



Borough of Tamworth

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CORPORATE SCRUTINY COMMITTEE

11 November 2020

Dear Councillor

A Meeting of the Corporate Scrutiny Committee will be held in **Online Meeting on Thursday, 19th November, 2020 at 6.00 pm**. Members of the Committee are requested to attend.

Yours faithfully

A handwritten signature in black ink, consisting of stylized initials and a long horizontal line extending to the right.

Chief Executive

A G E N D A

NON CONFIDENTIAL

- 1 Apologies for Absence**
- 2 Minutes of the Previous Meeting (Pages 5 - 8)**
- 3 Declarations of Interest**

To receive any declarations of Members' interests (personal and/or personal and prejudicial) in any matters which are to be considered at this meeting.

When Members are declaring a personal interest or personal and prejudicial 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 personal and prejudicial interest in respect of which they do not have a dispensation.

4 Chair's Update

5 Responses to Reports of the Corporate Scrutiny Committee

6 Consideration of Matters referred to the Corporate Scrutiny Committee from Cabinet / Council

7 2020/21 Forward Plan

Discussion item – Link to the Forward Plan

<https://democracy.tamworth.gov.uk/mgListPlans.aspx?RPId=120&RD=0&bcr=1>

8 Quarter Two 2020/21 Performance Report (Pages 9 - 64)

(Report of the Leader of the Council)

9 Corporate Scrutiny Committee Work Plan (Pages 65 - 66)

To consider the Committee's Work Plan

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: T Jay, B Price, R Bilcliff, S Goodall, M Oates, Dr S People, P Standen,
M Summers and P Thurgood

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**MINUTES OF A MEETING OF THE
CORPORATE SCRUTINY COMMITTEE
HELD ON 8th OCTOBER 2020**

PRESENT: Councillor Dr S Peale (Chair), Councillors R Bilcliff, S Goodall, M Oates and S Peale

The following officers were present: Anica Goodwin (Executive Director Organisation), Tracey Pointon (Legal Admin & Democratic Services Manager) and Jo Hutchison (Democratic Services, Scrutiny and Elections Officer)

Apologies received from: Councillor(s) T Jay, P Standen, M Summers and P Thurgood

29 ELECTION OF CHAIR FOR THE MEETING

RESOLVED to elect Councillor Dr Simon Peale as Chair of the meeting

(Moved by Councillor Sheree Peale and seconded by Councillor Robert Bilcliff)

The following motion was moved but not carried:

To elect Councillor Simon Goodall as Chair of the meeting.

30 MINUTES OF THE PREVIOUS MEETING

The minutes of the meeting held on 25th August 2020 were approved as a correct record.

(Moved by Councillor Simon Goodall and seconded by Councillor Robert Bilcliff)

31 DECLARATIONS OF INTEREST

There were no declarations of interest.

32 CHAIR'S UPDATE

There was no Chair's update.

33 RESPONSES TO REPORTS OF THE CORPORATE SCRUTINY COMMITTEE

The Chair reported that following the meeting of the Committee on 25th August, the recommendation of this Committee on the Initial Impact of the Pandemic on the Council's Business Aims was taken to Cabinet on 10th September 2020 and Cabinet agreed to look at the longer term finances of the Heritage assets for Tamworth.

34 FORWARD PLAN

The Chair reported that given the major service reviews which were underway, the time to consider further matters would be following the outputs of such reviews.

35 CORPORATE SCRUTINY COMMITTEE WORK PLAN

It was agreed that the Committee's work plan would be as set out below, with the Quarter 2 QPR to be considered at the Committee's next meeting and with the Chair, Councillor Jay, continuing to use discretion to update as necessary.

Corporate Scrutiny Work Plan

Work Plan 2020 – 2021		
TARGET MEETING DATE	SUBJECT	MEETING WHEN ITEM ADDED TO WORK PLAN
19 th November 2020	Quarter 2 2020/21 Quarterly Performance Report	
10 th December 2020	Review of Legal Services (post implementation)	November 2019
10 th December 2020	Update on corporate prioritisation	August 2020
3 rd February 2021	Quarter 3 2020/21 Quarterly Performance Report	
3 rd February 2021	Review of Write-Offs (interim)	July 2020
3 rd February 2021	Update on Potential Legal Actions	October 2020
11 th March 2021	Solway trading company update	
Quarter 4 2020/21	Asset Management update	December 2019
June 2021 (tbc)	Review of Write Offs (full update)	July 2020

Dates to be agreed		
TBC	Market tender progress Update	August 2019
TBC	Parking Toolkit review	October 2019
TBC	Housing Repairs & Investment Contract Review	November 2019
TBC	Solway Trading Company Update (2x per year)	December 2019
TBC	Gungate Masterplan	January 2020
TBC	Review of Cabinet decisions over previous 12 month period (<i>circulate to members post June meeting for comment</i>)	June 2020

Upcoming Corporate Scrutiny Committee Meetings
19 November 2020
10 December 2020
3 February 2021
11 March 2021

36 EXCLUSION OF THE PRESS AND PUBLIC

RESOLVED:

That members of the press and public be now excluded from the meeting during consideration of the following item on the grounds that the business involves the likely disclosure of exempt information as defined in Paragraphs 3 and/or 5 of Part 1 of Schedule 12A to the Local Government Act 1972 (as amended).

(Moved by Councillor Robert Bilcliff and seconded by Councillor M Oates)

37 UPDATE ON POTENTIAL LEGAL ACTIONS

The Committee received the Update on Potential Legal Actions from the Executive Director, Organisation.

The Committee considered the report and thanked the Executive Director for her update, and agreed that this item should remain on the Committee's work plan for review in three months' time and to make the following recommendation to Cabinet:

RESOLVED:

That Cabinet note that the Corporate Scrutiny Committee had considered this item and that it recommended to Cabinet that the Leader of the Council be involved in any decisions in respect of any legal proceedings, in addition to the relevant Portfolio Holders.

(Moved by Councillor Robert Bilcliff and seconded by Councillor Simon Goodall)

Chair

THURSDAY, 19 NOVEMBER 2020

**REPORT OF THE LEADER OF THE COUNCIL
QUARTER TWO 2020/21 PERFORMANCE REPORT**

EXEMPT INFORMATION

None.

PURPOSE

To provide Corporate Scrutiny Committee with a performance update and financial Healthcheck.

RECOMMENDATIONS

It is recommended that:

- Corporate Scrutiny Committee endorses the contents of this report.

EXECUTIVE SUMMARY

This report contains the following sections:

- Corporate projects summary,
 - General fund – actual spend summary,
 - Universal credit summary,
1. Corporate plan actions and corporate risks,
 2. Impact of welfare benefit reforms on Council services,
 3. Medium term financial strategy 2019/20 – 2024/25 monitoring,
 4. Financial health-check.

RESOURCE IMPLICATIONS

There are none.

LEGAL/RISK IMPLICATIONS BACKGROUND

There are none.

EQUALITIES IMPLICATIONS

There are none.

SUSTAINABILITY IMPLICATIONS

There are none.

REPORT AUTHOR

John Day.

APPENDICES

Quarter two 2020/21 performance report.













Sections in the report

1. Corporate plan actions and corporate risks,
2. Impact of welfare benefit reform.
3. Medium term financial strategy,
4. Financial health-check.




List of appendices

- Appendix 1** 2019 to 2022 Corporate Plan actions update,
Appendix 2 Corporate Risk Register 2020/21,
Appendix A General Fund & Housing Revenue Account main variances,
Appendix B Capital programme monitoring,
Appendix C Treasury management update.

Corporate Projects Summary

Corporate Project	Due Date	RAG Status	Commentary
Review of Corporate Capital Strategy	31st March 2021		
Priority Review - Cleaners	TBA (was 30th April 2020)		Implementation phase of the project has been delayed due to COVID-19. Further review will be required as part of the COVID-19 recovery phase.
Priority Review - Leisure Services	31st March 2021		
Risk Management Strategy	31st July 2020		Apart from one element the policy is, subject to approval, ready to be released to Audit and Governance Committee
Implement Customer Portal	31st December 2020		Capita have delayed the project significantly by not supplying documentation relating to their web services; project completion date revised to 31st December 2020.
IT Strategy	TBA		No further progress due to Covid -19 with priority being given to remote council meetings, catching up on business plan activities including completion of Windows 10/Office 2016 rollout, infrastructure upgrade projects, laptop and PC refresh programmes.
Organisational Development Strategy	TBA		
Completion of new council housing at Tinkers Green and Kerria	31st December 2020		
Welfare Reform	31st January 2021		The specification for the development of a Corporate Debt strategy went out on 'intend' during August/September2020 but only one interested party submitted a submission and price. One submission was not felt to be adequate and, further to the impact of covid-19, the specification is going to be modified before being reissued on intend. Consequently, the deadline for this piece of work has been changed to January 2021.
Housing Strategy	30th November 2020		
Leisure Strategy	30th June 2022		
Town Centre Programme	31st March 2022		

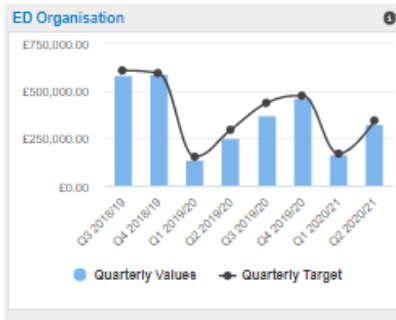
Key to Symbols

RAG Status	Overall Project Status
	Project on track and in control
	Project not on track but in control
	Project not on track

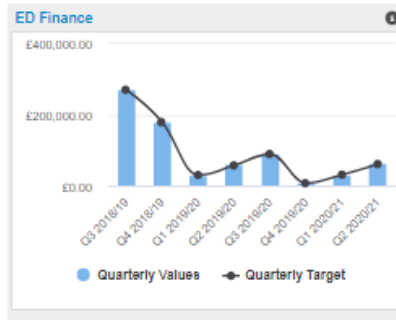
General Fund – Actual Spend



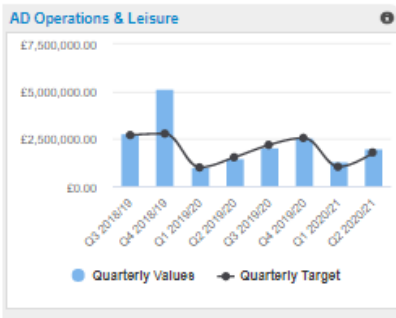
No significant variance reported.



No significant variance reported.



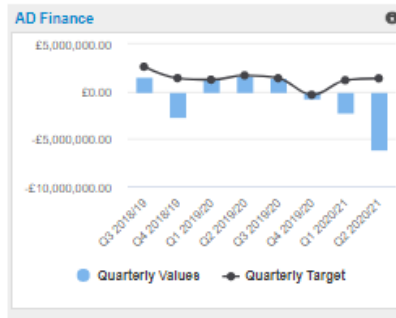
No significant variance reported.



Reduced income from Cemeteries due to less burials this year to date.



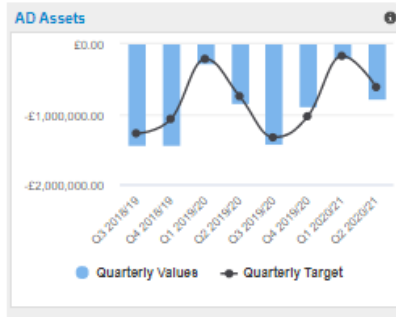
No significant variance reported.



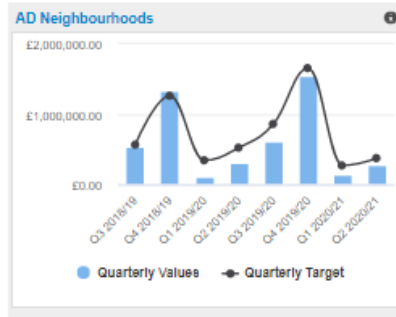
Additional income re Covid 19 government grants and potential surplus on Staffordshire business rates pool.



Reduced income due to impact of Covid 19.



No significant variance reported.



No significant variance reported.

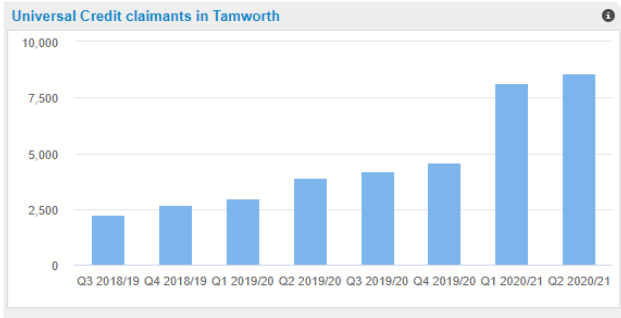


Reduction in income re car park enforcement.

Key

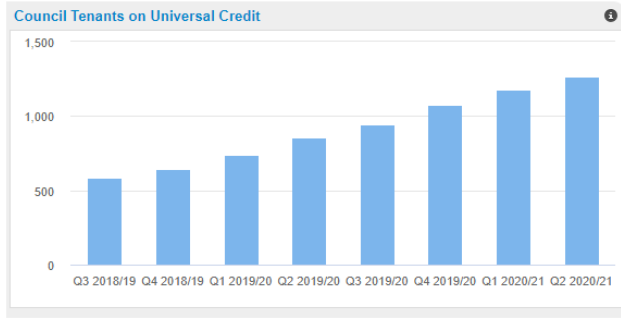
Quarterly Value is the year to date position
 Quarterly Target is the year to date budget

Universal Credit Summary



Commentary

There are 8,594 universal credit claimants in Tamworth.



Commentary

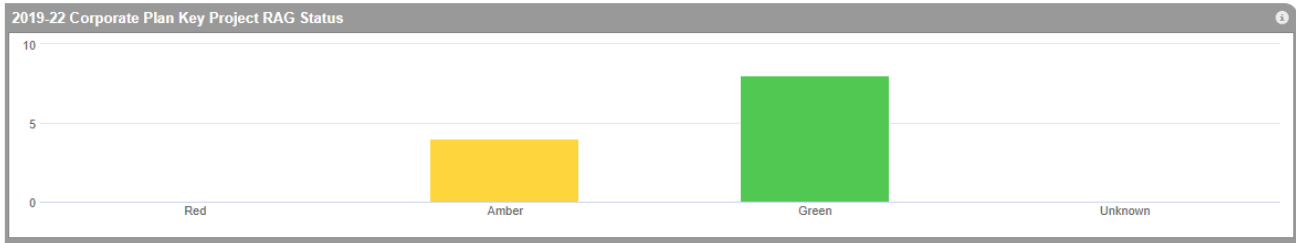
There are 1,269 council tenants on universal credit

1. Overview of corporate plan actions and corporate risks

The Executive Leadership Team identified projects from the Corporate Plan, the monitoring of which would form the basis for this section of the quarterly performance report.

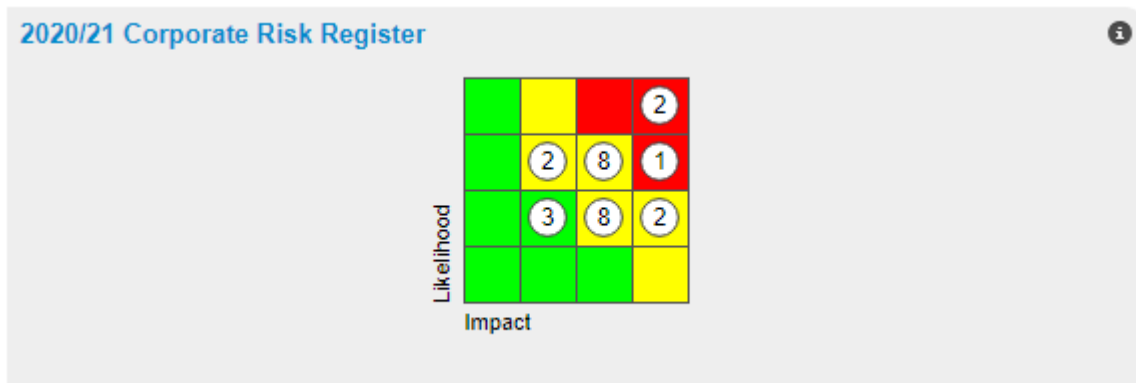
Project highlight reports for each of these are included at **Appendix 1**.

Current RAG status of the key projects



Details on the Corporate Risk Register are included at **Appendix 2**

Corporate Risk Register 2020/21 heatmap



2. Impact of Welfare Benefit Reform on Council services

Quarterly updates are presented to monitor the impact of welfare benefit reform changes on Council services including customer demand via monitoring of calls/contacts together with the financial impact of collection and demand for benefits and effect on income streams such as rent, council tax and business rates.

This update also outlines the impact for the period since 1st April 2020, following implementation of the measures to counter the Covid-19 pandemic.

Benefits

Similar levels of DHP claims to 2019/20 have been received for quarter two 2020/21 but Discretionary Housing Payment (DHP) claims paid are higher at £92k (£16k higher than at September 2019 - £75k) - with 118 successful claims from 175 applications (compared to 122 successful claims from 175 applications at September 2019). There is a one week backlog (one week as at September 2019) of claims still to be processed which may increase this figure.

Local Council Tax Reduction Scheme claims have stabilised at similar levels to 2019/20 but have seen a projected cost increase across all claims within the scheme of £0.4m to £4.5m.

Live caseload figures are 208 higher than 2019/20 – currently 5,601 (following a reducing annual trend – at September 2019 caseload was 5,393 which was 206 lower than the previous year). The average time taken to process new Housing Benefit/Council Tax Benefit claims and change events was seven days to September 2020 (6.8 days to September 2019).

NNDR

Due to the pandemic, recovery actions were suspended for quarter one with a recovery plan implemented during July – starting with reminder letters being issued and negotiations regarding payment undertaken according to individual circumstances.

Reminders (314 at September 2020) are lower than 2019/20 levels (465 at September 2019). There have been no summons, liability orders or enforcement agent referrals as the Courts are not due to take cases until December 2020.

Collection performance is subsequently below target - current year collection levels are at 54.4%, below target by 3.1% at 30 September equating to arrears of £0.56m (from £10.54m due to 30 September). Court costs are £2.5k below the anticipated level of £3k.

Arrears collected for 2019/20 are 2.2% compared to a target of 34.8%.

Council Tax

Due to the pandemic, recovery actions were suspended for quarter one until the full impact on individuals was known - with a recovery plan implemented during July, starting with reminder letters being issued and considering each individuals circumstances on a case by case approach to further support the most vulnerable.

During this period we have still been engaging with our customers and depending on their individual circumstances the following arrangements have been undertaken:

- Deferral of instalments,
- Flexible payment arrangements being made,
- Ensuring that they make an application for any qualifying benefits which includes Local Council Tax Support.

Reminders are 3,795 lower than 2019/20 levels (5,535 at September 2020 compared to 9,330 at September 2019) with summonses, liability orders, attachment of earnings and enforcement agent referrals also at lower levels (331 referrals to September 2020 compared to 1,106 at September 2019).

Current year collection levels at 57.5% are lower than the target of 58.6% at September 2020 (with a target of 98% for the 2020/21 financial year) equating to arrears of £0.43m (from £23.34m due to 30 September). Court cost income is behind that anticipated by £128k at £23k.

Arrears collection for 2019/20 of 23.5% is below the target of 36.4%.

Housing

Summary information provided below explains numbers in receipt of Universal Credit:

Indicator	Qtr 4 2019/20	Qtr 1 2020/21	Qtr 2 2020/21
Number of Council Tenants on Universal Credit	1,072	1,179	1,269
Number of Council Tenants on Universal Credit in Rent Arrears	663	777	877
Percentage of Council Tenants on Universal Credit in Rent Arrears	61.8%	65.9%	69.1%
Number of Council Tenants on Universal Credit not in Rent Arrears	409	402	392
Percentage of Council Tenants on Universal Credit not in Rent Arrears	38.2%	34.1%	30.9%

Bad debt is forecast to increase in the future as more cases of Universal Credit come on board.

Total rent arrears (excluding former tenants) at 30 September 2020 were £698k compared to £507k at 31 March 2020 – an increase of £191k (compared to a £82k increase as at 30 September 2019).

Total arrears (including former tenant arrears, recharges, court costs and garages etc.) are £2.02m at 30 September 2020, compared to £1.84m at 31 March 2020, an increase of £178k (compared to a £113k increase between 31 March 2019 and 30 September 2019).

Total arrears (including former tenant arrears, recharges, court costs and garages etc.) were £1.84m at 31 March 2020, compared to £1.84m at 31 March 2019, an increase of £6k (compared to a £155k increase between 31 March 2018 and 31 March 2019).

There were no evictions during quarter two 2020/21 (5 to Quarter 2 of 2019/20), due to COVID-19 court action for evictions being on hold. The following measures have also been put in place.

Voluntary Court Agreements between Landlord and Tenant

The courts recently gave Councils the power to revise court order agreements providing both parties are in full agreement. For those tenants whose cases have been cancelled (vacated) by the court due to the recent COVID-19 crisis or those tenants with existing court agreements that are no longer affordable due to a change in circumstance, the court is requesting that a voluntary agreement is successfully reached between landlord and tenant and this is put in writing for both parties to sign and forward to the court within fourteen days for the court to approve and/or place on file.

Hardship Fund

There has been a small pot of money within the income budget that has not been fully utilised so we have successfully managed to get authorisation to access this to try and help some of our tenants that have been effected by COVID-19. The purpose of the scheme is:

- To assist tenants affected financially by the COVID-19 pandemic lockdown,
- To help alleviate poverty and stress,
- To reduce the temptation for tenants to use illegal money lenders,
- To sustain tenancies.

There are certain criteria for those who can apply, conditions and exceptions but all this information has been communicated across services in readiness for the receipt of applications.

The Income Officers are responsible for managing the applications that are made. As the budget is only small it has been agreed that we will be reliant on Income Officers to case manage and identify tenants eligible to meet the criteria to try and assist as many as possible.

There have been two applications for hardship funding both of which have been supported. Both the leaflet and web include key contact information for support and advice inclusive of protection for renters, information and signposting to debt and arrears management, COVID-19 financial help and assistance, emergency legislation to suspend new evictions, CAB support, and change in circumstances etc.

Paying Your Rent Leaflet

In addition to updating the above leaflet in accordance with COVID-19 the website has also continued to be updated on a frequent basis.

Universal Credit

With regard to the roll out of universal credit, the current indicators show:

Indicator	Qtr 4 2018/19	Qtr 4 2019/20	Qtr 1 2020/21	Qtr 2 2020/21
live caseload figure	5,514	5,374	5,671	5,601
Number of Universal Credit claimants in Tamworth	2,682	4,594	8,132	8,594
Number of Council Tenants on Universal Credit	645	1,072	1,179	1,269
Number of Council Tenants on Universal Credit and in Rent Arrears	443	663	777	877
Percentage of Council Tenants on Universal Credit and in Rent Arrears	68.7%	61.9%	65.9%	69.1%
Number of Council Tenants on Universal Credit and not in Rent Arrears	202	409	402	392
Percentage of Council Tenants on Universal Credit and not in Rent Arrears	31.3%	38.2%	34.1%	30.9%
Number of Council Tax Payers on Universal Credit	745	1,254	1,655	1,723
Number of Council Tax Payers on Universal Credit and in arrears with Council Tax payments	261	388	N/A*	N/A*
Percentage of Council Tax Payers on Universal Credit and in arrears with Council Tax payments	35.0%	30.9%	N/A*	N/A*
Number of Council Tax Payers on Universal Credit and not in arrears with Council Tax payments	484	866	N/A*	N/A*
Percentage of Council Tax Payers on Universal Credit and not in arrears with Council Tax payments	65.0%	69.1%	N/A*	N/A*
Number of Universal Credit claimants nationally	1,736,431	2,933,218	5,275,248	5,688,095
Discretionary Housing Payments made - Year to date	140,303	135,782	45,860	91,883
Amount of Discretionary Housing Payments made to Universal Credit claimants - Year to date	82,001	102,688	34,480	68,556

* As court action is suspended until December, these figures are not available.

3. Medium Term Financial Strategy 2019/20 to 2025 monitoring

Council, on 25th February 2020, approved a three year Medium Term Financial Strategy (MTFS) for the General Fund with a Council Tax increase of £5 for the year – in order to continue to deliver those services essential to the local community.

With regard to the Housing Revenue Account (HRA), a five year MTFS was approved by Council including significant investment in regeneration projects to meet future housing needs and sustain the HRA in the longer term.

When the budget and MTFS were approved, future levels of funding for the Council were uncertain pending the most significant changes in Local Government funding for a generation. The reforms were planned to be in place by 2020/21 but were deferred until 2021/22. The Government has confirmed that the longer-term reforms for the local government finance system (including the move to 75% Business Rates Retention and Fairer Funding Review of Relative Needs and Resources) will be deferred again as a result of the Covid-19 pandemic, although no timescales have been released. In addition, the next planned national Business Rates Revaluation, planned for 2021 has now been deferred to 2023.

On 21st July 2020, the Chancellor launched the 2020 Comprehensive Spending Review (CSR). The aim of the review, which will be published in the autumn, was to set out the Government's spending plans for the Parliament – UK Government department's resource budgets for the years 2021/22 to 2023/24 and capital budgets for the years 2021/22 until 2024/25 and devolved administration's block grants for the same period. However, on 21st October, the Treasury formally announced that the Spending Review would be narrowed in scope to cover one year only, setting departments' resource and capital budgets for 2021/22. The NHS, schools, and 'priority infrastructure projects' (e.g. HS2 and hospital building) will still be fully funded for multi-year resource settlements.

Previously, the Chancellor confirmed that departmental spending (both capital and resource) will grow in real terms across the CSR period and that the government will deliver on the commitments made at Budget to level up and invest in the priorities of the British people. Given the impact COVID-19 has had on the economy, the Chancellor was clear there will need to be tough choices in other areas of spending at the review. As part of their preparations for the CSR, departments have been asked to identify opportunities to reprioritise and deliver savings. Departments will also be required to fulfil a series of conditions in their returns, including providing evidence they are delivering the Government's priorities and focussing on delivery.

The Government has said it will keep an open dialogue with the local authorities about the best approach to the next financial year, including how to treat accumulated business rates growth of £2m p.a. (pending the planned business rates baseline reset) and the approach to the 2021/22 local government finance settlement. It is also the Government's intention to look again at the New Homes Bonus for 2021/22 and explore the most effective way to incentivise housing growth. They planned to consult widely on proposals prior to implementation. In the longer-term, the Government remains committed to reform and want to take time to work with local authorities to make sure that the approach is right.

As a nation we are likely to feel the consequences of the Covid-19 pandemic, and the measures to contain and mitigate its effects, for years to come.

The extraordinary events we are living through follow a decade of austerity, triggered by the financial crisis of 2008/09, which had already placed considerable strain on local authorities'

finances. Increased demand for many local public services, directly related to the outbreak of the virus, has placed immediate pressure on authorities' cash flows and expenditure budgets. The longer-term consequences of recession and unemployment on demand for services have yet to be experienced.

At the same time, several important sources of local authority income including Council Tax, Non domestic rates, fees and charges, rents and investment returns have, to a greater or lesser extent, been subject to reduction or suspension.

In light of the projected impact of Covid-19 on the Councils MTFS, an immediate suspension of all non-essential spending was approved by Cabinet on 9th July and managers were required to review their budgets and identify all non-essential spending for 2020/21 as part of the quarter one projections at 30 June 2020 - and approval sought for the budget to be revised to remove these.

No one can know what the effect of the Covid-19 crisis will have on the economy and ultimately the impact for the Council's finances. It will be many months before we have a clearer idea on how the economy has been affected – including any lasting effects for individual businesses and their employees. Social distancing measures will remain in place for the foreseeable future – impacting mainly on the Councils ongoing income receipts.

Government has provided additional funding of c. £1.25m and the Local Government Association (LGA) and the Society of District Council Treasurers (SDCT) will continue to lobby and provide evidence to the Ministry of Housing, Communities and Local Government (MHCLG) of the income and expenditure pressures that Council's face. MHCLG receive monthly financial updates from Councils including information on Housing Revenue Account pressures.

Financial resilience is and has been the key requirement for local authorities at any time, but in the current crisis it has assumed unprecedented importance. Perhaps the biggest difficulty with the pandemic is that there is no certainty about time scales; it is impossible to draw any conclusions about how long the effects will last.

During the crisis the Council has lost income which will significantly impact on the potential sustainability of the organisation, as will be the case across many Local Government organisations. Whilst the full extent of this cannot be known at present it will be necessary for the Council to take an accelerated approach towards the development and implementation of an effective sustainability strategy, linked to an overall vision for the organisation. Cabinet on 22nd October 2020 approved the Recovery and Reset programme which aims to consider how we can tackle the financial challenges facing the council as a result of the coronavirus pandemic. This will include reviewing services, reducing waste demand on services (basically this is any action or step in a process that does not add value to the customer), exploring opportunities for income generation and identifying any further savings. The overriding goal is to make sure our organisation remains fit for the future, while protecting services to the most vulnerable in our community. The Recovery and Reset programme outlines that this work be split into eight projects.

In light of the financial situation facing the Council, managers were tasked with identifying low level non-essential budgets for removal from the budget – bringing down the savings target of c. £2m per annum and limiting the cuts that would otherwise be needed to balance the MTFS in the future.

The budget review has identified savings of £1.2m towards the projected lost income anticipated from the impact of Covid-19 of £1.8m. In addition to the unringfenced grant of

£1.25m, it is also expected that an excess of £0.5m will be received from the projected fees and charges income support grant (subject to the impact of the pandemic on income levels to March 2021).

The review included a robust challenge / re-justification process for all vacant posts with a requirement to investigate alternative options including restructuring to fill vacancies / looking at what we can stop doing – with £0.5m savings identified.

As a result of the updated forecast as at October 2020, the projections identify a shortfall in General Fund balances of £1.6m over three years (compared with forecast balances in the February 2020 MTFS of £0.5m) – with a shortfall of £1.6m to 2023/24 increasing to £4.9m by 2024/25 and £8.6m over the five years to 2025/26 (at quarter one the shortfall was forecast at £4.1m in 2023/24, £8m by 2024/25), including the minimum approved level of £0.5m. Depending on the continuing effects of the pandemic, this could be much worse.

For the HRA, no major impact of the pandemic are forecast over five years at present, the current projections for the impact of Covid-19 on rent income levels is manageable within existing balances.

The main upside scenario is that scientists succeed in developing a vaccine, or effective treatment for Covid-19 before the end of this year. There are three downside risks.

First, the impact of the second spike in infections and the length of the second national lockdown on the economy,

Second, a wave of insolvencies, as weak companies fail and there is then a domino effect, as well capitalised businesses suffer bad debts,

Third, the UK and EU could fail to reach a trade deal before the end of 2020, leading to a hard Brexit.

General Fund

	General Fund						
MTFS Projections 2019/20 - 2024/25	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Projected Balances per MTFS Council February 2020	(6,644)	(5,570)	(3,139)	(506)	2,850	6,423	-
Revised Forecasts:							
Revised Forecast Balances - July 2020	(6,882)	(5,673)	(2,787)	27	3,585	7,476	-
Revised Forecast Balances - October 2020	(6,882)	(6,413)	(4,219)	(1,854)	1,123	4,417	8,144

On 20th August 2020, Cabinet approved the budget setting process (& project plan) for 2021/22.

On 10th September, Cabinet considered an update to the MTFS for the General Fund (GF) and Housing Revenue Account (HRA) - as part of the agreed process to provide an update the MTFS on a quarterly basis within the Quarterly Performance Report.

In line with the approved timetable, work on the preparation of the detailed five year budget / forecast has progressed in order to inform the Base Budget Forecast for Cabinet on 3rd December.

As a result of the updated forecast as at October 2020, the projections identify a shortfall in General Fund balances of £1.6m over three years (compared with forecast balances in the February 2020 MTFS of £0.5m) – with a shortfall of £1.6m to 2023/24 increasing to £4.9m by 2024/25 and £8.6m over the 5 years to 2025/26 (at quarter one the shortfall was forecast at £4.1m in 2023/24, £8m by 2024/25), including the minimum approved level of £0.5m. Depending on the continuing effects of the pandemic, this could be much worse.

Further savings of around £1.7m p.a. will be required over the next five years (based on annual £5 increases in Council Tax). On an annualised basis this would equate to a year on year ongoing saving of £0.6m over five years (£0.3m year on year over three years).

The forecast has been updated to include:

- Additional balances brought forward due to an additional underspend in 2019/20 of £0.2m;
- The projected outturn underspend of £0.6k in 2020/21 – following the mitigating actions and additional Covid-19 grant funding of £0.5m (now increased to £1.25m plus an estimated £0.5m from the projected fees and charges income support grant);
- Ongoing savings from the non-essential spend review of £0.75m p.a. (previously forecast at £0.2m p.a.);

- Lower treasury management investment interest of £0.6m over three years from 2021/22, offset by lower interest payable to the HRA of £0.3m (£0.75m and £0.4m respectively over five years) – as previously forecast increases in the Bank of England base rate have been deferred due to the ongoing economic uncertainty; This has also delayed some of the planned property fund investments with an associated reduction in planned income of £0.2m in 2021/22;
- For future years, it has been assumed that the retained growth will be redistributed as part of the CSR 2020 / business rates reset and therefore business rates received will be equivalent to the tariff payable – meaning the Council will only retain the Government assessed Business Rates Baseline,
- 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;
- Future Pension contribution levels – following an option to ‘freeze’ the ‘lump sum’ element for the three years from 2020/21 (after the triennial review during 2019), 2% p.a. year on year increases have been included from 2023/24;
- A marginal increase in cost due to the proposed pay award of 2.75% (compared to 2.5% budgeted) in 2020/21. A 2.5% p.a. pay award increase has been included within the MTFS from 2021/22 – no change has been assumed.

Should the Government let District Councils keep the accumulated growth in business rates (as they did last year) then that would benefit the MTFS – but that would be subject to the effect of the pandemic on future business rate income

Balances held within earmarked reserves for Transformation and Business rates retention will also be available to support the development of the budget and MTFS.

Housing Revenue Account

	Housing Revenue Account						
MTFS Projections 2019/20 - 2024/25	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Projected Balances per MTFS Council February 2020	(4,764)	(3,424)	(3,013)	(1,586)	(1,447)	(1,131)	-
Revised Forecasts:							
Revised Forecast Balances - July 2020	(6,252)	(4,771)	(4,329)	(2,869)	(2,668)	(2,260)	-
Revised Forecast Balances - October 2020	(6,252)	(4,819)	(4,291)	(2,743)	(2,468)	(2,005)	(1,695)

As part of the approved MTFS in February 2020, a balanced five year forecast was presented for the Housing Revenue Account (HRA).

As a result of the updated forecast, over the three year period to 2023/24, balances of £2.5m are projected (compared with forecast balances remaining of £1.6m in the February MTFS) with balances of £2m over the four years to 2024/25 reducing to £1.7m in 2025/26 (balances were previously forecast in the MTFS at £1.4m in 2023/24, £1.1m in 2024/25).

The forecast has been updated to include:

- Additional balances brought forward due to an additional underspend in 2019/20 of £1.5m,
- The projected outturn overspend of £95k in 2020/21,
- Lower treasury management investment interest of £0.3m over three years from 2021/22 (£0.4m over five years) – as previously forecast increases in the Bank of England base rate have been deferred due to the ongoing economic uncertainty,
- 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;
- Future Pension contribution levels – following an option to ‘freeze’ the ‘lump sum’ element for the three years from 2020/21 (after the triennial review during 2019), 2% p.a. year on year increases have been included from 2023/24;
- A marginal increase in cost due to the proposed pay award of 2.75% (compared to 2.5% budgeted).

It is currently anticipated that the rent loss arising from delays in letting void properties, increase in Universal Credit applications and temporary suspension of deductions from Universal Credit for rent arrears can be managed within budget for 2020/21. No further rent reductions have been assumed – with no changes to the current rent free weeks.

No impact of the delay in acquisitions / spend of one for one receipts has been included - MHCLG have now confirmed an extension of time to 31st December 2020 to spend such receipts.

4. Financial Healthcheck

Executive Summary

This section to the report summarises the main issues identified at the end of September 2020.

General Fund

Revenue

GENERAL FUND	YTD Budget £000	YTD Position £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000
Chief Executive	921	866	(55)	1,391	1,408	17
AD Growth & Regeneration	527	578	51	1,634	1,764	130
ED Organisation	344	328	(16)	563	566	3
AD People	1,368	1,441	73	178	150	(28)
AD Operations & Leisure	1,787	1,985	198	3,433	3,479	46
ED Finance	61	63	2	7	7	-
AD Finance	1,390	(6,128)	(7,518)	395	(379)	(774)
AD Assets	(614)	(773)	(159)	(661)	(688)	(27)
AD Neighbourhoods	375	273	(102)	1,209	1,197	(12)
AD Partnerships	356	467	111	1,003	1,042	39
Total	6,515	(900)	(7,415)	9,152	8,546	(606)

- The General Fund has a favourable variance against budget at Period 6 of £7.415m (£6.470m as at period 5).
- The projected full year position identifies a favourable variance against budget of £606k or 6.62% (£138k or 1.51% unfavourable as at period 5).

This projection has highlighted several budget areas for concern (detailed at **Appendix A**).

- The Council has ongoing monitoring processes in place for its spending and income levels. In light of the projected impact of Covid-19 on the Council's Medium Term Financial Strategy, an immediate suspension of all non-essential spending was approved by Cabinet on 9th July and that managers review their budgets and identify all non-essential spending for 2020/21 as part of the quarter one projections at 30 June 2020 - and approval sought for the budget to be revised to remove these.

The budget review has identified savings of £1.2m towards the projected lost income anticipated from the impact of Covid-19 of £1.8m.

Capital

GENERAL FUND	Budget Reprofiled from 2019/20 (memo only) £000	YTD Budget £000	YTD Actual Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile to 2021/22 (memo only) £000	Outturn £000
Chief Executive	718	359	5	(354)	718	5	(713)	713	718
AD Growth & Regeneration	529	505	283	(222)	1,009	609	(400)	400	1,009
AD People	114	202	147	(55)	404	296	(108)	-	296
AD Operations & Leisure	921	956	501	(455)	1,439	1,439	-	-	1,439
AD Finance	12,131	6,065	-	(6,065)	12,131	-	(12,131)	12,131	12,131
AD Assets	311	518	658	140	1,036	922	(114)	-	922
AD Neighbourhoods	46	52	49	(2)	103	73	(30)	-	73
AD Partnerships	-	-	-	-	-	-	-	-	-
GF Contingency	306	143	-	(143)	286	255	(31)	-	255
TOTAL GENERAL FUND	15,077	8,800	1,644	(7,156)	17,127	3,600	(13,527)	13,244	16,844

- Capital expenditure incurred was £1.644m compared to a profiled budget of £8.8m (£1.556m compared to a profiled budget of £7.412m at period 5).
- It is predicted that £3.6m will be spent by year end compared to a full year budget of £17.127m, including re-profiled schemes from 2019/20 of £15.077m (£16.505m projection compared to a full year budget of £17.127m as at period 5). Re-profiling to 2021/22 is forecast at £13.244m.
- A summary of Capital expenditure is shown at **Appendix B**.

Treasury Management

- At the end of September 2020 the Authority had £59.572m invested in the money markets. The average rate of return on these investments is 0.77% though this may change if market conditions ease.
- Borrowing by the Authority stood at £63.060m at the end of September 2020, all being long term loans from the Treasury Public Works Loans Board. The average rate payable on these borrowings equates to 4.05%.
- A more detailed summary of the Treasury Management situation, detailing our current Lending and Borrowings can be found at **Appendix C**.

Balances

Balances on General Fund are projected to be in the region of £6.414m at the year end from normal revenue operations (£5.670m as at period 5) compared to £5.570m projected within the 2020/21 budget report– additional balances of £844k.

Housing Revenue Account (HRA)

Revenue

HOUSING REVENUE ACCOUNT	YTD Budget £000	YTD Position £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000
HRA Summary	(9,326)	(9,205)	121	(2,827)	(2,807)	20
ED Communities	54	60	6	-	8	8
AD Operations & Leisure	67	54	(13)	178	171	(7)
AD People	83	56	(27)	167	154	(13)
AD Assets	403	391	(12)	389	394	5
AD Neighbourhoods	906	940	34	3,431	3,514	83
Housing Repairs	2,826	2,056	(770)	-	-	-
Total	(4,987)	(5,648)	(661)	1,338	1,434	96

- The HRA has a favourable variance against budget at Period 6 of £661k (£514k favourable as at period 5).
- The projected full year position identifies an unfavourable variance against budget of £96k (£57k unfavourable as at period 5). Individual significant budget areas reflecting the variance are detailed at **Appendix A**.

Capital

HOUSING REVENUE ACCOUNT	Budget Reprofiled from 2019/20 (memo only) £000	YTD Budget £000	YTD Actual Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile to 2020/21 (memo only) £000	Outturn £000
AD Assets	5,904	14,075	10,455	(3,620)	22,150	21,251	(899)	46	21,296
HRA Contingency	100	50	-	(50)	100	100	-	-	100
TOTAL HOUSING REVENUE ACCOU	6,004	14,125	10,455	(3,670)	22,250	21,351	(899)	46	21,396

- Housing Capital expenditure of £10.455m has been incurred as at the end of Period 6 compared to a profiled budget of £14.125m (£4.475m compared to a profiled budget of £12.771m at period 5).
- It is predicted that £21.351m will be spent by year end compared to a full year budget of £22.250m, including re-profiled schemes from 2019/20 of £6.004m (£22.250m projection compared to a full year budget of £22.250m as at period 5). Re-profiling to 2021/22 is forecast at £46k.
- A summary of Capital expenditure is shown at **Appendix B**.

Balances

Balances on the Housing Revenue Account are projected to be in the region of £4.818m at the year-end (£4.857m as at period 5) compared to £3.424m projected within the 2020/21 budget report – additional balances of £1.394m.

Corporate Plan Project Updates

Corporate Capital Strategy

Project due date	31 st March 2021
Overall Project Status (Indicate by typing yes in the appropriately shaded box below)	
3. On track and in control	✓
2. Not on track but in control	
1. Not on track	
Month & Year of update	September 2020

(Traffic light - red, amber, green based on progress to date)

Workstreams	Due date	Lead	Workstream RAG status
MTFS to include consideration of Capital Expenditure	October 2019	LP	
Monthly Capital Monitoring Reports	From June 2019	LP	
Review Capital Appraisal Process	October 2019	LP	
Review Asset Management Strategy – incorporating revised Stock Condition Survey	March 2021	PW	
Review of Building Repairs Fund (BRF) and planned approach to be developed	March 2021	PW / LP	
Review of Commercial Property – monitoring of performance to be established	October 2019	PW / LP	

Key milestones achieved	Date milestone achieved
Capital Strategy included with Budget and MTFS presented to Cabinet 24 th January 2019 and Joint Scrutiny Cttee 30 th January 2019	January 2019
Feedback received from Link Asset Services and subsequent amendments/updates made to strategy 2019/20	2019/20
ASSG meetings scheduled 1/4ly in diaries starting 28/03/19 – and resumed September 2020 following cancellations due to Covid 19	
ASSG on 26/09/19 reviewed progress for Agreed Capital Programme; considered and agreed report on “Whole Life Costing” and reviewed progress on Capital Strategy Action Plan	September 2019
Draft Capital Budgets for 2020/21 onwards considered by CMT 16/10/19	
Draft Capital Budgets for 2020/21 onwards included in base budget report to Cabinet 28/11/19	November 2019
Initial assessment/baseline position for monitoring BRF and Commercial Property established December 2019	December 2019
2020/21 Draft Capital Strategy included with Budget and MTFS presented to Cabinet 22 nd January 2020 and Joint Scrutiny Cttee 29 th January 2020	January 2020
2020/21 Final Capital Strategy included with Corporate Vision, Priorities Plan, Budget & MTFS 2020/21 approved by Cabinet 20 th February 2020 and Council 25 th February 2020	February 2020

Cleaning Review

Project due date	TBA (was 30 th April 2020)
Overall Project Status (Indicate by typing yes in the appropriately shaded box below)	
3. On track and in control	
2. Not on track but in control	✓
1. Not on track	
Month & Year of update	September 2020

(Traffic light - red, amber, green based on progress to date)

Workstreams	Due date	Lead	Workstream RAG status
Project Scoping [Complete]	Complete	PW	
PID [Complete]	Complete	PW	
Demands analysis [Complete]	Complete	TW	
Review of staffing needs and costing/Service standards [Complete]	Complete	TW	
Implementation [April 2020]	30/04/20	PW	

Key milestones achieved	Date milestone achieved
Project scoped, PID completed and agreed	Summer 2019
Demands analysis complete	Summer 2019
Service standards and staffing inputs mapped	Summer 2019
Costed model produced	Summer 2019
Report presented to CMT [Summer 2019]	Summer 2019
Outline report presented to Scrutiny	August 2019
Cabinet report date agreed	August 2019
Proposals approved by Cabinet	August 2019
Policy Reviews submitted as part of budget setting process	September 2019
Budgets approved	February 2020
Consultation planning commenced	February 2020

Risk Management Strategy

Project due date	July 2020
Overall Project Status (Indicate by typing yes in the appropriately shaded box below)	
3. On track and in control	
2. Not on track but in control	✓
1. Not on track	
Month & Year of update	September 2020

(Traffic light - red, amber, green based on progress to date)

Workstreams	Due date	Lead	Workstream RAG status
Review of current reporting process / format	July 2020	LP	
Rationalize and Co-ordinate mitigating actions	July 2020	LP	
Identification of Corporate Risks- ensure all captured, aligned and reported	July 2020	LP	

Key milestones achieved	Date milestone achieved
Appointment of consultants to assist with undertaking the review and project scoped	March 2019
Review of current risk undertaken and new grouping proposed(reduction to 14 categories) looking to reduce further	April 2019
Appointment of "Service Risk Champions"	September 2019
Collation of potential different reports from the system be considered	TBA
Meetings with Risk champions Scheduled in for November - rescheduled	Suspended
Due to the delay and loss of momentum in the project a revised timetable will be discussed – RB and risk consultant 14/2/20	February 2020
A revised draft of the new report to be presented to CMT in July for approval. If approved, discussions with relevant AD's and ED's will be held and a new report generated in Pentana. This will then be included in a future Risk report to A&G	July 2020
The new report layout is constructed and will be reviewed and refined in October by ED's and AD's ready for reporting to A&G at the 3 rd Qtr	TBA

Leisure Services Review

Project due date	31 st March 2022
Overall Project Status (Indicate by typing yes in the appropriately shaded box below)	
3. On track and in control	✓
2. Not on track but in control	
1. Not on track	
Month & Year of update	September 2020

(Traffic light - red, amber, green based on progress to date)

Workstreams	Due date	Lead	Workstream RAG status
Evidence gathering		SMcG/K M	
Review Information- to meet with ED Communities and ED DCE, AD Partnerships to discuss options leisure requirements		AG/SMc G	

Key milestones achieved	Date milestone achieved

Implement Customer Portal

Project due date	31 st December 2020 (was August 2020)
Overall Project Status (Indicate by typing yes in the appropriately shaded box below)	
3. On track and in control	
2. Not on track but in control	✓
1. Not on track	
Month & Year of update	September 2020

(Traffic light - red, amber, green based on progress to date)

Workstreams	Due date	Lead	Workstream RAG status
CRM Activity <ul style="list-style-type: none"> Go Live of Move process Completion of SPD Process build via Knowledge Transfer Activity SPD Process User Acceptance Testing (UAT) underway Plan upgrade to Digital360 v29 	17/07/20 15/07/20 09/10/20 31/10/20	JMcD	
Portal – Portal 360 <ul style="list-style-type: none"> Move Process to be written into Portal 6th October onwards SPD Process in Test Portal – UAT underway Portal integration development work underway – <ul style="list-style-type: none"> Documentation requested from Capita Pay360 process to be put into Portal Once the Civica Digital360 system is upgraded to v29 and the issues resolved with Capita, then Civica will make all these processes will be made available for testing within the Portal 	06/10/20 31/10/20 31/10/20	JMcD	
Knowledge Transfer <ul style="list-style-type: none"> Session 3 Webex, Portal Styling - delivered 	19/08/20	JMcD	

Key milestones achieved	Date milestone achieved
<ul style="list-style-type: none"> Test Portal created and skinned to fit in with Tamworth.gov.uk website – Dec 2019 Knowledge Transfer Session – System Admin – delivered w/c 16th December 2019 Knowledge Transfer Session – Single Person Discount - Process Mapping & Customer Journey – delivered 22/01/2020 System Admin – Build Elements w/c 3rd Feb Customer Journey Build w/c 24th Feb Portal user authentication completed Outstanding documentation ratified and delivered back to Civica Move Process go Live Final SPD Process build sessions delivered Address synchronisation implemented Final Knowledge Transfer Session delivered Address synchronisation between Local Land and Property Gazetteer process implemented SPD UAT started Capita provide technical documentation to support development of Academy integration 	31/12/19 16/12/19 22/01/20 24/02/20 02/06/20 12/05/20 17/06/20 17/07/20 15/07/20 17/08/20 19/08/20 31/08/20 01/09/20 28/09/20

ICT Strategy

Project due date	TBA
Overall Project Status (Indicate by typing yes in the appropriately shaded box below)	
3. On track and in control	
2. Not on track but in control	✓
1. Not on track	
Month & Year of update	September 2020

(Traffic light - red, amber, green based on progress to date)

Workstreams	Due date	Lead	Workstream RAG status
<p>Financial waiver approved for SIP platform upgrade initial estimated savings £1k per month</p> <p>Work to commence on move to new platform next month. Orders for the new lines into the Depot and Marmion have been placed and a project manager appointed by our supplier to oversee implementation. Next steps are commissioning of the new connectivity and SIP trunks followed by testing and porting of our numbers onto the new platform.</p> <p>There has been a delay to the first phase of this project due to BT lead times as a result of COVID. They have now engaged with us to arrange installation of the lines.</p> <p>Work now progressing with BT to install the new fibre connections.</p> <p>New Fibre connections now installed into Marmion and Depot. Next step is SIP provisioning and then porting of numbers</p>	Oct 2020	GY/NH	
<p>Implementation of Astute as policy management tool / decommissioning of Net Consent. Janet is continuing to work on Astute preparation for policy dissemination The next steps are to complete this work, agree a process for policy management followed by implementation. NetConsent will then be decommissioned. Implementation is planned for April.</p> <p>Timescales for implementation pushed back to August due to absences and other priorities relating to current situation</p> <p>Policy rollout on Astute in progress. Code of conduct has been issued to all staff, Allocations Policy rolled out to Housing and Customer Services. Further policies to be scheduled for roll out and refresh reminders in consultation with policy owners in terms of requirements for organisational or statutory refresh.</p>	Aug 2020	GY	
<p>Deliver short term priorities –</p> <p>EPOS Replacement – Assembly Rooms and TIC are now implemented. Implementation at the Castle is currently being planned for end Feb/Early March.</p> <p>Timescales changed for Castle implementation, this is currently being discussed with the Castle and Gardiff</p> <p>All information regarding proposed implementation of Spektrix and Gardiff provided to castle staff for consideration, awaiting response and timescale.</p> <p>Gardiff system implementation currently being planned in line with opening of the upper lodge café. Both Castle and upper lodge café implementations will be done at the same time. Activity currently paused whilst awaiting listed building consent for drilling a hole in the wall to feed in wiring.</p> <p>Contract renegotiation – this is an ongoing activity now. We are working on reviewing all of our contracts to ensure they are recorded correctly, documentation up to date and triggers for review in place.</p> <p>Agreed with Anna Miller that we will now proceed with Northgate M3 Assure upgrade for Planning followed by Environmental Health (EH) with learning from the Planning implementation as EH more complex and requires more resource. Training on Assure Planning and implementation has now commenced. Conversion of documents underway to new Assure document production.</p>	March 2021	GY	

<p>Proposal for a 3-year fixed term contract across all Northgate systems received. Results in savings, avoiding RPI increases for the contract duration. After negotiations with Northgate, updated proposal received with 2 free of charge inclusive consultancy days for each year of the contract along with reduced support and maintenance costs. Contract currently being reviewed by legal.</p> <p>Corporate Business Objects Review and explore Enterprise licencing – not started. This will be looked at as part of the contract work above.</p> <p>Telephony carrier/SIP trunk provider options appraisal – complete – see workstream for SIP platform above.</p> <p>Depot connectivity options appraisal – current connectivity contract with Virgin in place until Sept. Indicative quote requested from NetVisionIP for wireless link between Marmion and the Depot to replace the current Ethernet circuit.</p> <p>Provision of Public Services Network (PSN) associated services from April 2019 onwards. We will be continuing with Vodafone until further options from CCS are available, this is likely to be Sept for some of the services. We are planning to transition away from GCSx email during 2020 to our on premise email system so will be terminating this service with Vodafone. Contract extended with Vodafone due to new CCS framework delays. GCSx email retirement delayed due to resource involved with COVID. Implementation now planned for completion Dec 2020 ahead of GCSx service decommission by PSN in March 21.</p>			
Draft Strategy developed	February 2020	GY/ ZW	
<p>Consult with stakeholders including CMT, Officers and elected members Report to be presented to IS&G Scrutiny Meeting on 27th February 2020 – this was postponed at the request of the Scrutiny chair, date has not yet been agreed</p> <p>Consultation still in progress, further feedback from AD's/service heads required. Member working group to be arranged by Cllr Goodall/Chesworth for consultation with members.</p> <p>Further development of ICT strategy required to meet the challenges of Covid recovery phase and general workplace strategies when information becomes available. Strategy discussed at ISG Scrutiny 16th Sept, members fully supportive of draft and will be forming a working group to feed in from an elected member perspective.</p>	December 2020	GY/ZW	
Deliver Strategy action plan by 2025	2025	GY	

Key milestones achieved	Date milestone achieved
Draft Strategy delivered to CMT	February 2020
Consultation commenced with AD's	March 2020

Organisational Development Strategy

Project due date	TBA
Overall Project Status (Indicate by typing yes in the appropriately shaded box below)	
3. On track and in control	✓
2. Not on track but in control	
1. Not on track	
Month & Year of update	September 2020

(Traffic light - red, amber, green based on progress to date)

Workstreams	Due date	Lead	Workstream RAG status
Development of Draft Strategy		AG/ZW	
Consultation		AG/ ZW	
Implementation		ZW/ JN	
Tender for Leadership Development Programme work developed		ZW/JN	
Tender evaluation to be completed by End January 2020	31/01/20	ZW/JN	
Contract Awarded by 29 February 2020	29/02/20	ZW/ JN	
Contractor to scope work by July 2020	31/07/20	ZW/JN	
Programme to be developed by August 2020	31/08/20	ZW/ JN	
Delivery to commence September 2020 – delayed	30/09/20	JN	
Delivery to commence November 2020	30/11/20	JN	

Key milestones achieved	Date milestone achieved
Quotes evaluated – preferred supplier identified – IODA	December 2019
Preferred supplier advised of contract award and suggested delay due to COVID-19	February 2020
Feedback provided for the unsuccessful suppliers	March 2020
No challenges received from the unsuccessful suppliers	March 2020
Initial scoping meeting held with Ioda	May 2020
Scoping sessions held with CMT, Heads of Service and some Line Managers	June 2020
Programme Developed and approved to be delivered virtually	September 2020

Completion of new homes at Tinkers Green & Kerria

Project due date	December 2020 Tinkers Green January 2021 Kerria (was August 2020)
Overall Project Status (Indicate by typing yes in the appropriately shaded box below)	
3. On track and in control	✓
2. Not on track but in control	
1. Not on track	
Month & Year of update	September 2020

(Traffic light - red, amber, green based on progress to date)

Workstreams	Due date	Lead	Workstream RAG status
Developer procurement [Complete]	Complete	PW	
Decant and empty property management [Complete]	Complete	TM	
Land and property acquisition and retail [Acquisition Complete Summer 2018]		PW	
Demolition [Complete]	Complete	PW	
Communication [Ongoing]	Ongoing	LR	
Local Lettings Policy [No longer required]	N/A	TM	

Key milestones achieved	Date milestone achieved
Contract in place	Spring 2018
Clerk of Works appointed	Summer 2018
Homes England funding confirmed and spent	Spring 2018
Demolition of both sites complete	Sept 2018
Construction work underway on both sites	Sept 2018
Handover schedule in place with first units due for completion in July 2019 [Ongoing]	Ongoing
Revised handover schedule on target for Autumn 2020 completion [Ongoing]	Ongoing
Regular scheduled handovers are taking place across both sites. [Ongoing]	Ongoing
Tenants have moved into properties across both sites and to date feedback appears to be positive. [Ongoing]	Ongoing
Heads of Terms out with legal for the full retail space with a single tenant (amended planning applications withdrawn)	Summer 2019
Following detailed research and consideration; and in view of the Portfolio's objectives being met it was agreed local lettings criteria has been met by making best use of the rights and flexibilities within the allocations policy. Of the c25 let thus far there has been a diverse mix of social and economic households seeking to support ambitions around creating balanced and sustainable communities. Given these were the outcomes originally designed it does not need a specific local lettings plan as objectives are being achieved – to do so would be subject to statutory consultation and therefore lead to delays in lettings. This will be kept under review as new developments are brought forward	

Welfare Reform

Project due date	January 2021 (was December 2020)
Overall Project Status (Indicate by typing yes in the appropriately shaded box below)	
3. On track and in control	✓
2. Not on track but in control	
1. Not on track	
Month & Year of update	September 2020

(Traffic light - red, amber, green based on progress to date)

Workstreams	Due date	Lead	Workstream RAG status
Project group TORs – Workstreams mapped as below		TMM	Completed
Transition FTAs to Finance		MB/LB	Completed
Customer impact – universal credit; co-ordination of figures, feedback from portal <ul style="list-style-type: none"> Collation of data on UC figures (Housing/c/tax/DHP/customer service) Service data packs – performance etc. ICT infrastructure to generate business object reports for wider dissemination 	November 2020	AM/LB Supported by GY	
Third Sector Commissioning (TAC; opportunities for voluntary sector etc.) <ul style="list-style-type: none"> Personal budgeting opportunities with County Describe/train on service offer (specialised training via TAC exploration) Opportunities for commissioning – what's offered now? 	November 2020	KC/LL	
Housing RIEN Self-assessment & Accreditation <ul style="list-style-type: none"> Closing down of accreditation action plan and re-fresh with service improvement plan informed by HQN ongoing health check Rent first campaign review Early intervention and prevention vis pre tenancy rent information; rent free weeks; Satisfaction monitoring on rent service (STAR questions) Training staff UC trusted partner and full KPI monitoring etc. 	October 2020	LB/LL/JC	
Development Corporate Debt Strategy including <ul style="list-style-type: none"> Scoping Corporate Debt Strategy (QQ spec by Feb 2020) Worked paused during COVID (23/3/20 – 4/7/2020) Draft specification out on intend – 28th July – 28th August 2020 (4weeks) LB/LL/TMM to evaluate Project team to review evaluation at September Meeting 	January 2021	TMM/All	

Key milestones achieved	Date milestone achieved
Corporate Project Group established – bi monthly meetings diarised	
Project group as listed – each work stream lead to draft and scope tasks for April meeting	
Key work-streams identified linked to work plans	
Policy change agreed to facilitate FTA transfer to MB's team	
TMM/LL attended scrutiny on UC and cross party letter to DWP & Ministers	
Agreed with RB a QQ to engage support to help draft corporate debt strategy for consultation/options	
Invitation to Quote for the Corporate Debt Strategy is out on Intend with a closing date of 29 th August 2020	

Housing Strategy

Project due date	30 th November 2020
Overall Project Status (Indicate by typing yes in the appropriately shaded box below)	
3. On track and in control	✓
2. Not on track but in control	
1. Not on track	
Month & Year of update	September 2020

(Traffic light - red, amber, green based on progress to date)

Workstreams	Due date	Lead	Workstream RAG status
Procurement		JS/SP	
Consultants research and stakeholder engagement		JS/SP	
Evaluate report and recommendations		JS/SP	
Portfolio Holder engagement		JS/SP	
CMT agreement and support for implementation – draft circulated		JS	
H& W Scrutiny Committee	20 October 2020	JS	
Cabinet report	12 November 2020	JS/SP	
Communications		LR/JS	
Corporate implementation plan – links to other workstreams inc Homelessness strategy		JS/SP	
Project completion	November 2020	SP	

Key milestones achieved	Date milestone achieved
Tender evaluation completed – 3 bids received	
Successful supplier HQN appointed	
HQN commencing stakeholder interviews	
Order raised	
Stakeholder interviews completed	
Update meeting with SP/JS on 18 th November - to look at first draft of evidence base and emerging priorities	18 th November 2019
First drafts received 2 December 2019 for consideration and circulation prior to member update	December 2019
Further draft received and circulated to ED Communities and appropriate ADs for comment – March 2020	March 2020
Planning consultation completed	July 2020
Updated report due for consideration	Aug 2020
Agenda Item H&W Scrutiny Committee	20 October 2020
Cabinet	12 November 2020

Leisure Strategy

Project due date	30 th June 2022
Overall Project Status (Indicate by typing yes in the appropriately shaded box below)	
3. On track and in control	✓
2. Not on track but in control	
1. Not on track	
Month & Year of update	September 2020

(Traffic light - red, amber, green based on progress to date)

Workstreams	Due date	Lead	Workstream RAG status
Review evidence from leisure services priority review		AG/SMc G	
Prepare brief for Leisure Strategy and Indoor & Outdoor sports strategy		AG/SMc G	
Appoint external consultants for the both		AG/SMc G	
Produce both Leisure Strategy and Indoor & Outdoor sports strategy		AG/SMc G	
Endorse both Leisure Strategy and Indoor & Outdoor sports strategy		AG/SMc G	

Key milestones achieved	Date milestone achieved
Evidence gathering underway	
Specification to be prepared	

Town Centre Programme

Project due date	31 st March 2022
Overall Project Status (Indicate by typing yes in the appropriately shaded box below)	
3. On track and in control	✓
2. Not on track but in control	
1. Not on track	
Month & Year of update	September 2020










(Traffic light - red, amber, green based on progress to date)

Workstreams	Due date	Lead	Workstream RAG status
Town Centre Strategy	2020/21	MF	
Gungate Masterplan	2020/21	DH	
TIC		ZW	
Place Investment Strategy	To be determined	MF	
Car Parking Strategy	2020/21	MF	
Market re-tender	2020/21	MF	
Communications and Engagement		ZW	
Town Centre Funding Applications	Ongoing	MF	
Future High Streets Fund	Sep 2020	AM	





Key milestones achieved	Date milestone achieved
Town Centre Strategy <ul style="list-style-type: none"> Currently exploring options for this in line with FHSF and an economic recovery strategy for the Town Centre. 	Ongoing
Gungate Masterplan <ul style="list-style-type: none"> Members briefing commenced. Discussions with Portfolio holder to determine public consultation strategy. AM and DH held meeting with McCarthy and Stone re: opportunities on the site and now also a meeting with NCP to look at potential land swap and later living accommodation. Buzz Bingo closing site. Looking at governance/decision making/procurement structures – see other comments Police site on the market Direction to CPO site by Leader – legal advice to be procured specifically on this. 	Procurement of legal advice to support CPO. Consultation to be held back to ensure that it fits with CPO procedures.
Place Investment Strategy <ul style="list-style-type: none"> Work not progressing, need to reassess if this is still required to same degree or incorporate into other strategies. 	For future discussions
Car Parking Strategy <ul style="list-style-type: none"> Benchmarking and baseline exercise currently underway looking at all aspects of off road car parks. Task and Finish group to be established. Policy change submitted to renew car parking infrastructure. 	Handover April 2020
Market re-tender <ul style="list-style-type: none"> Market Tender is now being checked and supported through aid of NABMA Chief Executive, Draft due to us for July with launch in September for new operator to be in place by April 1st 2021. Current situation has affected this and may affect future market delivery but to what extent is unknown at this period of time. 	September for tender.
Town Centre Funding Applications <ul style="list-style-type: none"> Accelerated funding applications submitted to and shortlisted by SSLEP and GBSLEP. Carnegie Centre application to SSLEP successful, just waiting for Board approval. Total ask £50K to undertake landlord works associated with COU to restaurant. Mr Miah has already signed the contract. PP required to regularise amended regulations in relation to the sale and redevelopment of Council assets. Carnegie Centre lease signed – funding no longer required. Application submitted to the Arts Council for c£250K to move castle education, visitor experience and collections to a digital format thereby increasing dwell time and enjoyment of the venue/destination which will lead to direct benefits to the town centre. 	Ongoing Expected by

	the 16 October
Future High Streets Fund <ul style="list-style-type: none"> • Member seminar held. Project board in July followed by Council approval and submission. • Clarifications around calculations requested by MHCLG. 	Expecting feedback November 2020




Corporate Risk Register 2020/21

Title	Description					
Finance	To ensure that the Council is financially sustainable as an organisation					
Risk	Date Reviewed	Current Risk Severity	Current Risk Likelihood	Current Risk Rating	Current Risk Status	
Funding gaps	14-Oct-2020	3	3	9		
Business Rates Retention	14-Oct-2020	3	3	9		
New Homes Bonus	14-Oct-2020	3	2	6		
Welfare and Benefit Reform	19-Oct-2020	4	3	12		
Failure to manage budgets	14-Oct-2020	3	2	6		
Title	Description					
Modernisation & Commercialisation Agenda	Develop and implement continuous improvement and develop employees to perform the right work					
Risk	Date Reviewed	Current Risk Severity	Current Risk Likelihood	Current Risk Rating	Current Risk Status	
Contract Management & Procurement	14-Oct-2020	2	2	4		
Management of Assets	19-Oct-2020	2	3	6		
New Revenue Streams	14-Oct-2020	3	3	9		
Workforce Planning Challenges	16-Oct-2020	3	2	6		
Continuous Improvement	16-Oct-2020	2	2	4		
Partnerships fail	19-Oct-2020	3	2	6		




Title	Description
Governance	Ensure that processes, policies and procedures are in place and the authority is held to account

Risk	Date Reviewed	Current Risk Severity	Current Risk Likelihood	Current Risk Rating	Current Risk Status
Democratic Process	16-Oct-2020	3	2	6	
Legislation	16-Oct-2020	3	2	6	
Policies & Procedures	13-Oct-2020	3	2	6	
Ethics	16-Oct-2020	2	2	4	




Title	Description
Community Focus	To ensure the safety, health and wellbeing of the citizens of the borough

Risk	Date Reviewed	Current Risk Severity	Current Risk Likelihood	Current Risk Rating	Current Risk Status
Community Cohesion & Engagement	19-Oct-2020	3	3	9	
Safeguarding Children & Adults (including Modern Slavery)	19-Oct-2020	2	3	6	
Emergency Planning	19-Oct-2020	3	2	6	



Title	Description
Economic Growth & Sustainability	To ensure that the economic growth and sustainability of the borough is maintained


Risk	Date Reviewed	Current Risk Severity	Current Risk Likelihood	Current Risk Rating	Current Risk Status
Lack of economic investment in people and Places	13-Oct-2020	3	3	9	
Housing Needs	19-Oct-2020	3	3	9	
Economic Changes	13-Oct-2020	3	3	9	

Title	Description
Information Safeguarding	To ensure that our data is protected

Risk	Date Reviewed	Current Risk Severity	Current Risk Likelihood	Current Risk Rating	Current Risk Status
Data Protection and information Safeguarding	15-Sep-2020	4	2	8	
Cyber Security	15-Sep-2020	4	2	8	
Business Continuity	19-Oct-2020	3	3	9	

Title	Description
Brexit	The Impact of Brexit upon the Council

Risk	Date Reviewed	Current Risk Severity	Current Risk Likelihood	Current Risk Rating	Current Risk Status
Financial	14-Oct-2020	4	4	16	
The Impact of Brexit upon the Council	19-Oct-2020	4	4	16	

Risk Status	
	High Risk

	Medium Risk
	Low Risk

General Fund – Main Variances

Service Area	Cost Centre	Account Code	Year to Date Position	Year to Date Budget	Year to Date Variance	Full Year Budget	Predicted Outturn Variance	Predicted Outturn	Comment
AD Operations & Leisure	Peaks	Sport Development Project Funding	-	50,760	(50,760)	101,530	-	101,530	Contract with the Snowdome - no payments this year as of yet
	Cemeteries	Fees & Charges	(35,400)	(68,900)	33,500	(137,840)	30,000	(107,840)	Income from burials down this year, not had as many as previous years.
	Public Spaces	Contract Payments (Basic)	98,020	54,060	43,960	108,110	-	108,110	Expected spend within full year budget - commitments raised at start of year.
	Tbc Highways Maintenance	Maintenance Highway Related Assets	110,900	59,460	51,440	118,910	-	118,910	Spend within budget, large orders on system yet to be completed
AD People	ICT	Mft Licence/Mtce/Imp	343,457	273,080	70,377	449,760	-	449,760	No significant outturn variance expected
AD Assets	Industrial Properties	Provision For Bad Debts	12,665	54,820	(42,155)	94,820	-	94,820	Budget amended in Q1 review to reflect anticipated impact of COVID 19 on rental income
AD Neighbourhoods	Homelessness	Provision For Bad Debts	4,916	40,200	(35,284)	40,200	-	40,200	Report still to be done around write off of historic B&B debt
		Bed & Breakfast Income	(13,466)	(50,160)	36,694	(100,270)	-	(100,270)	Historic budget based on high level of spend in past years, improved practices have resulted in a significantly reduced spend on B&B
	Homelessness Strategy	Government Grants	(145,855)	(100,000)	(45,855)	(100,000)	-	(100,000)	Remaining grant money to be utilised once new spending priorities have been

Service Area	Cost Centre	Account Code	Year to Date Position	Year to Date Budget	Year to Date Variance	Full Year Budget	Predicted Outturn Variance	Predicted Outturn	Comment
									agreed (report to cabinet November 2020)
AD Partnerships	Voluntary Sector	Grants To Community Service Organisations	86,500	46,140	40,360	112,280	-	112,280	Large commitment on the system still ongoing, overall spend still within full year budget
	Car Parking Enforcement Costs	Standard Charges	4,849	(33,905)	38,754	(67,770)	40,000	(27,770)	Earning around £4k per month at the moment, not expecting to achieve income target, mainly due to Covid.
AD Growth & Regeneration	Outside Car Parks	Short Stay Car Parking	(117,894)	(216,000)	98,106	(400,000)	40,000	(360,000)	Reduced income - impact of Covid 19 & free parking until June 15th
	Castle & Museum	Wages	37,739	8,520	29,219	16,990	32,000	48,990	Casual average monthly pay expected to continue until November.
		Admission Fees	(7,766)	(38,000)	30,234	(36,610)	-	(36,610)	Income target now reduced, budget to be re-profiled
	Dev. Plan Local & Strategic	Local Development Framework	10,655	57,480	(46,825)	115,000	-	115,000	Local plan on hold pending results of planning white paper from government
AD Finance	Benefits	Rent Allowances	2,678,283	2,708,545	(30,262)	5,846,370	(97,750)	5,748,620	Based on DWP est claim @ P6
		Non-HRA Rent Rebates	7,024	37,095	(30,071)	74,190	(4,770)	69,420	
		Council Tenant Rent Rebates	3,810,431	3,769,690	40,741	7,222,010	(54,010)	7,168,000	
		Council Tenant Grant	(3,698,644)	(3,733,420)	34,776	(7,153,750)	52,350	(7,101,400)	
		Private Tenant Grant	(2,610,104)	(2,669,260)	59,156	(5,757,080)	103,590	(5,653,490)	
	Pt Overpayment Recovery	31,773	48,730	(16,957)	97,460	(33,910)	63,550	Based on e-Fins @ P6	
	Corporate Finance	NNDR Levy Payments	196,541	159,670	36,871	1,025,290	(129,790)	895,500	Uncertainty over business rates as economy recovers - based on projections at Period 4
Government Grants		(7,177,500)	(547,800)	(6,629,700)	(1,095,550)	129,790	(965,760)	S31 grant for additional Covid19 retail relief in 2020/21	

Service Area	Cost Centre	Account Code	Year to Date Position	Year to Date Budget	Year to Date Variance	Full Year Budget	Predicted Outturn Variance	Predicted Outturn	Comment
AD Finance	Corporate Finance	Miscellaneous Contributions	-	-	-	-	(250,000)	(250,000)	Uncertainty over business rates collection levels for Staffordshire pool over the coming months - current projections indicate a surplus will be achieved but dependent on economic conditions and recovery to March 2020
	Treasury Management	Minimum Revenue Provision Gf	55,520	83,520	(28,000)	167,070	(56,620)	110,450	Reduced due to reprofiling in capital programme
	Covid-19	Other Supplies And Services	3,156	41,180	(38,024)	41,180	-	41,180	Offsetting expenditure on other account codes
		Government Grants	(1,021,525)	(481,355)	(540,170)	(957,710)	(292,290)	(1,250,000)	Covid19 grant income
		Government Grants	(565,718)	(170,000)	(395,718)	(340,000)	(160,000)	(500,000)	Potential Covid 19 income support grant scheme

Housing Revenue Account – Main Variances

Service Area	Cost Centre	Account Code	Year to Date Position	Year to Date Budget	Year to Date Variance	Full Year Budget	Predicted Outturn Variance	Predicted Outturn	Comment
AD Neighbourhoods	Income Management	Council Tax Payments	46,767	2,280	44,487	4,530	-	4,530	Full years council tax paid for void properties in error, this will need to be refunded once the properties have been let
	Estate Management	Maintenance Of CCTV	40,730	-	40,730	-	40,730	40,730	Committee decision to increase HRA contribution to CCTV not built in to HRA budget
Page 52 Housing Repairs	Repairs Contract	Covid 19 Costs	416,223	-	416,223	-	-	-	These costs relate to payments made under the Government guidance note PPN02/20 in response to COVID19
		Responsive Repairs	420,111	915,000	(494,889)	1,830,000	-	1,830,000	The initial months of the repairs contract have been impacted by the COVID 19 outbreak with access to property being restricted. It is anticipated that workloads will increase steadily but may not return to full levels in the current year.
		Voids	265,006	668,415	(403,409)	1,336,830	-	1,336,830	
		Lift Maintenance	36,703	90,000	(53,297)	180,000	-	180,000	The service programme is on track but there has been less spend on maintenance than in previous years. The maintenance element is ad-hoc and delivered on demand as and when issues are found during service visits

Service Area	Cost Centre	Account Code	Year to Date Position	Year to Date Budget	Year to Date Variance	Full Year Budget	Predicted Outturn Variance	Predicted Outturn	Comment
Housing Repairs	Repairs - General	Misc. (Non Specific)	32,202	100,000	(67,798)	200,000	-	200,000	This budget is used on an ad-hoc basis to deal with unforeseen issues that may arise during the course of the year. It is anticipated that a proportion of this will be needed to pay compensation and fees associated with a number of pending disrepair claims.
		Asbestos Removal	1,330	37,500	(36,170)	75,000	-	75,000	Programme of Asbestos surveys still to be agreed
Page 53 HRA Summary	H R A Summary	Rents	(9,336,395)	(9,436,725)	100,330	(18,118,510)	-	(18,118,510)	Rent income is currently under recovered due to a higher number of voids and a halt to the work on the Tinkers Green and Kerria developments during lockdown. Lettings have now resumed and it is anticipated that rent income levels should even out going forward

Capital Programme Monitoring

General Fund

Service Area	Budget Reprofiled from 2019/20	YTD Budget £000	YTD Actual Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile to 2021/22 £000	Outturn £000	Comments
Chief Executive										
Gungate Development	718	359	5	(354)	718	5	(713)	713	718	This project will need to be re-profiled into 2021/22
Service Area Total	718	359	5	(354)	718	5	(713)	713	718	
ED Growth										
Castle Mercian Trail	280	140	263	123	280	280	-	-	280	Delay due to Castle closure, contractors are now on site, due for completion this year
Gateways	244	217	13	(204)	434	34	(400)	400	434	Funds for Phase 3 (Corporation St), linked to bid for Government funds under accelerated projects, with SCC. Expected spend of £10-£20k for design stage of the project, remaining amount to be c/f to 21/22
Cultural Quarter - Carnegie Centre	6	3	5	3	6	6	-	-	6	-
Repairs to Castle Elevation	-	125	1	(124)	250	250	-	-	250	Project delayed due to Covid 19, but work has now commenced
Castle Lighting	-	20	-	(20)	40	40	-	-	40	Tender in progress, likely to see costs later in year due to delays as a result of Covid 19
Service Area Total	529	505	283	(222)	1,009	609	(400)	400	1,009	

Service Area	Budget Reprofiled from 2019/20	YTD Budget £000	YTD Actual Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile to 2021/22 £000	Outturn £000	Comments
AD People								-		
Replacement It Technology	45	52	68	16	105	105	-	-	105	To be spent in line with capital appraisal, plus replacement laptops & technology
EDRMS (Electronic Document Records Management System)	30	15	-	(15)	30	30	-	-	30	Further development of processes for the customer portal
New Time Recording System 17/18	15	8	-	(8)	15	15	-	-	15	Expected to be spent this year but dependent on recovery/reset programme
Self Service Customer Portal	24	12	24	12	24	24	-	-	24	Project expected to be completed shortly
Member Device Refresh	-	10	17	7	20	20	-	-	20	Expected to be fully spent
Endpoint & Web E-Mail Filter	-	20	38	18	40	40	-	-	40	Current contract expires October, looking at options
Asset Management Database	-	75	-	(75)	150	42	(108)	-	42	Underspend as a result of HRA contribution to software. The remaining funds may be re-profiled dependent on progress of the project
Mobile Phone Contract	-	10	-	(10)	20	20	-	-	20	Budget released from capital contingency as approved Cabinet 10/9/20
Service Area Total	114	192	147	(45)	384	276	(108)	-	276	
AD Operations & Leisure								-		
Wigginton Park Section 106	10	5	-	(5)	10	10	-	-	10	Plans to deliver scheme in line with Wigginton Park Management Plan.
Broadmeadow Nature Reserve	17	8	-	(8)	17	17	-	-	17	Ongoing works to complete management plan and HLS agreement, now going out to tender.

Service Area	Budget Reprofiled from 2019/20	YTD Budget £000	YTD Actual Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile to 2021/22 £000	Outturn £000	Comments
Public Open Space Section 106	10	5	-	(5)	10	10	-	-	10	Spend in line with work plan. Work required is seasonal / weather dependant.
Street Lighting	33	40	2	(38)	79	79	-	-	79	Works to be delivered in line with 30 year project plan
Local Nature Reserves	23	12	-	(12)	23	23	-	-	23	Works ongoing to deliver items from management plan for various LNRs.
Community Woodland Cycleway	199	99	10	(90)	199	199	-	-	199	Variation to design spec to be included with Amington Community Woodland, delay in delivery phase due to new work timeline from developer.
Amington Community Woodland	337	168	20	(148)	337	337	-	-	337	Consultation and design complete however, delay in delivery phase due to new work timeline from developer.
Sports Facility	193	568	551	(17)	665	665	-	-	665	Agreement with Sport England & FA grant of £472k awarded.
Assembly Rooms Development	-	-	(82)	(82)	-	-	-	-	-	Update report considered by Cabinet and final account to be completed Sept 20.
Indoor and Outdoor Sports Feasibility	100	50	-	(50)	100	100	-	-	100	Linked with review of Gungate site and strategy for the whole borough. Delayed due to Covid 19.
Service Area Total	921	956	501	(455)	1,439	1,439	-	-	1,439	
AD Finance										
Property Funds	8,131	4,065	-	(4,065)	8,131	-	(8,131)	8,131	8,131	Planned investment in Property Funds delayed by Covid-19 pandemic - future investment subject to review but unlikely to be before 21/22

Service Area	Budget Reprofiled from 2019/20	YTD Budget £000	YTD Actual Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile to 2021/22 £000	Outturn £000	Comments
Solway Tamworth LTD LATC	4,000	2,000	-	(2,000)	4,000	-	(4,000)	4,000	4,000	Scheme review planned following Covid-19 pandemic
Service Area Total	12,131	6,065	-	(6,065)	12,131	-	(12,131)	12,131	12,131	
AD Assets										
Disabled Facilities Grant	190	420	658	238	840	840	-	-	840	Now recommenced and working through programme, at this stage it is expected that the budget will be fully spent
Agile Working Phase 2	114	57	-	(57)	114	-	(114)	-	-	No decisions have yet been made with regard to this scheme which is dependent on future plans for Marmion House/Covid 19 recovery. However it is not currently expected to be spent this year.
Energy EFF Upgrade Commercial and Industrial Properties	-	38	1	(37)	75	75	-	-	75	Ad hoc spend to upgrade units, will be in a better position next month to ascertain whether this will be fully spent this year.
Castle Grounds Toilet Refurbishment	7	4	-	(4)	7	7	-	-	7	Final invoice expected
Service Area Total	311	518	658	140	1,036	922	(114)	-	922	
AD Neighbourhoods										
Homelessness Reduction Act	30	15	-	(15)	30	-	(30)	-	-	There are no immediate plans to spend these funds
CCTV Infrastructure	16	37	49	13	73	73	-	-	73	Budget for upgrades to CCTV network - anticipate full spend at this stage
Service Area Total	46	52	49	(2)	103	73	(30)	-	73	
GF Contingency										
Gf Contingency	35	18	-	(18)	35	35	-	-	35	No requirement identified as at 31 August 2020
Cont-Return On Investment	20	10	-	(10)	20	20	-	-	20	No requirement identified as at 31 August 2020

Service Area	Budget Reprofiled from 2019/20	YTD Budget £000	YTD Actual Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile to 2021/22 £000	Outturn £000	Comments
GF Contingency Plant and Equipment	100	50	-	(50)	100	100	-	-	100	Subject to VFM assessment - budget for potential plant and equipment purchases over leasing
Refurbishment of Marmion House Reception (Contingency)	100	50	-	(50)	100	100	-	-	100	The impact of Covid-19 means we now need to review how our most vulnerable residents are accessing services – which will inform the need for the budget.
GDPR Compliance (Contingency)	31	15	-	(15)	31	-	(31)	-	-	Not likely to be required
Mobile Phone Contract (Contingency)	20	-	-	-	-	-	-	-	-	Funds released following Cabinet approval September 2020
Service Area Total	306	143	-	(143)	286	255	(31)	-	255	
GENERAL FUND TOTAL	15,077	8,795	1,644	(7,151)	17,117	3,590	(13,527)	13,244	16,834	

Housing Revenue Account

Service Area	Budget Reprofiled from 2019/20	YTD Budget £000	YTD Actual Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile to 2021/22 £000	Outturn £000	Comments
AD Assets										
Structural Works	-	123	86	(37)	246	246	-	-	246	Budget for ad hoc repairs as identified during the year. £54k to HRA contribution to Asset Management Software.
Bathroom Renewals	-	284	10	(273)	568	568	-	-	568	At the moment it is anticipated that the budget will be fully spent in line with the programme, subject to potential impact of any possible further restrictions due to Covid 19.
Gas Central Heating Upgrades and Renewals	147	416	89	(327)	833	833	-	-	833	
Kitchen Renewals	-	519	15	(504)	1,038	1,038	-	-	1,038	
Major Roofing Overhaul and Renewals	95	503	292	(211)	1,006	1,006	-	-	1,006	
Window and Door Renewals	-	324	173	(152)	649	649	-	-	649	
Neighbourhood Regeneration	-	348	102	(246)	695	695	-	-	695	
Disabled Facilities Adaptations	112	162	(14)	(177)	325	325	-	-	325	
Rewire	-	181	7	(174)	362	362	-	-	362	At the moment it is anticipated that the budget will be fully spent in line with the programme, subject to potential impact of any possible further restrictions due to Covid 19.
CO2 / Smoke Detectors	-	32	4	(28)	64	64	-	-	64	Subject to electrical/void inspections
Insulation	-	9	-	(9)	18	18	-	-	18	Ad hoc spend
Renew High Rise Lifts	243	121	(2)	(124)	243	243	-	-	243	Budget re-profiled from 2019/20 - work to be programmed in with Engie

Service Area	Budget Reprofiled from 2019/20	YTD Budget £000	YTD Actual Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile to 2021/22 £000	Outturn £000	Comments
Fire Upgrades To Flats 2012	150	75	0	(75)	150	150	-	-	150	Budget re-profiled from 2019/20 to fund possible additional works linked with CR4023 Installation of Fire Doors
Sheltered Schemes	-	50	-	(50)	100	100	-	-	100	Flooring & decoration works identified but have been delayed due to Covid 19 - may be requirement to re-profile
Energy Efficiency Improvements	-	35	-	(35)	70	70	-	-	70	To be reviewed, potential disrepair claims
Install Fire Doors High Rise	-	730	-	(730)	1,460	1,460	-	-	1,460	Underway with Wates
High Rise Balconies	20	10	22	12	20	20	-	-	20	Budget re-profiled from 2019/20
Works to High Rise Flats	605	303	392	90	605	605	-	-	605	Budget re-profiled from 2019/20, will include works to underground car park
Retention of Garage Sites	179	440	26	(414)	879	26	(854)	-	26	Consultants' first report received and options will be subject to member decision. No spend likely this year and new scheme proposed as part of 21/22 capital programme.
Capital Salaries	-	100	-	(100)	200	200	-	-	200	-
Software Fire Safety Surveys	-	45	-	(45)	90	90	-	-	90	Tenders due back December.
HRA Street Lighting	-	35	-	(35)	69	69	-	-	69	Spending plan in place
Asset Management Software HRA	-	54	62	8	108	62	(46)	46	108	HRA contribution - budget established following Cabinet approval of virements from CR2001 & CR2007. At this stage it is anticipated that £46k will be re-profiled for further stages of the project in the new financial year.

Service Area	Budget Reprofiled from 2019/20	YTD Budget £000	YTD Actual Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile to 2021/22 £000	Outturn £000	Comments
Tinkers Green	1,796	898	1,611	713	1,796	1,796	-	-	1,796	Planned completion in December
Kerria Estate Project	1,068	534	360	(174)	1,068	1,068	-	-	1,068	Planned completion now pushed back a couple of weeks to January
Regeneration General	81	-	-	-	-	-	-	-	-	Re-profiled from 2019/20, to be combined with CR7005
Other Acquisitions	1,407	704	1,233	530	1,407	1,407	-	-	1,407	Expected to spend in full, subject to completions
Regeneration & Affordable Housing	-	7,041	5,986	(1,055)	8,081	8,081	-	-	8,081	Council approval to bring forward £6m from provisional capital programme budgets, will be committed this year but unlikely to be fully spent. Once heads of terms are agreed a profile of spend will be available.
Service Area Total	5,904	14,075	10,455	(3,620)	22,150	21,251	(899)	46	21,296	
HRA Contingency										
HRA Contingency	100	50	-	(50)	100	100	-	-	100	-
Service Area Total	100	50	-	(50)	100	100	-	-	100	
HRA Total	6,004	14,125	10,455	(3,670)	22,250	21,351	(899)	46	21,396	

Treasury Management Update – Period 6 - 2020/21Investments held as at 30th September 2020:

Borrower	Deposit £	Rate %	From	To	Notice
Lancashire County Council	3,000,000	0.95%	29-Oct-19	28-Oct-20	-
Thurrock Council	3,000,000	0.83%	10-Oct-19	09-Oct-20	-
Lancashire County Council	3,000,000	1.10%	29-Oct-19	27-Oct-20	-
Lloyds Bank	1,000,000	1.10%	29-Nov-19	30-Nov-20	-
Lloyds Bank	1,000,000	1.10%	29-Nov-19	30-Nov-20	-
North Tyneside Council	5,000,000	1.20%	06-Dec-19	07-Jun-21	-
Bank of Scotland	2,000,000	1.10%	03-Jan-20	04-Jan-21	-
Bank of Scotland	2,000,000	1.10%	03-Jan-20	04-Jan-21	-
Coventry City Council	4,000,000	0.90%	29-Apr-20	28-Apr-21	-
Standard Chartered	5,000,000	0.20%	12-Aug-20	12-Feb-21	-
Santander	10,000,000	0.60%	-	-	180 day
MMF – PSDF	9,171,000	0.10%*	-	-	On call
MMF – Federated	6,000,000	0.11%*	-	-	On call
MMF – Federated	4,000,000	0.04%*	-	-	On call
MMF – Aberdeen	1,401,000	0.07%*	-	-	On call
Total	59.572	0.77 (avg)			

* Interest rate fluctuates daily dependant on the funds investment portfolio, rate quoted is approximate 7 day average.

External Borrowing as at 30th September 2020:

<u>Borrowing from PWLB</u>				
<u>Loan Number</u>	<u>Rate</u>	<u>Principal</u>	<u>Start</u>	<u>Maturity</u>
475875	8.875%	1,200,000	29/04/1995	25/04/2055
478326	8.000%	1,000,000	17/10/1996	17/10/2056
479541	7.375%	1,000,000	28/05/1997	28/05/2057
479950	6.750%	2,000,000	02/10/1997	03/09/2057
481087	5.625%	3,000,000	22/06/1998	22/06/2058
481641	4.500%	1,400,000	09/10/1998	09/10/2058
483694	4.875%	92,194	21/12/1999	18/10/2059
488835	5.000%	2,000,000	01/07/2004	01/07/2034
490815	4.250%	1,000,000	24/11/2005	24/05/2031
494265	4.430%	2,000,000	21/01/2008	01/01/2037
494742	4.390%	700,000	15/08/2008	15/08/2058
500759	3.520%	5,000,000	28/03/2012	28/03/2053
500758	3.510%	5,000,000	28/03/2012	28/03/2054
500757	3.510%	5,000,000	28/03/2012	28/03/2055
500761	3.510%	5,000,000	28/03/2012	28/03/2056
500755	3.500%	5,000,000	28/03/2012	28/03/2057
500756	3.500%	3,000,000	28/03/2012	28/03/2058
500753	3.500%	1,000,000	28/03/2012	28/03/2059
500760	3.490%	5,000,000	28/03/2012	28/03/2060
500762	3.490%	5,000,000	28/03/2012	28/03/2061
500754	3.480%	5,668,000	28/03/2012	28/03/2062
504499	3.230%	3,000,000	30/11/2015	30/11/2065
Total		63,060,194		

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Corporate Scrutiny Work Plan

Work Plan 2020 – 2021		
TARGET MEETING DATE	SUBJECT	MEETING WHEN ITEM ADDED TO WORK PLAN
19 th November 2020	Quarter 2 2020/21 Quarterly Performance Report	
10 th December 2020	Update on corporate prioritisation	August 2020
3 rd February 2021	Quarter 3 2020/21 Quarterly Performance Report	
3 rd February 2021	Review of Write-Offs (interim)	July 2020
3 rd February 2021	Update on Potential Legal Actions	October 2020
3 rd February 2021	Review of Legal Services (post implementation)	November 2019
11 th March 2021	Solway trading company update	
Quarter 4 2020/21	Asset Management update	December 2019
June 2021 (tbc)	Review of Write Offs (full update)	July 2020
Dates to be agreed		
TBC	Market tender progress Update	August 2019

TBC	Parking Toolkit review	October 2019
TBC	Housing Repairs & Investment Contract Review	November 2019
TBC	Solway Trading Company Update (2x per year)	December 2019
TBC	Gungate Masterplan	January 2020
TBC	Review of Cabinet decisions over previous 12 month period <i>(circulate to members post June meeting for comment)</i>	June 2020

Upcoming Corporate Scrutiny Committee Meetings

19 November 2020
10 December 2020
3 February 2021
11 March 2021