversified Property Funds has already been included from 2020/21.
- Review of reserves (including ensuring adequate provision for the funding uncertainties) / creation of fund for transformation costs (if needed);
- Targeted Savings – to identify potential areas for review in future years; and
- Review and rationalisation of IT systems.

In addition, the following areas will need to be completed / agreed to inform the Council decision:

- Completion of the Business Rates forecast / NNDR1 statutory return including the impact of the successful Staffordshire wide 75% Business Rates Pilot arrangement for 2020/21; and
- Finalisation of the Policy changes.

Consideration of the level of Council tax increases over the 5-year period is also needed to account for potential 'capping' by the Government or a local referendum / veto and to ensure that balances are maintained at the minimum approved level of £0.5m.

Decisions on future funding will need to be made with reference to the Council's Corporate Priorities together with the feedback & issues raised by the budget consultation exercise. There is a need to consider how the limited resources can be 'prioritised' (& whether service improvements in a priority area should be met from service reductions elsewhere).

Responses / indications from Scrutiny Committees on priority areas for the future allocation of resources will be sought, as part of the consultation required by the constitution.

Legal / Risk Implications

The Council's constitution requires Cabinet publish initial proposals for the budget, having first canvassed the views of local stakeholders as appropriate - budget proposals will be referred to the Joint Scrutiny Committee (Budget) for further advice and consideration.

In line with the constitution the Leaders Budget Workshop was held on 9th January 2020.

In order to allow Scrutiny Committees to respond to the Cabinet on the outcome of their deliberations, a meeting of the Scrutiny Committee (Budget) has been arranged for 29th January 2020.

Risks to Capital and Revenue Forecasts:

Risk	Control Measure
Major variances to the level of grant / subsidy from the Government (including specific grants e.g. Benefits administration, Business Rates Section 31 funding); (High)	Sensitivity modelling undertaken to assess the potential impact in the estimation of future grant levels; (High / Medium)
New Homes Bonus grant levels lower than estimated; Continuation of the scheme for 2020/21 has been confirmed – doubt over its continuation in future years; (High/Medium)	Future levels included based on legacy payments only; (Medium/Low)
Potential ‘capping’ of council tax increases by the Government or local Council Tax veto / referendum; (Medium)	Current indications are that increases of 2% or £5 and above risk ‘capping’ (3% or £5 for District Councils in 2019/20); (Low)
The achievement / delivery of substantial savings / efficiencies will be needed to ensure sufficient resources will be available to deliver the Council’s objectives through years 4 to 5. Ongoing; (High)	A robust & critical review of savings proposals will be required / undertaken before inclusion within the forecast; (High/Medium)
Pay awards greater than forecast; (Medium)	Public sector pay cap was lifted from 2018/19 with pay awards of 2% p.a. for 2 years. Increases of 2.5% p.a. assumed from 2020/21; (Medium / Low)
Pension costs higher than planned / adverse performance of pension fund; (Medium)	Regular update meetings with Actuary; Confirmation of a freeze in the ‘lump sum’ element has been received following the triennial review during 2019 informing the 3 years from 2020/21; (Medium/Low)
Assessment of business rates collection levels to inform the forecast / budget (NNDR1) and estimates of appeals, mandatory & discretionary reliefs, cost of collection, bad debts and collection levels; New burdens (Section 31) grant funding for Central Government policy changes – including impact on levy calculation; Potential changes to the Business Rates Retention system following the announcement for Councils to keep 75% (previously up to 100%) of the business rates collected from 2021/22; (High)	Robust estimates included to arrive at collection target. Ongoing proactive management & monitoring will continue; Business Rates Collection Reserve - provision of reserve funding to mitigate impact of any changes in business rate income levels; Monitoring of the situation / regular reporting; (High / Medium)

Risk	Control Measure
<p>Local Council Tax Reduction scheme implementation – potential yield changes and maintenance of collection levels;</p> <p>(High)</p>	<p>Robust estimates included. Ongoing proactive management & monitoring (including a quarterly healthcheck on the implications on the organisation – capacity / finance) will continue; (High / Medium)</p>
<p>Achievement of income streams in line with targets e.g. treasury management interest, car parking, planning, commercial & industrial rents etc.; (High / Medium)</p>	<p>Robust estimates using a zero based budgeting approach have been included;</p> <p>(Medium)</p>
<p>Delivery of the capital programme (GF / HRA – including Regeneration schemes) dependent on funding through capital receipts and grants (including DFG funding through the Better Care Fund); (High / Medium)</p>	<p>Robust monitoring and evaluation – should funds not be available then schemes would not progress;</p> <p>(Medium)</p>
<p>Dependency on partner organisation arrangements and contributions e.g. Waste Management (SCC/LDC). (High / Medium)</p>	<p>Memorandum of Understanding in place with LDC.</p> <p>(Medium)</p>
<p>Delivery of the planned Commercial Investment Strategy actions - recent review of the Treasury Management Investment Guidance / Minimum Revenue Provision Guidance carried out by MHCLG - with a potential restriction of investments by Councils given increased risk exposure. (High/Medium)</p>	<p>The main issue seems to be the increased risks associated with those Councils who are borrowing large sums to invest in commercial property activities.</p> <p>(Medium)</p>
<p>Maintenance and repairs backlog for corporate assets – and planned development of long term strategic plan to address such. (High / Medium)</p>	<p>Planned development of long term strategic corporate capital strategy and asset management plan to consider the requirements and associated potential funding streams. (Medium)</p>
<p>Significant financial penalties arising from the implementation of the General Data Protection Regulations (GDPR). (High / Medium)</p>	<p>Implementation plan in place with corporate commitment and good progress.</p> <p>(Medium)</p>
<p>Property funds are not risk free - as such a risk based approach will need to be adopted – to balance risk against potential yield or return.</p> <p>Based on past performance there is the potential for returns of c.4 to 5% p.a. but this is not guaranteed.</p>	<p>Any investment in funds which are deemed as capital expenditure will require the necessary capital programme budgets to be approved by full Council.</p> <p>Risk is inherent in Treasury Management and as such a risk based approach will need to be adopted – to balance risk against potential yield or return.</p>

Risk	Control Measure
<p>The value of the funds are also subject to fluctuation – which could mean a capital loss in one year (as well as expected gains).</p> <p>The initial cost associated with the purchase of the investment in the funds is expected to be in the region of 5% - which would have to be recovered over the life of the investment (either from annual returns or capital appreciation). There is a real risk of a revenue loss therefore in the first year. (High/Medium)</p>	<p>The risk will be mitigated (although not eliminated) through investment in a diversified portfolio using a range of property funds.</p> <p>The Council will also endeavour to use the secondary market for purchases to potentially gain access to a fund at a lower level of cost than via the primary route.</p> <p>Mitigation regulations are in place to defer any potential principal loss for 5 years. (Medium)</p>

Report Author

If Members would like further information or clarification prior to the meeting please contact Stefan Garner, Executive Director Finance Ext. 242.

Background Papers:-	Corporate Vision, Priorities Plan, Budget & Medium Term Financial Strategy 2019/20, Council 26th February 2019
	Budget and Medium Term Financial Planning Process, Cabinet 15th August 2019
	Budget Consultation Report, Cabinet 7th November 2019
	Draft Base Budget Forecasts 2020/21 to 2024/25, Cabinet 28th November 2019
	Leaders Budget Workshop, 9th January 2020

Summary of Appendices

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Detailed Considerations

The Council's approach to medium term planning aims to integrate the Council's Corporate and financial planning processes. In accordance with that approach this report contains firm proposals for 2020/21 and provisional proposals for the following years.

It is intended that all aspects of the budget should be agreed by Members and so this report details each amendment which is proposed to the 2019/20 budget to arrive at the starting point for 2020/21. The report deals in turn with each of the key elements and towards the end of each section is a summary table. Each of these tables is brought together in the summary and conclusions section at the end of the report.

The Council's medium term financial plan used as the basis for the 2020/21 budget, aimed both to deal with a challenging financial position and to find resources to address the Council's corporate priorities. The approved package was based upon:

- The need to compensate for reduced income levels arising from the continuing economic uncertainty and austerity measures;
- Injecting additional resources into corporate priorities;
- Increasing income from council tax and fees and charges; and
- Making other savings and efficiencies.

Financial Background

The medium term financial planning process is being challenged by the uncertain economic conditions. The attached forecast is based on a 5 year period, but does contain a number of uncertainties. The forecast grant reductions and uncertainty over future Local Government funding arrangements will put significant pressure on the ability of the Council to publish a balanced 5 year MTFS.

It is suggested that, given the uncertainty, there should be no knee jerk reactions – with a clear plan to focus on balancing the next 3 years' budget position, in compliance with the Prudential Code (minimum balances of £0.5m) by which time the impact should be clearer.

There are a number of challenges affecting the Medium Term Financial Planning process for the period from 2020/21 to 2024/25 which add a high level of uncertainty to budget projections.

In light of these uncertainties and issues arising from the sensitivity analysis (attached at **Appendix K**), it is felt prudent to include within the budget a number of specific contingency budgets (aligned to the specific uncertainties, where appropriate) to ensure some stability in the financial planning process (as detailed at **Appendix L**).

Following review of the sensitivity of the factors within the forecasts, pay award & inflation, interest rate movements together with changes in Government Grant support could all significantly affect the forecast as follows:

Effect of x% movement:	% + / -	Impact over 1 year +/-	Impact over 3 years +/-	Impact over 5 years + / -	Risk
		£'000	£'000	£'000	
Pay Award / National Insurance (GF)	0.5%	43	265	678	M/H
Pension Costs	0.0%	0	0	187	L
Council Tax	0.5%	39	185	432	M
Inflation / CPI	0.5%	49	307	784	M/H
Government Grant	1.0%	42	198	451	M
Investment Interest	0.5%	176	925	2174	H
Key Income Streams	0.5%	10	61	156	L
Business Rates	0.5%	72	449	1146	H

GENERAL FUND

Future Revenue Support Grant & Business Rate income

On 20th December 2019, the Secretary of State for the Ministry for Housing, Communities and Local Government, Rt. Hon. Robert Jenrick MP, made a written statement to Parliament on the provisional local government finance settlement (LGFS) 2020/21.

The updated National Core Spending Power figures are detailed below and include the Settlement Funding Assessment (SFA); Council Tax; the Improved Better Care Fund; New Homes Bonus (NHB); Transitional Grant; Rural Services Delivery Grant; and the Adult Social Care Support Grant. The table shows the national changes to Core Spending Power between 2015/16 and 2020/21. It shows an increase of 6.3% for 2020/21 and an overall increase for the period 2015/16 to 2020/21 of 10%.

Core Spending Power National Position	2015/16 £m	2016/17 £m	2017/18 £m	2018/19 £m	2019/20 £m	2020/21 £m
Settlement Funding Assessment	21,250	18,602	16,633	15,574	14,560	14,797
Under-indexing business rates multiplier	165	165	175	275	400	500
Council Tax	22,036	23,247	24,666	26,332	27,768	29,370
Improved Better Care Fund	-	-	1,115	1,499	1,837	2,077
New Homes Bonus	1,200	1,485	1,252	947	918	907
Rural Services Delivery Grant	16	81	65	81	81	81
Transition Grant	-	150	150	-	-	-
Adult Social Care Support Grant	-	-	241	150	-	-
Winter pressures Grant	-	-	-	240	240	-
Social Care Support Grant	-	-	-	-	410	1,410
Core Spending Power	44,666	43,730	44,296	45,098	46,213	49,142
Change %		(2.1)%	1.3%	1.8%	2.5%	6.3%
Cumulative change %		(2.1)%	(0.8)%	1.0%	3.5%	10.0%

However, there remains a high degree of uncertainty arising from the most significant changes in Local Government funding for a generation. The planned reforms were due to be in place by 2020/21 but given announcements following the *2019 Spending Round* these have been deferred until 2021/22.

The government previously stated its intention to hold a new Spending Review in 2019, covering the period 2020/21 to 2022/23. However, a one-year Spending Round has been carried out, covering the financial year 2020/21; and this will be followed in 2020 by a full Spending Review, reviewing public spending as a whole and setting multi-year budgets.

In addition, the Government have said that, given the need to provide certainty and stability for next year, the longer-term reforms for the local government finance system, including business rates retention and fairer funding (Review of Relative Needs and Resources), have been delayed until 2021/22.

The Government issued the Local Government Finance Settlement 2020/21 Technical Consultation paper which proposed that the 2019/20 Settlement Funding Assessment amounts will increase in line with the small business non-domestic rating multiplier for 2020/21. This will mean that they will increase by the September CPI amount (since confirmed as 1.7%) unless it is capped.

Authorities will therefore see CPI increases in both their Baseline Need and Revenue Support Grant amounts. This is the first time both elements will increase by CPI, as in previous years RSG was reduced (in order to offset the funding gain from Baseline Need increases).

For Baseline Need to increase by CPI, NNDR Baseline and Top up / Tariff amounts will also increase by CPI (as in previous years).

For future years (post 2020/21), it has been assumed that there will be a reduction in Revenue Support Grant to nil following the planned reforms, as detailed below.

BASE BUDGET	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	£	£	£	£	£	£
Revenue Support Grant	- *	188,220	-	-	-	-
% Reduction	(63)%	2%	(100)%	-	-	-

* Due to successful Staffordshire 75% Business Rates Pilot arrangement for 2019/20, RSG of £184,529 was 'rolled in' and deducted from the tariff payment.

Business Rates

Given the current economic climate and further anticipated reductions in Central Government Grant support together with the uncertainty around the impact of the changes to the Business Rate Retention scheme, the Business Rate reset and the Fair Funding Review, detailed modelling has been carried out in order to prepare estimated Business Rates income levels.

The 2020/21 finance settlement represents the eighth year in which the Business Rates Retention (BRR) scheme is the principal form of local government funding. As in the previous years, the provisional settlement provides authorities with a combination of provisional grant allocations and their baseline figures within the BRR scheme.

Additional monthly monitoring has been implemented since the implementation of business rate retention from 2013/14 – following approval of the NNDR1 form (Business Rates estimates) by Cabinet in January each year.

The Council received additional business rates during 2013/14 (above forecast / baseline) and had to pay a levy of £356k to the Greater Birmingham & Solihull Local Enterprise Partnership (GBSLEP). No levy was payable for 2014/15 due to the significant increase in appeals during March 2015 – which meant an increase in the provision from £1m to almost £4m. The Council received additional business rates during 2015/16, 2016/17, 2017/18 and 2018/19 (above forecast / baseline) and had to pay a levy of £534k, £612k, £1.17m and £992k respectively.

The latest estimates for 2019/20 indicate additional business rates receivable above the baseline – of which the Council will receive 40% less the Government set tariff payment of c.£10m (plus an agreed share of the surplus from the Staffordshire Pilot arrangement - after deduction of the 25% Central Share, 34% County & 1% Fire & Rescue Authority shares).

However, the future position is less certain. A robust check & challenge approach has been taken of any increases on the base figure, including a risk assessed collection level.

New Burdens (Section 31) Grant is receivable for additional reliefs given by the Government relating to business rates from 1st April 2013 e.g. Small Business Rate Relief – of which 50% of any in excess of the baseline will be payable in levy to the GBSLEP. A prudent approach has been taken in respect of any new burdens funding – and, due to uncertainties & risk, the creation of an associated Business Rates Collection reserve to mitigate fluctuation in income. The forecast Section 31 Grants and levy payments included within the base budget forecasts are detailed below.

Levy / Section	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
31 Grant	£	£	£	£	£	£
NNDR Levy payment	965,810	1,374,950	-	-	-	-
Section 31 Grant income	(1,086,640)	(1,108,390)	-	-	-	-

For future years, the Government assessed Business Rates Baseline is detailed below:

BASELINE	2020/21	2021/22	2022/23	2023/24	2024/25
	£	£	£	£	£
Base Budget Forecast (November 2019):					
Retained Business Rates	12,778,290	15,403,818	15,704,865	16,011,414	16,331,642
Less: Tariff payable	(10,433,555)	(13,041,378)	(13,294,366)	(13,582,302)	(13,853,948)
Total SFA	2,344,735	2,362,440	2,410,499	2,429,112	2,477,694
% Reduction	(5.7)%	0.8%	2.0%	0.8%	2.0%
Provisional LGFS (December 2019):					
Retained Business Rates	12,744,347	15,403,818	15,704,865	16,011,414	16,331,642
Less: Tariff payable	(10,405,841)	(13,041,378)	(13,294,366)	(13,582,302)	(13,853,948)
Total SFA	2,338,506	2,362,440	2,410,499	2,429,112	2,477,694
% Reduction	(5.9)%	1.0%	2.0%	0.8%	2.0%
Increase / (Decrease)	(6,229)	-	-	-	-

Due to the variable nature of the BRR element of local authority funding, the provisional settlement no longer provides the absolute funding level for authorities. The Government's assessed Business Rates Baseline for the authority is only based on an adjusted average income figure, and therefore is not representative of the actual Business Rates Baseline. The business rates forecast income is subject to confirmation / finalisation over the next few weeks – the latest estimates are detailed below:

DRAFT MTFS	2020/21	2021/22	2022/23	2023/24	2024/25
	£	£	£	£	£
Base Budget Forecast (November 2019):					
Retained Business Rates	14,432,332	15,403,818	15,704,865	16,011,414	16,331,642
Less: Tariff payable	(10,443,794)	(13,041,378)	(13,294,366)	(13,582,302)	(13,853,948)
Total	3,988,538	2,362,440	2,410,499	2,429,112	2,477,694
% Reduction	19.8%	(40.8)%	2.0%	0.8%	2.0%
Provisional LGFS (December 2019):					
Retained Business Rates	£14,432,332	£15,403,818	£15,704,865	£16,011,414	£16,331,642
Less: Tariff payable	(10,405,841)	(13,041,378)	(13,294,366)	(13,582,302)	(13,853,948)
Total	4,026,491	2,362,440	2,410,499	2,429,112	2,477,694
% Reduction	20.9%	(41.3)%	2.0%	0.8%	2.0%
Increase / (Decrease)	37,953	-	-	-	-

Based on this Government financial support will change as shown below:

DRAFT MTFS	2020/21	2021/22	2022/23	2023/24	2024/25
	£	£	£	£	£
Base Budget Forecast (November 2019):					
Revenue Support					
Grant	188,220	-	-	-	-
Retained Business Rates	14,432,332	15,403,818	15,704,865	16,011,414	16,331,642
Less: Tariff payable	(10,443,794)	(13,041,378)	(13,294,366)	(13,582,302)	(13,853,948)
Total	4,176,758	2,362,440	2,410,499	2,429,112	2,477,694
% Reduction	25.4%	(43.4)%	2.0%	0.8%	2.0%
% RSG Increase* / (Decrease)	2%	(100.0)%	-%	-%	-%
Provisional LGFS (December 2019):					
Revenue Support					
Grant	187,535	-	-	-	-
Retained Business Rates	14,432,332	15,403,818	15,704,865	16,011,414	16,331,642
Less: Tariff payable	(10,405,841)	(13,041,378)	(13,294,366)	(13,582,302)	(13,853,948)
Total	4,214,026	2,362,440	2,410,499	2,429,112	2,477,694
% Reduction	26.5%	(43.9)%	2.0%	0.8%	2.0%
% RSG Increase* / (Decrease)	1.7%	(100.0)%	-%	-%	-%
Increase / (Decrease)	37,268	-	-	-	-

The table shows that overall funding should be c.£37k higher than expected in 2020/21.

The retained Business Rates forecast will be updated based on the NNDR1 return which was not received until late December 2019. A separate report on this agenda is due to consider the latest forecast for Business Rates (the statutory NNDR1 return) once finalised – prior to final sign off by the statutory deadline of 31st January 2020.

There are still significant uncertainties - specifically the treatment of:

- Forecast levels of growth in business rates;
- The estimated level of mandatory and discretionary reliefs;
- The estimated level of refunds of Business Rates following the Appeal process;
- the treatment of Section 31 grant funding (including Small Business Rate Relief Grant) – which could affect the calculation of any levy payment and thereby reduce retained Business Rate income; and
- The impact of the Business Rates Retention scheme review, Baseline reset (the Council's baseline need level), the Fair Funding Review and the Spending Review planned for 2021/22 on the likely tariff levels for future years.

In addition, the next planned national Business Rates Revaluation will take effect from 2021/22 – with latest indications that the Government will also aim to introduce a centralised system for business rate appeals at the same time to cover future changes arising from the 2021 valuation list.

While we are aware of these forthcoming changes, little to no information is available on the potential impact for individual Councils' finances.

The revised estimates for Business Rates arising from NNDR1 will feed into the next stage of the budget process.

New Homes Bonus (NHB)

When the base budget was prepared, it had been assumed that the New Homes Bonus scheme will continue with such funding included using a risk based approach.

The New Homes Bonus scheme was subject to a consultation paper in December 2015. This paper outlined a number of potential changes to the scheme, including a change in the scheme's funding. This change moved from having an open-ended funding amount (based on the number of new homes) to a finite amount that could not be exceeded. The funding for the scheme over the period 2017/18 to 2019/20 was also announced, these amounts being:

2017/18	£1,493m
2018/19	£938m
2019/20	£900m

There remains significant uncertainty over the future operation of the scheme with recent announcements that it will be considered as part of the review of Fair Funding review and the Business Rates retention scheme – deferred until 2021/22.

The Government have now confirmed that the 4-year legacy payments for New Homes Bonus (NHB) will continue to be paid after 2020/21, but there still remains uncertainty regarding new payments.

It is the Government's intention to look again at the New Homes Bonus scheme for 2021/22 and explore the most effective way to incentivise housing growth. They plan to consult widely on proposals prior to implementation. As the roll forward is for one year, with any funding beyond 2020/21 subject to the 2020 Spending Review and potential new proposals, the Government have said that the new allocations in 2020/21 will not result in legacy payments being made in subsequent years on those allocations.

New Homes Bonus income forecasts have subsequently been updated and included within the base budget as follows – with future levels included based on legacy payments only.

BASE BUDGET NHB	2020/21 £	2021/22 £	2022/23 £	2023/24 £	2024/25 £
Risk Weighting applied – MTFS 2019	37.5%	37.5%	25%	25%	25%
MTFS 2019 Budget	293,800	401,750	457,920	399,250	399,250
Base Budget Forecast	614,820	230,910	211,750	-	-
Increased / (Reduced) income	321,020	(170,840)	(246,170)	(399,250)	(399,250)
Revised Risk Weighting applied (legacy payments only)	100%	100%	100%	0%	0%

This results in an overall loss to the MTFS of £0.1m over 3 years (£0.9m over 5 years).

The national baseline for housing growth below which New Homes Bonus will not be paid was unchanged at 0.4% (reflecting a percentage of housing that would have been built anyway).

Technical Adjustments

Revisions have been made to the 2019/20 base budget in order to produce an adjusted base for 2020/21 and forecast base for 2021/22 onwards. These changes, known as technical adjustments have been calculated to take account of:

- virements approved since the base budget was set;
- the removal of non-recurring budgets from the base;
- the effect of inflation;
- changes in payroll costs and annual payroll increments;
- changes in expenditure and income following decisions made by the Council;
- other changes outside the control of the Council such as changes in insurance costs and reduction in grant income; and
- The 'Zero base budgeting' review of income levels.

They are summarised in **Appendix E** and the main assumptions made during this exercise are shown in **Appendix J**.

They have been separated from the policy changes, as they have already been approved or are largely beyond the control of the Council, and are summarised below:

Technical Adjustments	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000
Base Budget B/Fwd	9,403	8,267	8,645	8,850	9,551
Committee Decisions	(517)	(356)	25	67	0
Inflation	24	38	37	39	40
Other	(1,177)	394	(150)	317	126
Pay Adjustments (Including pay award / reduction for vacancy allowance)	534	302	293	278	267
Revised charges for non-general fund activities	-	-	-	-	-
Total / Revised Base Budget	8,267	8,645	8,850	9,551	9,984

* () denotes saving in base budget

Policy Changes

The policy changes provisionally agreed by Council in February 2019 have been included within the technical adjustments for 2020/21 onwards. **A list of the proposed new policy changes for 2020/21 is summarised below:**

Item No	Policy Changes Identified	20/21 £'000	21/22 £'000	22/23 £'000	23/24 £'000	24/25 £'000
PE1	Review of Call out and Standby arrangements	TBA	-	-	-	-
PE2	To increase the number of Apprentice posts from 6 to 8 across the Council	42.00	-	-	-	-
PE3	Make permanent the existing temporary 4.68 FTE Customer Services Assistant (CSA) posts	106.43	-	(106.43)	-	-
PE4	Permanently establish 1 FTE Senior Customer Service Officer – TIC and increase the current 3.04 FTE Customer Service Officers allocated to the TIC to 4.5 FTE on a temporary basis	45.97	-	(40.97)	-	-
OPS1	Reinstated funding from SCC re highway verge mowing	(128.32)	-	-	-	-
OPS2	Increase in staffing and equipment to reflect reinstated SCC funding	96.24	-	-	-	-
OPS3	Assembly Rooms - Additional costs from latest projections of Assembly Rooms costs and income	124.50	(62.25)	(31.00)	-	-
FIN1	Reduced contingency budget	(95.00)	-	-	-	-
FIN2	Revised New Homes Bonus	(35.56)	33.98	0.63	0.95	-
FIN3	Revenue Implications of Capital Programme	20.00	19.00	6.00	13.00	9.00
FIN4	Revenue Implications of Capital Programme	32.00	30.00	10.00	21.00	15.00
FIN5	Negotiated savings in Pensions costs arising from freeze in lump sum contribution for 3 years and 3 year advance payment in April 2020	(88.47)	(2.70)	(2.54)	93.71	-
FIN6	Revised Business Rates Levy payment	TBA	-	-	-	-
FIN7	Revised Business Rates Section 31 Grant Income	TBA	-	-	-	-
FIN8	Contribution to Transformation Reserve	1000.00	(1000.00)	-	-	-
NEI1	To permanently appoint the Housing Solutions Review Officer	35.50	-	-	-	-
NEI2	Use of flexible homelessness support grant to part fund the post on an ongoing	(15.00)	-	-	-	-
NEI4	Revised CCTV Costs	(337.93)	337.93	-	-	-
AST1	Condition Surveys and Asset Management database to support the refresh of the Councils Asset Management Strategy.	3.50	-	-	-	-
AST2	Condition survey of Corporate/Commercial & Industrial properties - £100k every 10 years	100.00	(100.00)	-	-	-
AST3	Financial modelling toolkit	2.50	-	-	-	-
AST4	Cleaning Services Review	41.00	-	-	-	-
AST5	Cleaning Costs have changed since the Cabinet Report due to a requirement to provide additional cleaning services with the Assembly Rooms. Additional Cleaning duties are also required for the Town Centre Public Conveniences.	29.20	-	-	-	-
AST6	Saving in contract cleaning budgets	(35.00)	-	-	-	-

Item No	Policy Changes Identified	20/21 £'000	21/22 £'000	22/23 £'000	23/24 £'000	24/25 £'000
AST7	Marmion House Accommodation	55.30	0.80	0.90	1.00	1.00
A&G1	Review of Elections budgets from a zero-base, factoring in the known schedule of elections	4.80	(63.00)	63.00	68.00	(68.00)
WM1	Potential Waste Management cost increases	135.70	99.70	325.95	14.83	34.85
G&R1	Reduction in the Planning Application Fees income budget to reflect the fact that income received in recent years has included a number of large schemes	50.00	-	-	-	-
ALL	Review of Underspent Budgets and Contingencies	(96.77)				
	Total New Items / Amendments	1,112.59	(706.54)	225.54	212.49	(8.15)
	Cumulative	1,112.59	406.05	631.59	844.08	835.93

Capping / Local Referendum

In the past, the Government had the power under the Local Government Act 1999 to require councils to set a lower budget requirement if it considered the budget requirement and council tax had gone up by too much. The Localism Act 2011 abolished the capping regime but introduced new requirements on a Council to hold a local referendum if it increases its council tax by an amount exceeding principles determined by the Secretary of State and agreed by the House of Commons.

Consideration of the likely level of Council Tax increases over the 5-year period is needed to avoid the potential costs of holding a referendum and to ensure that balances are maintained at the minimum approved level of £500k.

Council Tax

Last year's medium term financial plan identified ongoing increases of 2.99% per annum from 2020/21. It has been subsequently been revised and confirmed that the 'referendum' threshold will be the higher of £5 or 2.0% for 2020/21 (previous indications were that this would continue at 3%) - following a freeze in 2011/12 & 2012/13 and a below 2% increase from 2013/14 to 2016/17.

Each £1 increase in the band D Council Tax would raise approximately £22k per annum. For each 1% increase in Council Tax, the Council will receive c. £40k additional income per annum.

A number of scenarios for future years' increases are set out below:

Model 1 Impact of £5 increase in Council Tax in 2020/21 (followed by £5 p.a.)

Year:	2020/21	2021/22	2022/23	2023/24	2024/25
Forecast:	£'000	£'000	£'000	£'000	£'000
Surplus (-) /Deficit	1,011	2,402	2,608	3,333	3,551
Balances Remaining (-) / Overdrawn	(5,512)	(3,110)	(502)	2,831	6,382
£ Increase	5.00	5.00	5.00	5.00	5.00
% Increase	2.83%	2.75%	2.68%	2.61%	2.54%
Note: Resulting Band D Council Tax	181.89	186.89	191.89	196.89	201.89

Indicating potential General fund balances of approx. £0.5m over 3 years (with a shortfall of £3.3m over 4 years & £6.9m over the 5 year period) - including the minimum approved level of £0.5m. Further savings of approx. £1.4m per annum over 5 years would have to be identified.

In order to consider alternative options, the following scenarios have been modelled:

Model 2 Impact of 2.99% increase in Council Tax in 2020/21 (followed by increases of 2.99% p.a. thereafter)

Year:	2020/21	2021/22	2022/23	2023/24	2024/25
Forecast:	£'000	£'000	£'000	£'000	£'000
(Increase) in Council Tax £	(6)	(16)	(30)	(48)	(71)
Revised Surplus (-) /Deficit	1,005	2,386	2,578	3,285	3,480
Balances Remaining (-) / Overdrawn	(5,518)	(3,132)	(554)	2,731	6,211
£ Increase	5.29	5.45	5.61	5.78	5.96
% Increase	2.99%	2.99%	2.99%	2.99%	2.99%
Note: Resulting Band D Council Tax	182.18	187.63	193.24	199.02	204.98

Indicating potential General fund balances of approx. £0.6m over 3 years (with a shortfall of £3.2m over 4 years & £6.7m over the 5 year period) - including the minimum approved level of £0.5m. Further savings of approx. £1.3m per annum over 5 years would have to be identified.

Model 3 Impact of £1 increase in Council Tax in 2020/21 (followed by increases of £1 p.a. thereafter)

Year:	2020/21	2021/22	2022/23	2023/24	2024/25
Forecast:	£'000	£'000	£'000	£'000	£'000
Reduction in Council Tax £	89	180	272	365	459
Revised Surplus (-) /Deficit	1,100	2,582	2,880	3,698	4,010
Balances Remaining (-) / Overdrawn	(5,423)	(2,841)	39	3,737	7,747
£ Increase	1.00	1.00	1.00	1.00	1.00
% Increase	0.57%	0.56%	0.56%	0.56%	0.55%
Note: Resulting Band D Council Tax	177.89	178.89	179.89	180.89	181.89

Indicating potential General fund balances of approx. £0.04m over 3 years (with a shortfall of £4.2m over 4 years & £8.2m over the 5 year period) - including the minimum approved level of £0.5m. Further savings of approx. £1.65m per annum over 5 years would have to be identified.

Model 4 Impact of 2.5% increase in Council Tax in 2020/21 (followed by increases of 2.5% p.a. thereafter)

Year:	2020/21	2021/22	2022/23	2023/24	2024/25
Forecast:	£'000	£'000	£'000	£'000	£'000
Reduction in Council Tax £	13	23	31	36	39
Revised Surplus (-) /Deficit	1,024	2,425	2,639	3,369	3,590
Balances Remaining (-) / Overdrawn	(5,499)	(3,074)	(435)	2,934	6,524
£ Increase	4.43	4.54	4.65	4.77	4.89
% Increase	2.5%	2.5%	2.5%	2.5%	2.5%
Note: Resulting Band D Council Tax	181.32	185.86	190.51	195.28	200.17

Indicating potential General fund balances of approx. £0.4m over 3 years (with a shortfall of £3.4m over 4 years & £7m over the 5 year period) - including the minimum approved level of £0.5m. Further savings of approx. £1.4m per annum over 5 years would have to be identified.

Model 5 Impact of 0% increase in Council Tax in 2020/21 (followed by increases of 0% thereafter)

Year:	2020/21	2021/22	2022/23	2023/24	2024/25
Forecast:	£'000	£'000	£'000	£'000	£'000
Reduction in Council Tax £	112	226	341	458	576
Revised Surplus (-) /Deficit	1,123	2,628	2,949	3,791	4,127
Balances Remaining (-) / Overdrawn	(5,400)	(2,772)	177	3,968	8,095
£ Increase	0.00	0.00	0.00	0.00	0.00
% Increase	0.00%	0.00%	0.00%	0.00%	0.00%
Note: Resulting Band D Council Tax	176.89	176.89	176.89	176.89	176.89

Indicating a shortfall in General fund balances of approx. £0.2m over 3 years (with a shortfall of £4.5m over 4 years & £8.6m over the 5 year period) - including the minimum approved level of £0.5m. Further savings of approx. £1.7m per annum over 5 years would have to be identified.

Model 6 Impact of 1.99% increase in Council Tax in 2020/21 (followed by increases of 1.99% p.a. thereafter)

Year:	2020/21	2021/22	2022/23	2023/24	2024/25
Forecast:	£'000	£'000	£'000	£'000	£'000
Reduction in Council Tax £	33	65	96	125	153
Revised Surplus (-) /Deficit	1,044	2,467	2,704	3,458	3,704
Balances Remaining (-) / Overdrawn	(5,479)	(3,012)	(308)	3,150	6,854
£ Increase	3.52	3.59	3.67	3.74	3.81
% Increase	1.99%	1.99%	1.99%	1.99%	1.99%
Note: Resulting Band D Council Tax	180.41	184.00	187.67	191.41	195.22

Indicating potential General fund balances of approx. £0.3m over 3 years (with a shortfall of £3.65m over 4 years & £7.4m over the 5 year period) - including the minimum approved level of £0.5m. Further savings of approx. £1.5m per annum over 5 years would have to be identified.

Also available to the Council to support expenditure otherwise funded from Council Tax are surpluses arising from the Council's share of surpluses (or deficits) within the Council Tax or Business Rates elements of the Collection Fund.

Subject to finalisation of the estimated surplus, it is proposed that all available surpluses be used (and that the relevant sums be made available to the other precepting authorities – the County Council, Fire & Rescue and Office of the Police & Crime Commissioner (OPCC)).

At this stage, no surplus has been included for the business rates element but it is estimated that there will be a surplus of at least £33k p.a. within the Collection Fund for Council Tax (£87k for 2020/21) – this will be updated following finalisation of the estimated surplus/deficit calculations in January 2020.

Year:	2020/21	2021/22	2022/23	2023/24	2024/25
Council Tax	£'000	£'000	£'000	£'000	£'000
Council Tax Income	(4,068)	(4,253)	(4,430)	(4,600)	(4,758)
Collection Fund Surplus (Council Tax)	(87)	(33)	(33)	(33)	(33)
Collection Fund Surplus (Business Rates)	-	-	-	-	-

The County Council, OPCC and Fire & Rescue Authority are due to finalise their budgets for 2020/21 during February 2020. The impact of the Borough Council tax proposals is shown for each Council Tax Band in **Appendix G**.

Balances

At the Council meeting on 23rd February 2016 Members approved a minimum working level of balances of £0.5m. At 31st March 2020 General Fund revenue balances are estimated to be £6.5m. The minimum level of balances for planning purposes will remain at around £0.5m.

Summary and Conclusions

These budget proposals reflect the need to compensate for reduced income levels arising from the uncertain economic conditions and significant reductions in Government funding, a desire to continue to address the Council's priorities / issues identified by Members and at the same time to seek continuous improvement in service delivery.

In addition, there remains a degree of uncertainty in a number of areas including future local authority pay settlements, the potential for interest rate changes and the future local government finance settlements. A summary of all the budget proposals is shown in the table below. The summary revenue budget for 2020/21 appears at **Appendix D**.

A summary of the resulting budgets over the five year period appears at **Appendix F**.

Using the funding forecast and assuming increases in Council Tax of £5 per annum for 2020/21 onwards, the five year base budget forecast is as follows:

GF Summary	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000
Estimated Net Cost of Services	8,267	8,645	8,850	9,551	9,984
Proposed Policy Changes / Additional Costs Identified	1,113	406	632	844	836
Net Expenditure	9,380	9,051	9,482	10,395	10,820
Financing:					
RSG	188	-	-	-	-
Collection Fund Surplus - NNDR	87	33	33	33	33
Non Domestic Ratepayers	14,432	15,404	15,705	16,011	16,332
Tariff Payable	(10,406)	(13,041)	(13,294)	(13,582)	(13,854)
Council Tax Income (Model 1)	4,068	4,253	4,430	4,600	4,758
Gross Financing	8,369	6,649	6,874	7,062	7,269
Surplus(-)/Deficit	1,011	2,402	2,608	3,333	3,551
Balances Remaining (-) / Overdrawn	(5,512)	(3,110)	(502)	2,831	6,382
Per Council, 26 th February 2019	(2,362)	(518)	-	-	-
Band D Equivalentents	22,367	22,757	23,085	23,365	23,565

Indicating potential General fund balances of approx. £0.5m over 3 years (with a shortfall of £3.3m over 4 years & £6.9m over the 5 year period) - including the minimum approved level of £0.5m.

HOUSING REVENUE ACCOUNT

Technical Adjustments

The 2019/20 approved budget has been used as a base to which amendments have been made reflecting the impact of technical adjustments. The impact of the policy led changes, will be added to this figure to produce the HRA budget for 2020/21.

The following table illustrates the current position before the effect of policy led changes:

Technical Adjustments	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000
Base Budget B/Fwd	115	(429)	(892)	121	(1,294)
Committee Decisions	58	(53)	1,226	(1,226)	0
Inflation	125	127	162	135	139
Other	(744)	(639)	(458)	(412)	(414)
Pay Adjustments (Including pay award / reduction for vacancy allowance)	17	102	83	88	82
Revised charges for non-general fund activities	-	-	-	-	-
Total / Revised Base Budget	(429)	(892)	121	(1,294)	(1,487)

Revisions have been made to the 2019/20 base budget in order to produce an adjusted base for 2020/21 and forecast base for 2021/22 onwards. These changes, known as technical adjustments, are largely beyond the control of the Council and have been calculated to take account of:

- virements approved since the base budget was set;
- the removal of non-recurring budgets from the base;
- the effect of inflation;
- changes in payroll costs and annual payroll increments;
- changes in expenditure and income following decisions made by the Council;
- other changes outside the control of the Council such as changes in insurance costs, reduction in grant income and the impact of the HRA determinations which are set annually by Central Government; and
- The 'Zero base budgeting' review of income levels.

and are summarised in **Appendix E**.

Proposals

The policy changes proposed for inclusion in the base budget for the next five years are detailed at **Appendix B** and are highlighted below:

Item No	Policy Changes Identified	20/21 £'000	21/22 £'000	22/23 £'000	23/24 £'000	24/25 £'000
HRA1	Condition Surveys and Asset Management database to support the refresh of the Councils Asset Management Strategy	3.50	-	-	-	-
HRA2	Condition Survey of structural parts of high-rise blocks - £75k every 5 years(HRA Revenue)	75.00	(75.00)	-	-	-
HRA3	Condition Survey of Non-Traditional Properties - £50k every 5 years (HRA Revenue)	50.00	(50.00)	-	-	-
HRA4	Condition Survey of Housing Stock - £60k every 5 years (HRA Revenue)	60.00	(60.00)	-	-	-
HRA5	Financial modelling toolkit - £5k per annum (GF & HRA Revenue)	2.50	-	-	-	-
HRA6	Cleaning Services Review	(4.00)	-	-	-	-
HRA7	Fire Safety in High Rise Residential Buildings in response to the Governments proposals around 'Building a Safer Future'. • Software to manage fire safety surveys £90k year one (Capital) + £5k every year for license	5.00	-	-	-	-
HRA8	• Detailed Measured Surveys & 3D building Scans	140.00	(140.00)	-	-	-
HRA9	• Type 4 Fire Risk Assessments £65k every 3 years	65.00	(65.00)	-	65.00	(65.00)
HRA10	• Production of Building Fire Safety Manuals	70.00	(70.00)	-	-	-
HRA11	• Building Fire Safety Manager £40k per annum	40.00	-	-	-	-
HRA12	Housing Repairs - Call Handling Service	49.57	(9.49)	(27.31)	-	-
HRA13	Permanent full-time post `Income Officer` within Neighbourhoods Rents Income Team	32.00	-	-	-	-
HRA14	Funding from Universal Credit Support Budget towards cost of Income Officer	(25.00)	-	-	-	-
HRA15	Retention of temporary post `Resident Support Worker` at Eringden Block for a further year until March 2021	32.00	(32.00)	-	-	-
HRA16	Former Tenancy Arrears Officer within Revenues to address the recovery of wide range of former arrears - initially until March 2021 / offset by income target	26.00 (26.00)	(26.00) 26.00	-	-	-
HRA17	Repairs and Investment Budgets	1228.06	-	-	-	-
HRA18	Review of Underspent Budgets and Contingencies	(62.69)	-	-	-	-
HRA19	Negotiated savings in Pensions costs arising from freeze in lump sum contribution for 3 years and 3 year advance payment in April 2020	(27.05)	(0.83)	(0.78)	28.66	-
HRA20	Revenue Contribution to Capital	-	-	-	-	400.00
	Total New Items / Amendments	1,733.89	(502.32)	(28.09)	93.66	335.00
	Cumulative	1,733.89	1,231.57	1,203.48	1,297.14	1,632.14

The proposals will mean that balances will remain above the approved minimum level of £0.5m over the five year period.

Summary	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000
Estimated Net (Surplus) / Deficit	(429)	(892)	121	(1,294)	(1,487)
Proposed Policy Changes / Additional Costs Identified	1,734	1,232	1,203	1,297	1,632
Surplus (-) / Deficit	1,305	340	1,324	3	145
Balances Remaining (-) / Overdrawn	(3,370)	(3,030)	(1,706)	(1,703)	(1,558)
Per Council, 26 th February 2019	(3,227)	(3,168)	(2,057)	(2,326)	-

Indicating Housing Revenue Account (HRA) balances of £1.7m over 3 years (with balances of £1.6m over 5 years) including the minimum recommended balances of £0.5m.

Rent Setting Policy

The introduction of rent restructuring in April 2003 required the Council to calculate rents in accordance with a formula on a property by property basis and account separately for rental payments and payments which are for services (for example grounds maintenance, upkeep of communal areas, caretaking) within the total amounts charged.

This framework removed the flexibility to independently set rent levels from Social Landlords and replaced it with a fixed formula (RPI plus 0.5% plus £2.00) based on the value of the property and local incomes.

The aim of the framework was to ensure that by a pre-set date all social landlord rents have reached a 'target rent' for each property that will reflect the quality of accommodation and levels of local earnings. In achieving this target rent councils were also annually set a "limit rent" which restricted the level of rent increase in any one year.

From 2015/16, Councils could decide locally at what level to increase rents. Government Guidance suggested an increase of CPI plus 1%, however, the Council agreed to vary this level, and applied the formula CPI plus 1% plus £2 (capped at formula rent) **for 2015/16 only**, to generate additional funding to support increased maintenance costs and the regeneration of key housing areas within the Borough.

Under Benefit regulations and circulars issued by the DWP, the Rent Rebate Subsidy Limitation scheme penalises the Council should the average rent be above the notified limit rent.

The effect of the reduction in Social Housing Rents announced in the Summer Budget 2015 means that rents have been reduced by 1% a year for the four years from 2016/17.

The Government has now confirmed that social housing rents can increase to include 'up to' a factor of the consumer price index (CPI) measure of inflation plus 1% for five years from 2020, following the conclusion of a consultation on the new rent standard.

On 30th November 2017, Cabinet considered and approved amendments to the Council's Rent Setting Policy to include arrangements to charge affordable rents on new and affordable housing.

The policy provides a framework within which Tamworth Borough Council will set rents and service charges and draws on the Department for Communities and Local Government Guidance on Rent Setting for Social Housing.

In setting the rent setting policy the Council had full regard to legislation, regulations and associated rent setting guidance including the Welfare Reform and Work Act 2016 which gave effect to the Government's 1% rent reduction for four years up to 2020/2021.

For 2020/21 (and in the medium term), rents will be set in line with the approved policy including a general increase of the consumer price index (CPI) measure of inflation of plus 1% - equating to a 2.7% increase.

The following options have been modelled:

	2019/20 £	2020/21 £	2021/22 £	2022/23 £	2023/24 £	2024/25 £
Option 1: CPI + 1%						
Rent (52 Weeks)	79.03	81.17	83.60	86.11	88.69	91.36
Rent (48 Weeks)	85.62	87.93	90.57	93.29	96.09	98.97
% Increase		2.70%	3.00%	3.00%	3.00%	3.00%
Option 2: CPI						
Rent (52 Weeks)	79.03	80.38	81.98	83.62	85.30	87.00
Rent (48 Weeks)	85.62	87.08	88.82	90.59	92.41	94.25
% Increase		1.70%	2.00%	2.00%	2.00%	2.00%
Reduced Rent compared to Option 1		177,200	364,140	556,670	756,580	964,100
				5 year impact		2,818,690
Option 3: No increase						
Rent (52 Weeks)	79.03	79.03	79.03	79.03	79.03	79.03
Rent (48 Weeks)	85.62	85.62	85.62	85.62	85.62	85.62
% Increase		0%	0%	0%	0%	0%
Reduced Rent compared to Option 1		478,440	1,028,390	1,584,550	2,151,530	2,729,540
				5 year impact		7,972,450
Inflation at CPI + 1%	-1.00%	2.70%	3.00%	3.00%	3.00%	3.00%

Balances

The forecast level of balances at 31st March 2019 is £4.7m. The impact on balances of the adjustments outlined in this report would be as follows:

Balances	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000
Proposed Withdrawal from / Addition to (-) Balances	1,305	340	1,324	3	145
Balances Remaining (-) / Overdrawn	(3,370)	(3,030)	(1,706)	(1,703)	(1,558)

This would mean that closing balances, over the five year period, would be over the approved minimum level of £0.5m. The analysis at **Appendix C** details the overall Housing Revenue Account budget resulting from the recommendations contained within this report.

Corporate Capital Strategy

The Council has an ongoing capital programme of over £50m for 2019/20 and an asset base valued at £236m (as at 31st March 2019).

The strategy sets out the Council's approach to capital investment and the approach that will be followed in making decisions in respect of the Council's Capital assets.

Capital investment is an important ingredient in ensuring the Council's vision is achieved and given that capital resources are limited it is critical that the Council makes best use of these resources.

This Strategy sets the policy framework for the development, management and monitoring of this investment and forms a key component of the Council's planning alongside the Medium Term Financial Strategy.

The Capital Strategy will:

- Reflect Members' priorities as set out in the Corporate Plan;
- Balance the need to maintain the Council's existing asset base against its future ambition and associated long term asset needs and consolidate assets where appropriate;
- Recognise that growth is the strategic driver for financial self-sufficiency;
- Be affordable in the context of the Council's MTFS;
- Seek to ensure value for money through achieving a return on investment or by supporting service efficiency and effectiveness;
- Be flexible to respond to evolving service delivery needs;
- Seek to maximise investment levels through the leveraging of external investment;
- Recognise the value of assets for delivering long-term growth as opposed to being sold to finance capital expenditure;
- Recognise the financial benefits and risks from growth generated through investment to support investment decisions; and
- Reflect the service delivery costs associated with growth when assessing the level of resources available for prudential borrowing.

The capital strategy feeds into the annual revenue budget and MTFS by informing the revenue implications of capital funding decisions. The implications for the MTFS are fully considered before any capital funding decisions are confirmed.

Equally, the availability of prudential borrowing means that capital and revenue solutions to service delivery can be considered, and ranked, alongside each other as part of an integrated revenue and capital financial strategy.

The Capital Strategy further sets out the Council's approach to the allocation of its capital resources and how this links to its priorities at a corporate and service level. It describes how the Council has responded to the opportunities provided by prudential borrowing and other new sources of finance.

All proposed schemes requiring capital investment should have as a minimum the following information:

- A description of the scheme;
- The estimated financial implications, both capital and revenue;
- The expected outputs, outcomes and contribution to corporate objectives;
- The nature and outcome of consultation with stakeholders and customers (as applicable);
- Any impacts on efficiency and value for money;
- Risk assessment implications and potential mitigations; and
- Any urgency considerations (e.g. statutory requirements or health and safety issues).

All capital bids should be prepared in light of the following list of criteria, and the proposed investment should address and be assessed with regard to:

- the contribution its delivery makes towards the achievement of the Council's Corporate Priorities;
- the achievement of Government priorities and grant or other funding availability;
- the benefits in terms of the contribution to the Council's Corporate Objectives and compliance with the Corporate Capital Strategy requirements of:
 1. Invest to save
 2. Maintenance of services and assets
 3. Protection of income streams
 4. Avoidance of cost.

The current de-minimis for capital expenditure is £10k per capital scheme.

It is important that capital investment decisions are not made in isolation and instead are considered in the round through the annual budget setting process.

Corporate Management Team and Service Managers identify the potential need for capital investment. This will take account of issues including the condition of council owned assets (including reference to the council's Asset Management Plan), health and safety requirements, statutory obligations of the council, operational considerations and emerging opportunities for investment including possible sources of external financing.

The Asset Strategy Steering Group (ASSG) review capital bids prior to consideration by Members. Once capital bids have been prioritised, Executive Management Team will review the outcome of the deliberations of the ASSG and will make recommendations to Cabinet through an updated Medium Term Financial Strategy (MTFS) report on a proposed budget package which will include capital budget proposals.

The MTFS report (including capital budget proposals) will ultimately be considered by Budget Setting Council each year.

Following a review of the Capital Programme approved by Council on 26th February 2019, a revised programme has been formulated including additional schemes which have been put forward for inclusion.

A schedule of the capital scheme appraisals for the General Fund (GF) & Housing Revenue Account (HRA) received for consideration is attached at **Appendix I – General Fund (GF) and Appendix J – Housing (HRA)**, together with the likely available sources of funding (capital receipts / grants / supported borrowing etc.).

With regard to the contingency schemes/allocation, **£35k** remains in current year GF contingency funds and **£100k** remains in current year HRA contingency funds (which will be re-profiled into 2020/21 to provide contingency funding).

To inform discussions, the proposals have been reviewed by the Asset Strategy Steering Group and Corporate Management Team with initial comments & suggestions for each of the schemes outlined within the Strategy.

General Fund Capital

A significant increase in net funding has been proposed which means that insufficient resources are available to finance all of the GF schemes submitted therefore, should the schemes progress either:

- 1) the Council would need to use supported borrowing to fund the shortfall – funding from borrowing would impact on the revenue budget through interest costs on the debt at c.2 to 3% p.a. plus debt repayment costs of 4% p.a. (based on a 25 year asset life); or
- 2) the potential use of part of the capital receipt from the Golf Course sale – which would mean the resources would no longer be available for investment through the Commercial Investment Strategy projects (and therefore impact on the revenue account through loss of potential investment income at c.4% p.a.); or
- 3) Fund the spend from revenue through a direct contribution to the capital programme.

The minimum approved level of GF capital balances is £0.5million which, should the programme progress without amendment, would mean over **£2.7m in borrowing would be needed (or use of the capital receipt) over the next 5 years (£1.8m over 3 years, £2.3m over 4 years)**. The provisionally approved programme assumed borrowing of £1m over 3 years (£1.8m over the 4 years to 2023/24).

Housing Capital

The proposed 5 year Housing Capital Programme is attached at **Appendix I**.

The majority of the Housing capital programme has not changed from that provisionally approved – however a number of new schemes have been proposed. It has also been updated to include the new year 5 costs for 2024/25 (at the same level as 2023/24).

Without amendment, the current proposals require an additional revenue contribution of £0.4m.

It should be noted that there are no debt repayment costs for the HRA and the Government has now lifted the previous debt cap (of £79.407m). The current HRA Capital Financing Requirement (CFR) stands at £68.041m with planned borrowing of £7.214m relating to the Tinkers Green and Kerria Regeneration projects. Due to receipt of Homes England grant of c.£5m, it is likely that this planned borrowing will be reduced to c.£2m.

The programme includes plans to fund the development or acquisition of new dwellings to utilise all of the 1 for 1 capital receipts to avoid potential repayment (funding 30% of the total cost) with the balance representing the Council's 70% contribution.

Policy Changes Summary

SERVICE AREA	Sheet No.	Budget Changes 20/21 £'000	Budget Changes 21/22 £'000	Budget Changes 22/23 £'000	Budget Changes 23/24 £'000	Budget Changes 24/25 £'000
EXECUTIVE DIRECTOR ORGANISATION	1	(4.37)	-	-	-	-
PEOPLE	2	154.45	-	(147.40)	-	-
OPERATIONS AND LEISURE	3	90.77	(62.25)	(31.00)	-	-
EXECUTIVE DIRECTOR FINANCE	4	-	-	-	-	-
FINANCE	5	832.97	(919.72)	14.09	128.66	24.00
EXECUTIVE DIRECTOR COMMUNITIES	6	-	-	-	-	-
NEIGHBOURHOODS	7	(327.43)	337.93	-	-	-
PARTNERSHIPS	8	(4.17)	-	-	-	-
ASSETS	9	202.20	(99.20)	0.90	1.00	1.00
CHIEF EXECUTIVE	10	137.41	36.70	388.95	82.83	(33.15)
GROWTH & REGENERATION	11	30.76	-	-	-	-
TOTAL		1,112.59	(706.54)	225.54	212.49	(8.15)
Cumulative Cost / (Saving)		1,112.59	406.05	631.59	844.08	835.93

HOUSING REVENUE ACCOUNT	Sheet No.	Budget Changes 20/21 £'000	Budget Changes 21/22 £'000	Budget Changes 22/23 £'000	Budget Changes 23/24 £'000	Budget Changes 24/25 £'000
HOUSING REVENUE ACCOUNT	12	1,733.89	(502.32)	(28.09)	93.66	335.00
TOTAL		1,733.89	(502.32)	(28.09)	93.66	335.00
Cumulative Cost / (Saving)		1,733.89	1,231.57	1,203.48	1,297.14	1,632.14

Policy Changes Summary Staffing Implications

SERVICE AREA	Sheet No.	Budget Changes 20/21 £'000	Budget Changes 21/22 £'000	Budget Changes 22/23 £'000	Budget Changes 23/24 £'000	Budget Changes 24/25 £'000
EXECUTIVE DIRECTOR ORGANISATION	1	-	-	-	-	-
PEOPLE	2	8.2	-	(6.2)	-	-
OPERATIONS AND LEISURE	3	2.0	-	-	-	-
EXECUTIVE DIRECTOR FINANCE	4	-	-	-	-	-
FINANCE	5	-	-	-	-	-
EXECUTIVE DIRECTOR COMMUNITIES	6	-	-	-	-	-
NEIGHBOURHOODS	7	1.0	-	-	-	-
PARTNERSHIPS	8	-	-	-	-	-
ASSETS	9	-	-	-	-	-
CHIEF EXECUTIVE	10	-	-	-	-	-
GROWTH & REGENERATION	11	-	-	-	-	-
TOTAL		11.2	-	(6.2)	-	-

HOUSING REVENUE ACCOUNT	Sheet No.	Budget Changes 20/21 £'000	Budget Changes 21/22 £'000	Budget Changes 22/23 £'000	Budget Changes 23/24 £'000	Budget Changes 24/25 £'000
HOUSING REVENUE ACCOUNT	12	9.0	(2.0)	(1.0)	-	-
TOTAL		9.0	(2.0)	(1.0)	-	-

EXECUTIVE DIRECTOR ORGANISATION

Item No	Proposal/(Existing Budget)	Implications	Budget Change	Budget Change	Budget Change	Budget Change	Budget Change
			20/21	21/22	22/23	23/24	24/25
			£'000	£'000	£'000	£'000	£'000
OR1	Review of Underspent Budgets and Contingencies	Savings identified from review of previously underspent budgets	(4.37)	-	-	-	-
Total New Items / Amendments			(4.37)	-	-	-	-

STAFFING IMPLICATIONS

Item No	Proposal/(Existing Budget)	Implications	20/21	21/22	22/23	23/24	24/25
			FTE	FTE	FTE	FTE	FTE
TOTAL			-	-	-	-	-

PEOPLE

Item No	Proposal/(Existing Budget)	Implications	Budget Change	Budget Change	Budget Change	Budget Change	Budget Change
			20/21	21/22	22/23	23/24	24/25
			£'000	£'000	£'000	£'000	£'000
PE1	Review of Call out and Standby arrangements		TBA	-	-	-	-
PE2	To increase the number of Apprentice posts from 6 to 8 across the Council including: 1. Digital Marketing – Level 2 2. Web Development – Level 2 3. Customer Services – Level 2 4. Street Scene – Level 2 Arboriculture (current Apprentice posts - Revenues, Benefits, Street Scene x2, HR, ICT)	To assist the council in achieving our apprentice target of 8 apprentices • To ensure that TBC makes best value of the apprentice levy funding • To support the organisational development strategy in terms of succession planning • To ensure consistent service delivery of the arboriculture team following retirement • To further enhance the digital marketing skills to embrace fast paced technological changes & to move all web development work into ICT to give capacity to the current graphics for more marketing and branding activity.	21.00	-	-	-	-
			21.00	-	-	-	-
PE3	Make permanent the existing temporary 4.68 FTE Customer Services Assistant (CSA) posts (offset by one-off savings in 2019/20 of £65k)	When the temporary arrangement for CSA's was put in place it was anticipated that Delivering Quality Services (DQS) and the implementation of the customer portal would have concluded by April 2020 and as such savings of £100k would have been realised. DQS has paused over the last 12 months; however a position review and continuation is included in the 3 year Customer Service business plan along with further development of the customer portal	106.43	-	(106.43)	-	-
PE4	Permanently establish 1 FTE Senior Customer Service Officer – TIC and increase the current 3.04 FTE Customer Service Officers allocated to the TIC to 4.5 FTE. The 1.5 FTE is requested on a temporary basis to enable the customer demand to be captured post full launch of the venue in April 2020.	The creation of a Senior CSO role is to provide the line management of the staff working in the TIC in its permanent home at the Assembly Rooms; this role will be the interface between the Assembly Rooms management and the customer service function to ensure that service level agreements and standards are met. The new TIC service will enhance the customer service offer by extended opening with a presence until the interval of show performances 6 days a week and occasional Sunday opening to support major events in the town. The extended hours will also provide an enhanced opportunity for our customers as CS staff will be available to respond to enquiries via webchat and email in the key demand window of 5.00pm to 7.00pm	45.97	-	(40.97)	-	-

Item No	Proposal/(Existing Budget)	Implications	Budget Change	Budget Change	Budget Change	Budget Change	Budget Change
			20/21 £'000	21/22 £'000	22/23 £'000	23/24 £'000	24/25 £'000
PE5	Review of Underspent Budgets and Contingencies	Savings identified from review of previously underspent budgets	(39.95)	-	-	-	-
Total New Items / Amendments			154.45	-	(147.40)	-	-

STAFFING IMPLICATIONS

Item No	Proposal/(Existing Budget)	Implications	20/21	21/22	22/23	23/24	24/25
			FTE	FTE	FTE	FTE	FTE
PE2	To increase the number of Apprentice posts from 6 to 8 across the Council including: 1. Digital Marketing – Level 2 2. Web Development – Level 2 3. Customer Services – Level 2 4. Street Scene – Level 2 Arboriculture (current Apprentice posts - Revenues, Benefits, Street Scene x2, HR, ICT)		2.00	-	-	-	-
PE3	Make permanent the existing temporary 4.68 FTE Customer Services Assistant (CSA) posts (offset by one-off savings in 2019/20 of £65k)		4.68	-	(4.68)	-	-
PE4	Permanently establish 1 FTE Senior Customer Service Officer – TIC and increase the current 3.04 FTE Customer Service Officers allocated to the TIC to 4.5 FTE. The 1.5 FTE is requested on a temporary basis to enable the customer demand to be captured post full launch of the venue in April 2020.		1.50	-	(1.50)	-	-
TOTAL			8.18	-	(6.18)	-	-

20/21 Budget Process - Policy Changes			Sheet 3				
OPERATIONS AND LEISURE							
Item No	Proposal/(Existing Budget)	Implications	Budget Change	Budget Change	Budget Change	Budget Change	Budget Change
			20/21 £'000	21/22 £'000	22/23 £'000	23/24 £'000	24/25 £'000
OPS1	Reinstated funding from SCC re highway verge mowing	In 2018/19 SCC decided to withdraw budget to TBC to deliver the cutting of their highway grass verges, consequently the budget of £96,240 staffing costs together with the £128,320 income were removed from the budget for 2020/21. SCC have not yet fully completed their review of highway verge mowing cutting throughout the county, but have indicated that they wish the borough to continue undertaking the grass cutting, whereas previously they had indicated that this service may cease	(128.32)	-	-	-	-
OPS2	Increase in staffing and equipment to reflect reinstated SCC funding	Additional costs from latest projections of Assembly Rooms costs and income	96.24	-	-	-	-
OPS3	Assembly Rooms	Savings identified from review of previously underspent budgets	124.50	(62.25)	(31.00)	-	-
OPS4	Review of Underspent Budgets and Contingencies		(1.65)	-	-	-	-
Total New Items / Amendments			90.77	(62.25)	(31.00)	-	-
STAFFING IMPLICATIONS							
Item No	Proposal/(Existing Budget)	Implications	20/21 FTE	21/22 FTE	22/23 FTE	23/24 FTE	24/25 FTE
OPS2	Increase in staffing and equipment to reflect reinstated SCC funding		2.00	-	-	-	-
TOTAL			2.00	-	-	-	-

FINANCE

Item No	Proposal/(Existing Budget)	Implications	Budget Change	Budget Change	Budget Change	Budget Change	Budget Change
			20/21 £'000	21/22 £'000	22/23 £'000	23/24 £'000	24/25 £'000
FIN1	Reduced contingency budget	Provision for reduced income reduced following proposed increase to Assembly Rooms budgets	(95.00)	-	-	-	-
FIN2	Revised New Homes Bonus	Updated NHB grant notification following confirmation of 0.4% 'deadweight'	(35.56)	33.98	0.63	0.95	-
FIN3	Revenue Implications of Capital Programme	Cost of unsupported borrowing / lost investment income (2.5%) - should all proposed schemes progress	20.00	19.00	6.00	13.00	9.00
FIN4	Revenue Implications of Capital Programme	Repayment of debt (4%) - should all proposed schemes progress	32.00	30.00	10.00	21.00	15.00
FIN5	Negotiated savings in Pensions costs arising from freeze in lump sum contribution for 3 years and 3 year advance payment in April 2020	Option to freeze pension lump sum payment for 3 years and pay 3 years pension lump sum in advance in April 2020 (£183k saving)	(88.47)	(2.70)	(2.54)	93.71	-
FIN6	Revised Business Rates Levy payment	Estimated levy based on NNDR1 forecasts	TBA	-	-	-	-
FIN7	Revised Business Rates Section 31 Grant Income	New Burdens funding for Government scheme to reduce business rates charges	TBA	-	-	-	-
FIN8	Contribution to Transformation Reserve	In light of the current economic uncertainty, it is considered prudent to set aside monies to support the MTFS	1,000.00	(1,000.00)	-	-	-
Total New Items / Amendments			832.97	(919.72)	14.09	128.66	24.00

STAFFING IMPLICATIONS

Item No	Proposal/(Existing Budget)	Implications	20/21 FTE	21/22 FTE	22/23 FTE	23/24 FTE	24/25 FTE
						-	-
						-	-
						-	-
	TOTAL		-	-	-	-	-

NEIGHBOURHOODS

Item No	Proposal/(Existing Budget)	Implications	Budget Change	Budget Change	Budget Change	Budget Change	Budget Change
			20/21 £'000	21/22 £'000	22/23 £'000	23/24 £'000	24/25 £'000
NEI1	To permanently appoint the Housing Solutions Review Officer	When the HRA was implemented in 2018, it was anticipated that the requirements would generate more challenge through more opportunities to request (multiple) reviews. Consequently this would weaken the overall capacity to effectively manage the service in a challenging period. As such a temporary review officer was appointed for 2 years.	35.50	-	-	-	-
NEI2		Use of flexible homelessness support grant to part fund the post on an ongoing	(15.00)	-	-	-	-
NEI3	Review of Underspent Budgets and Contingencies	Savings identified from review of previously underspent budgets	(10.00)	-	-	-	-
NEI4	Revised CCTV costs	Saving as costs associated with the change in service provision will be met in 2019/20 (from the Transformation reserve)	(337.93)	337.93	-	-	-
Total New Items / Amendments			(327.43)	337.93	-	-	-

STAFFING IMPLICATIONS

Item No	Proposal/(Existing Budget)	Implications	20/21 FTE	21/22 FTE	22/23 FTE	23/24 FTE	24/25 FTE
NEI1	To permanently appoint the Housing Solutions Review Officer		1.0	-	-	-	-
TOTAL			1.0	-	-	-	-

PARTNERSHIPS

Item No	Proposal/(Existing Budget)	Implications	Budget Change	Budget Change	Budget Change	Budget Change	Budget Change
			20/21 £'000	21/22 £'000	22/23 £'000	23/24 £'000	24/25 £'000
PAR1	Review of Underspent Budgets and Contingencies	Savings identified from review of previously underspent budgets	(4.17)	-	-	-	-
Total New Items / Amendments			(4.17)	-	-	-	-

STAFFING IMPLICATIONS

Item No	Proposal/(Existing Budget)	Implications	20/21	21/22	22/23	23/24	24/25
			FTE	FTE	FTE	FTE	FTE
TOTAL			-	-	-	-	-

ASSETS

Item No	Proposal/(Existing Budget)	Implications	Budget Change	Budget Change	Budget Change	Budget Change	Budget Change
			20/21	21/22	22/23	23/24	24/25
			£'000	£'000	£'000	£'000	£'000
AST1	Condition Surveys and Asset Management database to support the refresh of the Councils Asset Management Strategy.	Asset management Database - £150k one off + £7k annual license (GF & HRA Capital)	3.50	-	-	-	-
AST2	Condition survey of Corporate/Commercial & Industrial properties - £100k every 10 years (GF Revenue)	In order to accurately assess the long-term performance and investment requirements of its built assets the Council needs to update its Asset Management Strategy. To support this process the Council needs to understand the current condition of its assets along with current and future investment requirements. Without accurate data it is not possible to accurately determine investment requirements or to determine the future financial viability of built assets. At present the Council holds very limited condition data on its non-housing assets and the information that is held has not been refreshed in a number of years. Repairs and investment budgets are currently set based on available funds as opposed to the investment requirements. Collecting accurate data and holding it a database which is updated regularly combined with financial modelling of performance data will allow the Council to make informed decisions on the future of its assets.	100.00	(100.00)	-	-	-
AST3	Financial modelling toolkit - £5k per annum (GF & HRA Revenue)	A financial modelling toolkit will allow the Council to model its asset investments for new build, regeneration, refurbishment and disposal. This will ensure that decisions are made using an agreed and standardised financial model.	2.50	-	-	-	-

Item No	Proposal/(Existing Budget)	Implications	Budget Change	Budget Change	Budget Change	Budget Change	Budget Change
			20/21 £'000	21/22 £'000	22/23 £'000	23/24 £'000	24/25 £'000
AST4	Cleaning Services Review	The restructure proposed in the report to Cabinet on 15 August 2019 is based on the continued delivery of the Councils service to Tenants and Leaseholders and will ensure quality and service is maintained which further places the organisation in a positive position to maintain and improve the quality of future service provision. The primary purpose of the review is to ensure that the service is being delivered in the most cost effective and efficient manner and is fit for purpose going forward. At the end of the review there will be a platform for the development of clearly defined service standards across both the housing and corporate property portfolios. This will lead to a clearly defined service offer that can be communicated to tenants, building occupiers and staff.	41.00	-	-	-	-
AST5	Cleaning Costs have changed since the Cabinet Report due to a requirement to provide additional cleaning services with the Assembly Rooms which were not known at the time of the Cabinet Report. Additional Cleaning duties are also required for the Town Centre Public Conveniences.	£17,812 GF, Additional Cleaning services at Assembly Rooms linked to use and occupation £4,157 GF, Additional Cleaning services to Castle linked to use and occupation £4,157 GF, Additional costs of cleaning Castle Grounds Toilets for 365 days per annum. £3,010 additional costs associated with provision of Mobile Phones (lone working) and PPE for staff	29.20	-	-	-	-
AST6	Saving in contract cleaning budgets	Associated saving in budgets no longer required following Cleaning Review	(15.00)	-	-	-	-
AST7	Marmion House Accommodation	Reduced income from accommodation rents / service charges	55.30	0.80	0.90	1.00	1.00
AST8	Review of Underspent Budgets and Contingencies	Savings identified from review of previously underspent budgets	(14.30)	-	-	-	-
Total New Items / Amendments			202.20	(99.20)	0.90	1.00	1.00
STAFFING IMPLICATIONS							
Item No	Proposal/(Existing Budget)	Implications	20/21 FTE	21/22 FTE	22/23 FTE	23/24 FTE	24/25 FTE
AST5	Cleaning Services Review		TBA	-	-	-	-
TOTAL			-	-	-	-	-

20/21 Budget Process - Policy Changes			Sheet		10			
CHIEF EXECUTIVE								
Item No	Proposal/(Existing Budget)	Implications	Budget Change	Budget Change	Budget Change	Budget Change	Budget Change	
			20/21 £'000	21/22 £'000	22/23 £'000	23/24 £'000	24/25 £'000	
A&G1	Review of Elections budgets from a zero-base, factoring in the known schedule of elections and ability to run joint elections/claim a share of costs from SCC/Gov't/OPCC where appropriate, the following budget adjustments are requested.	Overtime	3.0	-	-	-	-	
		Rents	(10.00)	(5.00)	5.00	5.00	(5.00)	
		Casual Travel	0.50	-	-	-	-	
		Software Support Licences	1.80	3.00	(3.00)	3.00	(3.00)	
		Printing & Stationery	3.50	(6.00)	6.00	17.00	(17.00)	
		Postage	6.30	(8.00)	8.00	7.00	(7.00)	
		Election Staff	(3.70)	(47.00)	47.00	36.00	(36.00)	
		Canvassers Fees	3.40	-	-	-	-	
A&G2	Review of Underspent Budgets and Contingencies	Savings identified from review of previously underspent budgets	(3.09)	-	-	-	-	
WM1	Potential Waste Management cost increases	Potential increases in Waste Management costs following 2019 budget review and Resources & Waste Strategy implications from 2022	135.70	99.70	325.95	14.83	34.85	
Total New Items / Amendments			137.41	36.70	388.95	82.83	(33.15)	
STAFFING IMPLICATIONS								
Item No	Proposal/(Existing Budget)	Implications	20/21 FTE	21/22 FTE	22/23 FTE	23/24 FTE	24/25 FTE	
	TOTAL		-	-	-	-	-	

20/21 Budget Process - Policy Changes				Sheet	11			
GROWTH & REGENERATION								
Item No	Proposal/(Existing Budget)	Implications	Budget Change	Budget Change	Budget Change	Budget Change	Budget Change	
			20/21 £'000	21/22 £'000	22/23 £'000	23/24 £'000	24/25 £'000	
G&R1	Reduction in the Planning Application Fees income budget to reflect the fact that income received in recent years has included a number of large schemes such as the Golf Course, Ashby Road, Dunstall Lane, etc, and future receipts are not expected to continue at the same level. That said, there is potential in future years for higher fee income associated with major planning applications in relation to town centre re development opportunities and also any future review of the Local Plan.	The resultant ongoing budget of £150k pa will more accurately reflect the level of planning application fees income likely to be received.	50.00	-	-	-	-	
G&R2	Review of Underspent Budgets and Contingencies	Savings identified from review of previously underspent budgets	(19.24)	-	-	-	-	
Total New Items / Amendments			30.76	-	-	-	-	
STAFFING IMPLICATIONS								
Item No	Proposal/(Existing Budget)	Implications	20/21	21/22	22/23	23/24	24/25	
			FTE	FTE	FTE	FTE	FTE	
TOTAL			-	-	-	-	-	

HOUSING REVENUE ACCOUNT

Item No	Proposal/(Existing Budget)	Implications	Budget Change	Budget Change	Budget Change	Budget Change	Budget Change
			20/21 £'000	21/22 £'000	22/23 £'000	23/24 £'000	24/25 £'000
HRA1	Condition Surveys and Asset Management database to support the refresh of the Councils Asset Management Strategy.	Asset management Database - £150k one off + £7k annual license (GF & HRA Capital)	3.50	-	-	-	-
HRA2	Condition Survey of structural parts of high-rise blocks - £75k every 5 years(HRA Revenue)	Information on structural condition of non-traditional properties and high-rise blocks is important in ensuring tenant safety and for predicting long-term investment or regeneration requirements	75.00	(75.00)	-	-	-
HRA3	Condition Survey of Non-Traditional Properties - £50k every 5 years (HRA Revenue)	The special nature of the high-rise blocks and non-traditional housing stock means that it needs regular inspection that goes beyond the normal non-invasive survey work that is carried out on the bulk of the housing stock. This is likely to be more specialised in nature.	50.00	(50.00)	-	-	-
HRA4	Condition Survey of Housing Stock - £60k every 5 years (HRA Revenue)	In order to accurately assess the long-term performance and investment requirements of its built assets the Council needs to update its Asset Management Strategy. To support this process the Council needs to understand the current condition of its assets along with current and future investment requirements. Without accurate data it is not possible to accurately determine investment requirements or to determine the future financial viability of built assets.	60.00	(60.00)	-	-	-
HRA5	Financial modelling toolkit - £5k per annum (GF & HRA Revenue)	A financial modelling toolkit will allow the Council to model its asset investments for new build, regeneration, refurbishment and disposal. This will ensure that decisions are made using an agreed and standardised financial model.	2.50	-	-	-	-
HRA6	Cleaning Services Review	The restructure proposed in the report to Cabinet on 15 August 2019 is based on the continued delivery of the Councils service to Tenants and Leaseholders and will ensure quality and service is maintained which further places the organisation in a positive position to maintain and improve the quality of future service provision. The primary purpose of the review is to ensure that the service is being delivered in the most cost effective and efficient manner and is fit for purpose going forward. At the end of the review there will be a platform for the development of clearly defined service standards across both the housing and corporate property portfolios. This will lead to a clearly defined service offer that can be communicated to tenants, building occupiers and staff	(4.00)	-	-	-	-

Item No	Proposal/(Existing Budget)	Implications	Budget Change	Budget Change	Budget Change	Budget Change	Budget Change
			20/21	21/22	22/23	23/24	24/25
			£'000	£'000	£'000	£'000	£'000
HRA7	Fire Safety in High Rise Residential Buildings in response to the Governments proposals around 'Building a Safer Future'. This is a direct response to the 'Building a safer future' legislation being introduced by the Government	This goes much further than current legislation relating to fire safety in buildings and is much more prescriptive than the current legislation. This will consist of:- • Software to manage fire safety surveys £90k year one (Capital) + £5k every year for license	5.00	-	-	-	-
HRA8		• Detailed Measured Surveys & 3D building Scans £140k (one off)	140.00	(140.00)	-	-	-
HRA9		• Type 4 Fire Risk Assessments £65k every 3 years	65.00	(65.00)	-	65.00	(65.00)
HRA10		• Production of Building Fire Safety Manuals £70k (one off)	70.00	(70.00)	-	-	-
HRA11		• Building Fire Safety Manager £40k per annum	40.00	-	-	-	-
HRA12	Housing Repairs - Call Handling Service	Additional Costs associated with in house provision	49.57	(9.49)	(27.31)	-	-
HRA13	Permanent full-time post 'Income Officer' within HRA Neighbourhoods Rents Income Team	This permanent 'Income Officer' will address the recovery of the Council's HRA current rent arrears, as with the move to full service universal credit since November 2017 has resulted in a significant increase in work load for the rent income team	32.00	-	-	-	-
HRA14		Funding from Universal Credit Support Budget towards cost of Income Officer	(25.00)	-	-	-	-
HRA15	Retention of temporary post 'Resident Support Worker' at Eringden Block for a further year until March 2021	This 'Resident Support Worker' is there to provide building management to this medium rise block of flats as well as low level resident support with the aim of making this a safe place to live	32.00	(32.00)	-	-	-
HRA16	Former Tenancy Arrears Officer within Revenues to address the recovery of HRA's wide range of former arrears - initially until March 2021 subject to review/impact assessment	To address the recovery of the Council's HRA former arrears including former rent arrears, garage arrears, recharges, sundry debts, supporting people, service charges etc.	26.00	(26.00)	-	-	-
		Income target associated with above	(26.00)	26.00	-	-	-
HRA17	Repairs and Investment Budgets	Updated budgets following tender exercise	1,228.06	-	-	-	-
HRA18	Review of Underspent Budgets and Contingencies	Savings identified from review of previously underspent budgets	(62.69)	-	-	-	-
HRA19	Negotiated savings in Pensions costs arising from freeze in lump sum contribution for 3 years and 3 year advance payment in April 2020	Option to freeze pension lump sum payment for 3 years and pay 3 years pension lump sum in advance in April 2020 (£183k saving)	(27.05)	(0.83)	(0.78)	28.66	-
HRA20	Revenue Contribution to Capital	Additional revenue contribution required to fund capital programme	-	-	-	-	400.00
Total New Items / Amendments			1,733.89	(502.32)	(28.09)	93.66	335.00

STAFFING IMPLICATIONS							
Item No	Proposal/(Existing Budget)	Implications	20/21 FTE	21/22 FTE	22/23 FTE	23/24 FTE	24/25 FTE
HRA6	Cleaning Services Review		TBA	-	-	-	-
HRA11	• Building Fire Safety Manager £40k per annum		1.00				
HRA12	Housing Repairs - Call Handling Service	1 x FTE Senior Customer Service Officer plus Essential Car Users allowance £1239.00 3 x FTE Customer Service Officer Grade D 1 x FTE Customer Service Officer Grade D Temporary for 2 years	5.00	-	(1.00)	-	-
HRA13	Permanent full-time post `Income Officer` within HRA Neighbourhoods Rents Income Team		1.00	-	-	-	-
HRA15	Retention of temporary post `Resident Support Worker` at Eringden Block for a further year until March 2021		1.00	(1.00)	-	-	-
HRA16	Former Tenancy Arrears Officer within Revenues to address the recovery of HRA's wide range of former arrears - initially until March 2021 subject to review/impact assessment		1.00	(1.00)	-	-	-
	TOTAL		9.00	(2.00)	(1.00)	-	-

HOUSING REVENUE ACCOUNT BUDGET SUMMARY 2020/21 – 2024/25

<i>Figures exclude internal recharges which have no bottom line impact.</i>	Budget 2020/21 £	Budget 2021/22 £	Budget 2022/23 £	Budget 2023/24 £	Budget 2024/25 £
HRA Summary	(4,371,050)	(4,903,450)	(3,982,120)	(5,495,300)	(5,785,900)
ED Communities	24,000	26,120	28,670	31,500	34,420
AD Operations & Leisure	144,290	146,380	148,810	151,540	154,300
AD Assets	2,088,370	1,627,040	1,621,350	1,709,450	2,066,290
AD Neighbourhoods	3,418,820	3,443,340	3,508,000	3,606,240	3,676,270
Housing Repairs	0	0	0	0	0
Grand Total	1,304,430	339,430	1,324,710	3,430	145,380

Figures include proposed Policy Changes

General Fund Summary Budgets – 2020/21

<i>Figures exclude internal recharges which have no bottom line impact.</i>	Base Budget 2019/20 £	Technical Adjustments * £	Policy Changes £	Budget 2020/21 £
Chief Executive	1,488,840	30,090	137,410	1,656,340
AD Growth & Regeneration	1,072,430	70,580	30,760	1,173,770
ED Organisation	400,310	18,110	(4,370)	414,050
AD People	1,732,680	112,580	154,450	1,999,710
AD Operations & Leisure	2,216,180	22,160	90,770	2,329,110
ED Finance	84,050	2,250	-	86,300
AD Finance	831,000	(1,533,120)	832,970	130,850
ED Communities	-	0	-	0
AD Assets	(725,280)	26,130	202,200	(496,950)
AD Neighbourhoods	1,222,430	298,680	(327,430)	1,193,680
AD Partnerships	1,080,770	(183,700)	(4,170)	892,900
Total Cost of Services	9,403,410	(1,136,240)	1,112,590	9,379,760
Transfer to / (from) Balances	(1,408,174)	398,113	-	(1,010,061)
Revenue Support Grant	-	(187,535)	-	(187,535)
Retained Business Rates	(13,385,014)	(1,047,318)	-	(14,432,332)
Less: Tariff payable	10,054,485	351,356	-	10,405,841
Collection Fund Surplus (Council Tax)	(62,517)	(24,822)	-	(87,339)
Collection Fund Surplus (Business Rates)	(752,887)	752,887	-	-
Council Tax Requirement	(3,849,303)	893,559	(1,112,590)	(4,068,334)

* As detailed in Appendix E1

General Fund – Technical Adjustments 2020/21

	Budget 2019/20	Technical Adjustments						Total Adjusted Base 2020/21	
		Virements £	Committee Decisions £	Inflation £	Other £	Pay Adjustments £	Changes in Recharges £		Total Adjustments £
Chief Executive	1,488,840	19,630	(4,160)	(5,170)	60	19,730	-	30,090	1,518,930
AD Growth & Regeneration	1,072,430	18,190	32,600	(8,100)	5,820	22,070	-	70,580	1,143,010
ED Organisation	400,310	(9,510)	(2,470)	8,350	(1,470)	23,210	-	18,110	418,420
AD People	1,732,680	132,790	(72,210)	16,210	10,290	25,500	-	112,580	1,845,260
AD Operations & Leisure	2,216,180	(111,880)	(63,700)	8,320	(97,850)	287,270	-	22,160	2,238,340
ED Finance	84,050	-	(670)	120	-	2,800	-	2,250	86,300
AD Finance	831,000	(42,130)	(476,590)	(8,580)	(1,043,010)	37,190	-	(1,533,120)	(702,120)
ED Communities	-	-	-	-	-	-	-	-	-
AD Assets	(725,280)	4,460	(2,180)	13,290	4,520	6,040	-	26,130	(699,150)
AD Neighbourhoods	1,222,430	151,060	99,360	1,500	(9,860)	56,620	-	298,680	1,521,110
AD Partnerships	1,080,770	(162,610)	(26,760)	(2,590)	(45,370)	53,630	-	(183,700)	897,070
Grand Total	9,403,410	-	(516,780)	23,350	(1,176,870)	534,060	-	(1,136,240)	8,267,170

Housing Revenue Account – Technical Adjustments 2020/21

	Budget 2019/20	Technical Adjustments						Total Adjusted Base 2020/21	
		Virements £	Committee Decisions £	Inflation £	Other £	Pay Adjustments £	Changes in Recharges £		Total Adjustments £
HRA Summary	(3,927,650)	143,720	50,000	91,660	(728,780)	-	-	(443,400)	(4,371,050)
ED Communities	21,900	-	(750)	50	-	2,800	-	2,100	24,000
AD Operations & Leisure	143,080	140	(1,310)	260	(110)	2,230	-	1,210	144,290
AD Assets	289,640	36,400	(3,380)	2,720	6,860	15,100	-	57,700	347,340
AD Neighbourhoods	3,588,080	(180,260)	13,080	30,330	(22,240)	(3,030)	-	(162,120)	3,425,960
Housing Repairs	-	-	-	-	-	-	-	-	-
Grand Total	115,050	-	57,640	125,020	(744,270)	17,100	-	(544,510)	(429,460)

General Fund Five Year Revenue Budget Summary

<i>Figures exclude internal recharges which have no bottom line impact.</i>	Budget 2020/21 £	Budget 2021/22 £	Budget 2022/23 £	Budget 2023/24 £	Budget 2024/25 £
Chief Executive	1,656,340	1,720,250	2,134,260	2,242,390	2,215,940
AD Growth & Regeneration	1,173,770	1,070,930	1,050,800	1,128,660	1,155,760
ED Organisation	414,050	430,750	449,400	468,570	487,110
AD People	1,999,710	2,046,910	1,962,290	2,024,350	2,084,320
AD Operations & Leisure	2,329,110	2,329,510	2,375,480	2,449,460	2,524,020
ED Finance	86,300	88,500	91,350	94,260	97,250
AD Finance	130,850	(48,230)	(52,960)	460,560	672,370
ED Communities	-	-	-	-	-
AD Assets	(496,950)	(579,860)	(559,100)	(537,980)	(517,750)
AD Neighbourhoods	1,193,680	1,084,530	1,109,390	1,132,390	1,155,870
AD Partnerships	892,900	907,470	920,430	932,780	945,490
Total Cost of Services	9,379,760	9,050,760	9,481,340	10,395,440	10,820,380
Transfer to / (from) Balances	(1,010,061)	(2,402,264)	(2,608,060)	(3,332,993)	(3,552,148)
Revenue Support Grant	(187,535)	-	-	-	-
Retained Business Rates	(14,432,332)	(15,403,818)	(15,704,865)	(16,011,414)	(16,331,642)
Less: Tariff payable	10,405,841	13,041,378	13,294,366	13,582,302	13,853,948
Collection Fund Surplus (Council Tax)	(87,339)	(33,000)	(33,000)	(33,000)	(33,000)
Collection Fund Surplus (Business Rates)	-	-	-	-	-
Council Tax Requirement	(4,068,334)	(4,253,056)	(4,429,781)	(4,600,335)	(4,757,538)

Figures include proposed Policy Changes

Appendix G

Council Tax levels at each band for 2020/21

Authority:	Tamworth Borough Council Tax 2019/20	Tamworth Borough Council	* Staffordshire County Council	* Office of the Police & Crime Commissioner (OPCC) Staffordshire	* Staffordshire Commissioner Fire and Rescue Authority	Total 2020/21	Total Council Tax 2019/20
	£	£	£	£	£	£	£
Demand/Precept on Collection Fund		4,068,334	28,975,466	4,940,189	1,727,561	39,711,550	
Council Tax Band							
A	117.93	121.26	863.64	147.25	51.49	1,183.64	1,143.61
B	137.58	141.47	1,007.58	171.79	60.08	1,380.92	1,334.21
C	157.24	161.68	1,151.52	196.33	68.66	1,578.19	1,524.82
D	176.89	181.89	1,295.46	220.87	77.24	1,775.46	1,715.41
E	216.20	222.31	1,583.34	269.95	94.40	2,170.00	2,096.61
F	255.51	262.73	1,871.22	319.03	111.57	2,564.55	2,477.82
G	294.82	303.15	2,159.10	368.12	128.73	2,959.10	2,859.02
H	353.78	363.78	2,590.92	441.74	154.48	3,550.92	3,430.82
% increase	2.99%	2.83%	3.95%	1.99%	1.99%	3.50%	4.07%

** Assuming increases in Council Tax levels in line with the referendum limits. At the time of printing precept information for the County Council, OPCC and the Fire & Rescue Authority is still awaited.*

Draft General Fund Capital Programme 2020/21 to 2024/25

General Fund Capital Programme	2020/21 £	2021/22 £	2022/23 £	2023/24 £	2024/25 £	Total £
Gateways	190,000	-	-	-	-	190,000
Technology Replacement	60,000	60,000	60,000	60,000	60,000	300,000
Member Device Refresh	20,000	-	-	-	-	20,000
Endpoint Protection and Web- Email Filter	40,000	-	-	40,000	-	80,000
Street Lighting	46,120	-	-	233,560	119,940	399,620
Replacement Castle Grounds Play Area	-	375,000	-	-	-	375,000
Private Sector Grants - Disabled Facilities Grants	650,000	650,000	650,000	650,000	650,000	3,250,000
Energy Efficiency Upgrades to Commercial and Industrial Units	75,000	75,000	75,000	75,000	75,000	375,000
Major Repair to Castle Elevations	250,000	150,000	-	-	-	400,000
Asset Management Database	150,000	-	-	-	-	150,000
CCTV Upgrades	57,530	45,710	45,710	45,710	45,710	240,370
Castle Lighting	40,000	-	-	-	-	40,000
Total General Fund Capital	1,578,650	1,355,710	830,710	1,104,270	950,650	5,819,990
<u>Proposed Financing:</u>						
Grants - Disabled Facilities	400,000	400,000	400,000	400,000	400,000	2,000,000
Sale of Council House Receipts	191,120	175,000	155,000	150,000	160,000	831,120
Section 106 Receipts	90,000	-	-	-	-	90,000
Community Infrastructure Levy	30,000	-	-	-	-	30,000
Other Contributions	24,000	24,000	24,000	24,000	24,000	120,000
Unsupported Borrowing	843,530	756,710	251,710	530,270	366,650	2,748,870
Total	1,578,650	1,355,710	830,710	1,104,270	950,650	5,819,990

Draft Housing Revenue Account Capital Programme 2020/21 to 2024/25

<u>Housing Revenue Account Capital Programme</u>	2020/21 £	2021/22 £	2022/23 £	2023/24 £	2024/25 £	TOTAL £
Structural Works	300,000	300,000	300,000	300,000	300,000	1,500,000
Bathroom Renewals	567,800	567,800	567,800	567,800	567,800	2,839,000
Gas Central Heating Upgrades and Renewals	685,500	685,500	685,500	988,400	988,400	4,033,300
Kitchen Renewals	1,037,500	1,037,500	1,037,500	1,037,500	1,037,500	5,187,500
Major Roofing Overhaul and Renewals	911,400	911,400	911,400	1,196,200	1,196,200	5,126,600
Window and Door Renewals	648,900	648,900	648,900	731,900	731,900	3,410,500
Neighbourhood Regeneration	749,100	749,100	749,100	749,100	749,100	3,745,500
Disabled Facilities Adaptations	212,500	212,500	212,500	212,500	212,500	1,062,500
Rewire	362,200	362,200	362,200	362,200	362,200	1,811,000
CO / Smoke Detectors	64,000	64,000	64,000	80,000	80,000	352,000
Insulation	17,900	17,900	17,900	17,900	17,900	89,500
Replacement of High Rise Soil Stacks	-	945,000	-	-	-	945,000
High Rise Lift Renewal	-	180,000	-	-	-	180,000
Sheltered Schemes	100,000	100,000	100,000	140,000	140,000	580,000
Energy Efficiency Improvements	70,000	70,000	70,000	70,000	70,000	350,000
Capital Salaries	200,000	200,000	200,000	200,000	200,000	1,000,000
Installation of Fire Doors To High Rise Blocks	1,460,000	-	-	-	-	1,460,000
Software to manage fire safety surveys	90,000	-	-	-	-	90,000
Street Lighting	69,180	-	-	350,330	179,910	599,420
Retention of Garage Sites	700,000	700,000	700,000	700,000	700,000	3,500,000
Regeneration and New Affordable Housing	2,000,000	1,750,000	1,750,000	1,750,000	1,750,000	9,000,000
Total HRA Capital	10,245,980	9,501,800	8,376,800	9,453,830	9,283,410	46,861,820
<u>Proposed Financing:</u>						
Major Repairs Reserve	2,894,730	3,004,730	2,816,170	2,804,730	2,805,000	14,325,360
HRA Capital Receipts	741,440	500,000	700,000	437,000	765,000	3,143,440
Revenue Contribution	5,665,630	4,917,070	3,330,630	3,689,100	3,938,500	21,540,930
Capital Receipts from Additional Council House Sales (1-4-1)	600,000	555,000	555,000	1,255,000	555,000	3,520,000
Regeneration Reserve	344,180	525,000	975,000	1,268,000	909,910	4,022,090
Other Grant Funding	-	-	-	-	310,000	310,000
Total	10,245,980	9,501,800	8,376,800	9,453,830	9,283,410	46,861,820

Main Assumptions

Inflationary Factors	2020/21	2021/22	2022/23	2023/24	2024/25
Inflation Rate - Pay Awards	2.50%	2.50%	2.50%	2.50%	2.50%
National Insurance	9.50%	9.50%	9.50%	9.50%	9.50%
Superannuation	16.50%	16.50%	16.50%	16.50%	16.50%
Inflation Rate (RPI)	2.50%	2.50%	2.50%	2.50%	2.50%
Inflation Rate (CPI)	2.00%	2.00%	2.00%	2.00%	2.00%
Investment Rates	1.00%	1.00%	1.50%	1.50%	1.75%
Base Interest Rates	0.75%	1.00%	1.00%	1.50%	1.75%

1. While the Government announced a pay cap for 2014/15 & 2015/16, a 2.2% increase (plus other changes) was agreed from 1st January 2015. In addition, from April 2016, a new compulsory National Living Wage (NLW) for the over 25s was introduced to replace the National Minimum Wage. A further 1% pay cap for public sector workers for the 4 years from 2016/17 was set but following Government announcements regarding public sector pay this cap was lifted from 2018/19 with a 2% increase agreed. For 2019/20 a 2% increase was agreed and included the introduction of a new pay spine on 1st April 2019 based on a bottom rate of £17,364 with additions, deletions and changes to other spinal column points. A 2.5% p.a. increase from 2020/21 has been assumed.
2. Overall Fees and Charges will rise generally by 2.5% annually except where a proposal has otherwise been made (car parking charges, corporate & industrial property rental income, statutory set planning fees, leisure fees);
3. Revised estimates for rent allowance / rent rebate subsidy levels have been included;
4. At this stage no changes to the level of recharges between funds has been included;
5. A reduction in Revenue Support Grant levels to zero from 2021/22 following the 4 year Local Government Finance Settlement & the one year deferral of the funding reforms.
6. Only continuation of the New Homes Bonus scheme legacy payments relating to 2017/18 and 2018/19 pending consultation on the future of the scheme;
7. Lower investment income returns due to delayed forecast interest rate increases;
8. An increase of £5 p.a. in Council Tax - current indications are that increases of 2% or £5 and above risk 'capping' (confirmed as 3% or £5 for District Councils for 2019/20);

9. The major changes to the previously approved policy changes are included within this forecast – Assistant Directors were issued with the provisional information in August to review, confirm & resubmit by the end of September;
10. Future Pension contribution levels – the results from the 2019 triennial review, carried out by the Actuary employed by the Pension Fund have been confirmed - indicative *ongoing* annual increases in Employer's contributions of c. £150k p.a. (1% p.a. increase) had been included from 2020/21 for 3 years (followed by increases of 2% p.a.). This includes an ongoing lump sum (with an annual increase) relating to past liabilities and a set rate for future employer contributions of 16.5% p.a. Given the uncertain economic situation and arising from the Council's position in its participation in the Fund's contribution stability mechanism, the option to freeze contribution levels for 3 years has been communicated to the Pension Fund Actuary. This will lower costs in the short term and the actuary has confirmed it would not have an unsustainable impact on the pension fund. There will also be a saving of c.£183k in lump sum costs by making an advance payment of the 3 year costs in April 2020.
11. Increase in rent levels by CPI plus 1% - the Government has confirmed that social housing annual rent increases can rise by up to the consumer price index (CPI) measure of inflation plus 1% for five years from 2020, following the conclusion of a consultation on the new rent standard. Current indications that sales of council houses will be approximately 30 per annum.
12. Forecasts have been informed by the Bank of England Inflation report (August 2019), HM Treasury – Forecasts for the UK Economy (August 2019), Office for Budget Responsibility Economic & Fiscal Outlook (March 2019). Any significant variances will be considered later in the budget setting process.

Sensitivity Analysis

		Potential Budgetary Effect				
	Risk	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000
Pay Award / National Insurance (GF)						
Impact +/- 0.5% Variance £'000	L	43	88	134	182	231
Budget Impact over 1 year	L	43				
Budget Impact over 3 years	M	265				
Budget Impact over 5 years	H	678				
Pay Award / National Insurance (HRA)						
Impact +/- 0.5% Variance £'000	L	13	26	40	54	69
Budget Impact over 1 years	L	13				
Budget Impact over 3 years	L	79				
Budget Impact over 5 years	M	202				
Subject to negotiation for Local Government pay (including any protection for low paid employees)						
Pension Costs						
Impact +/- 0.5% Variance £'000	L	0	0	0	62	125
Budget Impact over 1 year	L	0				
Budget Impact over 3 years	L	0				
Budget Impact over 5 years	M	187				
3 year agreement in place from 2020/21 - subject to stock market & membership changes						
Council Tax						
Impact on Council Tax income £'000		39	61	85	110	137
Budget Impact over 1 year	L	39				
Budget Impact over 3 years	L	185				
Budget Impact over 5 years	M	432				
Inflation / CPI						
Impact +/- 0.5% Variance £'000	L	49	100	158	211	266
Budget Impact over 1 year	L	49				
Budget Impact over 3 years	M	307				
Budget Impact over 5 years	H	784				
Government Grant						
Impact +/- 1.0% Variance £'000	L	42	66	90	114	139
Budget Impact over 1 year	L	42				
Budget Impact over 3 years	M	198				
Budget Impact over 5 years	M	451				

		Potential Budgetary Effect				
	Risk	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000
Investment Interest						
Impact +/- 0.5% Variance £'000	M	176	311	438	562	687
Budget Impact over 1 year	M	176				
Budget Impact over 3 years	H	925				
Budget Impact over 5 years	H	2174				
Key Income Streams (GF)						
Impact +/- 0.5% Variance £'000	L	10	20	31	42	53
Budget Impact over 1 year	L	10				
Budget Impact over 3 years	L	61				
Budget Impact over 5 years	L	156				
Key Income Streams (HRA)						
Impact +/- 0.5% Variance £'000	L	91	185	281	380	481
Budget Impact over 1 years	L	91				
Budget Impact over 3 years	M	557				
Budget Impact over 5 years	H	1418				
Business Rates						
Impact +/- 10% Variance £'000	L	72	149	228	308	389
Budget Impact over 1 year	L	72				
Budget Impact over 3 years	M	449				
Budget Impact over 5 years	H	1146				

Contingencies 2020/21 - 2024/25

Revenue	2020/21	2021/22	2022/23	2023/24	2024/25
Specific Earmarked & General	£'000	£'000	£'000	£'000	£'000
General Fund					
Specific Contingencies					
Restructure	75	75	75	75	75
<i>General Contingency</i>	100	100	100	100	100
<i>General Contingency re Income Targets</i>	-	74	74	74	74
Total General Contingency	100	174	174	174	174
Total GF Revenue	175	249	249	249	249
Housing Revenue Account					
Restructure	30	30	30	30	30
<i>HRA - General Contingency</i>	100	100	100	100	100
Total HRA Revenue	130	130	130	130	130

Capital	2020/21	2021/22	2022/23	2023/24	2024/25
Specific Earmarked & General	£'000	£'000	£'000	£'000	£'000
General Fund					
General Contingency *	35	-	-	-	-
	-	-	-	-	-
Total GF Capital	35	-	-	-	-
Housing Revenue Account					
General Contingency *	100	-	-	-	-
Total HRA Capital	100	-	-	-	-

* Forecast to be re-profiled from 2019/20 Capital Programme

CORPORATE CAPITAL STRATEGY

PURPOSE

This strategy sets out the Council's approach to capital investment and the approach that will be followed in making decisions in respect of the Council's Capital assets.

Capital investment is an important ingredient in ensuring the Council's vision is achieved and given that capital resources are limited it is critical that the Council makes best use of these resources.

The Strategy sets the policy framework for the development, management and monitoring of this investment and forms a key component of the Council's planning alongside the Medium Term Financial Strategy (MTFS).

It sets out the strategic influences on the Council's capital investment plan and how the Council is going to work with these influences to bring about the best advantage to meet local needs – including working with Partners:

- the Local Enterprise Partnerships (Greater Birmingham and Solihull and Staffordshire and Stoke-on-Trent) of which the council is a Member;
- the West Midlands Combined Authority as a Non-Constituent member;
- Staffordshire Commissioner for Police, Fire and Rescue and Crime;

with the aim to drive economic regeneration, deliver local plan objectives and access inward investment to support the delivery of local capital priorities.

The Council plans to update its approach to Asset Management and long term asset planning to improve the way strategic property objectives can be delivered. This will enable the development of a longer term plan for the management and maintenance of its assets, whilst identifying the funding ambition gap to maximise inward investment opportunities for funding from Partners.

It also demonstrates that the Council has regard to the Prudential Code for Capital Finance by giving a clear and concise view of how much it can afford to borrow and its risk appetite. It is intended to give a high level overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of services along with an overview of how associated risk is managed and the implications for future financial sustainability.

Summary Capital Investment Plan

Capital Programme	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000
General Fund	1,579	1,356	831	1,1040	951
HRA	10,246	9,502	8,377	9,454	9,283

The General Fund capital programme will require unsupported borrowing of £2.7m over the next 5 years subject to the exploration and availability of alternative funding. Key Schemes include:

- Gateways £190k (including £120k S106 receipts/CIL);
- Disabled Facilities Grants, £650k p.a. (including £400k p.a. BCF grant);
- Replacement Castle Grounds Play Area 2021/22, £375k;
- Energy Efficiency Upgrades-Commercial and Industrial Units, £75k p.a.
- Street lighting £400k;
- Technology, £400k;
- Castle, £400k;
- CCTV, £240k;
- Asset Management Database £150k;
- Castle lighting, £40k

The HRA capital programme can be fully funded through projected capital resources. Key HRA Schemes:

- HRA Business plan works to dwellings, £32.2m;
- Street lighting £599k;
- High Rise fire doors £1.46m;
- Retention of Garage Sites, £3.5m;
- Regeneration & Other acquisitions, £9m

Impact on Medium Term Financial Plan

The General Fund capital programme will require unsupported borrowing of £2.7m over the next 5 years which will be funded through internal borrowing (with an associated loss of investment interest) and will require provision for debt repayment.

The HRA capital programme will be funded through capital receipts and annual revenue contributions of c.£7m.

Summary of Risk Assessment

Risks specific to the capital programme and the capital strategy are managed in accordance with the Council's Risk Management Policy and are recorded and monitored through the Pentana Performance Management system. Risks are monitored on an ongoing basis as part of routine risk management practices and are reviewed and updated where appropriate as part of the refresh of the Capital Strategy. Risks specific to the capital strategy are included in a table at **Annex C**. They align with other corporate risk registers and are informed by project/programme level risks to ensure risks are monitored and managed from operational through to strategic level.

The Capital Strategy

The Capital Strategy is a 'live' and dynamic document, which will update and evolve as strategic influences and priorities change. The Corporate Capital Strategy will be reviewed annually and an update presented to Council in February each year as part of the MTFS report. However should a significant situation arise, whether it be a policy matter, an investment opportunity or a new risk for example, an update to the Capital Strategy will be presented to Members as part of the quarterly performance report.

The Capital Strategy will:

- Reflect Members' priorities as set out in the Corporate Plan including the approach to the allocation of its capital resources and how this links to its priorities at a corporate and service level;
- Balance the need to maintain the Council's existing asset base against its future ambition and associated long term asset needs, and consolidate assets where appropriate;
- Recognise that growth is the strategic driver for financial self-sufficiency;
- Be affordable in the context of the Council's MTFS;
- Seek to ensure value for money through achieving a return on investment or by supporting service efficiency and effectiveness;
- Be flexible to respond to evolving service delivery needs;
- Seek to maximise investment levels through the leveraging of external investment through working with regional/County partners;
- Recognise the value of assets for delivering long-term growth as opposed to being sold to finance capital expenditure;
- Recognise the financial benefits and risks from growth generated through investment to support investment decisions; and
- Reflect the service delivery costs associated with growth when assessing the level of resources available for prudential borrowing.

The capital strategy informs the strategic direction of capital investment through consideration of strategic priorities and objectives. It feeds into the annual revenue budget and MTFS by informing the revenue implications of capital funding decisions. The implications for the MTFS are fully considered before any capital funding decisions are confirmed.

The Strategy is supported by the leadership of the Council, including the Chief Executive and the Leader of the Council. The recently updated CIPFA Prudential Code now requires that 'the chief finance officer should report explicitly on the affordability and risk associated with the capital strategy and where appropriate have access to specialised advice to enable them to reach their conclusions.' The statement below is the response of the Executive Director Finance:-

Affordability and risk are key considerations within this capital strategy. The key principles articulated are that the strategy must support the financial viability of the Council, and that payback should be a key consideration of the strategy.

The capital investments detailed within the strategy provide for a number of regeneration opportunities. Robust risk management is also a requirement of our strategy. Business cases for new schemes are required to ensure that risks are adequately considered. The most significant risks are currently capacity to deliver individual projects, and adequately identifying resources required at the commencement of projects.

Over the next five years the strategy is expected to see over £50m of capital expenditure (both General Fund and HRA). The HRA capital programme is a key element of the 30 year HRA Business Plan. Within this financial context and considering the Council's balance sheet and asset base, and its track record in acquiring, managing and disposing of assets where required to support its objectives, the capital strategy as a whole is proportionate to the Council's overall activities and financial position.

Specialised external advice is obtained where required with regard to specific schemes, for example to support commercial acquisitions or in considering the financial implications of major schemes included within the strategy. The Council also utilises our treasury management advisors, Link Asset Services, to consider the implications of the Prudential Code and the impact on the treasury management strategy.

The strategy articulates a wide range of new and existing activities. This includes regeneration ambitions, new infrastructure and significant investment in Housing as well as smaller schemes. The strategy also leaves space for consideration of new income streams that fit with our ambitions as a Council and support areas in which we already have skills and knowledge.

Background

The Council has an ongoing capital programme of over £50m for 2019/20 and an asset base valued at £236m (as at 31st March 2019).

Traditionally the Council's capital programme has been set and approved for a five year period, with a 30 year HRA business plan setting out future plans for the Council's housing stock. In order to improve longer term strategic planning, so that the Council can better prioritise spending and align with local, regional and national priorities, it is recognised that the current capital programme needs to have a longer-term focus for the purposes of the capital strategy, ideally looking to a 20-30 year timeframe.

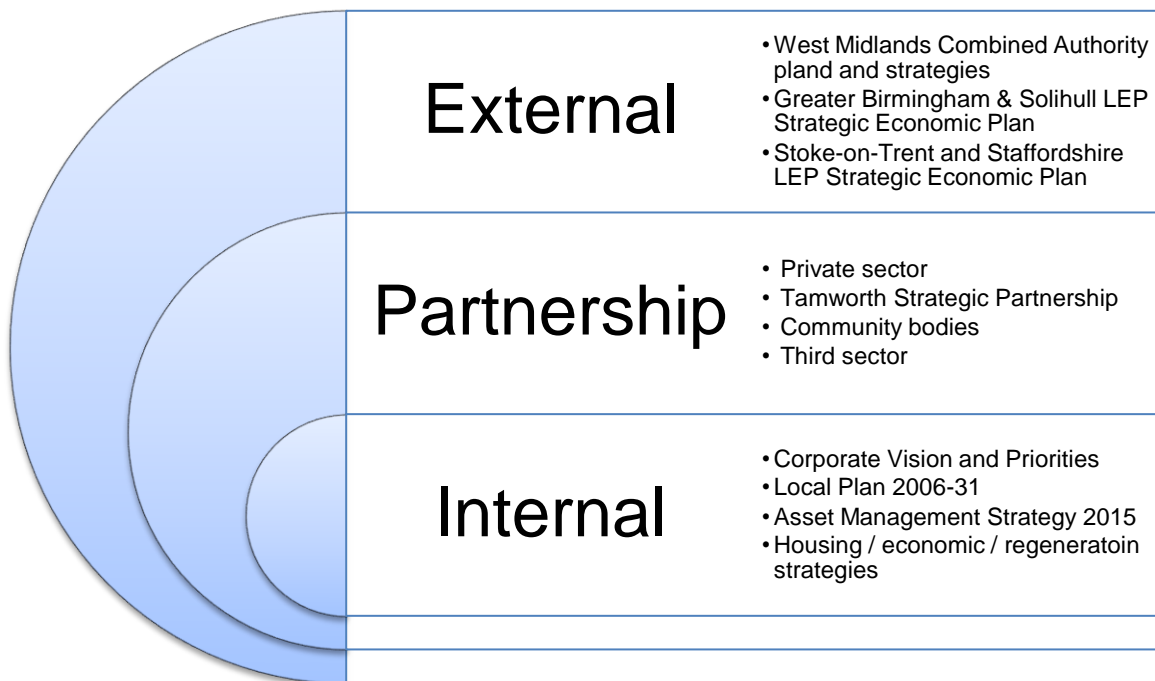
As a result, the following 2019/20 action plan item has been implemented through the development of a 30 year whole life costing model:-

The process for the consideration of capital expenditure within the MTFs process has been reviewed and refined to ensure that there are provisional plans for expenditure out to a 10 year timeframe, with an indication of requirements out to 20-30 years.

A number of actions/improvements have been identified throughout this capital strategy, and they are summarised in an action plan, with target completion dates and responsible officers, at **Annex B**.

Influences

The following diagram illustrates some of the main internal and external influences on the Council’s capital strategy, including our partners. Consideration of these plans and strategies in the context of our own capital ambitions is important because it may provide new opportunities for investment or funding.



The Council’s corporate priorities are an integral influence in informing the Capital Strategy and set the scene for how capital projects and individual proposals are assessed.

TAMWORTH BOROUGH COUNCIL: VISION	
To put Tamworth, its people and the local economy at the heart of everything we do	
OUR STRATEGIC PRIORITIES FOR 2019-2022	
People and Place	Organisation
<ol style="list-style-type: none"> 1. To meet housing needs through a variety of approaches and interventions 2. To facilitate sustainable growth and economic prosperity 	<ol style="list-style-type: none"> 1. To be financially stable 2. To ensure our employees have the right skills and culture to help our residents, visitors and businesses

<p>3. To work collaboratively and flexibly to meet the needs of our communities</p> <p>4. To create a new and developing vision for the continued evolution of Tamworth, including a Town Centre fit for the 21st century</p>	<p>3. To ensure our service delivery is consistent, clear, and focused</p> <p>4. To ensure our decisions are driven by evidence and knowledge</p>
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The Council is committed to working with its public, peers and partners in order to:

- a) Sustain essential services at agreed standards for those in greatest need;
- b) Deliver a programme of projects, planned initiatives and work streams designed to achieve outcomes against the Corporate Priorities;
- c) Adopt a commercial approach to growth and investment designed to generate a sustainable income to support a) and b); and
- d) Continue its excellent performance in financial planning, management and investment. By being 'Risk Aware' rather than 'Risk Averse', the Council will consider all opportunities to improve and/or sustain services.

The Capital Appraisal Process

The capital appraisal process is important as it helps to prioritise schemes in order to target spending in a challenging funding climate, and to ensure that the Council is spending on projects which help to deliver its strategic priorities.

As part of the Council's business planning process, managers and Assistant Directors are required to consider the capital resources needed to deliver their services now and into the future (5 year timeframe). The asset management plan and HRA business plan also inform the capital strategy.

All capital bids should be prepared in light of the following list of criteria, and the proposed investment should address and be assessed with regard to:

- the contribution its delivery makes towards the achievement of the Council's Corporate Priorities;
- the achievement of Government priorities and grant or other funding availability;
- the benefits in terms of compliance with the Corporate Capital Strategy requirements of:
 1. Invest to save
 2. Maintenance of services and assets
 3. Protection of income streams
 4. Avoidance of cost.

The current de-minimis for capital expenditure is £10k per capital scheme.

It is important that capital investment decisions are not made in isolation and instead are considered in the round through the annual budget setting process.

All proposed schemes requiring capital investment should have as a minimum the following information:

- A description of the scheme;
- The expected outputs, outcomes and contribution to corporate objectives;
- The estimated financial implications, both capital and revenue;
- Any impacts on efficiency and value for money;
- The nature and outcome of consultation with stakeholders and customers (as applicable);
- Risk assessment implications and potential mitigations; and
- Any urgency considerations (e.g. statutory requirements or health and safety issues).

Corporate Management Team and Service Managers identify the potential need for capital investment, in light of external influences, internal strategies and plans, service delivery plans and, in particular, the Asset Management plan. This is seen as a core influence on the Capital Strategy, and informs the priorities and schemes considered as it takes account of issues such as the condition of council owned assets and future maintenance requirements. Other key considerations are health and safety requirements, statutory obligations of the council, operational considerations and emerging opportunities for investment including possible sources of external financing.

The Asset Strategy Steering Group (ASSG) review capital bids prior to consideration by Members. Once capital bids have been prioritised, Executive Management Team will review the outcome of the deliberations of the ASSG and will make recommendations to Cabinet through an updated Medium Term Financial Strategy (MTFS) report on a proposed budget package which will include capital budget proposals.

The MTFS report (including capital budget proposals) will ultimately be considered by Budget Setting Council each year.

It was recognised last year that further action is required to fully embed the capital appraisal process, including proper consideration of options and risk, into the capital strategy and planning processes at Tamworth, and ensure that this is not just a 'tick-box' exercise. Therefore the following action plan task has been implemented:-

- 1) Consideration of service units' capital requirements now form part of the business planning process and a template has been drawn up to ensure this is properly considered and captured on Pentana, the performance management system;**

- 2) **The capital appraisal process and associated documentation has been reviewed and updated to ensure proper consideration given to whole life costs of scheme. Further work is needed during 2020/21 to further improve the consideration of alternative options; risk management, etc, and to address the concerns outlined on completion of the CIPFA Property Capital Strategy Self-Assessment Checklist.**

Monitoring of Approved Capital Schemes

Each capital scheme has a budget holder/project manager who is responsible for ensuring progress against scheme in line with agreed timescales and for ensuring adherence to the approved budget. The Collaborative Planning (CP) system is used to monitor spend against budget and to inform the projected outturn position. The budget holder/project manager will hold monthly meetings with his/her Accountant to update budget monitoring information on the system and provide a brief commentary as to the progress of each project. Projected capital slippage and potential re-profiling of associated budgets is also reported. The monitoring of progress on individual schemes is reported to Corporate Management Team on a monthly basis and to Cabinet quarterly as part of Financial and Performance Healthcheck reports.

An annual Capital Outturn report is prepared for Cabinet in June each year which details the final outturn for the year, the latest project update from the Service Manager and any proposals to re-profile spend to future financial years for Cabinet approval.

A post implementation review is not appropriate or necessary for all capital projects. They should be prepared where learning is identified which could assist future projects or where there is a significant financial or political impact. Directors should encourage the collation of data during the project and identify any lessons learned which will assist in improving the process in the future.

As part of the approved Strategy for 2019/20, the following action plan tasks have been implemented:

- a) **A post implementation review is completed for each scheme where learning is identified which could assist future projects or where there is a significant financial or political impact;**
- b) **The Asset Strategy Steering Group now meet on a Quarterly basis to:**
 - i. **scrutinise the completed post implementation reports;**
 - ii. **review the management and monitoring of the capital programme; with appropriate feedback and challenge – identifying improvements to improve the future management of the capital programme.**

The full capital appraisal and monitoring process and guidance for managers can be found on the intranet at this link:-

<http://infozone.tamworth.gov.uk:901/financial-guidance>

A review of the guidance to reflect changes implemented in 2019/20 is planned for 2020/21.

Review of Asset Management Plan

The Council's Asset Management Plan will be reviewed on an ongoing basis. This will identify any assets held by the Council that are no longer either required or fit for purpose and appropriate recommendations made regarding retention for alternative use or disposal.

The Corporate Asset Management Strategy was last updated in 2015 relating to the following assets:

Asset Description	Value (31/03/15)
Investment Properties	£14,588,052
Land and Buildings	£6,537,500
Total	£21,125,552

It details an estimated 10 year maintenance cost for each asset (**totalling c.£8m**) based on the inspections that had been undertaken.

Asset Type	Estimated Backlog Costs (10 years)
Non-Operational – Commercial	£3.288m
Non-Operational – Retail	£1.861m
Operational Properties – Direct	£0.482m
Operational Properties – Indirect	£1.052m
Non-Operational – Community spaces	£0.194m
Non-Operational – Cemetery Land	£0.179m
Operational Properties – Office & Admin.	£1.038m
Other Properties	£0.333m
Total	£8.427m

It has been identified that the Council, through this strategy and through the development of a long term strategic plan, needs to take a longer-term view of the assets required to deliver its Corporate Plan priorities and to support its Medium Term Financial Strategy (MTFS), including spend required (and associated potential funding streams) to address the identified maintenance and repairs backlog for corporate assets. This could include the option to invest in or dispose of current asset holdings or make further acquisitions.

It is recognised that significant further work is required in this area in order to deliver a robust capital strategy, and the following action is to be undertaken in 2020/21:-

The Asset Management Plan is to be reviewed and updated, with an up to date stock condition survey. This should set out the detailed capital resources/expenditure required to maintain assets, together with the associated timeframe, to inform options appraisal and feed into the capital strategy for ASSG/CMT review of potential schemes.

HRA BUSINESS PLAN

The Local Plan to 2031 has a target of 177 units of new housing, of which only 40 units per year are likely to be delivered by private developers. This represents only 21% of the total required number of new affordable homes – leaving 79% of need unmet.

The HRA Business Plan has the potential to address some of this unmet need. However the extent to which it can make up a shortfall depends on the resources available within the HRA.

As at April 2018, the Council's stock comprised 4,269 homes, 390 leasehold properties and 1,454 garages. Of the 4,269 homes, 2,391 (56%) are houses, 1,278 (30%) flats or maisonettes, 235 (5.5%) are bungalows. A further 365 properties (8.5%) are sheltered accommodation located in 10 separate schemes and comprising a mixture of flats and bungalows. 1029 properties (24%) are of non-traditional construction. The construction type, location and mix of properties in Tamworth have implications for the Investment Programme and Business Plan.

We know that resources within the Business Plan are unlikely to allow the Council to achieve all that it wants to do. However, over the course of the next thirty years opportunities may arise and there may be scope to progress these if the Business Plan has capacity at the time.

Three areas in particular will continue to be actively considered as priorities if additional resources become available:

- New affordable housing
- Regeneration of additional estates
- Investment in early help and preventative based strategies

Where savings are achieved when delivering existing Business Plan commitments, these may be used on the priority areas above.

DEBT AND BORROWING AND TREASURY MANAGEMENT

Details of the Council's borrowing need (Capital Financing Requirement – CFR), current and forecast debt, and other prudential indicators, as required by the CIPFA Prudential Code for Capital Finance, will be set out in the Treasury Management Strategy Statement, Treasury Management Policy Statement, Minimum Revenue Provision Policy Statement and Annual Investment Strategy 2020/21.

Capital Funding Streams

Decisions on capital investment should be made in the context of limited resources. The capital programme is currently reliant on funding from capital receipts and third party contributions/external grants. Other potential funding opportunities for future consideration include external borrowing and direct revenue funding (from other sources such as revenue contribution).

External Grants – external grant allocations are received from central government, for example Disabled Facilities Grant, and also other organisations such as the Heritage Lottery Fund (currently part-funding the Assembly Rooms project).

Section 106 and External Contributions – S106 contributions from developers can support Leisure and open space programmes in the Borough.

Capital Receipts – the Council is able to generate capital receipts through the sale of surplus assets such as land and buildings and has recently benefitted from £24m as a result of the sale of the Golf Course at Amington, which is earmarked for investment under the Council's Commercial Strategy. The potential for future sales will be determined as part of the Council's Asset Management Strategy, to be refreshed as per the action plan detailed previously. Any further capital receipts generated will be reinvested in the capital programme.

Reserves – the Council has a level of reserves which are earmarked to be used to support delivery of the Corporate Plan or Invest to Save projects.

Revenue Funding – the Council can use revenue resources to fund capital projects by making a 'revenue contribution to capital,' however continuing revenue budgetary constraints mean this option is limited.

Prudential Borrowing – the introduction of the Prudential Code in 2004 allows Councils to undertake unsupported borrowing which is subject to the requirements of the Prudential Code for Capital Expenditure. The Council must ensure that unsupported borrowing is affordable, prudent and cost effective. This type of borrowing has revenue implications for the Council in the form of financing costs.

APPROACH TO RISK MANAGEMENT

The Council is committed to the culture of Risk Management ensuring that its reputation is not tarnished by an unforeseen event nor is it financially or operationally affected by the occurrence. The risks considered in the capital strategy are considered with reference to the corporate risk management policy and practices. The Risk Management Strategy and further information can be accessed at the following link:-

<http://infozone.tamworth.gov.uk:901/risk-management>

Risk Appetite

The risk appetite is “the amount of risk that an organisation is prepared to accept, tolerate, or be exposed to at any point in time” (CIPFA). The Council will manage the risks by reducing, preventing, transferring, eliminating or accepting the risk.

Whilst the Council acknowledges that it will have “severe” (red) risks from time to time, it will endeavour to reduce those to an acceptable level either through controls or ceasing the activity (if applicable). Sometimes risks are identified and even though managed, may still remain “severe” (red risk).

Risk Management Roles and Responsibilities

The importance of establishing roles and responsibilities within the risk management framework is pivotal to successful delivery. Considering risks must be embedded into corporate policy approval and operational service delivery.

The agreed roles and responsibilities within the risk management framework are outlined in the table below:

Group /Individual	Role
Corporate Management Team	<ul style="list-style-type: none">• Provide leadership for the process to manage risks effectively.• Review and revise the Risk Management Policy and Strategy in accordance with the review period.• Monitor and review the Corporate Risk Register on a quarterly basis including the identification of trends, upcoming events and potential new corporate risks.
Audit & Governance Committee	<ul style="list-style-type: none">• Monitor the effectiveness of the Authority’s risk management arrangements, including the actions taken to manage risks and to receive regular reports on risk management.• To monitor the actions being taken to mitigate the impact of potentially serious risks
Cabinet	<ul style="list-style-type: none">• To provide strategic direction with regard to risk management.

Group /Individual	Role
Directors / Assistant Directors	<ul style="list-style-type: none"> • To provide leadership for the process of managing risks. • To ensure that risk management methodology is applied to all service plans, projects, partnerships and proposals. • To identify and manage business /operational risks. • To ensure that the management of risk is monitored as part of the performance management process.
Directors / Assistant Directors	<ul style="list-style-type: none"> • To ensure that all risks are identified, recorded and effectively managed in their area or responsibility. • To review and update their risk register on at least an annual basis but appropriate to the risk. • To determine the method of controlling the risk. • To delegate responsibility if appropriate for the control of the risk. • To notify the Director of new risks identified for consideration for inclusion on the corporate risk register.
All staff	<ul style="list-style-type: none"> • To ensure that risk is effectively managed in their areas. • To ensure that they notify their managers of new and emerging risks.
Assistant Director - Finance	<ul style="list-style-type: none"> • To ensure that the risk management strategy is regularly reviewed and updated. • Promote and support the risk management process throughout the Authority. • Advise and assist managers in the identification of risks.

The Audit & Governance Committee will regularly review the Risk Management Policy and Strategy to ensure their continued relevance to the Borough. They will also assess performance against the aims and objectives.

Specific capital risks are contained within a register at **Annex C** to the Capital Strategy, alongside mitigating actions.

COMMERCIAL ACTIVITY

The Council's Commercial Investment Strategy set out a number of alternative investment options to generate improved returns of c. 4 to 5% p.a. (plus asset growth) including:

- Set up of trading company to develop new income streams;
- Local investment options – Lower Gungate/Solway Close development including the potential to drawdown funding from the Local Growth Fund/ Local Enterprise Partnerships (GBS and Staffordshire);
- Investments in Diversified Property Funds – a savings target to return c.4% p.a. from £12m invested has already been included from 2019/20.

Note: these would represent long term investments of between 5 – 10 years (minimum) in order to make the necessary returns (after set up costs).

CIPFA defines commercial investments as those which are taken for mainly financial reasons. These may include investments arising as part of business structures, such as loans in subsidiaries or other outsourcing structures; or investments explicitly taken with the aim of making a financial surplus for the organisation. Commercial investments also include non-financial assets which are held primarily for financial benefit, such as investment properties.

The Code requires that such investments are proportional to the level of resources available, and that the same robust procedures for the consideration of risk and return are applied to investment decisions. All such investments are therefore included within the capital strategy/investment strategy, setting out the risk appetite and including specific policies and arrangements for such investments, and details of existing material investments and risk exposure.

Investment in Property Funds

As part of the Capital Programme, the Council has since 2018/19 begun to invest in Commercial Property Funds to establish a portfolio which is managed to generate a revenue return to the Council to support financial sustainability and to protect the provision of services to residents, along with maintaining and growing the capital value of the investment. A capital scheme of £12m was included within the 2018/19 capital programme to generate a target net additional income of c. £300k per annum, financed from part of the capital receipt from the sale of the former Golf Course.

A Property Fund Manager selection exercise was undertaken following the appointment of Link Asset Services to provide support and advice in the identification and selection of suitable UK-focussed property funds.

At the outset, the Council was looking to engage with funds that had a broad remit of exposures to different property types, rather than being focussed on one particular area, such as shopping centres. Link Asset Services looked to the “Balanced Fund” universe of UK property funds, as outlined in the AREF/IPD UK Quarterly Property Fund Index, for the starting point for selection. This universe is the industry accepted standard for balanced property funds and included 27 funds as at the close of September 2017.

From this initial list, a number of funds were removed in instances where the Council would not be able to invest, for example those that are solely for pension funds and others where investor types are limited, excluding Local Authorities. The Council also looked to exclude funds below a minimum size threshold of £750m. This left 10 funds from which to further shortlist, and each was sent a copy of a questionnaire to complete, which had been drawn up in conjunction with Link Asset Services and focussed on a number of key areas. Following consideration of the completed questionnaires, a shortlist of 6 funds was drawn up, and the Fund Managers were invited to attend the Council’s offices and give a presentation on their fund and answer questions from the selection panel, which consisted of Council officers and Link Asset Services. Further details of the selection process were included in Link Asset Services’ report presented to Members on 21st February 2018.

The result of the process was to look to consider splitting investment across the following six funds:-

BlackRock UK Property Fund
Hermes Property Unit Trust
Lothbury Property Trust
Schroder UK Real Estate Fund
The Local Authorities Property Fund (CCLA)
Threadneedle Property Unit Trust

This will provide the Council with a range of approaches to property fund investment, diversification across a number of funds, rather than a concentration in only one or two options, as well as the ability to take advantage of entering a number of funds via the secondary market, whereby the Council would be purchasing units from investors looking to exit the particular fund, and may potentially gain access to a fund at a lower level of cost than via the primary route.

The Council is able to invest in property funds under legislation contained within the Local Government Act 2003.

Members endorsed the above approach and approved investment in the above property funds, making use of both primary and secondary markets as appropriate, at full Council on 27th February 2018.

Investments in property funds as at September 2019 are as follows:-

Schroders UK Real Estate Fund - £1.85m, with an estimated return/yield of 3.2%

Threadneedle Property Unit Trust - £2.0m, with an estimated return/yield of 4.7%

Total investments - £3.85m, with an estimated return of c.4% plus any capital growth.

Fund	Settlement Date	Standard Entry Cost	Actual Entry Cost/Saving	Net consideration	Fees	Total Cost	Estimated Return p.a.
		£	%	£	£	£	%
Schroders UK Real Estate Fund	08-May-18	1,880,516	-1.60%	1,782,933	12,951	1,795,884	
Schroders UK Real Estate Fund	08-May-18	69,612	-1.60%	66,000	479	66,479	
		1,950,128	-1.60%	1,848,933	13,431	1,862,364	3.20%
Threadneedle Property Unit Trust	31-Jul-18	2,052,709	3.50%	2,000,249	7,046	2,007,295	4.68%
Totals				3,849,182	20,477	3,869,659	4.00%

Performance information is received from each fund on a monthly/quarterly basis and a monitoring spreadsheet has been established to track income received and growth in the funds. Income generated is reported to CMT monthly and to Members quarterly as part of regular financial healthcheck reports, as well as in the regular Treasury Management reports presented to Cabinet and Council (three each year). Performance management/monitoring is also undertaken with reference to the financial press and Link Asset Services advice.

Due to recent uncertainty around arrangements for Brexit and the associated potential impact on the economy, it has been decided to delay any further investment in property funds until there is more clarity.

The MTFS includes assumed income of £480k p.a. from 2020/21 arising from the investment of £12m in property funds – with a projected revenue return of 4% p.a.

The annual revenue return is dependent on the property fund achieving rental income returns on the commercial property portfolio which has been relatively stable in the past due to the quality of the commercial property owned by the fund. With regard to the growth (or contraction) in the overall asset value – over the longer term, growth has been consistent but can be subject to market correction (and losses) in the short term. However, it has been recognised that the funds will be a long term investment for 10-15 years and would not be redeemed to realise a loss. A budget / reserve of £600k will also be available to mitigate any losses.

While this does go some way towards achieving a balanced budget and MTFS, the Council currently has reserves and balances totalling c.£50m and other plans to achieve savings in the future.

Regeneration of Town Centre and Purchase of Gungate site

Council on 11th April 2018 approved the purchase of the Gungate site within Tamworth town centre, incorporating the site of the former Gungate shopping precinct; a private pay and display car park currently leased to NCP for a term of 26 years; and a Council run pay and display car park leased to the Council on a peppercorn lease until 2062. This was funded from a £4million capital budget financed from capital receipts from the sale of the Golf Course. Following the purchase of this site, the Council is now in receipt of an additional income stream in respect of the area leased to NCP.

The Council is entitled to purchase land to hold as an investment and regeneration opportunity under the Local Government Act 1972; and the Local Government Act 2003 gives the Council the power to invest for any purpose relevant to its functions under any enactment, or for the purposes of the prudent management of its financial affairs.

As part of this report, Members also approved the development of a regeneration opportunity including further site acquisition should this be beneficial; including formal negotiations with Staffordshire County Council and Staffordshire Police to look at the inclusion of land bordering the site; and to commence masterplanning works to bring the site to a commercially viable development opportunity.

The report to Council recognised that any return from future redevelopment is not guaranteed, and that it could take several years to get a major regeneration project up and running. Initial plans are for a mixed housing/leisure development.

The Council has been working with Aspinall Verdi and Altair to develop options for the site, and resources were secured from the Local Government Association (LGA) to pay for 40 days' consultancy; and an £80k grant was received from the Greater Birmingham and Solihull Local Enterprise Partnership.

Solway (Tamworth) Ltd

In line with plans set out in the Commercial Investment Strategy, Council on 17th July 2018 approved the establishment of Solway (Tamworth) Ltd, a trading company to be wholly owned by the Council, with the Chief Executive, Leader of the Council and Executive Director Finance as Directors of the Company. The disposal of land owned by the Council at Solway Close to be purchased by the Company for the development of private housing for rent was also approved, with a budget of £4million being established from capital receipts from the sale of the Golf Course to provide a loan for the company to purchase the land.

Extensive legal advice was received from Trowers and Hamlins on potential options and governance models, and tax advice and a financial viability model was obtained from KPMG to inform decision making. A full risk assessment as part of the business case was developed and reported to Members.

It has been projected that the Council will earn a return to the General Fund from the Company from the following sources:-

- Debt interest charged to the Company on the planned loan from the Council - market interest rate will be applied to comply with state aid legislation;
- A return on equity invested (through dividends) which reflects profits back to the Council from the Company offering the properties for rent at market value; and
- The repayment of the loan over approx. 30 years.

Including projected land acquisition costs (generating a capital receipt for the Council) the projected start-up and construction cost for 20 dwellings is £3.6m which will be financed via a loan from the Council to the company of £1.7m (48%) and an equity investment as sole shareholder of £1.9m (52%).

The table below details the target returns to the Council's General Fund over the next three years. Beyond this, the Council will receive a steady inflation-linked income, plus debt repayment and asset growth. The financial viability model prepared by KPMG shows over a 30 year timeframe annual returns to the General Fund ranging from £160k to £231k.

General Fund Returns	2019/20	2020/21	2021/22
	£	£	£
Interest on loan (c 4.5%)	66,887	77,342	75,457
Dividends (c 4.5%)	0	41,358	34,078
Sub-Total (Revenue)	66,887	118,700	109,535
Debt repayment (capital receipt)	0	41,104	42,046
TOTAL	66,887	159,804	151,581
Return	3.90%	4.50%	4.30%

Future High Streets Fund

The Government Future High Streets Fund was launched at the start of 2019 as part of a package of interventions aimed at improving Town Centres. Tamworth submitted its Expression of Interest (EOI) by the short deadline of March 22nd 2019. The EOI had to primarily focus on the story of the Town Centre and its need for this funding. The fund will grant between £5million and £25million to projects that will structurally transform Town Centres and meet local challenges. There was no requirement in the EOI to provide detailed projects, instead just provide short summaries of potential opportunities for which the funding could be used.

The £625 million fund had the following objectives:

- Investment in physical infrastructure
- Acquisition and assembly of land including to support new housing, workspaces and public realm.
- Improvements to transport access, traffic flow and circulation in the area.
- Supporting change of use including (where appropriate) housing delivery and densification.
- Supporting adaptation of the high street in response to changing technology.

The key challenges articulated in the EOI for Tamworth Town Centre were:

- High levels of vacant properties (predominantly retail – 14.2%)
- Unbalanced housing, retail and office accommodation offer, above average number of retail units, below average number of offices and homes.
- Limited night time economy: poor food drink and evening leisure offer.
- General perception that the Town is a dated, unsafe and unattractive environment.

In July 2019 the first tranche of successful places were notified. Whilst Tamworth was not successful in the first tranche the Borough Council had instead been passported through to a second tranche, which had a start date of January 2020.

On August 27th 2019 the Council was informed that it had successfully been moved into tranche 2 of the fund project and would move directly to business case development stage. The Council must now deliver a full business case to Government, meeting the HM Treasury Green Book compliant, 5 stage process.

The timescales for delivering this process are as follows:

Requirement	Deadline
Early first draft business case submission	15 March 2020
Full business case submission	30 June 2020
Announcement of successful places	Summer/Autumn 2020

Commercial and Industrial Property

The following table details the Council's current holding of commercial and industrial property.

INVESTMENT	VALUATION @ 31/03/19 £	INCOME 2018/19 £	RETURN %	VALUATION @ 31/03/19 £	ESTIMATED INCOME 2019/20 £	RETURN %
Amington Industrial Estate (ground rents)	6,531,250	301,950	4.62	6,531,250	305,720	4.68
Lichfield Industrial Estate (ground rents plus 1 leased plot)	2,947,000	125,692	4.27	2,947,000	124,700	4.23
Local Centre Shops	1,986,600	222,012	11.18	1,986,600	223,777	11.26
Misc Corporate Property	18,707,042	1,187,905	6.35	18,707,042	1,188,952	6.36
Sandy Way Industrial Units	2,420,550	287,659	11.88	2,420,550	284,858	11.77
Tamworth Business Centre	934,900	120,600	12.90	934,900	118,090	12.63
Town Centre Shops	1,563,752	131,782	8.43	1,563,752	141,632	9.06
Total	35,091,094	2,377,600	6.78	35,091,094	2,387,729	6.80

The corporate asset management strategy report prepared by Ridge in October 2015 indicated estimated costs of maintenance over 10 years of £3.288m for non-operational commercial property and £1.861m for non-operational retail property.

The above assets currently deliver a return for the Council and assist in balancing the MTFS. The capital programme includes £75k p.a. to ensure Industrial properties are compliant with the Energy Act and have Energy Performance Certificates as with effect from April 2018 it will not be possible to enter into long term lease agreements for commercial and industrial units with an EPC rating of 'E' or less. Many of our units fall into this category and will require a degree of improvement once they become vacant in order to relet-

The Council also has a Building Repairs Fund of c.£400k p.a. which should be included in the planned approach to asset management.

A disposals policy is in place at the Council, however there is currently no plan or strategy to manage those assets which may be surplus to requirements/do not generate a return. It is recognised that the following action needs to be taken and work has started during 2019/20 but needs to progress in 2020/21, informed by the results of the Stock Condition survey and updated Asset Management plan:-

- 1) Corporate asset viability model to be developed, identifying whole life costs and value for money of each group of assets, with reference to demand, costs and income generated**
- 2) The Asset Strategy Steering Group to consider the results of this modelling and identify poorly performing and well performing assets, and as a result develop a plan for future maintenance and investment, and options appraisal/disposals plans as appropriate**
- 3) Risk register around corporate asset management to be developed**
- 4) Process for monitoring performance of commercial property to be established, and reporting on a routine and exception basis to be implemented**
- 5) A planned approach to be established for the use of the Building Repairs Fund for both planned maintenance & responsive repairs & Building Condition Standards.**

KNOWLEDGE AND SKILLS

Treasury Management staff are either AAT or CCAB qualified and the three CCAB qualified staff must complete the annual CPD requirements of their professional accountancy bodies. Link Asset Services are currently contracted to provide treasury management advice and guidance, and have also been engaged to provide other one-off pieces of work, eg. property funds review in early 2018 and guidance/review of the draft Capital Strategy in December 2018.

Training for Members with regard to treasury management is undertaken on a regular basis, most recently in February 2018, where there was also a presentation to Members from Link Asset Services with regard to our investments in property funds.

With regard to non-treasury investments, the Council employs qualified and experienced staff such as accountants, solicitors and surveyors. It is fully supportive in providing access to courses both internal and external to enable those staff to complete their Continuing Professional Development (CPD) requirements.

The Council ensures that its Members are qualified to undertake their governance role by providing training opportunities and access to workshops, etc.

The Council also procures expert advice and assistance such as financial and legal advice as and when required.

CAPITAL PROGRAMME 2019/20 – 2023/24

Following a review of the Capital Programme approved by Council on 26th February 2019, a revised programme has been formulated including additional schemes which have been put forward for inclusion.

A schedule of the capital scheme appraisals for the General Fund (GF) & Housing Revenue Account (HRA) received for consideration is attached at **Appendix H – General Fund (GF) and Appendix I – Housing (HRA)**, together with the likely available sources of funding (capital receipts / grants / supported borrowing etc.).

With regard to the contingency schemes/allocation, **£35k** remains in current year GF contingency funds and **£100k** remains in current year HRA contingency funds (which will be re-profiled into 2019/20 to provide contingency funding).

To inform discussions, the proposals have been reviewed by the Asset Strategy Steering Group and Corporate Management Team with initial comments & suggestions for each of the schemes outlined below.

General Fund

A significant increase in net funding has been proposed which means that insufficient resources are available to finance all of the GF schemes submitted therefore, should the schemes progress either:

- 1) the Council would need to use supported borrowing to fund the shortfall – funding from borrowing would impact on the revenue budget through interest costs on the debt at c.2 to 3% p.a. plus debt repayment costs of 4% p.a. (based on a 25 year asset life); or
- 2) the potential use of part of the capital receipt from the Golf Course sale – which would mean the resources would no longer be available for investment through the Commercial Investment Strategy projects (and therefore impact on the revenue account through loss of potential investment income at c.4% p.a.); or
- 3) Fund the spend from revenue through a direct contribution to the capital programme.

The minimum approved level of GF capital balances is £0.5million which, should the programme progress without amendment, would mean over **£2.7m in borrowing would be needed (or use of the capital receipt) over the next 5 years (£1.8m over 3 years, £2.3m over 4 years)**. The provisionally approved programme assumed borrowing of £1m over 3 years (£1.8m over the 4 years to 2023/24).

1) Technology Replacement – Infrastructure upgrade/Network Security/Refresh of Thin Clients

Project Score: 72

A capital submission had been prepared for £60k.p.a. for ongoing, large scale upgrade and maintenance to the TBC infrastructure, in line with agreed device lifecycles. The Council is also on a journey towards to digital self service for customers and demand for flexible resilient and available ICT services to support this requires continued investment into the Authority's hardware and associated software. External factors including legislative requirements from central government in the guise of the Public Sector Network (PSN) Code of Connection, *and the increase in required investment into cyber security to keep the councils network secure and available means continued investment is essential.* It should be noted that corporate applications are excluded from this schedule of planned work.

A one off £60k budget was approved for 2019/20 as there was an expectation that budgets from 2020/21 onwards would be informed by the conclusions of the priority review and ICT Strategy (including a detailed breakdown of the proposed spend).

2) Member Device Refresh

Project Score: 84

A new capital submission had been prepared for potential spend of £20k in 2020/21.

The majority of members devices are now approaching 5 years old. In line with our hardware replacement policy many are due for refresh to ensure continued reliability, compliance and fit for purpose technology to support member duties.

3) Endpoint Protection and Web-Email Filter

Project Score: 60

A new capital submission had been prepared for potential spend of £40k in 2020/21 (& £40k in 2023/24).

Our 3 year contracts for Endpoint Protection covering Anti Virus, Anti Malware and Encryption and the contract for Web and Email filtering expire in Oct 2020. Currently these are all provided under one agreement with Sophos but a procurement exercise will be required to either replace or renew these contracts.

4) Major repair to Castle Elevations

Project Score: 8

A new capital submission had been prepared for potential spend of £250k in 2020/21 and £150k in 2021/22 for major repairs to castle elevation walls, roof areas and walkways.

5) Asset management Database

A policy change has been received for Condition Surveys (Revenue) and an Asset Management database (Capital - £150k) to support the refresh of the Council's Asset Management Strategy.

At present the Council holds very limited condition data on its non-housing assets and the information that is held has not been refreshed in a number of years. Repairs and investment budgets are currently set based on available funds as opposed to the investment requirements. Collecting accurate data and holding it a database which is updated regularly combined with financial modelling of performance data will allow the Council to make informed decisions on the future of its assets.

6) Castle Lighting

A new capital submission had been prepared for potential spend of £40k in 2020/21 to restore the castle as a landmark and refresh its noticeability along with giving Tamworth the ability to join in with national and international special occasions. The project is both a heritage and Tamworth promotional tool.

7) With regard to the provisional programme:

a) Disabled Facilities Grants (DFG)

The provisional programme included £650k p.a. part funded by redistributed Better Care Fund (BCF) grant of £400k.

The £250k p.a. net funding needs to be funded via capital receipts (with an associated revenue loss of investment interest), borrowing (with revenue interest/debt repayment costs) or a revenue contribution.

b) CCTV Upgrades

Following approval of the Shared Service, Capital budgets of £45,714 p.a. have been included from 2021/22 – part funded by OPCC grant of £24k p.a. A capital investment of £197,534 is required to be part funded by a reduction in the Invest to save capital contingency budget of £140k (in 2019/20) and OPCC grant of £24k.

c) Street Lighting

An updated appraisal has not been prepared – following inclusion of a rolling programme with an annual spend required from 2016/17. The Council has its own stock of street lighting across the borough, mainly in housing areas and other communal parts such as play areas and car parks. The street lighting assets are inspected and maintained by Eon on behalf of the Council under the terms of Staffordshire County Council PFI contract with Eon. Eon have produced a replacement street lighting programme which spans 40 years and includes the replacement of all the lighting columns based on 'their life expectancy' and a lighting head replacement programme based on providing more efficient low energy lighting heads. The profile has been amended to reflect the HRA related element of the costs.

d) Energy Efficiency Upgrades to Commercial & Industrial Units

An updated appraisal has not been prepared following inclusion of a rolling programme with an annual spend of £75k required from 2017/18 for 5 years.

To fund a degree of improvement to industrial units when they become vacant in order to be able to re-let them – as, with effect from April 2018, it will not be possible to enter into long term lease agreements for commercial and industrial units with and EPC rating of 'E' or less.

Depending on void levels, we could expect to lose around £20k p.a. increasing by £20k p.a. for the next 5 years (c.£300k over 5 years).

If we are able to let on License or Tenancy at Will arrangements we may be able to maintain a level of income but there will be an increase in other costs such as NNDR payments, repair costs, security costs and the like.

Investment in enveloping works to improve energy efficiency will prolong the life of the estate at the current rent levels but ultimately Sandy Way phase 2 will require a more significant investment project to give a long life expectancy.

e) Gateways Project

An updated appraisal has not been prepared following inclusion of £70k p.a. for 3 years from 2018/19 (net cost after use of TBC S106/CIL funds of £75k, £50k and £120k respectively) with plans for significant capital works in future years for Phase 3 Corporation Street and Phase 4 Railway Station forecourt - which will draw in funding and professional support from SCC (funded by SCC through the Regional Growth Fund / S106 receipts).

f) Replacement Castle Grounds Play Area

An updated appraisal has not been prepared following inclusion of £375k for 2021/22.

8) General Fund Capital Contingency Budget

The remaining 2019/20 contingency budget of £35k will be rolled forward to 2020/21.

Housing

Housing

The proposed 5 year Housing Capital Programme is attached at **Appendix I**.

The majority of the Housing capital programme has not changed from that provisionally approved – however a number of new schemes have been proposed. It has also been updated to include the new year 5 costs for 2024/25 (at the same level as 2023/24).

Without amendment, the current proposals would require an additional revenue contribution of £0.4m. It should be noted that there are no debt repayment costs for the HRA and the Government has now lifted the previous debt cap (of £79.407m). The current HRA Capital Financing Requirement (CFR) stands at £68.041m with planned borrowing of £7.214m relating to the Tinkers Green and Kerria Regeneration projects. Due to receipt of Homes England grant of c.£5m, it is likely that this planned borrowing will be reduced to c.£2m.

The programme includes plans to fund the development or acquisition of new dwellings to utilise all of the 1 for 1 capital receipts to avoid potential repayment (funding 30% of the total cost) with the balance representing the Council's 70% contribution.

The capital programme has been reviewed and updated:

Housing Revenue Account

1) Improvements to Retained Garage Sites

Project Score: 12

A new capital submission had been prepared for potential spend of £700k p.a. for the refurbishment of garage sites identified for retention by Members. (*£500k p.a. for the 2 years 2018/19 & 2019/20 had previously been included to invest in retained garages to meet demand and to provide alternative uses including parking areas*).

Whole Life Costing – the notional life for a modular garage and the surrounding parking areas is 25 years as such there will be two full renewals over a 30 year period. Taking into account inflationary impacts it is anticipated that in order for the project to break even through rental income there would need to be a sustained level of occupancy in excess of 90% (93%). Once occupation rates fall below this the scheme no longer breaks even over the 30 year period. At 80% occupancy there is a deficit of £1.3m, at 50% occupant the deficit would in the region of £4.5m over the 30 year period.

2) Installation of Fire Doors To High Rise Blocks

Project Score: 36

A new capital submission had been prepared for potential spend of £1.545m in 2020/21 for the Installation of new fire doors to flats and common areas of the 6 high-rise blocks and Eringden.

Income of £85k from service charge recharge to Leaseholders will reduce the cost to £1.46m.

3) Software to manage fire safety surveys

A policy change has been received for Fire Safety in High Rise Residential Buildings in response to the Governments proposals around 'Building a Safer Future' including Software to manage fire safety surveys (Capital - £90k).

This is a direct response to the 'Building a safer future' legislation being introduced by the Government. This goes much further than current legislation relating to fire safety in buildings and is much more prescriptive than the current legislation.

With regard to the changes to the provisional programme:

a) Re-development of Garage Sites / Other Acquisitions

Funding of £2m p.a. from 2020/21 had been provisionally approved for redevelopment of Garage Sites for housing with funding of £0.5m p.a. for housing acquisitions.

These have been combined to form a **Regeneration and New Affordable Housing** budget of £2m for 2020/21 with a further £1.75m p.a. thereafter.

CAPITAL STRATEGY ACTION PLAN

ANNEX B

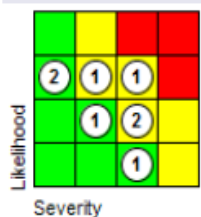
REF	ACTION	RESPONSIBILITY	TIMESCALE
1	The capital appraisal process and associated documentation to be reviewed and updated where appropriate to ensure proper consideration is given to whole life costs of schemes; alternative options; risk management, etc, and to address the concerns outlined on completion of the CIPFA Property Capital Strategy Self-Assessment Checklist.	S Garner/L Pugh/Asset Strategy Steering Group	Oct-2020
2	The Asset Management Strategy to be reviewed and updated. An up to date stock condition survey should be commissioned, to feed into the Asset Management Plan. This should set out the detailed capital resources/expenditure required to maintain assets, together with the associated timeframe, to inform options appraisal and feed into the capital strategy for ASSG/CMT review of potential schemes.	P Weston	Oct-2020
3	Corporate asset viability models to be developed, identifying whole life costs and value for money of each group of assets, with reference to demand, costs and income generated	L Pugh/P Weston/J Goodfellow/Asset Strategy Steering Group	Commence October 2019 - ongoing
4	The Asset Strategy Steering Group to consider the results of this modelling and identify poorly performing and well performing assets, and as a result develop a plan for future maintenance and investment, and options appraisal/disposals plans as appropriate	Asset Strategy Steering Group	Commence October 2019 - ongoing
5	Risk register around corporate asset management to be developed	P Weston	June-2020
6	Process for monitoring performance of commercial property to be established, and reporting on a routine and exception basis to be implemented	P Weston/L Pugh/J Goodfellow	Commence October 2019 - ongoing
7	A planned approach to be established for the use of the Building Repairs Fund for both planned maintenance & responsive repairs & Building Condition Standards	P Weston/L Pugh/J Goodfellow	Commence October 2019 - ongoing

Corporate Capital Strategy Risk Register



Generated on: 07 December 2019

Current Risk Matrix



Code	Title	Assessment Code and Title	Trend	Status	Date Reviewed
CSRR1920_001	Risk of not identifying capital requirements	6 serious-unlikely	↓	⚠	01-Jul-2019
CSRR1920_002	Risk of insufficient funds to meet capital needs	9 serious-likely	↓	⚠	01-Jul-2019
CSRR1920_003	Risk of inadequate resources to deliver capital programme	6 serious-unlikely	↓	⚠	01-Jul-2019
CSRR1920_004	Risk of significant budget re-profiling/timescales slipping	6 significant-likely	↓	⚠	29-Aug-2019
CSRR1920_005	Risk of significant overspends	3 serious-very unlikely	↓	✅	01-Jul-2019
CSRR1920_006	Risk of investment under-performing and income falling	4 significant-unlikely	↓	✅	01-Jul-2019
CSRR1920_007	Risk of inadequate PIR/required outcomes of a capital scheme not achieved	3 minor-likely	↑	✅	29-Nov-2019
CSRR1920_008	Risk of legislative changes/changes in Government policy having an impact on funds available or accounting treatment	3 minor-likely	↓	✅	01-Jul-2019

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