



CABINET

1 September 2021

A meeting of the CABINET will be held on Thursday, 9th September, 2021, 6.00 pm in Council Chamber, Marmion House, Lichfield Street, Tamworth, B79 7BZ

A G E N D A

NON CONFIDENTIAL

1 Apologies for Absence

2 Minutes of Previous Meeting (Pages 5 - 8)

3 Declarations of Interest

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

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

4 Question Time:

To answer questions from members of the public pursuant to Executive Procedure Rule No. 13

5 Matters Referred to the Cabinet in Accordance with the Overview and Scrutiny Procedure Rules

6 Quarter One 2021/22 Performance Report (Pages 9 - 60)

(Report of the Leader of the Council)

7 Homes England - Memorandum of Understanding (Pages 61 - 92)

(Report of the Leader of the Council)

8 Update to the dry recycling contract renewal (Pages 93 - 98)

(Report of the Portfolio Holder for Economy and Waste)

9 Exclusion of the Press and Public

To consider excluding the Press and Public from the meeting by passing the following resolution:-

“That in accordance with the provisions of the Local Authorities (Executive Arrangements) (Meeting and Access to Information) (England) Regulations 2012, and Section 100A(4) of the Local Government Act 1972, the press and public be excluded from the meeting during the consideration of the following business on the grounds that it involves the likely disclosure of exempt information as defined in paragraph 3 of Part 1 of Schedule 12A to the Act and the public interest in withholding the information outweighs the public interest in disclosing the information to the public”

At the time this agenda is published no representations have been received that this part of the meeting should be open to the public.

10 Car Park Infrastructure Investment (To Follow)

(Report of the Portfolio Holder for Environment and Leisure)

Yours faithfully



Chief Executive

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.

If a member of the public is particularly concerned about being filmed, please contact a member of Democratic Services before selecting a seat.

FAQs

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

To Councillors: J Oates, R Pritchard, M Bailey, D Cook, S Doyle and A Farrell.

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MINUTES OF A MEETING OF THE CABINET HELD ON 19th AUGUST 2021

PRESENT: Councillor J Oates (Chair), Councillors R Pritchard (Vice-Chair), D Cook, S Doyle and A Farrell

The following officers were present: Andrew Barratt (Chief Executive), Stefan Garner (Executive Director Finance), Lynne Pugh (Assistant Director Finance), Richard Powell (Planning Policy and Delivery Team Leader) and Tracey Pointon (Legal Admin & Democratic Services Manager)

33 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor M Bailey

34 MINUTES OF PREVIOUS MEETING

The minutes of the meeting held on 29th July 2021 were approved as a correct record.

(Moved by Councillor R Pritchard and seconded by Councillor A Farrell)

35 DECLARATIONS OF INTEREST

Councillor Alex Farrell declared a non-pecuniary interest on agenda item nine as a Fazeley Town Councillor. As this is an elected position it does not hold any pecuniary or prejudicial interest Cllr Farrell will be able to participate in agenda item nine.

36 QUESTION TIME:

None

37 MATTERS REFERRED TO THE CABINET IN ACCORDANCE WITH THE OVERVIEW AND SCRUTINY PROCEDURE RULES

None

38 BUDGET AND MEDIUM TERM FINANCIAL PLANNING PROCESS 2022/23

Report of the Leader of the Council to seek agreement to the Proposed Budget and Medium Term Financial Planning Process for General Fund and the Housing Revenue Account for 2022/23.

RESOLVED: That Cabinet

Agreed to adopt the proposed process for the General Fund and Housing Revenue Account Budget and Medium Term Financial Planning Process for 2022/23.

(Moved by Councillor J Oates and seconded by Councillor D Cook)

39 ANNUAL REPORT ON THE TREASURY MANAGEMENT SERVICE AND ACTUAL PRUDENTIAL INDICATORS 2020/21

Report of the Portfolio Holder for Finance and Customer Services updated Cabinet on the Annual Treasury report. This report is a requirement of the Council's reporting procedures. It covers the Treasury activity for 2020/21, and the actual Prudential Indicators for 2020/21

The report meets the requirements of both the CIPFA Code of Practice on Treasury Management and the CIPFA Prudential Code for Capital Finance in Local Authorities. The Council is required to comply with both Codes in accordance with Regulations issued under the Local Government Act 2003. It also provides an opportunity to review the approved Treasury Management Strategy for the current year and enables Members to consider and approve any issues identified that require amendment.

RESOLVED: That Cabinet asks Council to

1. Approve the actual 2020/21 Prudential and Treasury Indicators within the report and shown at Appendix 1;
2. Accept the Annual Treasury Management Report for 2020/21; and
3. Approve the continuing investment of c. £8m in property funds before March 2022 as previously planned.

(Moved by Councillor R Pritchard and seconded by Councillor S Doyle)

40 WRITE OFFS

Report of the Portfolio Holder for Finance and Customer Services to ask Members to endorse the amount of debt written off for the period 1st April 2021 to 30th June 2021.

RESOLVED: That Cabinet

endorsed the amount of debt written off for the period of 1st April 2021 to 30th June 2021 – Appendix A-E.

(Moved by Councillor R Pritchard and seconded by Councillor D Cook)

41 LICHFIELD DISTRICT LOCAL PLAN 2040 REGULATION 19 CONSULTATION RESPONSE

Councillor Alex Farrell declared a non-pecuniary interest on this item as a Fazeley Town Councillor. As this is an elected position it does not hold any pecuniary or prejudicial interest Cllr Farrell will be able to participate and vote on this item.

Report of the Portfolio Holder for Regulatory & Community Safety to seek Cabinet approval for the submission of Tamworth Borough Council's response to the Lichfield District Council Local Plan 2040 Regulation 19 Consultation

RESOLVED: That Cabinet

1. endorsed the response set out in Appendix A as the response of Tamworth Borough Council
2. Delegated authority to the Assistant Director – Growth and Regeneration to make any final amendments prior to submission; and
3. Delegated authority to the Assistant Director – Growth and Regeneration, in consultation with the Portfolio Holder for Regulatory & Community Safety to prepare and submit any appropriate proofs of evidence to Lichfield's local plan examination.

(Moved by Councillor S Doyle and seconded by Councillor A Farrell)

Councillor S Doyle offered personal thanks to Richard Powell for setting up the meeting between Lichfield District Council and Tamworth Borough Council.

Cabinet passed on thanks to Richard Powell and the Team for the work on this response.

Leader

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Thursday 9th September 2021

Report of the Leader of the Council

Quarter One 2021/22 Performance Report

Exempt Information

None.

Purpose

This report aims to provide Cabinet with a performance update and financial health-check. The report was considered by Corporate Scrutiny Committee on 24th August 2021.

Recommendations

It is recommended that Cabinet endorses the contents of the report.

Executive Summary

This report contains the following sections:

- Recovery and reset projects summary,
 - 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 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 one 2021/22 performance report.

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Sections in the report

1. Corporate projects and corporate risks,
2. Updates on regeneration projects,
3. Impact of welfare benefit reform.
4. Medium term financial strategy,
5. Financial health-check.

List of appendices

Appendix 1 Corporate projects updates,

Appendix 2 Corporate Risk Register 2021/22

Appendix A General Fund & Housing Revenue Account main variances,

Appendix B Capital programme monitoring,

Appendix C Treasury management update.










Appendix D Additional information requests from Corporate Scrutiny Committee and areas that should be brought to Cabinet's attention



Recovery and reset programme summary

Recovery & Reset Programme Highlight Report			
Completed by:	Tina Mustafa		Date Complete: 1 st July 2021
Projects	Project Lead	Due Date	Highlight
Economic & Regeneration	Anna Miller	16/03/2023	Significant progress made with AV and internal team to understand the scope of the work. Presentation of AV findings presented to the consulting group.
Building Requirements & Utilisation	Paul Weston	30/03/2023	Aspinall Verdi have confirmed cost assumptions around Marmion House, however, further deep dive into costs assumptions is progressing with internal finance teams
SMART Working	Zoe Wolicki	29/06/2022	SMART working based on opportunities to accelerate agile working is ongoing and on track. Options are continued to be developed and shared with ELT on a weekly basis.
Customer Services Offer (including front of house)	Zoe Wolicki	30/06/2022	On track with all project milestones. Waiting cabinet decision.
Service Re-design	Tina Mustafa	31/03/2023	Project kick off meeting completed and workstream leads allocated for year 1 of the project as per diagram in highlight report below.
Third Sector & Vulnerability	Jo Sands	31/03/2022	Draft EIA report to be shared
Financial Management & Commerciality	Lynne Pugh	31/12/2021	Commerciality strategy shared and feedback received. This is now under internal review.
Comms and Engagement	Linda Ram	-	Comms timeline is being developed for pre and post July
Achievements since last period		Planned Activities for next period	
<ul style="list-style-type: none"> Workshops & research ongoing across all projects Routine attendance at Trade Union Liaison Group and Heads of Service / wider leadership team meetings (held monthly) Programme level plan, dependency visual, track spend and timelines all in process of being updated Draft cabinet paper shared with ELT on 16th June Project headline statements from each AD for cabinet paper appendices Trueman change facilitated the 'what will be different' workshop on 9th June R&R financial stress testing programme assumptions walkthrough 30th June Smart working financial assumptions to be reviewed Programme Review paper inc Change management recommendations to be discussed with Trueman change potentially 30th June 		<ul style="list-style-type: none"> Internal sign off of cabinet paper Recording Vlog with key messages from leader Board and Consulting group Staff briefings 19th/20th July Share cabinet agenda 21/07 Cabinet 29/07 Staff consultation sessions on decision and next steps 30/7 	
Amber/Red Areas		Risks including Stakeholder Issues	
<ul style="list-style-type: none"> None 		<ul style="list-style-type: none"> As per programme control log and risk management tree 	
Recovery & Reset consulting and Board areas		Resourcing Requirements	
		<ul style="list-style-type: none"> Resourcing funded through COVID LA allocation – current spend on track 	




Recovery & Reset Critical Path Milestones				
Area	Task	Start date	Planned completion date	Status
Programme	ELT approve programme structure	27/01/2021	27/01/2021	Complete
SmartWorking	Research stage for SMART Working	04/01/2021	16/06/2021	On track
Programme	Outline plan to TULG	09/02/2021	09/02/2021	Complete
Programme	R&R Governance consulting group and board starts	22/03/2021	22/03/2021	Complete
Third Sector	Third Sector continued response to pandemic supporting vulnerable people	04/01/2021	30/06/2022	On track
Service Re-design	ELT agree service redesign plan	20/01/2021	20/01/2021	Complete
Programme	July Cabinet decision to agree options	29/07/2021	29/07/2021	On track
SmartWorking	SW formal Consultation	30/07/2021	30/12/2021	Not started
SmartWorking	Appointments and staffing report	14/09/2021	14/09/2021	On track
Service Re-design	Service Re-design Phase 1	05/04/2021	31/03/2022	On track
Building Requirements	Begin to look for new premises	05/04/2021	30/06/2021	On track
Service Re-design	Service Re-design Phase 2	05/04/2021	31/03/2023	On track
Econ & Regen	Economy and Regen: Plan development and preparation - Commence Marmion house options appraisal	18/06/2021	16/03/2023	Not started
Finance	Finance start new budget process & include efficiencies	05/07/2021	31/12/2021	Not started
SmartWorking	Begin implementation phase of SMART WORKING	01/10/2021	31/03/2022	Not started
Reception & Customer	Implementation phase begins for Reception & Customer	01/10/2021	31/03/2022	Not started
Third Sector	Third sector deliver commissioning framework	03/01/2022	30/06/2022	Not started
Third Sector	Third Sector: Supplier chosen for Tamworth advice centre	31/03/2022	31/03/2022	Not started
Building Requirements	Possible Earliest Date to move out of Marmion House and into new premises	03/01/2022	31/03/2022	Not started
SmartWorking	SMART Working Go Live	01/04/2022	29/06/2022	Not started
Reception & Customer	Go Live Reception & Customer Meeting rooms	04/04/2021	30/06/2022	Not started
Service Re-design	Heritage Implementation year 2	31/03/2023	31/03/2023	Not started
Building Requirements	Closure of Marmion House	02/01/2023	30/03/2023	Not started

Corporate Projects Summary

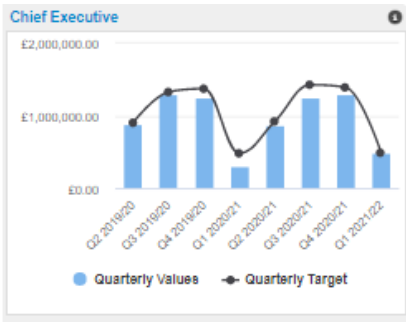
Corporate Project	Due Date	RAG Status	Commentary
Review of Corporate Capital Strategy	31 st December 2021 (was 31 st March 2021)		Review of Asset Management Strategy incorporating Stock Condition Survey – it was intended that a draft strategy would be available by March 2021 but this has been dependent on the contractor gaining access to properties to complete survey work which has been restricted due to ongoing Covid 19 measures. This delay will also impact on the Review of the BRF and development of a planned approach; and Review of Commercial Property and performance monitoring to be established – completed in part but further work needed. Target dates around this element of the project, and the development of a Corporate Asset Management risk register, have been re-scheduled to June 2021.
Priority Review – Cleaners	TBA (was 30 th 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. This project is part of the Reset & Recovery programme and, going forward, will be reported as part of it.
Priority Review - Leisure Services	31 st October 2022		This project is part of the Reset & Recovery programme and, going forward, will be reported as part of it.
Risk Management Strategy	31 st July 2020		CMT decided to push back the development of the new reporting layout until 1 st Quarter report of 2021-22
Implement Customer Portal	30 th November 2021		Portal launch date to Customer by end November, work continues to be on track to achieve this and testing currently ongoing
ICT Strategy			ICT Strategy approved by Cabinet in April 2021 and published in May 2021. Project now completed
Organisational Development Strategy	31 st December 2021		Project on track
Welfare Reform	31 st December 2021		First draft Corporate Debt Strategy anticipated autumn/winter 2021
Leisure Strategy	30 th December		Project on track

Corporate Project	Due Date	RAG Status	Commentary
	2022		
Town Centre Programme	31st March 2022		
Net Zero Carbon	2050		Tender preparation is underway

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

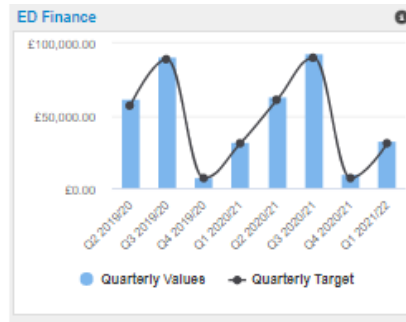
General Fund – Actual Spend



No material variances



No material variances.



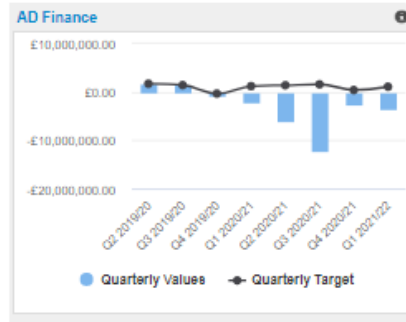
No material variances



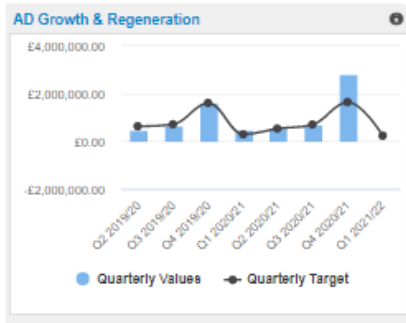
Due to vacancy allowances / no vacant posts



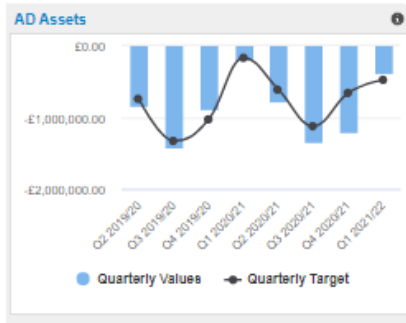
Due to vacancy allowances / no vacant posts



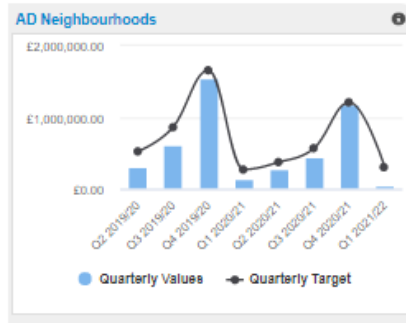
Additional covid-19 new burdens and SFC grants / returned Business rates levy 2020/21



Mainly due to lower Car park income



Windfall rental income



Vacant Community Wardens

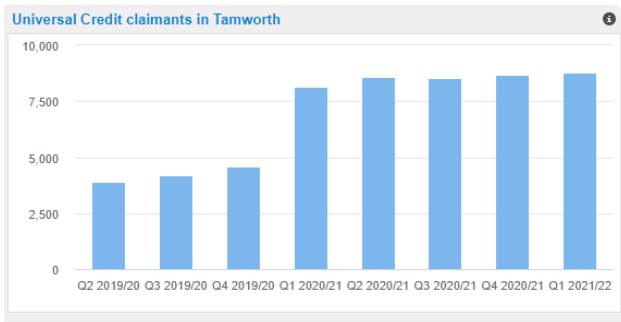


No material variances

Key

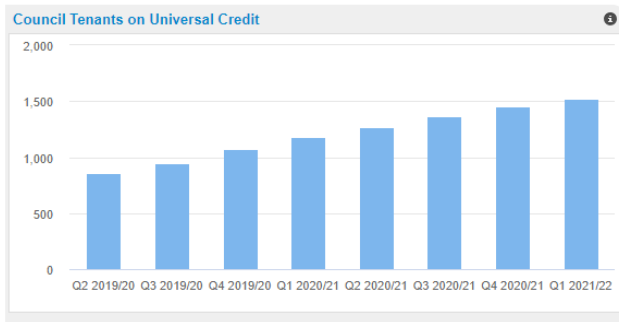
Quarterly Value is the year to date position
 Quarterly Target is the year to date budget

Universal Credit Summary



Commentary

There are 8,788 universal credit claimants in Tamworth.



Commentary

There are 1,519 council tenants on universal credit

1. Corporate projects 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**.

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

2. Regeneration project updates

Solway

In July 2018 Council approved the formation of Solway (Tamworth) Limited as a separate but wholly owned local authority trading company (LATC). This decision was made on the basis that the Council is having to look towards commercial activity in order to be more self-reliant and to find additional funding to support the medium term financial strategy (MTFS) in a climate of reduced central government funding against increased demand.

Progress on this project was restricted due to a number of other priorities and issues taking precedence including; purchase and master planning of the Gungate site, uncertain financial markets, the Future High Streets Fund (FHSF) process, internal corporate restructure and the ongoing COVID-19 pandemic.

Following a previous report to Corporate Scrutiny Committee on 25th August 2020, and as recommended by the Committee, Jones Lang Lasalle were appointed during 2020 to review and update the assumptions taking into account local and regional market trends to assess continued viability and the impact of the COVID-19 pandemic as far as that could be judged at the time of writing; which it confirmed.

On 11th March 2021, Corporate Scrutiny Committee considered the report and approved exploring in more detail the viability and financial implications of a private rental scheme will allow the Council to make a fully informed decision on how to develop the site.

In addition, the successful Future High Streets Fund bid (as well as the consultation and continuing work on the options for the Gungate site) will mean officer time will be restricted further. However, officers will benefit from the experience of procuring and managing a significant regeneration project in the coming months and years which could benefit the future plans for the Solway site depending on the review findings.

Future High Street Fund

The current priority workload is the preparation of a tender for the appointment of a multi-disciplinary team to move the project forwards in the enabling phase. The tender will go live through the CCS framework on the 15 July 2021.

Other work underway includes the appointment of consultants/surveyors to undertake various surveys within the town centre including utilities, measured building surveys and topographical surveys.

Work continues on heads of terms for the various partnerships and acquisitions that are necessary for the project to progress.

Gungate

Staffordshire County Council (SCC) approved a report at its Charities and Trusts committee on the 15th June 2021 to market the Tamworth Youth Centre. Further consent is required from the Charity Commission which is a six month process. Hopefully, by the end of the year this will be possible. A red book valuation process is jointly underway between Tamworth Borough Council (TBC) and SCC which seeks to evaluate TBC and SCC landholdings on Spinning School Lane North.

The new owners of the Police Station have asked for a meeting with the planning team to discuss proposals for the site.

Amington Local Centre

The site was transferred back to TBC in June 2021. The Borough Council is now under a Section 106 obligation to develop the site as a local centre within five years.

One unexpected effect of the pandemic was to greatly increase the profitability of local convenience stores. There is therefore a good level of demand from convenience store operators for this site and the site is currently being marketed to establish the level of interest and likely values.

3. 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.

Benefits

A reduction in the number of Discretionary Housing Payments (DHP) claims is reported - DHP claims paid are £28k (£46k at June 2020) with 60 successful claims from 82 applications (compared to 70 successful claims from 104 applications at June 2020). There is a 1.5 week backlog (1 week as at June 2020) of claims still to be processed.

Local Council Tax Reduction Scheme claims are lower than 2020/21 (5,345 claimants as at June 2021 compared to 5,671 at June 2020) with a total scheme cost of £4.7m (£4.6m in 2020/21).

Live caseload figures are 96 lower than 2020/21 – currently 5,575 which follows the significant increase to 5671 in June 2020 resulting from the pandemic (following a reducing annual trend – at March 2020 caseload was 5,374 which was 140 lower than the previous year). The average time taken to process new Housing Benefit/Council Tax Benefit claims and change events was 8.5 days to June 2021 (4.7 days to June 2020).

Revenues

Due to the pandemic, recovery actions were suspended for Quarter 1 of 2020 and so comparative figures relate to 2019 (as a result there was no court action or enforcement agent referrals during quarter 1 of 2020).

NNDR

Reminders (299 at June 2021) are at lower levels than 2019/20 levels (382 at June 2019) with summons and liability orders at lower levels than 2019/20. There has been 50 summons and 23 liability orders (compared to 62 and 38 respectively at June 2019). There have been no enforcement agent referrals to June 2021 (28 referrals to June 2019) due to the first court hearing for 2021/22 debts being delayed until 29th June. There have also been less cases for 2021/22 as the extended retail relief means some businesses received 100% relief up to 30th June.

Collection performance is above target - current year collection levels are at 28.1%, above target by 2.4% at 30 June (28.6% as at 30 June 2019), although are expect to taper towards target as the year progresses, due to the lower collection performance in quarter 1 of 2020. There may also be an impact on collection performance from 1st July following the removal of the 100% retail relief. Court costs are at the anticipated level of £6k.

Arrears collected for 2020/21 are 27.3% compared to a target of 2.9%, however, this is improved due to there being more extended arrangements relating to previous years debt due to the pandemic.

Council Tax

Reminders are just 45 lower than 2019/20 levels (6,249 at June 2021 compared to 6,204 at June 2019) with summonses and liability orders at higher levels (2,017 summonses

compared to 1,648 to June 2019 with 1,342 liability orders compared to 1,164 to June 2019). Attachment of earnings and enforcement agent referrals are at lower levels (45 attachments compared to 127 in quarter 1 of 2019/20 with 206 referrals compared to 256 at June 2019).

There is a significant backlog in processing of correspondence due to additional workload created by the payment of significant levels of grants and reliefs to local businesses arising from the pandemic.

Current year collection levels at 30.1% are higher than the target of 29.2%, however, this is in line with the 2019/20 collection performance (also 30.1%). Court cost income is ahead of that anticipated by £12k at £46k. Arrears collection for 2020/21 of 17.4% is higher than the target of 17.0%.

As at June 2021 there were 2,024 live Council Tax universal credit cases. The collection rate for universal credit cases was 29.3% (of a £716k collectable debit) compared to our overall collection rate of 30.1%. The difference shows universal credit collection approximately £6k behind where it would be if it reflected the overall figures.

Direct Debit take up for live universal credit cases is 27.8% compared to 70.8% overall, while roughly 9% are subject to arrangements compared to an overall figure of 2%. In addition, 53% of universal credit cases have been sent a reminder (17% overall). 21% of live cases have received a summons for non-payment, compared to a figure of 4% overall.

Housing

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

Indicator	Qtr 4 2018/19	Qtr 4 2019/20	Qtr 4 2020/21	Qtr 1 2021/22
live caseload figure	5,514	5,374	5,628	5,575
Number of Universal Credit claimants in Tamworth	2,682	4,594	8,687	8,788
Number of Council Tenants on Universal Credit	645	1,072	1,449	1,519
Number of Council Tenants on Universal Credit and in Rent Arrears	443	663	680	954
Percentage of Council Tenants on Universal Credit and in Rent Arrears	68.7%	61.9%	46.9%	62.80%
Number of Council Tenants on Universal Credit and not in Rent Arrears	202	409	769	565
Percentage of Council Tenants on Universal Credit and not in Rent Arrears	31.3%	38.2%	53.1%	37.20%

Total **Rent** arrears (excluding former tenants) at 30 June 2021 were £642k compared to £481k at 31 March 2021 – an increase of £161k (compared to a £188k increase as at 30 June 2020).

Total arrears (including former tenant arrears, recharges, court costs and garages etc.) are £1.9m at 30 June 2021, compared to £1.8m at 31 March 2021, an increase of £123k (compared to a £175k increase between 31 March 2020 and 30 June 2020).

Total arrears (including former tenant arrears, recharges, court costs and garages etc.) were £1.8m at 31 March 2021, compared to £1.84m at 31 March 2020, a reduction of £64k (compared to an increase of £6k between 31 March 2019 and 31 March 2020).

There were no evictions during the quarter (none in 2020/21 / 9 to Quarter 4 of 2019/20), due to COVID-19 court action for evictions being on hold.

The outbreak of COVID19, which hit the UK in March 2020, has had a significant impact nationally and locally. More specifically for the Council’s Housing Revenue Account, rent levels have been put at risk. There was minimal impact on rent arrears levels in the first half of the year 2020-21 but this position has been continually kept under review. Outstanding rents may be reclaimed, but over a significantly longer period because of the commitment the Council made, in accordance with government announcements, not to evict any tenants in which rent arrears could be contributed to COVID19.

Write Offs

The Assistant Directors and Heads of Service are responsible for the regular review of debts and consider the need for write off and authorise where necessary appropriate write offs in line with the Corporate Credit Policy.

The position for the first quarter of the financial year reported to Cabinet on 19th August 2021 is shown below.

Type	01/04/21 – 30/06/21 £ p
Council Tax	£1,551.51
Business Rates	£0.00
Sundry Income	£802.72
Housing Benefit Overpayments	£7,416.53
Housing	£52,882.79

Whilst reported collection rates are marginally ahead of target at the moment, it is too early to know what effect the pandemic will ultimately have on the economy and residents ability to pay in the future.

The pandemic has affected people in a number of ways and many of our residents/customers continue to be financially impacted by the crisis but it should be noted that at present we would not consider the write off of debts unless we have pursued them to the fullest extent (and as a last resort).

The Council is committed to ensuring that debt write offs are kept to a minimum by taking all reasonable steps to collect monies due. There will be situations where the debt recovery process fails to recover some or all of the debt and will need to be considered for write off in accordance with the schemes of delegation prescribed in the Corporate Credit Policy.

The Council views such cases very much as exceptions. Before writing off debt, the Council will satisfy itself that all reasonable steps have been taken to collect it and that no further recovery action is possible or practicable. It will take into account the age, size and types of debt together with any factors that it feels are relevant to the individual case.

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 4 2020/21	Qtr 1 2021/22
live caseload figure	5,514	5,374	5,628	5,575
Number of Universal Credit claimants in Tamworth	2,682	4,594	8,687	8,788
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Number of Council Tenants on Universal Credit and in Rent Arrears	443	663	680	954
Percentage of Council Tenants on Universal Credit and in Rent Arrears	68.7%	61.9%	46.9%	62.80%
Number of Council Tenants on Universal Credit and not in Rent Arrears	202	409	769	565
Percentage of Council Tenants on Universal Credit and not in Rent Arrears	31.3%	38.2%	53.1%	37.20%
Number of Council Tax Payers on Universal Credit	745	1,254	1975	2,024
Number of Council Tax Payers on Universal Credit and in arrears with Council Tax payments	261	388	263	425
Percentage of Council Tax Payers on Universal Credit and in arrears with Council Tax payments	35.0%	30.9%	13.3%	21.0%
Number of Council Tax Payers on Universal Credit and not in arrears with Council Tax payments	484	866	1712	1,599
Percentage of Council Tax Payers on Universal Credit and not in arrears with Council Tax payments	65.0%	69.1%	86.7%	79.0%
Number of Universal Credit claimants nationally	1,736,431	2,933,218	6,038,764	6,010,269
Discretionary Housing Payments made – Year to date	140,303	135,782	171576	28,083
Amount of Discretionary Housing Payments made to Universal Credit claimants – Year to date	82,001	102,688	148625	24,317

4. Medium Term Financial Strategy 2021/22 to 2025/26 monitoring

When Council approved the 2021/22 Budget and Medium Term Financial Strategy (MTFS) on 23rd February 2021, the impact of the Covid-19 pandemic on the economy and ultimately the impact for the Council's finances was uncertain - including any lasting effects for individual businesses and their employees. Social distancing measures have continued impacting mainly on the Council's ongoing income receipts.

In addition, future levels of funding for the Council were uncertain pending the Government's planned reforms to Local Government funding. 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 pandemic, although no timescales have been released. In addition, the next planned national Business Rates Revaluation, planned for 2021 will take effect from 2023.

The Government had previously said it will keep an open dialogue with the local authorities on 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 was announced, as part of the Spending Review in 2020 and confirmed as part of the settlement, that there would be no reset for 2021/22 however, no papers were published but the Secretary of State confirmed a commitment to the Fair Funding Review and the business rates reset; but in answering questions from MPs he indicated only that there "may be an opportunity next year" to bring forward proposals for reform and he confirmed that he did not know when reform would be implemented.

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.

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

It is also the Government's intention to look again at the New Homes Bonus for 2022/23 and explore the most effective way to incentivise housing growth. They are consulting 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 following the planned reviews.

In light of the ongoing impact of Covid-19 on the Council's MTFS, managers have again been asked to review their budgets and identify all non-essential spending for 2021/22 as part of the quarter one projections at 30 June 2021 – as part of a managed underspend plan.

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. An update including recommendations for the next steps was approved at Cabinet 29th July 2021 including the continuing work the agreed actions to address the financial position in future years:

1. Financial Management and Commerciality – Seeking to remove historic underspends and adopt an in-service approach to rigorous and controlled spending.
2. Smart Working – Exploration of the business impacts around current levels of home working and what the future is for AGILE working.
3. Building Requirements and Utilisation – Consideration of the best use of all our property assets to ensure the council’s resources are focused on front line service delivery.
4. Front Reception and Customer Service Offer – Exploration of customer service models to assess the impact of front reception closing during the pandemic and how acceleration of digitising services can be delivered whilst ensuring our most vulnerable customers retain face to face services.
5. Service Re-design and Review – An organisational wide review of each service to identify short, medium and longer-term opportunities to improve delivery of services central to the council’s core purpose and strategic aims.
6. Third Sector Support and Vulnerability Strategy – Recognising that one of the most positive outcomes to the Pandemic is the overwhelming ability of ‘anchor organisations and communities’ to mobilise and support each other, this project will explore how the Council’s commissioning framework can be aligned to build on these foundations going forward and how we define and develop our vulnerability strategy, building on the baseline assessment commissioned over the summer.
7. Economy and Regeneration - Work has continued on the future of our high street and alongside this the economic recovery and regeneration of Tamworth is central to our future Recovery and Reset.

Together with any opportunities arising from the response to the Covid-19 pandemic, for Member consideration during the budget process.

The overriding goal is to make sure our organisation remains fit for the future, while protecting services to the most vulnerable in our community.

As a result of the updated forecast in July 2021, the projections now identify General Fund balances of £1.8m over three years – with a shortfall of £2m by 2024/25 and £5.7m over the five years to 2025/26, including the minimum approved level of £0.5m (compared to the five year projections within the approved MTFS of £0.5m over three years – with a shortfall of £3.3m by 2024/25 and £7m over the five years to 2025/26).

For the HRA, no major impact of the pandemic are forecast over 5 years at present, the current projections for the impact of Covid-19 on rent income levels is manageable within existing balances. The projections now identify HRA balances of £3.9m over three years, £3.6m by 2024/25 and £3.5m over the five years to 2025/26, including the minimum approved level of £0.5m (compared to the five year projections within the approved MTFS of £3.1m over three years, £2.8m by 2024/25 and £2.7m over the five years to 2025/26).

General Fund

	General Fund					
MTFS Projections 2020/21 - 2025/26	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
	£'000	£'000	£'000	£'000	£'000	£'000
Projected Balances per MTFS Council February 2021	(6,753)	(6,547)	(3,845)	(526)	2,790	6,544
Revised Forecasts:						
Revised Forecast Balances - July 2021	(8,003)	(8,013)	(5,172)	(1,792)	1,469	5,169
Improvement	(1,250)	(1,466)	(1,327)	(1,266)	(1,321)	(1,375)

As a result of the updated forecast in July 2021, the projections now identify General Fund balances of £1.8m over three years – with a shortfall of £2m by 2024/25 and £5.7m over the five years to 2025/26, including the minimum approved level of £0.5m (compared to the five year projections within the approved MTFS of £0.5m over three years – with a shortfall of £3.3m by 2024/25 and £7m over the five years to 2025/26).

Further savings of around £1.1m 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 £0.4m over five years.

The forecast has been updated to include:

Change:

Savings / increased income

- The projected outturn underspend of £216k for 2021/22 (as at Period 3);
- Anticipated savings in contingency budgets
- Savings from the planned underspend review arising from the finance R&R workstream
- Forecast savings arising from lower pay award (1%)

Additional costs / reduced income

- Increased Waste disposal costs from 2022/23
- Reduction in council tax, business rates and court costs income due to ongoing effects of the pandemic

Budget Impact

£(216)k for 2021/22 only

£(85)k p.a. from 2022/23

£(97)k p.a. from 2022/23

£c.(100)k p.a. from 2022/23

£53k p.a. from 2022/23

£52k p.a. from 2022/23

Change:

- Reduction in ongoing car parking income due to ongoing effects of the pandemic
- Reduced investment income due to continued low interest rates

Budget Impact

£225k p.a. for 2 years from 2022/23 (then £112k p.a. thereafter)

c.£80k p.a. for 2022/23 (£5k p.a. thereafter)

In addition, following finalisation of the outturn underspend for 2020/21 of £2.2m, additional balances of £1.3m are now reported (with closing balances of £8.0m).

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

Housing Revenue Account

	Housing Revenue Account					
MTFS Projections 2020/21 - 2025/26	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
	£'000	£'000	£'000	£'000	£'000	£'000
Projected Balances per MTFS Council February 2021	(4,866)	(4,523)	(3,160)	(3,069)	(2,790)	(2,665)
Revised Forecasts:						
Revised Forecast Balances - July 2021	(5,610)	(5,257)	(3,921)	(3,859)	(3,609)	(3,512)
Improvement	(744)	(733)	(761)	(789)	(819)	(848)

The projections now identify HRA balances of £3.9m over three years, £3.6m by 2024/25 and £3.5m over the five years to 2025/26, including the minimum approved level of £0.5m (compared to the five year projections within the approved MTFS of £3.1m over three years, £2.8m by 2024/25 and £2.7m over the five years to 2025/26).

The forecast has been updated to include a revised projected outturn overspend of £11k for 2021/22 (as at Period 3) and forecast savings arising from lower pay award of c.£30k p.a.

In addition, following finalisation of the outturn underspend for 2020/21 of £0.6m, additional balances of £0.75m are now reported (with closing balances of £5.6m).

5. Financial Healthcheck

Executive Summary

This section to the report summarises the main issues identified at the end of June 2021.

General Fund

Revenue

GENERAL FUND	YTD Budget £000	YTD Position £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Comment
Chief Executive	489	491	2	1,575	1,586	11	No material variances
AD Growth & Regeneration	230	(6)	(236)	1,345	1,488	143	Mainly due to lower Car park income
ED Organisation	182	164	(18)	478	485	7	No material variances
AD People	930	953	23	226	320	94	Due to vacancy allowances / no vacant posts
AD Operations & Leisure	960	1,192	232	3,156	3,292	136	Due to vacancy allowances / no vacant posts
ED Finance	31	33	2	-	9	9	No material variances
AD Finance	1,070	(3,512)	(4,582)	(7,738)	(8,309)	(571)	Additional covid-19 new burdens and SFC grants / returned Business rates levy 2020/21
AD Assets	(479)	(382)	97	(883)	(919)	(36)	Windfall rental income
AD Neighbourhoods	304	47	(257)	1,142	1,093	(49)	Vacant Community Wardens
AD Partnerships	275	178	(97)	958	996	38	No material variances
Total	3,992	(842)	(4,834)	259	41	(218)	

The General Fund has a favourable variance against budget at period three of £4.834m.

The projected full year position identifies a favourable variance against budget of £218k or 5.46%.

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

A balance of £169k was held in the General Contingency Budget at the end of June 2021 which, as part of the non-essential 'managed underspend' review, is forecast will not be required at present.

Capital

GENERAL FUND	Budget Reprofiled from 2020/21 (memo only) £000	YTD Budget £000	YTD Actual Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile to 2022/23 (memo only) £000	Outturn £000
Chief Executive	718	718	0	(718)	718	718	-	-	718
AD Growth & Regeneration	807	4,272	225	(4,047)	14,665	14,242	(424)	424	14,665
AD People	151	172	39	(133)	238	238	-	-	238
AD Operations & Leisure	669	793	342	(451)	1,164	1,164	-	-	1,164
AD Finance	12,131	12,131	-	(12,131)	12,131	8,131	(4,000)	4,000	12,131
AD Assets	817	998	541	(457)	1,542	1,467	(75)	-	1,467
AD Neighbourhoods	-	11	-	(11)	46	46	-	-	46
AD Partnerships	-	-	-	-	-	-	-	-	-
GF Contingency	255	255	-	(255)	255	120	(135)	135	255
TOTAL GENERAL FUND	15,548	19,351	1,147	(18,204)	30,759	26,126	(4,634)	4,559	30,684

Capital expenditure incurred was £1.147m compared to a profiled budget of £19.351m. It is predicted that £26.126m will be spent by the year-end compared to a full year budget of £30.759m (this includes re-profiled schemes from 2020/21 of £15.548m).

A summary of Capital expenditure is shown at **Appendix B**.

Treasury Management

At the end of June 2021 the Authority had £71.942m invested in the money markets. The average rate of return on these investments is 0.24% though this may change if market conditions ease.

Borrowing by the Authority stood at £63.060m at the end of June 2021, 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 £8.014m at the year-end from normal revenue operations compared to £6.548m projected within the 2021/22 budget report– additional balances of £1.466m.

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	(4,277)	(4,315)	(38)	(9,412)	(9,542)	(130)
ED Communities	23	30	7	-	9	9
AD Operations & Leisure	37	40	3	145	153	8
AD People	45	32	(13)	-	1	1
AD Assets	40	237	197	405	438	33
AD Neighbourhoods	313	317	4	3,413	3,502	89
Housing Repairs	1,499	1,526	27	5,792	5,792	-
Total	(2,320)	(2,133)	187	343	353	10

The HRA has an unfavourable variance against budget at period three of £187k.

The projected full year position identifies an unfavourable variance against budget of £10k or 0.43%. Individual significant budget areas reflecting the variance are detailed at **Appendix A**.

Capital

HOUSING REVENUE ACCOU	Budget Reprofiled from 2020/21 (memo only) £000	YTD Budget £000	YTD Actual Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile to 2022/23 (memo only) £000	Outturn £000
AD Assets	11,897	14,262	6,969	(7,293)	21,358	14,287	(7,071)	6,542	20,828
HRA Contingency	100	100	-	(100)	100	100	-	-	100
TOTAL HOUSING REVENUE	11,997	14,362	6,969	(7,393)	21,458	14,387	(7,071)	6,542	20,928

Housing Capital expenditure of £6.969m has been incurred as at the end of Period 3 compared to a profiled budget of £14.362m.

It is predicted that £14.387m will be spent by the year-end compared to the full year budget of £21.458m (including £11.997m re-profiled from 2020/21);

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 £5.258m at the year-end compared to £4.522m projected within the 2021/22 budget report – additional balances of £736k.

Corporate Plan Project Updates

Corporate Capital Strategy highlight report

Project due date	31 st December 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	June 2021

(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	December 2021	PW	
Review of Building Repairs Fund (BRF) and planned approach to be developed	December 2021	PW / LP	
Review of Commercial Property – monitoring of performance to be established	December 2021	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
2021/22 Final Capital Strategy included with Corporate Vision, Priorities Plan, Budget & MTFS 2021/22 approved by Cabinet 18 th February 2021 and Council 23 rd February 2021	February 2021

Cleaning Review highlight report

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	June 2021

(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

Leisure Services Review highlight report



Project due date	31 st October 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	June 2021

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

Workstreams	Due date	Lead	Workstream RAG status
<p>Aspects of the Councils leisure provision have been reviewed:-</p> <ul style="list-style-type: none"> Covid 19 has had an impact on leisure services, the Council run gym had to close due to lockdown and a review of this was undertaken at that time:- Review of the viability of castle grounds activity centre gym resulting in staff made redundant from posts including cessation of IR35 gym instructor. Covid further impacted on Anker Valley football facilities and this was closed with Lockdown 1, reopened with reduced facilities in the late summer and is now closed again with Lockdown 3- Jan 2021, has reopened on 29th March 2021 for both Junior and senior football. Matches being played into June to meet league fixtures. Although guidance for 19th onwards permits full opening, we are keeping the changing rooms closed as there is no natural ventilation and the facilities are communal. However spectators are returned to the facility for the start of the season Review of current swimming provision, awaiting decision. Further legal view currently being consulted on options. <p>Others area still require review, now the Council has been awarded the Future High Street funding, there is a requirement to align leisure provision in the town centre going forward and assessment of this has commenced. Options for inclusion in a new town centre Leisure centre are currently being appraised.</p> <p>All leisure services will be considered in line with the R and R project. Uncertain of what leisure provision will 'look like' following pandemic, far too early to see the longer term impact- full review pushed back to October 2022.</p> <p>Preparation of project plan, to include scrutiny committee consultation on recommendations as required</p> <p>Further preparatory work to look a wider health and wellbeing benefit to community following the pandemic.</p>	<p>Sept 2021</p> <p>Aug 2021</p> <p>Aug 2021</p> <p>December 2021</p> <p>Oct 2021</p>	<p>SMcG/K M</p>	
<p>Review Information- to meet with ED Communities and ED DCE, AD Partnerships to discuss options leisure requirements</p>		<p>AG/SMc G</p>	

Key milestones achieved	Date milestone achieved
Initial review of gym completed and staff made redundant	Oct 2020
Swimming agreement- initial equality review completed	Aug 2020

Risk Management Strategy highlight report

Project due date	31 st 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	May 2021

(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	Not Achieved
The new report layout is constructed and to be reviewed and refined by mid-December by ED's and AD's ready for reporting to A&G at the 3 rd Qtr – update from CMT 7/1/21 reschedule report for A&G 1 st Qtr 2021-22	
New layout discussed with ED's 18/11/20 and to be discussed with AD's 10/12/20 The meeting on the 10 th will also receive feedback and discussion on the ZM risk Horizon survey	10/12/2020
The new layout discussed ZM Horizon scanning review discussed. CMT members to feedback on the revised layout for the first CMT in the new year. The CMT decided to push back the development of the new reporting layout until 1 st Quarter report of 2021-22	08/07/2021

Implement Customer Portal highlight report



Project due date	(31 st December 2020) Revised to 30 th November 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	June 2021

(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"> Single Person Discount Process User Acceptance Completed by CST <ul style="list-style-type: none"> Revenues – testing in progress 	10/05/21 20/04/21	JSh	
Dependency – Digital360 v29 Upgrade <ul style="list-style-type: none"> Acceptance is a pre-requisite of Portal Go Live <ul style="list-style-type: none"> Testing underway – <ul style="list-style-type: none"> Housing completed – Issues reported to Civica for resolution Planning – testing completed Benefits –testing completed as far as possible Revenues – testing completed as far as possible CST – testing completed as far as possible 	30/6/21	JSh	
Portal – Portal 360 TBC controlled work <ul style="list-style-type: none"> Post Upgrade Testing in final stages Volunteer testers testing Registration Process and UX Ongoing Portal styling and configuration workshops with Customer Service and Graphics Teams to amend content in live environment SPD Portal process UAT to be completed New Civica Project Manager – Project completion plan written and received <ul style="list-style-type: none"> Being re-written to reflect Portal Go Live in Stages <ul style="list-style-type: none"> Stage 1 – Basic Portal <ul style="list-style-type: none"> Register and authenticate email and Ctax account Raise Report it Service Request Raise Complaint Amended plan received Now working towards this amended plan Test registration and authentication process in Live environment De-duplication testing and live LLPG data testing in test to be migrated to live 	28/02/21 30/04/21 01/03/21 6/7/2021 19/03/21 31.3.21 30.4.21 30.4.21	Jsh	
Portal – Portal 360 Civica controlled work <ul style="list-style-type: none"> Pay360 process to be put into Portal <ul style="list-style-type: none"> Require support from Capita Academy Web Services in Portal <ul style="list-style-type: none"> Require support from Capita Issues forwarded on to Capita for support Move process to be completed for Move Out and Within Tamworth SPD Portal process work to be completed Complaints in portal testing corrections Scheduler Data work for LLPG synchronisation (Ian) 	06/01/21 17/02/21 15/02/21 20/4/21 21/4/21 30/4/21	JSh	
Knowledge Transfer <ul style="list-style-type: none"> All sessions 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 	31/12/19
<ul style="list-style-type: none"> • Knowledge Transfer Session – System Admin – delivered w/c 16th December 2019 	16/12/19
<ul style="list-style-type: none"> • Knowledge Transfer Session – Single Person Discount - Process Mapping & Customer Journey – delivered 22/01/2020 	22/01/20
<ul style="list-style-type: none"> • System Admin – Build Elements w/c 3rd Feb 	24/02/20
<ul style="list-style-type: none"> • Customer Journey Build w/c 24th Feb 	02/06/20
<ul style="list-style-type: none"> • Portal user authentication completed 	12/05/20
<ul style="list-style-type: none"> • Outstanding documentation ratified and delivered back to Civica 	17/06/20
<ul style="list-style-type: none"> • Move Process go Live 	17/07/20
<ul style="list-style-type: none"> • Final Single Person Discount process build sessions delivered 	15/07/20
<ul style="list-style-type: none"> • Address synchronisation implemented 	17/08/20
<ul style="list-style-type: none"> • Final knowledge transfer session delivered 	19/08/20
<ul style="list-style-type: none"> • Address synchronisation between Local Land and Property Gazetteer process implemented 	31/08/20
<ul style="list-style-type: none"> • Single Person Discount user acceptance testing started 	01/09/20
<ul style="list-style-type: none"> • Capita provide technical documentation to support development of Academy integration 	28/09/20
<ul style="list-style-type: none"> • V29 Upgrade implemented in Test 	02/11/20
<ul style="list-style-type: none"> • Portal Customer Journey Workshop with Civica consultants delivered 	16/12/20
<ul style="list-style-type: none"> • Styling Workshop completed 	31/12/20
<ul style="list-style-type: none"> • Live Portal Server software installed 	26/02/21
<ul style="list-style-type: none"> • Portal infrastructure installed on Live server 	26/02/21
<ul style="list-style-type: none"> • Service Desk to install certificate, register DNS name mytamworth.gov.uk and install Outlook on scheduler server 	12/03/21
<ul style="list-style-type: none"> • New Civica Project Manager – Project revised completion plan written and received 	01/03/21
<ul style="list-style-type: none"> • Handover of project management from Knowledge Performance & Insight Manager to Digital Customer Experience Manager and Head of Customer Experience 	23/03/21
<ul style="list-style-type: none"> • Revenues & Benefits met testing deadline wc 10th May 	10/05/21
<ul style="list-style-type: none"> • Report It into live 	03/06/20
<ul style="list-style-type: none"> • Complaints into live 	24/05/21
<ul style="list-style-type: none"> • Demo CMT 10th 	10/06/21
<ul style="list-style-type: none"> • Exploring reporting (Mas) 	10/06/21
<ul style="list-style-type: none"> • Digital360 v29 upgrade implemented 	07/07/21
<ul style="list-style-type: none"> • Updated complaints processes to reflect current structure – testing complete, issues identified and plan in place to rectify 	07/07/21

Organisational Development Strategy highlight report

Project due date	31 st December 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	June 2021

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

Work streams	Due date	Lead	Workstream RAG status
However the consultation work stream has paused due to Covid thus making the work stream amber as it isn't on track but is in control namely to restart when covid allows. The Recovery and Reset programme will contain a number of OD strands which will be clearly defined once the scoping of the programme is complete thus enabling the OD Strategy to be completed.			
Project restarted June 2020			
Review Draft Strategy, updated in line with R&R paper (cabinet 29 th July) finalise and present to ELT	August 2021	AG/ZW	
Consultation (employee focus group, HOS, TULG, ELT, CMT, Portfolio Holder)	October 2021	AG/ ZW	
Approval of Strategy by Cabinet	December 2021	AG/ ZW	
Action Plan commence and manage via Pentana	January 2022	AG/ ZW	

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
Delivery commenced	December 2020
Programme comprises 7 cohorts with 73 delegates All 7 module 1 completed 3 module 2 completed 360 feedback questionnaire completed for cohort 1 – 3	January 2021
4 cohorts completed module 2 360 degree feedback questionnaire completed for cohort 4-7 121 coaching completed for cohort 1-3	February 2021
Cohorts 1-5 have completed Modules 1-3 Cohorts 6 and 7 have completed Modules 1 & 2	March 2021
All cohorts (cohort 1-7) completed Modules 1-3. Cohorts 1 and 2 have completed Module 4.	April 2021
All cohorts (cohort 1-7 completed Module 1-3. Cohorts 1 – 5 have completed Module 4	May 2021

Welfare Reform highlight report

Project due date	December 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	June 2021

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

Workstreams	Due date	Lead	Workstream RAG status
Establish Corporate Project group – workstreams mapped as below <ul style="list-style-type: none"> Bi monthly meeting planner sent out for all meetings throughout 2021 		TMM	Completed
Transition of Former Tenant Arrears to Mike Buckland's Team in Finance		MB/LP	Completed
Development of a corporate monthly `Welfare Reform Customer Insight, Impact & Performance Data Intelligence Report` <ul style="list-style-type: none"> Data on all types of welfare benefits across all applicable council departs including UC, HB, DHP, Under Occupation, Council tax reduction, Working tax credit, child tax credit , PIP, benefit cap, state pension, referrals/third sector etc. 	Monthly	AL/MB/LB ALL	
To identify third sector commission opportunities and update group monthly <ul style="list-style-type: none"> Personal budgeting/resident support opportunities with County Describe/train/promote on service offer and referrals Opportunities for commissioning – what's offered now and in planning 	Monthly	KC	
HQN Income Management Accreditation & Annual Workplan <ul style="list-style-type: none"> Refreshing accreditation action plan and service improvement plan informed by HQN ongoing health check commencing April 2021 Delivery of annual Income Management Workplan 2021/22 	April 2021 2021/22	LB/LL/JC	
Development Corporate Debt Strategy including external supported to be procured July 2021 <ul style="list-style-type: none"> Quick quote specification to be completed and published on Intend July 2021 First draft Corporate Debt Strategy anticipated autumn/winter 2021 	Dec 2021	TMM/ALL	

Key milestones achieved	Date milestone achieved
Corporate Project Group established	Bi monthly meetings take place first week of the month (Feb, April, June, Aug, Oct, Dec 2021)
Key work-streams identified linked to team work plans	Workplans refreshed at the beginning of each new financial year, due March 2021

Policy change agreed to facilitate FTA transfer to MB's team	Completed Sept 2019
TMM/LL attended scrutiny on UC and cross party letter to DWP & Ministers	Completed Feb 2020
Agreed with RB a QQ to engage support to help draft corporate debt strategy for consultation/options	Completed January 2020
First invitation to Quote for the Corporate Debt Strategy out on Intend with a closing date of 29 th August 2020 – no suitable bids so now closed.	29 August 2020
Second invitation to quote for the Corporate Debt Strategy is due to go out on intend Feb/March 2021	

Leisure Strategy highlight report

Project due date	30 th December 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	June 2021

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

Workstreams	Due date	Lead	Workstream RAG status
Review evidence from the Leisure Services priority review in conjunction with Future High Street proposals and Gungate consultation (currently underway)	Aug 2021	AG/SMcG	
Report to cabinet defining revised scope of the project with timelines for endorsement and delegation of contract award. Report to now include decision to postpone the completion of the leisure strategy at this time (
Prepare tender brief for Indoor & Outdoor sports facilities assessment, to include a review of the open spaces assessment, together with a feasibility study for Gungate Leisure provision. This may include widening the brief to health and wellbeing Post covid the 'leisure' requirement may look very different National consultation under way – LGA,CLOA and APSE leading on 'Uniting the Movement' -Sport England's 10 year strategy Local consultation may be required on brief once completed.	Aug 2021	AG/SMcG/AM	
Prepare three phase tender for external consultants <ul style="list-style-type: none"> • Phase 1 - new Indoor and Outdoor Leisure Facilities Assessment • Phase 2 - new open space assessment • Phase 3 - feasibility study for leisure facilities within the Gungate project 	Aug 2021	SMcG SmcG AM	
Appoint external consultants for all three phases combined	Oct 2021	AG/SMcG/AM	
Produce Indoor & Outdoor sports facilities assessment - this should inform leisure elements to be included in the new Gungate Development. Produce Gungate Cost analysis for Leisure activities. Produce new open spaces assessment	Dec 2021 Dec 2021 Jan 2022	AG/SMcG/AM	

Key milestones achieved	Date milestone achieved

Town Centre Programme highlight report

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	June 2021

(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	2020/21	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
<p>Town Centre Strategy</p> <p>The FHSF bid which has been in preparation since January 2019 has in part provided the strategy. The RHSS and LGA work coupled with the reset and recovery inclusive growth strategy will assist in delivery of the rest. The FHSF included a town centre masterplan which formed part of the bid submission.</p> <p>Awaiting £14K LGA money received – work to be concluded July 2021 £67K RHSS money received - work to be concluded February 2021 Awaiting SEP money from GBSLEP – work to be concluded March 2022 – not successful £67K Welcome back funding – business case submitted to government May 2021.</p>	<p>Not achieved in the form envisaged.</p>
<p>Gungate Masterplan</p> <p>Masterplan completed</p> <ul style="list-style-type: none"> Member consultation completed. <p>Delay to public consultation for three reasons 1) workload diverted towards Gungate land assembly (PCC, SCC, Buzz Bingo and Atik) 2) workload diverted towards private sector engagement and potential sig. interest from McCarthy and Stone and 3) need to address concerns that Masterplan duplicates FHSF submission particularly around college/Covid 19 has led to re-thinking of the end uses.</p> <ul style="list-style-type: none"> Minor amends to Masterplan underway. Public consultation. <p>Public Consultation completed February 28 2021.</p> <p>Consultation findings will be presented to ISAG on 25th March and a way forwards set out in a Cabinet report on the 8th April.</p>	<p>OCTOBER 2019</p> <p>June/July 2020</p> <p>Dec/Jan February 2021</p> <p>March/April</p>
<p>Place Investment Strategy</p> <ul style="list-style-type: none"> Place Investment Strategy Completed in draft Awaiting consultation 	<p>APRIL 2019</p>

<p>Car Parking Strategy</p> <ul style="list-style-type: none"> Benchmarking and baseline exercise completed. Further handover meeting with JS. <p>Since the handover of this service in April 2020 the focus has been on understanding the data that underpins the service including the need to address immediate car parking issues around the infrastructure.</p> <ul style="list-style-type: none"> Policy change submitted to renew car parking infrastructure. Approved in principle for £50K. Task and Finish Group established. Preparation of tender. Tender out to market to replace car parking machines. Currently with procurement for final checking. 	<p>September 2020 October 2020</p> <p>October 2020 December 2020 February 2021 May 2021</p>
<p>Market re-tender</p> <ul style="list-style-type: none"> Tender prepared and with procurement. Tender published. Contract awarded to LSD Promotions, the incumbent market operator. 	<p>October 2020 March 2021 Contract to start Mid May.</p>
<p>Town Centre Funding Applications</p> <ul style="list-style-type: none"> FHSF: £21,652,555. To structurally transform the town centre through three distinct projects. ACHIEVED RHSS funding: £67,455. To re-open the high street and specifically to prepare a town centre action plan. ACHIEVED Cultural Recovery Fund (Castle): £250K. Castle Team delivering various digital and online improvements to castle activities. ACHIEVED Cultural Recovery Fund (Assembly rooms): £126,150 ACHIEVED LGA funding: £14,000. To better understand 1) barriers to innovation and evolution of small and new businesses in the town centre and 2) empowerment of businesses to drive town centre improvements. ACHIEVED Bid to GBSLEP: £60K for delivery of an inclusive growth strategy to deliver reset and recovery. This is Borough-wide and not TC focused but will include the town centre. Not Successful. Cultural Recovery Fund (Castle): £125K ACHIEVED will support costs and also deliver improvement to support the visitor experience. 	<p>Dec 2020</p> <p>May 2020</p> <p>Nov 2020</p> <p>Nov 2020</p> <p>Announcement Jan 2021</p> <p>Announcement expected December 2020.</p> <p>March 2021.</p>
<p>Future High Streets Fund</p> <ul style="list-style-type: none"> Full Business Case sign off and submission to MHCLG Clarifications around calculations requested by MHCLG and submitted (for all bidders). Successful award made. 	<p>Council 21 July October 2020 December 2020</p>

Project due date	2050
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	June 2021


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

Workstreams	Due date	Lead	Workstream RAG status
<p>The following workstreams and targets were approved at Cabinet on the 18 February 2021:</p> <p>STEP 1: Commission a study and research paper to provide the following initial requirements:</p> <ul style="list-style-type: none"> a) Identify TBC's Carbon baseline b) Deliver against bullet points 2, 3 and 4 from the November 2019 climate change declaration recommendations namely to: <ul style="list-style-type: none"> o Provide an approach to ensure that political and chief officer leadership teams embed the climate change agenda into all areas and take responsibility for reducing where practicable, as rapidly as possible, the carbon emissions resulting from the Council's activities; o Provide an approach that enables The Council (including the Executive and Scrutiny Committees) to consider the impact of climate change and the environment when adopting and reviewing Council policies and strategies; and o Provide supporting information regarding the level of investment in the fossil fuel industry that any of our investments have to facilitate a report to the relevant scrutiny committee; 	Comp. by the end of 2021/2022	AM	
<p>STEP 2: Focussed research to:</p> <ul style="list-style-type: none"> a) establish the feasibility of the solution(s) b) Provide a cost/benefit analysis assessing financial implications along with the effectiveness of potential solutions to inform future investment strategies. c) A timeline of how the Council will achieve its net-zero carbon status by 2050 indicating key decision milestones necessary to achieve Government Targets; d) Deliver against bullet points 1, 5 and 6 from the November 2019 climate change declaration recommendations namely to: <ul style="list-style-type: none"> o Make the Council's activities net zero carbon by 2050 with an aspiration to achieve 2030 should the council be financially able to do so o Provide supporting information that will assist with future budget cycles and the investment strategy to take into account the actions the council will take to address this emergency. 	2023/2024 (subject to review)	AM	

Key milestones achieved	Date milestone achieved
Cabinet approved the use of contingency money and appointment of specialist consultants for Step 1.	February 2021


Corporate Risk Register 2021/22

Risk heading					
Finance/Financial stability					
Risk	Date Reviewed	Current Risk Severity	Current Risk Likelihood	Current Risk Rating	Current Risk Status
To ensure that the Council is financially sustainable as an organisation	08-July 2021	3	3	9	
Risk heading					
Modernisation and commercial agenda					
Risk	Date Reviewed	Current Risk Severity	Current Risk Likelihood	Current Risk Rating	Current Risk Status
Failure to Develop and implement Continuous Service improvement and develop employees to perform the right work	08-July 2021	2	2	4	
Risk heading					
Governance					
Risk	Date Reviewed	Current Risk Severity	Current Risk Likelihood	Current Risk Rating	Current Risk Status
Avoid bad practices and contravention of legislative requirements and ensure the authority is held to account	08-July 2021	3	3	9	
Risk heading					
Community Focus					
Risk	Date Reviewed	Current Risk Severity	Current Risk Likelihood	Current Risk Rating	Current Risk Status

Risk	Date Reviewed	Current Risk Severity	Current Risk Likelihood	Current Risk Rating	Current Risk Status
Safety, health and wellbeing of the citizens of the borough	08-July 2021	3	3	9	


Risk heading




Economic Growth and Sustainability

Risk	Date Reviewed	Current Risk Severity	Current Risk Likelihood	Current Risk Rating	Current Risk Status
Lack of economic growth and sustainability in the Borough at the levels required	08-July 2021	3	3	9	

Risk heading

Organisational Resilience

Risk	Date Reviewed	Current Risk Severity	Current Risk Likelihood	Current Risk Rating	Current Risk Status
Failure to provide services or maintain the continued wellbeing and operations within the Borough	08-July 2021	3	3	9	

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	Full Year Position Predicted Outturn	Comment
Operations & Leisure	ASSEMBLY ROOMS	SPLIT PROFIT EVENT TICKET SALE	0	54,930	(54,930)	219,750	(20,000)	199,750	Due to open end of July so no outturn to predict at present. Will keep under review
		SPLIT PROFIT EVENT INCOME	(27,044)	(73,260)	46,216	(293,000)	46,000	(247,000)	Not open in the first quarter and therefore predicting a reduction in the income target for the year
	ASSEMBLY ROOMS BAR	SALARIES	3,398	35,790	(32,392)	143,180	(45,000)	98,180	Not recruiting to bar supervisor role and accumulation of other vacancies
		CATERING SALES	0	(45,270)	45,270	(181,130)	0	(181,130)	To keep under review, due to open end of July
	PEAKS	SPORT DEVELPMT PROJECT FUNDING	74,620	25,890	48,730	103,560	0	103,560	High committed spend which is within full year budget
	PUBLIC SPACES	VACANCY ALLOWANCE	0	(92,570)	92,570	(92,570)	92,570	0	Vacancy allowance removed
		CONTRIB FROM STAFFS C C .	(27,495)	(143,690)	116,195	(143,690)	0	(143,690)	Not yet received income from SCC, will chase payment
	TBC HIGHWAYS MAINTENANCE	MAINTEN HIGHWAY RELATED ASSETS	(51,343)	30,330	(81,673)	121,290	0	121,290	Accruals for works relating to previous financial year, yet to receive invoices
		MAINTENANCE OF WATER COURSES	62,726	10,290	52,436	41,140	0	41,140	Large commitment on system, enough budget on cost centre overall to cover this if overspent at year end
AD People	CUSTOMER SERVICES	VACANCY ALLOWANCE	0	(9,660)	9,660	(38,680)	38,680	0	Vacancy allowance
AD Assets	INDUSTRIAL PROPERTIES	MISC CONTRIBUTIONS	(55,000)	0	(55,000)	0	(55,000)	(55,000)	Windfall income re deed of variation and extension of lease
	MARMION HOUSE	ELECTRICITY	73,615	12,360	61,255	49,390	0	49,390	Order not scheduled correctly - to be amended
		CONTRIBUTION-COMMON SERVICES	84,180	0	84,180	(33,540)	0	(33,540)	Invoices not yet raised

Service Area	Cost Centre	Account Code	Year to Date Position	Year to Date Budget	Year to Date Variance	Full Year Budget	Predicted Outturn Variance	Full Year Position Predicted Outturn	Comment
AD Neighbourhoods	HOMELESSNESS	GOVERNMENT GRANTS	(61,400)	0	(61,400)	0	0	0	Recruitment in process for the RSI project
		BED & BREAKFAST INCOME	(11,895)	(54,380)	42,485	(217,540)	0	(217,540)	Reduced use of B & B
	HOMELESSNESS STRATEGY	GOVERNMENT GRANTS	(245,757)	(50,000)	(195,757)	(65,000)	0	(65,000)	Homelessness Prevention grant
	COMMUNITY WARDENS	SALARIES	24,848	36,490	(11,642)	161,010	(46,570)	114,440	2 vacant posts
AD Partnerships	PRIVATE SECTOR LEASING SCHEMES	PRIVATE SECTOR LEASING SCHEME	3,070	16,710	(13,640)	66,780	(55,000)	11,780	Due to acquire properties shortly. Still to make some payments to landlords.
		PRIVATE SECTOR LEASING	(2,647)	(21,940)	19,293	(87,810)	84,000	(3,810)	Not expecting any tenants from now on. In the process of acquiring properties.
AD Growth & Regeneration	OUTSIDE CAR PARKS	RATES	0	140,800	(140,800)	140,800	0	140,800	Rates bill to be processed
		SHORT STAY CAR PARKING	(88,068)	(150,000)	61,932	(600,000)	100,000	(500,000)	Several car parking machines not in use. Currently evaluating tenders for new
	CASTLE & MUSEUM	SALARIES	0	66,413	(66,413)	265,700	(70,000)	195,700	Arts council funded 1st quarter & accumulation of vacant posts
	ARTS COUNCIL - CASTLE	GOVERNMENT GRANTS	(174,727)	(237,230)	62,503	(237,230)	0	(237,230)	About to submit final activity report to arts council to receive remaining funding
	ENVIRONMENTAL HEALTH	SALARIES	98,707	153,288	(54,581)	613,140	(152,490)	460,650	£230K funding received for covid 19 costs up to 2023, to carry forward spend to 2022/23
		CONT TO RESERVES	0	0	0	0	152,490	152,490	
	ECONOMIC DEVELOPMT & REGEN	TOWN CENTRE STRATEGY	33,341	1,500	31,841	22,060	0	22,060	Committments on system relating to Welcome Back fund, to use Town Centre retained fund
DEV. PLAN LOCAL & STRATEGIC	LOCAL DEVELOPMENT FRAMEWORK	3,000	42,490	(39,490)	50,000	0	50,000	Local plan work due to commence soon, therefore budget expected to be spent	

Service Area	Cost Centre	Account Code	Year to Date Position	Year to Date Budget	Year to Date Variance	Full Year Budget	Predicted Outturn Variance	Full Year Position Predicted Outturn	Comment
AA Finance	BENEFITS	RENT ALLOWANCES	1,170,091	1,399,500	(229,409)	5,952,100	(938,510)	5,013,590	Based on DWP claim at P3
		COUNCIL TENANT RENT REBATES	1,854,841	2,039,830	(184,989)	7,531,900	(743,280)	6,788,620	
		COUNCIL TENANT GRANT	(1,823,687)	(2,019,030)	195,343	(7,454,920)	721,310	(6,733,610)	
		PRIVATE TENANT GRANT	(1,118,940)	(1,370,300)	251,360	(5,811,220)	965,740	(4,845,480)	
		DISCRETIONERY HSG PAYMT GRANT	(50,480)	(50,000)	(480)	(150,000)	49,000	(101,000)	DHP Contribution confirmed at £101k
	BENEFITS ADMINISTRATION	SALARIES	113,675	123,088	(9,413)	492,340	(35,000)	457,340	Vacant Head of Service post / interim arrangements in place
		VACANCY ALLOWANCE	0	(8,970)	8,970	(35,830)	35,830	0	Vacancy allowance
		GOVERNMENT GRANTS	(34,349)	0	(34,349)	0	(15,000)	(15,000)	Unbudgeted grants
	CORPORATE FINANCE	GENERAL CONTINGENCY	0	0	0	169,000	(169,000)	0	No plans to spend at present, subject to review during the year
		CONT TO RESERVES	0	0	0	150,000	6,204,600	6,354,600	Additional contribution to reserve to fund 2021/22 NNDR collection fund deficit arising from expanded retail relief scheme (which will be needed in 2022/23 due to the collection fund deficit being funded in the following financial year, as part of the budget setting process for 2022/23)
		NNDR LEVY PAYMENTS	45,449	0	45,449	687,230	738,930	1,426,160	Additional levy payable due to business rates forecast growth in 2021/22
		GOVERNMENT GRANTS	(4,678,306)	0	(4,678,306)	0	(6,943,530)	(6,943,530)	Additional Section 31 grant receivable due to expanded retail relief scheme for 2021/22 of c.£6m (TBC share)
		MISC CONTRIBUTIONS	0	0	0	0	(198,000)	(198,000)	2020/21 levy return expected from pool subject to finalisation of NNDR audits

Service Area	Cost Centre	Account Code	Year to Date Position	Year to Date Budget	Year to Date Variance	Full Year Budget	Predicted Outturn Variance	Full Year Position Predicted Outturn	Comment
AD Finance	TREASURY MANAGEMENT	MINIMUM REVENUE PROVISION GF	47,370	47,370	0	189,430	(31,840)	157,590	Reduced MRP due to slippage in 2020/21 capital programme
		MISC INTEREST & DIVIDENDS	(23,670)	(23,670)	0	(94,710)	(55,000)	(149,710)	Forecast investment interest income due to higher balances arising from capital programme slippage
		PROPERTY FUND DIVIDENDS	(26,633)	(75,000)	48,367	(300,000)	125,000	(175,000)	Delayed property fund investments
	COVID-19	GOVERNMENT GRANTS	(166,800)	(238,140)	71,340	(952,590)	(166,800)	(1,119,390)	New burdens grant for Business Grants process
		GOVERNMENT GRANTS	(206,656)	(106,800)	(99,856)	(427,150)	(167,000)	(594,150)	Additional SFC grant for Qtr 1 2021/22 (& balance of £67k from 2020/21)

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	Full Year Position Predicted Outturn	Comment
AD Assets	SERVICE CHARGES	SERVICE CHARGE - FLATS	200,172	(10,140)	210,312	(37,400)	0	(37,400)	Leaseholder Section 20 Invoices not yet issued
AD Neighbourhoods	HOUSING ADVICE	SALARIES	51,725	59,520	(7,795)	238,050	(30,000)	208,050	2 staff members working job share but their posts are budgeted full-time
Housing Repairs	REPAIRS CONTRACT	COVID 19 COSTS	52,134	307,140	(255,006)	307,140	0	307,140	Budget for additional Covid costs for 1st quarter, awaiting invoices from Engie
		RESPONSIVE REPAIRS	496,742	375,000	121,742	1,500,000	0	1,500,000	Commitments raised in advance of profiled budget, no outturn variance reported at this stage
		VOIDS	523,998	350,000	173,998	1,400,000	0	1,400,000	
		MISC. (NON SPECIFIC)	0	62,500	(62,500)	250,000	0	250,000	No commitments raised but no outturn variance reported as yet
		PERIODIC ELECTRICAL TESTING	(12,265)	100,000	(112,265)	400,000	0	400,000	
		PLANNED MAINTENANCE	188,588	62,500	126,088	250,000	0	250,000	Commitments raised in advance of profiled budget, no outturn variance reported at this stage
	REPAIRS - GENERAL	MISC. (NON SPECIFIC)	78,101	19,745	58,356	78,980	0	78,980	
HRA Summary	H R A SUMMARY	GENERAL CONTINGENCY	0	32,490	(32,490)	130,000	(130,000)	0	Possible savings at the year end - to be kept under review

Capital Programme Monitoring

Service Area	Budget Reprofiled from 2020/21 (memo only) £000	YTD Budget £000	YTD Actual Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile to 2022/23 (memo only) £000	Outturn £000	Comments
GENERAL FUND										
Chief Executive										
Gungate Development	718	718	0	(718)	718	718	-	-	718	
Service Area Total	718	718	0	(718)	718	718	-	-	718	
AD Growth										
Castle Mercian Trail	96	96	57	(39)	96	96	-	-	96	Project almost finished, Waiting for retention payments to go through
Gateways	424	424	3	(421)	424	-	(424)	424	424	Discussions to be held with members on use of funds.
Cultural Quarter - Carnegie Centre	3	3	3	(0)	3	3	-	-	3	Almost complete. Lease for restaurant now signed.
Repairs to Castle Elevation	244	282	63	(219)	394	394	-	-	394	Works in line with action plan, due to start on site shortly.
Castle Lighting	40	40	40	(0)	40	40	-	-	40	All works complete, final 10% awaiting snagging.
Off Street Car Parking Infrastructure Update	-	13	-	(13)	50	50	-	-	50	Evaluating tenders currently.
FHSF Castle Gateway	-	688	18	(670)	2,750	2,750	-	-	2,750	
FHSF Middle Entry	-	531	15	(516)	2,125	2,125	-	-	2,125	
FHSF College Quarter	-	2,196	26	(2,170)	8,783	8,783	-	-	8,783	
Service Area Total	807	4,272	225	(4,047)	14,665	14,242	(424)	424	14,665	
ED Organisation										
AD People										
Replacement It Technology	26	41	11	(30)	86	86	-	-	86	Spend in line with capital appraisal
New Time Recording System 17/18	15	15	-	(15)	15	15	-	-	15	Funds re-profiled from 20/21 but commencement of project subject to Recovery & Reset
Self Service Customer Portal	45	45	24	(20)	45	45	-	-	45	Portal 'soft launch' planned for later this year

Service Area	Budget Reprofiled from 2020/21 (memo only) £000	YTD Budget £000	YTD Actual Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile to 2022/23 (memo only) £000	Outturn £000	Comments
Member Device Refresh	3	3	-	(3)	3	3	-	-	3	Remaining budget re-profiled from 20/21
Asset Management Database	42	42	-	(42)	42	42	-	-	42	Funds re-profiled for further stages of the project - ongoing and should be completed by the end of the year
Mobile Phone Contract	20	20	-	(20)	20	20	-	-	20	Funds earmarked for back-up system subject to approval
V13 Income Management Systems & 3D Secure	-	7	4	(3)	27	27	-	-	27	System upgrade - initial order raised
Service Area Total	151	172	39	(133)	238	238	-	-	238	
AD Operations & Leisure										
Whigginton Park Section	10	10	-	(10)	10	10	-	-	10	Waiting for volunteers to start
Section 106										
Roadmeadow Nature Reserve	17	17	6	(10)	17	17	-	-	17	Waiting for volunteers to start
Public Open Space Section 106	10	10	-	(10)	10	10	-	-	10	Reviewing post covid
Street Lighting	79	79	41	(38)	79	79	-	-	79	In line with action plan
Local Nature Reserves	23	23	-	(23)	23	23	-	-	23	Waiting for volunteers
Community Woodland Cycleway	199	199	10	(189)	199	199	-	-	199	Finishing the design brief
Amington Community Woodland	232	232	20	(212)	232	232	-	-	232	Finishing the design brief
3G Sports Facility	-	-	(23)	(23)	-	-	-	-	-	Waiting to pay final retention payments
Replacement Castle Grounds Play Area	-	94	374	281	375	375	-	-	375	Project underway
Refurbishment Castle Grounds Tennis Courts	-	30	-	(30)	120	120	-	-	120	Tender specification being prepared
Indoor and Outdoor Sports Feasability	100	100	-	(100)	100	100	-	-	100	Currently being prepared
Service Area Total	669	793	342	(451)	1,164	1,164	-	-	1,164	

Service Area	Budget Reprofiled from 2020/21 (memo only) £000	YTD Budget £000	YTD Actual Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile to 2022/23 (memo only) £000	Outturn £000	Comments
ED Finance										
AD Finance										
Property Funds	8,131	8,131	-	(8,131)	8,131	8,131	-	-	8,131	Investment delayed until later in 2021 following planned review
Solway Tamworth LTD LATC	4,000	4,000	-	(4,000)	4,000	-	(4,000)	4,000	4,000	Review underway to confirm viability of scheme post pandemic
Service Area Total	12,131	12,131	-	(12,131)	12,131	8,131	(4,000)	4,000	12,131	
ED Communities										
AD Assets										
Disabled Facilities Grant	817	979	541	(438)	1,467	1,467	-	-	1,467	Contractor is starting to catch up on delays incurred through COVID. There is a large pipeline of work that would take up the full budget allocation.
Energy EFF Upgrade Commercial and Industrial Properties	-	19	-	(19)	75	-	(75)	-	-	Dependent on stock condition survey unlikely to be spent at this stage
Service Area Total	817	998	541	(457)	1,542	1,467	(75)	-	1,467	
AD Neighbourhoods										
CCTV Infrastructure	-	11	-	(11)	46	46	-	-	46	-
Service Area Total	-	11	-	(11)	46	46	-	-	46	
GF Contingency										
Gf Contingency	135	135	-	(135)	135	-	(135)	135	135	Not aware of any planned spend
Cont-Return On Investment	20	20	-	(20)	20	20	-	-	20	-
GF Contingency Plant and Equipment	100	100	-	(100)	100	100	-	-	100	-
Service Area Total	255	255	-	(255)	255	120	(135)	135	255	
GENERAL FUND TOTAL	15,548	19,351	1,147	(18,204)	30,759	26,126	(4,634)	4,559	30,684	

Service Area	Budget Reprofiled from 2020/21 (memo only) £000	YTD Budget £000	YTD Actual Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile to 2022/23 (memo only) £000	Outturn £000	Comments
HOUSING REVENUE ACCOUNT										
ED Communities										
AD Assets										
Structural Works	-	50	147	97	200	200	-	-	200	Contractors on site, works in progress and expect to fully spend by year end
Bathroom Renewals	94	148	20	(128)	312	312	-	-	312	Programme commenced and should be completed early September
Gas Central Heating Upgrades and Renewals	289	460	476	16	974	974	-	-	974	Planned works in progress, should be fully spent by year end
Kitchen Renewals	326	523	429	(94)	1,114	1,114	-	-	1,114	Split between Engie & Wates, both on track and should be completed by end December
Major Roofing Overhaul and Renewals	-	278	1,111	834	1,111	1,111	-	-	1,111	Projects identified and works in progress
Window and Door Renewals	43	143	273	131	441	441	-	-	441	Projects identified and works in progress
Neighbourhood Regeneration	477	602	350	(252)	977	400	(577)	-	400	Spend not likely to exceed £400k for the year at this stage
Disabled Facilities Adaptations	298	438	619	181	860	860	-	-	860	-
Rewire	-	38	150	113	150	150	-	-	150	Identified schemes for re-wire, expected spend Sept/Oct
CO2 / Smoke Detectors	60	76	64	(12)	124	124	-	-	124	Part of ongoing upgrades re boiler installs & contract with Fire Brigade
Insulation	18	18	-	(18)	18	18	-	-	18	Ad hoc budget to be utilised in line with roof upgrades where required - reactive budget
Renew High Rise Lifts	243	243	181	(62)	243	243	-	-	243	Tender completed and start date for on-site works beginning December
Replace High Rise Soil Stacks	-	438	-	(438)	1,750	1,750	-	-	1,750	Contractor lined up, to commence within next 3 to 4 weeks
Fire Upgrades To Flats 2012	100	100	-	(100)	100	100	-	-	100	Works have commenced, should be invoiced shortly

Service Area	Budget Reprofiled from 2020/21 (memo only) £000	YTD Budget £000	YTD Actual Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile to 2022/23 (memo only) £000	Outturn £000	Comments
Sheltered Schemes	84	109	102	(8)	184	184	-	-	184	Works generated from Housing Team request
Energy Efficiency Improvements	-	18	70	53	70	70	-	-	70	Ad hoc budget as works are identified, looking at alternative heating systems
Install Fire Doors High Rise	1,460	1,460	-	(1,460)	1,460	1,460	-	-	1,460	Wates have now commenced works
High Rise Ventilation System	-	30	-	(30)	120	120	-	-	120	Project Mgr appointed to draw up specification for tender
Retention of Garage Sites	-	188	357	169	750	750	-	-	750	Project will commence Sept 21, will run into 22/23 so any underspend will need to be re-profiled
Capital Salaries	-	50	-	(50)	200	200	-	-	200	-
Software Fire Safety Surveys	90	90	-	(90)	90	90	-	-	90	-
HRA Street Lighting	69	69	59	(10)	69	69	-	-	69	-
Asset Management Software HRA	69	69	24	(45)	69	69	-	-	69	Project ongoing and should be completed by the end of the year
Telecare System Upgrades	-	9	-	(9)	36	36	-	-	36	-
Tinkers Green	-	-	(3)	(3)	-	-	-	-	-	-
Kerria Estate Project	103	103	1	(101)	103	103	-	-	103	Final CPO settlements still being negotiated.
Other Acquisitions	599	599	647	48	599	647	48	-	647	Overspend if all committed purchases complete, but will be offset by underspends on other cost centres
Regeneration & Affordable Housing	7,475	7,538	1,892	(5,646)	7,725	2,691	(5,034)	5,034	7,725	Wilnecote scheme submitted to planning but works unlikely to commence until late 21/22 with most spend being in 2022/23.
Caledonian Depot New Build	-	377	-	(377)	1,508	-	(1,508)	1,508	1,508	Project in for planning. Unlikely to commence until late 21/22 with most spend being in 22/23.
Service Area Total	11,897	14,262	6,969	(7,293)	21,358	14,287	(7,071)	6,542	20,828	
HRA Contingency										
HRA Contingency	100	100	-	(100)	100	100	-	-	100	-
Service Area Total	100	100	-	(100)	100	100	-	-	100	
HRA Total	11,997	14,362	6,969	(7,393)	21,458	14,387	(7,071)	6,542	20,928	

Treasury Management Update – Period 3 - 2021/22**Investments held as at 30th June 2021:**

Borrower	Deposit £	Rate %	From	To	Notice
Thurrock Council	5,000,000	0.65%	09-Oct-20	07-Oct-22	-
Thurrock Council	5,000,000	0.35%	15-Oct-20	15-Jul-21	-
Plymouth City Council	5,000,000	0.35%	30-Oct-20	29-Oct-21	-
Goldman Sachs	5,000,000	0.195%	12-Feb-21	12-Aug-21	-
Goldman Sachs	5,000,000	0.225%	29-Apr-21	29-Oct-21	-
Standard Chartered	10,000,000	0.13%	13-May-21	15-Nov-21	-
Lloyds Bank	8,000,559	0.05%	-	-	95 day
Santander	10,000,000	0.60%	-	-	180 day
MMF – Aberdeen	7,144,000	0.01%*	-	-	On call
MMF – PSDF	10,000,000	0.02%*	-	-	On call
MMF – Federated	1,797,000	0.01%*	-	-	On call
Total	71.942	0.24 (avg)			

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

External Borrowing as at 30th June 2021:

<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		

Corporate Scrutiny Committee**24th August 2021****Quarter One 2021/22 Performance Report****Additional information requests****On the Treasury management update, why are the interest rates on our deposits as low as they are?**

Investment returns plunged during 2020/21 to near zero or even into negative territory due to the Covid-19 pandemic which caused the Monetary Policy Committee to cut Bank Rate in March, first to 0.25% and then to 0.10%, in order to counter the hugely negative impact of the national lockdown on large swathes of the economy. The Bank of England and the Government introduced new programmes of supplying the banking system and the economy with massive amounts of cheap credit so that banks could help cash-starved businesses to survive the lockdown. The Government also supplied huge amounts of finance to local authorities to pass on to businesses. This has resulted in much more liquidity in financial markets than the demand to borrow, with the consequent effect that investment earnings rates plummeted. Current interest rate forecasts anticipate Bank Rate to remain at 0.10% until June 2023.

The Council's investment policy is governed by MHCLG guidance, which has been implemented in the Annual Investment Strategy approved by the Council on 23rd February 2021. This policy sets out the approach for choosing investment counterparties, and is based on credit ratings provided by the three main credit rating agencies, supplemented by additional market data (such as rating outlooks, credit default swaps, bank share prices etc). The Council's investment priorities are security first, portfolio liquidity second, and then yield (return). The Council aims to achieve the optimum return (yield) on its investments commensurate with proper levels of security and liquidity and with the Council's risk appetite. In the current economic climate it is considered appropriate to keep investments short term to cover cash flow needs. However, where appropriate, the Council will also consider the value available in periods up to 12 months with high credit rated financial institutions, as well as wider range fund options.

The average investment rate of 0.24% as at 30th June compares favourably with the Council's Benchmarks of the average 7 day and the 3 month LIBID rates of -0.08200% and -0.04712%.

Local Council Tax Reduction Scheme claims are lower than 2020/21 (5,345 claimants as at June 2021 compared to 5,671 at June 2020) with a total scheme cost of £4.7m (£4.6m in 2020/21). Why is the scheme cost £100k higher when the claimants are lower.

As Council Tax increases the total scheme cost will subsequently increase.

Why has there been no progress on Solway given that consultants have been employed to carry out the work?

Officer time has been spent on the Future High Streets Fund bid and the options on the Gungate site meaning there has been no time to liaise with the consultants who have to be managed.

Corporate Scrutiny Committee asked for more detail and a response will be circulated

Areas that Corporate Scrutiny Committee felt should be brought to Cabinet's attention

Number of council tenants on universal credit and in rent arrears

It was noted that there had been a significant increase between quarter 4 2020/21 (680) and quarter 1 2021/22 (954). There was concern that this could be worse when the furlough scheme ends.

Marketing Tamworth Youth Centre

It was confirmed that receipts from the property will go to providing youth activities.

Amington Local Centre

This refers to the former Golf Course site.

Gungate site

It is planned that in September, subject to Cabinet approval, partners will be appointed to look at the marketing of the Gungate site for its different uses. The partners will undertake a car park survey.

The new owners of the Police Station are keen for residential use there but no planning permission applications have yet been submitted.

Customer Portal

This is being tested now with an implementation date of December 2021. The housing portal is now live.

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Thursday, 9 September 2021

Report of the Leader of the Council

Homes England - Memorandum of Understanding

Exempt Information

None

Purpose

1. To update Cabinet on all activity that has been undertaken with regards bringing the Gungate Masterplan site forward for delivery since January 2020.
2. To update Cabinet on developing a working partnership with Homes England and to set out the principles of how the two organisations choose to work together in order to bring forward Borough wide sites for Regeneration, through a Memorandum of Understanding (MoU).

Recommendations

Cabinet are asked to approve the following recommendations

It is recommended that:

1. Cabinet notes the update against progress of key work streams for supporting the regeneration of the Gungate site.
2. The Chief Executive sign the non-legally binding Memorandum of Understanding between the Borough Council and Homes England.
3. In consultation with the Leader of the Council, Officers actively explore and develop all relevant opportunities for Homes England to support the Council in bringing forward sites for Regeneration at an accelerated pace, to the benefit of the wider Borough and its residents
4. To keep Cabinet and relevant scrutiny committees up to date on a regular basis.

Executive Summary

Since the completion of the work on the Gungate Masterplan at the end of 2019, Officers from across the Council have been engaged with numerous stakeholder groups, both public and private to bring forward opportunities for developing the wider site. The Gungate Masterplan document is **not** a plan for actual development but rather a set of guidelines that indicates such things as:

- What uses are suitable for the site;
- Where these uses could be best placed;
- Restrictions for massing and types of buildings on the site based on known constraints – e.g. conservation area, almshouses, residential areas.
- What is viable on the site – what will need additional funding support / what can be delivered by the commercial market.
-

The Masterplan allows the Council and its partners to focus resources on realistic market deliverable activities and uses, rather than following ideas that are not practical.

The Gungate site is a large programme of Regeneration with multiple, complex issues. As such Officers have approached this in the form of three distinct workstreams;

- **Programme** - aspects of delivery that cover the whole site area.
- **Gungate North** – the properties North of Spinning School Lane under multiple ownerships;
- **Gungate South** – the site south of Spinning School Lane, comprising Council owned land currently large surface car parks.

The following is a brief update on the work carried out to date and that is in progress, on each workstream.

1. Programme:

Consultation on Masterplan – the Council conducted public consultation on the Gungate Masterplan throughout the whole of February 2021. This was delayed from 2020 due to the pandemic. The consultation was targeted both at receiving views from the public and from the commercial market. This activity has raised the profile of the Council's plans significantly both in terms of public understanding of proposals and active interest by developers. **See appendix 1.** The Masterplan was very positively received with constructive, useful comments that have been used to form the basis of project plans.

The results of this completed consultation were taken to Infrastructure, Safety and Growth Scrutiny committee (ISAG) and Cabinet in April 2021. The main recommendations arising from this process was to note that some uses detailed in the consultation;

- will no longer be likely to come forward due to the pandemic (e.g. hotel)
- will need further detailed studies, e.g. a leisure centre

Councillors agreed that the site should have a primary focus on mixed use development with minimal reliance and focus on retail.

Future High Streets Fund / Homes England

Due to the significant success of the Council in being awarded one of the highest national allocations from Government for its Future High Streets Fund projects (£21.65million) this has had a considerable affect in accelerating opportunities for Gungate. As a result of FHSF, Homes England is now actively interested in the opportunities Gungate offers for wider Regeneration in the Borough. More detail follows later in this report.

2. Gungate North:

Buzz Bingo building: Prior to the pandemic the Council were in active negotiations with the owner of the building to take over the property and lease it back to the operator on a short flexible lease. The pandemic has had the affect that the operator has now gone into administration and handed the building back to the Council in early 2021 at no premium to the authority. The Regeneration team have undertaken significant work with colleagues in Assets to understand the risks and constraints of the building. This building is physically linked to the neighbouring night club Atik and legally connected via a sublease, which is being evaluated in terms of potential risks and opportunities.

Youth Centre: The former Tamworth Youth Centre is in the stewardship of Staffordshire Council of Voluntary Youth Services (SCVYS). There is a restriction similar to a restrictive covenant on the property that allows for re-provision of youth services in Tamworth if the building were to be disposed of. Regeneration / sale of this building cannot be undertaken without the restrictions in the covenant being met. On 15th June 2021 SCC colleagues took a report to their Charities and Trusts committee that was agreed, proposing any proceeds from the sale of the building be put into an ongoing fund that would be used by SCVYS to grant money towards youth activities from relevant groups and organisations in Tamworth. The sale would reduce financial pressures for running and maintaining the building and see a

consistent, but defined amount of money spent on targeted local provision. **See appendix 2 for details about charitable scheme / “covenant”**

This proposal will now be taken formally to the national Charities Commission for approval, which is expected early in 2022.

Police station: Over the last three years, the Council have been in active contact with Staffordshire Police over the option to purchase the building. A valuation of the building was carried out by the Council and offers made to Staffordshire Police on the basis of those recommendations. Despite offers from the Council, Staffordshire Police put the site up for sale with a commercial agent, to test the market. The new, private developers of the Police station approached the Local Planning Authority in July 2021 for high-level discussions on the development of the site.

County Council: The Council has continued to proactively engage with the County Council at all levels on its land ownerships on the North part of Gungate, particularly, the former Connexions building, the former courts, and the linked Youth centre. There are strong relationships and channels of communication between both parties, with regular monthly briefings. The County Council is in the process of carrying out a joint red book valuation of all properties owned by both parties to enable discussion about plans for each building. This is due to be completed and discussed in September 2021.

3. Gungate South

NCP restructuring – As part of the sale of the Gungate South site to the Council in 2018, Henry Boot plc included a long lease on a large portion of the site to NCP. Over the past 2 years several discussions have taken place with NCP on an informal basis to explore possible options for their lease including such things as; transferring their lease, reducing its duration or terminating the agreement completely.

As a result of the pandemic NCP as a wider company has been put under extraordinary financial pressures. Earlier this year, NCP entered into the process to start a formal restructuring plan which graded car parks nationally by category and proposed different strategies for each classification. Officers spent considerable time understanding the ramifications of the restructuring plan, which was later withdrawn by NCP. Since that time, it is understood that there are several parties looking to purchase the NCP business. As part of the abortive process undertaken by NCP, the Council now understands that NCP viewed the car park on Gungate as productive and categorised it to retain as profit making. Engagement with NCP is a priority for the immediate future.

Car Park demand study – based on the above and the proposals in the Masterplan to explore options around future car parking provision, officers are currently undertaking a high level car park demand study in conjunction with Homes England. This will cover the following:

- Baseline information – previous and current car park usage
- Usage forecasting and scenario testing based on forthcoming projects / feasibility studies (introduction of a College to Town Centre / potential introduction of a leisure centre to Town Centre / activity to enable development at Gungate South.)
- High level feasibility study on the provision of multi storey car park (must take into consideration principles established in Gungate Masterplan)

This report will then allow the Council to make decisions about future investment in car parking infrastructure and support any future bids for Town Centre funding opportunities such as the Government levelling up fund.

Leisure Centre feasibility study – as outlined in the Masterplan, a specific report to explore the feasibility and need for leisure provision is critical at this point in time, to support any future funding applications and to understand how the wider site might need to be split. The

Masterplan simply outlined the benefits of such a use whereas a detailed feasibility and supporting studies will allow the Council to:

- fully understand the exact scope and scale of provision needed
- what delivery method is appropriate for such a facility
- what financial models for delivery are at the disposal of the Council.

Approval for this study and an indoor and outdoor strategy was agreed at Cabinet in July. This work is currently going through procurement with an aim to be contracted by November.

Homes England

In addition and indeed in conjunction with the above, over the past 12 months the Assistant Director Growth and Regeneration with support from the Head of Economic Development and Regeneration has been in active discussions with Homes England about opportunities for supporting the development of sites across Tamworth Borough with an initial focus on immediate opportunities in the Town Centre, following a very detailed site meeting in June 2021. The success of drawing down significant investment from the Government led Future High Streets Fund (FHSF) has drawn attention to opportunities and raised the profile of the Town and its ambitions substantially.

Officers have outlined Regeneration plans and opportunities for sites under its control across the Borough and discussed other opportunities not under its control. Homes England, whilst focused primarily on delivering housing is now expanding its remit into Regeneration, whereby housing can unlock wider regeneration potential with a particular focus on mixed use Town Centres. Homes England can see the potential in Tamworth with the FHSF investment complimenting the much larger Gungate site and the way in which new town centre uses will support the recovery of the high street. Seeing this potential in Tamworth, they now wish to enter into an informal, non-legally binding agreement, which establishes how the two organisations will work together in partnership.

Homes England can support the Council through its experience, knowledge, specialisms and contractors to de risk sites, with the intention of bringing them forward for development at a much more accelerated pace than the Council could on its own.

Homes England has an ability to structure land deals in a multitude of ways to maximise land value, scheme delivery and flexibility, in order to accommodate short to medium term operational requirements by vendors. Its activities and support can include:

- **Land Acquisition** – following suitable due diligence Homes England can look to acquire land on a conditional or unconditional basis. Unconditional purchases can unlock a risk adjusted upfront cash payment, with future net value uplift captured through an overage arrangement.
- **Master Developer** – Homes England would seek to assemble land or invest monies into infrastructure delivery to unlock development potential and seek to recover investment collaboratively with its partner(s).
- **Enabling & Promotor Activities** – this comprising of strategy development and undertaking de-risking works to achieve a positive planning position, recovering investment through the sale of the land.
- **Affordable Housing** – When not acquiring land the Homes England Affordable Housing team can assist in affordable housing delivery and enhance development viability through affordable housing grant.
- **SME Developer Financial Support and Equity Investment** - Homes England investment function works collaboratively with Small and Medium sized developers providing loan finance and equity investment to support diversity within the marketplace.

A Homes England partnership often involves a mixture of the above interventions – working collaboratively with the landowner the most appropriate tool to unlock mutually beneficial outputs will be utilised.

In return Homes England can contribute to accelerated redevelopment with a willing Borough Council. The ambitions of the authority and the initial discussions with officers have been positive and as such Tamworth is being touted as a pilot which if successful, can be rolled out to other parts of the Country where opportunities exist.

Options Considered

The following options have been considered:

- 1. Do nothing:** The Council can choose not to work with Homes England, but this is not recommended. Homes England have both funding in various forms and access to in house and external specialist skills that the Council can draw down from to realise Regeneration aims for the benefit of all of Tamworth. As the MoU is a non-legally binding document, not working with Homes England would actually have a detrimental effect on regeneration opportunities across the Borough.
- 2. Work with Homes England informally outside of an agreement:** As stipulated above, the MoU is a non-legally binding agreement, but it does give both organisations confidence and clarity over expectations of roles in delivering regeneration. Not signing the agreement would have the same effect as doing nothing, as would most likely be seen in the same manner as highly detrimental to the future of regeneration opportunities across the Borough.
- 3. Agree and enter into a Memorandum of Understanding with Homes England:** this option is recommended as it allows both parties to understand their roles, what they are bringing to the wider project and allows the drawdown of skills and specialist knowledge from Homes England. Entering into this agreement will support the wider regeneration aims of the council and allow it to accelerate delivery, creating a prosperous Town Centre economy.

Resource Implications

At the time of writing this report, the final document is still in the process of being finalised however; Homes England would seek to enter an MoU with the Council which would set out the framework to establish principles for partnership working and sharing of resources along a common aim, to include the following:

- Formation of a working group and governance structure to assist in driving forward partnership projects. This will likely comprise forming a steering group and project team.
- Homes England would dedicate a project team resource led by its acquisitions function but would include specialists from planning & enabling and disposals, housing, investment and technical services. Key personnel from Tamworth Borough Council will also form part of the steering group and project team.
- Information will be shared between Homes England and Tamworth Borough Council on an open book basis and may include existing and historic surveys, reports, assessments and other such works in relation to land included within the MoU.

The immediate focus of the partnership after entering into the MoU would be the Gungate site, as defined by the public consultation on the site Masterplan in February 2021. This is evidenced by the parking demand study which is already commissioned and under way.

Entering in to an MoU with Homes England will allow the Council to make more efficient use of its resources, specifically as follows:

- Procurement – Homes England has robust and tested procurement frameworks to draw down relevant multi-disciplinary teams for commissions in much shorter timescales than the Council would be able. This will allow much quicker decision making and collation of vital information.
- Skills and experience – Homes England has a very specific focus on land based strategies and as such has developed considerable knowledge and expertise in this field. As such their experience of other sites is invaluable in both upskilling Council officers, identifying issues quickly and resolving them at pace through the use of specialist both within and contracted to their organisation.

Legal/Risk Implications Background

The Memorandum of Understanding is not a legally binding document. The MoU is a set of principles and guidelines that set out how the two organisations will work together. There is no commitment through this process for the Council to sell land interests to homes England.

Equalities Implications

None

Sustainability Implications

None

Background Information

See executive summary.

Report Author

Matthew Fletcher – Head of Economic Development and Regeneration

List of Background Papers

FHSF BID July 2020

Cabinet Report – Gungate Consultation – March 2021

Appendices

Appendix 1 – Gungate masterplan consultation

Appendix 2 – Staffordshire County Council report Charity and Trust Committee – 15th June 2021.

Tamworth Town Centre



Introduction

Tamworth Borough Council is actively seeking to redevelop a key part of Tamworth town centre; this is your chance to help inform how this major change is brought forward. For too long, the Gungate Regeneration Quarter has remained undeveloped, failing to contribute to the vitality and viability of the town centre.

Tamworth Borough Council is keen to understand your views and ideas as the process of change begins.

The Gungate Regeneration Quarter lies on either side of Spinning School Lane in Tamworth town centre. The area previously contained a Retail Precinct, Police Station, Magistrates Court, Social Services offices and Bingo Hall. The majority of these buildings are now vacant (or soon to be vacated) and therefore no longer make a positive contribution to the vitality of the town centre or its economy.

Against this backdrop, Tamworth Borough Council, in partnership with the various landowners, has been investigating the opportunities this provides to positively regenerate the area. To this end, partnerships have been formed, land has been acquired and initial ideas have been developed to determine the best future uses for the Gungate site.

Specific actions that the Borough Council has carried out include:

- Acquiring the land to the south of Spinning School Lane from the private sector
- Taking back ownership of the Bingo Hall to the north of spinning School Lane
- Researching housing need and demand
- Investigating market demand for town centre uses
- Carrying out financial viability appraisals for town centre uses
- Identifying design principles to be considered for future development
- Reviewing the constraints to development for the site

As is the case for many town centres, the Covid-19 pandemic has accelerated the rate of decline within Tamworth Town Centre and as a consequence, its role is likely to change. In response to this, the Borough Council believes that a flexible approach should be taken towards town centre regeneration, an approach which is both adaptable and responsive to changes in market conditions.

While we recognise that flexibility is key in delivering this ambitious project, we also understand that to create well-designed and welcoming places, common design themes and principles need to be set out and agreed at an early stage. These principles will, in turn, act as a guide for developers, while also ensuring a degree of consistency, and a good relationship between the different areas across the site and proposed new buildings.

Any new uses proposed in the Gungate Regeneration Quarter must work alongside each other, complement the rest of the town centre and also take into account the neighbouring proposals associated with the Tamworth

Future High Streets regeneration program that include the relocation of South Staffordshire College to the site of the Tamworth Cooperative Society Department Store, the creation of a new Enterprise Centre at the Cooperative offices and the public realm improvements proposed at St Edithas Square.

We are therefore seeking your views and opinions on these key design themes and principles which will in turn inform the future development of the Gungate Quarter.

The document is divided into a number of sections, each posing questions and we welcome your responses to these questions and any other comments you wish to make. A [link](#) is provided at the end of this document for your questions and comments. The Council will respond to questions and comments received during this consultation which, by necessity has to be a virtual consultation due to the current pandemic.

Potential Uses

As part of the masterplanning exercise, detailed market analysis was undertaken to determine what demand existed for different types of uses/development. This indicated that there could be opportunities to deliver the following uses at the Gungate Site:

1. Residential (apartments and town/mews houses)
2. Retirement Living
3. Leisure Centre
4. Workspace
5. Hotel
6. Multi-Storey Car Parking
7. Night time Leisure Economy (restaurants / bars)
8. Local retail, medical, professional services

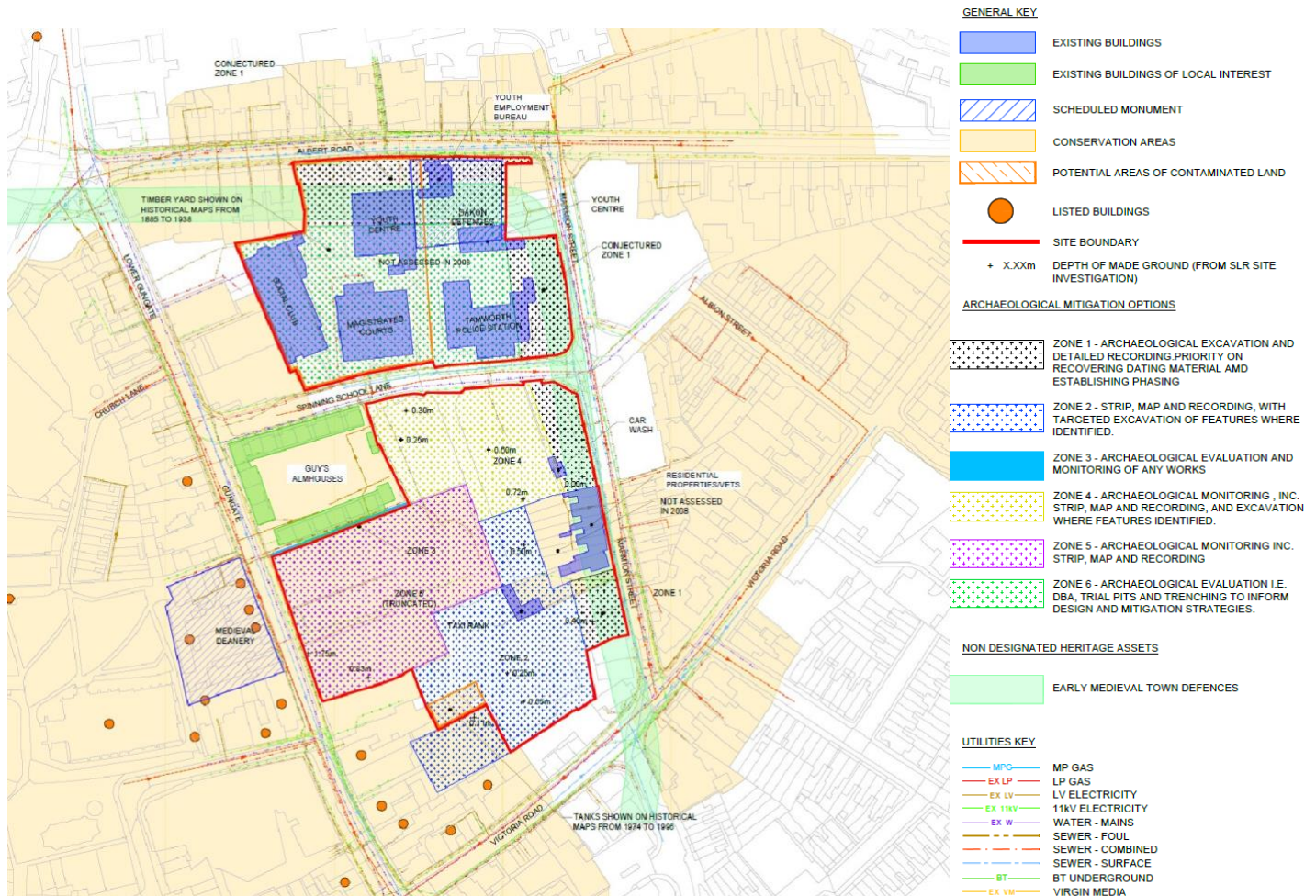
Other uses, such as a new cinema, were investigated but have been discounted due to local competition or lack of market demand.

Question 1 - Do you think a mix of uses is appropriate for the site?

Question 2 - Can you think of other uses that might work?

Question 3 - What would you like to see in a new Leisure Centre?

Site Constraints



This image shows the results of a number of studies undertaken by the Borough Council into utilities, depth of disturbed ground, level of archaeological interest and heritage designations.

This information creates a number of constraints (obstacles) that may present challenges for the development of the site and these issues may restrict what types of development can occur or where new buildings could be located.

This plan shows such information as, the proximity to areas of possible archaeological interest, surrounding conservation areas and neighbouring listed buildings and this information will be taken into account when considering development proposals.

Question 4 – Are you aware of any other constraints (obstacles) that may present challenges for the development of the site?

Site Analysis

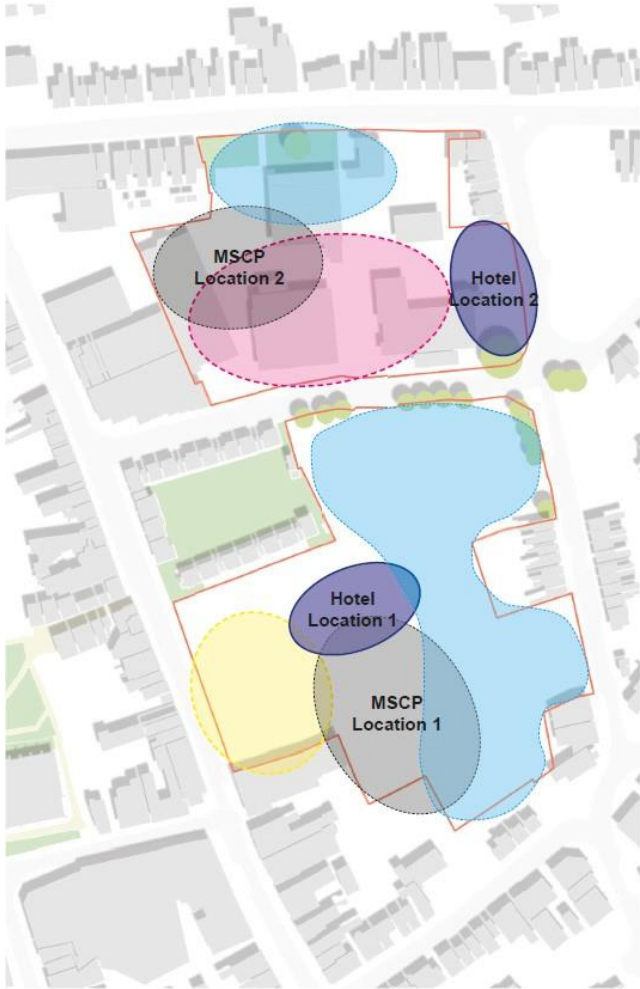


This image shows the Gungate Regeneration area (inside the red line boundaries) and starts to identify key characteristics and requirements that need to be considered when developing the site.

Key requirements identified include the need to retain and highlight the views of St Editha's Church, create sites for new public open space and create new pedestrian links through the site, such as a route from the town centre towards Tamworth Railway Station. There are also opportunities to encourage interesting street scenes across the site - this means buildings with windows and doors opening onto the street to generate interest and activity rather than blank walls.

Question 5 - On the basis of your local knowledge, can you think of any other key characteristics, requirements and opportunities that should be taken into consideration in developing the site that haven't been identified?

Good Neighbours



- Residential
- Cinema / Leisure
- MSCP
- Hotel
- Leisure

This image starts to consider how different types of buildings (uses) could be accommodated at the site and how they would relate to one another.

It shows that a Multi Storey Car Park (MSCP) could be located north or south of Spinning School Lane. It also shows how a hotel could be accommodated in different locations. This type of plan highlights the positives and negatives associated with the location of different buildings.

For example, creating access to a Multi Storey Car Park (MSCP) in Location 1 could be challenging as there is no immediate access/egress close to existing roads. Hotel Location 1 would also mean a tall building close to neighbouring heritage buildings.

The challenge for the Council will be to ensure that individual developments are good neighbours to each other whilst taking into account the surrounding context i.e. buildings to be retained, existing road networks and the wider town centre.

Question 6 - What uses do you think should not be next to each other?

Indicative Heights and Sizes



This plan starts to consider the scale of development across the area. In particular, it considers what heights and sizes of buildings could be appropriate for new development.

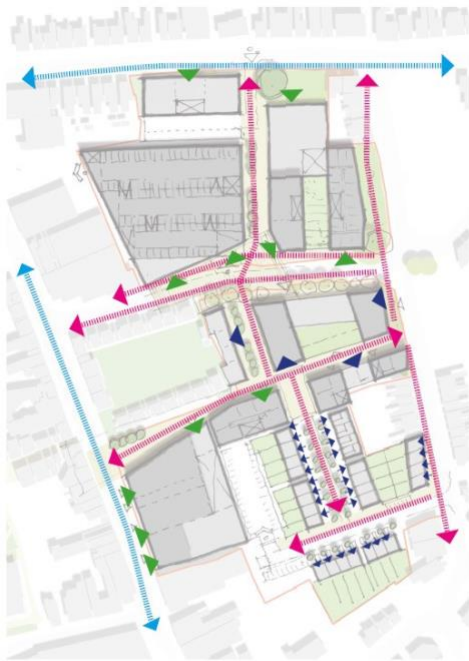
This plan suggests that taller buildings would be more appropriate to the north of Spinning School Lane where there is already the 4-storey police station building. The area north of Spinning School Lane may also be more appropriate for larger buildings, taking into account the fact that this area already accommodates the former Bingo Hall and is adjacent to Atik Nightclub; both of which are large buildings.

The analysis suggests that lower and smaller buildings would be more appropriate to the south of Spinning School Lane as this would have less impact on the heritage of Sir Thomas Guy's Almshouses and would be more suited to the scale of the existing town centre.

Question 7 – What do you think about the idea of having taller and larger buildings to the north: lower and smaller buildings to the south?

New Routes

Pedestrian and cycle routes



Key

- Existing route
- New route
- Public entrance
- Residential entrances

This plan shows an indicative layout of the site. It shows how buildings could be arranged to allow for new pedestrian and cycle routes through the site, to make it easier to both move around and through the area

Question 8 - Would the routes shown make it easier to get around the area and, in your experience, do they provide the most direct route? If not, please explain why?

New Parking and Access

Parking and access



Key

- Primary route
- Secondary route
- Access to parking
- Limited through traffic
- MSCP
- Workplace parking
- Resident parking

This plan shows how vehicles could access the site and how cars could be accommodated if a Multi Storey Car Park (MSCP) is provided north of Spinning School Lane. This could be accessed using a one-way system from Albert Road with an exit to Lower Gungate.

Providing the car park north of Spinning School Lane frees up the area to the south of the site for development. It also places the large car park building to the north of the site, where it will have less visual impact on the heritage of Thomas Guy's Almshouses and the town centre Conservation Area.

These new access proposals to the Multi Storey Car Park (MSCP) would mean less cars through Spinning School Lane and less cars coming into the town centre, creating a more pedestrian-friendly environment.

Question 9 - Do you think that this new road layout would be an improvement?

Question 10 – How do you think public transport could fit into the site?

Indicative Open Space

Open space



Key

-  Public space/ streets
-  Private open space

This plan shows how buildings could be positioned to allow for public open spaces (coloured yellow). These spaces allow movement through the site and would provide space to stop and enjoy the new environment, while helping to reconnect the site with the rest of the town centre.

New housing would also bring with it gardens for new residents (coloured green) with their associated trees, lawns and ponds.

Question 11 – What would you like to see in any new public open space? (For example, types of surfacing, types of trees, public art, small amenity areas with seating)

Indicative Layouts



These two images show different ways that buildings could be accommodated within the site. There are a number of ways that the site could be developed taking into account the identified uses, site characteristics, constraints and opportunities. As private sector investment will be required for the development of the majority of the site, the final layout will depend significantly on future market demand but in accordance with the key principles of the masterplan (e.g. heights, public realm/spaces, access).



Indicative Aerial Views



Using one of the Indicative Layouts shown on the previous page, these images show 3D views of how the site could look in terms of the distribution of buildings and open space if the site is fully developed.

The images are of the site looking north-east and south west across Colehill.



Spinning School Lane Visualisation



The image looks north-west from Colehill across Spinning School Lane.

This indicative visualisation shows the type of environment which could be delivered in the Gungate area. The image highlights the principles of providing improved open space, encouraging an interesting street scene and delivering a high-quality environment.

Marmion St. Visualisation



The image looks south-east from Marmion Street across Spinning School Lane.

This indicative visualisation shows a type of residential accommodation which could be accommodated within the Gungate Regeneration Quarter. Housing could vary from the flatted accommodation of up to 4 storeys as shown in the illustration to mews houses or terraced housing.

Question 12 – What do you think about having residential development in the Gungate Regeneration area?

Question 13 - Do you prefer a contemporary or more traditional design approach for housing in this area?

Question 14 – What sort(s) of housing would you like to see within the Gungate site?

Questions, Answers and Comments

The timetable for this public engagement is:

1st February 2021	Start of consultation
15th of February 2021	Initial responses by the Council to questions and comments
26th of February 2021	Final responses by the Council to questions and comments
1st of March 2021	End of consultation

Please respond with all questions, answers and comments using the following link:

<https://wh1.snapsurveys.com/s.asp?k=161183334833>

Questions received to date (1 Feb 2021) with responses are provided in the table below. An up-dated table will be published on the website on 15/01/2021 and 26/01/2021. A final summary of the consultation exercise with the Council's conclusions and any proposed actions will be published on the website. The date of publication will depend on the level of interest and responses received from the public.

No	QUESTION /COMMENT	ANSWER
1	I have only one concern with this development and that is the reallocating of the car park capacity.	<p>The capacity of the Multi Storey Car Park (MSCP) is a major issue but, firstly, it can be stated that new capacity will be provided before the current car parking is developed. There will be no period where car parking is removed before new capacity is provided.</p> <p>The simplest approach to the number of car parking spaces is to provide like-for-like but there are a number of points that should also be considered:</p> <ol style="list-style-type: none"> 1. Increased capacity for leisure centre users 2. Increased capacity for all-day parking for Tamworth rail commuters 3. Increased capacity for an increase in visitors to Tamworth 4. Reduced capacity due to global warming policies (-though this may be affected over time by the shift to electric vehicles) 5. Reduced capacity to encourage greater use of public transport 6. Increased capacity by incorporating the car parking at nearby TBC surface car parks so freeing up these car parks for suitable town centre development <p>As can be seen the capacity of the proposed Multi Storey Car Park (MSCP) is a crucial design issue for the present and, in order to future-proof the MSCP, there will be detailed discussion of this issue when this element of the regeneration programme moves forward.</p>
2	Is hotel use feasible given the likely effect of Covid 19 on the hotel industry?	Despite initial interest from a hotel operator, this use is not now being currently pursued as the market demand for new hotel accommodation is seen as very weak due to the Coronavirus pandemic. However the Council intends to re-visit the hotel market once the pandemic is over.
3	What are the advantages of a Multi-storey Car Park in the north of the site?	The advantages of a northern Multi Storey Car Park (MSCP) location are that the site is currently occupied by large-scale buildings, is next to a main road into the town and is near to the train station. The location also allows a one-way system into and out of the MSCP which will reduce traffic going through the town centre. Any new residential development will also be some distance away from the MSCP.
4	Is a cinema an option?	The financial viability of a cinema was investigated and found to be high risk. Since the financial viability of a new cinema was investigated the Tamworth Odeon cinema has made a significant investment into up-grading into an Odeon Plus Cinema and the Covid 19 pandemic has happened. For these reasons the cinema option is not currently being pursued.

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Local Members' Interest	
Robert Pritchard	Tamworth

Charities and Trusts Committee

Tamworth Youth Centre Fund (Charity Number 522734) (‘the Charity’)

Background

1. The Charity own the property known as Tamworth Youth Centre, Spinning School Lane, Tamworth, B79 7BD (‘the Tamworth Youth Centre’) which is shown edged in red on the plan annexed hereto at Annex A.
2. The properties around the Tamworth Youth Centre form part of the Gungate development area and are owned by Staffordshire County Council, Tamworth Borough Council and the Office of the Police and Crime Commissioner for Staffordshire.
3. The Tamworth Borough Council Gungate Masterplan (see [Hyperlink Below](#)) sets out the potential development opportunities for the wider Gungate area which are broad and include mixed use town centre accommodation, health and leisure facilities. [Closed consultations | Tamworth Borough Council](#)
4. Staffordshire County Council own the land edged in red on the plan annexed hereto at Annex B (save for the extent of the Tamworth Youth Centre) which includes the former Magistrates Court and former Connexions building.
5. Tamworth Borough Council own the land edged in green on the plan annexed hereto at Annex B which includes the Gala Bingo Hall and car park areas.
6. Staffordshire County Council and Tamworth Borough Council are exploring the options of a joint sale of their land and it is proposed that the Committee consider whether it is in the best interests of the Charity to also be a party to any joint sale.
7. It is understood that The Office of the Police and Crime Commissioner for Staffordshire are separately progressing a sale of the former police station shown edged in blue on the plan at Annex B so this area may not form part of the wider proposal.

Report of the Director for Corporate Services

The Staffordshire County Council’s role as a Charity Trustee

1. Trustees have and must accept ultimate responsibility for directing the affairs of a charity, ensuring that it is solvent, well-run and delivers the charitable outcomes for the public benefit for which it has been set up.

2. Local Authorities are well suited to being a charity trustee as they are: -
 - rooted in the local community
 - open and transparent in their dealings
 - highly accountable for their actions, and
 - have the high standards of public conduct embedded in the way they work.
3. Charity trustees have a duty to act solely in the best interests of the charity and its beneficiaries with a view to furthering its charitable purposes and for no other purpose whatsoever. They must also ensure that any charitable assets are managed independently and prudently in accordance with their charitable purpose and any restrictions in the charity's governing document.

Recommendations

The Committee is asked to consider the following options which are further set out in Annex C for wider discussion by the Committee.

1. Do Nothing
2. Disposal of the property and use of capital to support the charities objectives, via
 - a. an application being made to the Charity Commission to amend the charitable scheme to enable the sale of the Property and the reinvestment of the sale proceeds as part of an endowment in line with previous Charities and Trust Committee approvals across all Staffordshire County Council Charitable Funds.
 - b. an annual grant programme to be run by appointed quasi management trustees to deliver against the charitable objectives, if deemed appropriate by the Committee,
 - c. the marketing of the sale of the Property jointly with adjoining landowners; and
 - d. delegation of approval to the Assistance Director for Commercial and Assets to agree sale and
 - e. fund management be undertaken in the normal way for charity trusts capital.
3. Retain the property asset and consider alternative tenant arrangements for its use to support the objectives.

Background – Charity

1. The Governing documents for the Charity are the Conveyance dated the 29th September 1944 and the Scheme dated the 5th March 1979, copies of which are annexed hereto at Annex D.
2. In accordance with the Governing documents, the Trustees shall hold the Tamworth Youth Centre upon trust to permit the same to be appropriated and used for the promotion of the social mental moral physical and spiritual well-being of boys and girls resident in Tamworth aforesaid and the surrounding district by the provision of facilities for social and physical training and education and recreation.
3. Staffordshire County Council are currently the sole trustee of the Charity and are required to apply clear income of the Charity in providing or assisting in the provision of facilities for recreation or other leisure time occupation of persons under 25 years of age who are resident in the Borough of Tamworth and the surrounding district with the object of improving the conditions of life for the said person.
4. The Trustees do have the power under the scheme to delegate management and control of the Tamworth Youth Centre but they do not currently have the power to sell the Tamworth Youth Centre and may need to apply to the Charity Commission to amend the scheme to permit a sale if it is considered to be in the best interests of the Charity to proceed with the proposal.

Background - Tamworth Youth Centre

1. Staffordshire County Council leased the Tamworth Youth Centre from the Charity for 99 years from the 23rd June 1977.
2. The lease from the trust to Staffordshire County Council has no break provisions, and as such can only be determined by agreement
3. Until April 2015, Staffordshire County Council's Youth Services used the Tamworth Youth Centre in compliance with the objects of the Charity.
4. With effect from 1st April 2015 the Youth Service ceased to exist, and associated budget support was withdrawn. Accordingly, in total 32 youth centres were transferred, leased, closed and disposed of.
5. Staffordshire County Council therefore no longer have a use for the Tamworth Youth Centre but have kept Tamworth Youth Centre operational in order to facilitate and accommodate community users and to support the objectives of the Charity.
6. This has been achieved by the continued use of the Tamworth Youth Centre by local community organisations and an underlease to a Staffordshire County Council commissioned service (ADS and more recently , Humankind) who managed the Tamworth Youth Centre and enabled the users to continue to use the facility ('the Underlease').
7. The Underlease is a peppercorn rent but the undertenant takes on responsibility for running costs and maintenance in return.
8. In accordance with the terms of the Underlease, the Tamworth Youth Centre is currently used by Tamworth Radio, Liberty, Bowls, BMX, Table Tennis Clubs. However, these occupiers may not be using the Tamworth Youth Centre entirely in accordance with the Charities objects.

9. If the proposal for the sale of the Tamworth Youth Centre is approved Staffordshire County Council intend to work with The Staffordshire Council of Voluntary Youth Services Stafford ('SCVYS') to support the current users to relocate to suitable alternative accommodations.

Background – Charity Finances

1. Since 2015 revenue income accrued on behalf of the Charitable Trust has not been promoted or distributed. Prior to this, managers of the youth service formed a Tamworth Youth Centre Committee to distribute grants for the income annually.
4. Current Revenue income from the investment is £1500 per annum. The balance currently stands at £11,000.
5. If the proposal for the sale of the Tamworth Youth Centre is approved then it would be intended for the proceeds of the sale to be reinvested as part of an endowment in line with previous Charities and Trust Committee approvals across all Staffordshire County Council Charitable Funds.
6. Following investment, it is estimated that the current income of £1,500 per annum could increase by approximately £6,500 per annum for distribution in accordance with the objectives of the Charity.

Background - The Staffordshire Council of Voluntary Youth Services Stafford ('SCVYS')

1. It is considered that the appointment of quasi management trustees may be an effective way to allocate income and/or approve grants on behalf of the Charity in accordance with the objectives of the Charity.
2. SCVYS have been identified as a possible suitable quasi management trustee and would charge the Charity an administrative/management fee of £1000 per annum.
3. SCVYS have considerable experience in providing support to voluntary and community sector organisations for young people and are commissioned by Staffordshire County Council as their key infrastructure partner. SCVYS also have experience in administering and running grant programmes for the voluntary and community sector in Staffordshire.
4. It is proposed that if a sale is agreed and SCVYS appointed as quasi management trustees, that SCVYS will seek bids from Tamworth youth groups/ organisations and analyse these on their merits and in accordance with the objectives of the Trust and then submit annual reports to the Trustees outlining the grants awarded and some examples of impact.

Equalities Implications

The statutory functions discharged by the Charity Trustee are subject to a separate and distinct statutory regime underpinned (principally) by the Charities Act 2011, Trustee Act 2000 and relevant Charity Commission guidance. These are non-executive functions and are therefore not subject to the Equalities Act

2010 provisions. However, no decision is made until the Charity Trustee has determined it is expedient in the interests of the charity.

Legal Implications

1. Management and governance arrangements for charitable trusts are set out in the constitution under which they were established. Charity trustees in making decisions must also comply with Charities Act 2011, Trustee Act 2000, other relevant legislation and guidance issued by the Charity Commission. The assets of a charity must be used in accordance with charitable law, and the Scheme failing this will give rise to a breach of trust. Trustees have a duty to preserve the assets of trust. Decisions made by the charity must be expedient in the interests of the charity at all times. The disposal of trust assets is an exceptional event and must be in line with appropriate professional advice. All valuation advice must conform to the requirements in Part 7 Charities Act 2011 for the disposition of trust land.
2. As stated above, in order to proceed with a sale of the Tamworth Youth Centre the consent of the Charity Commission would need to be obtained. The Charity Commission are unlikely to provide consent unless it can be demonstrated that the proceeds of sale can be used in accordance with the objects of the Charity. It is considered that the reinvestment of the sale proceeds into an endowment to be run by appointed quasi management trustees would be the best way to comply with the objects of the Charity.
3. When consent for the sale is held, it will be necessary to agree a surrender of the Lease of the Tamworth Youth Centre with Staffordshire County Council. As a condition of this surrender Staffordshire County Council would work with SCVYS to support the current users in finding alternative and appropriate accommodation.

Resource and value for Money Implications

1. There are few financial implications for the Charity Trustee other than exposure to the legal fees associated with the application to the Charity Commission to obtain consent for the sale and the sale costs including the surrender of the lease with Staffordshire County Council. There will also be marketing fees.
2. Staffordshire County Council's Estates & Valuation Manager has undertaken an information valuation of the Tamworth Youth Centre and considers that a sale value of £185,000 may be achieved. The costs above are a required expenditure to achieve this return.

Risk Implications

Provided the consent of the Charity Commission is obtained and the sale and reinvestment of the sale proceeds, if agreed, are carried out in accordance with the objects of the Charity there is a minimal risk to the Charity.

If the Charity Commission do not provide consent for the sale then there is a risk that the Tamworth Youth Centre may no longer be able to be used in accordance with the

charitable purposes and may not achieve the same value on a later sale if this is not part of a wider disposal.

Report Author:

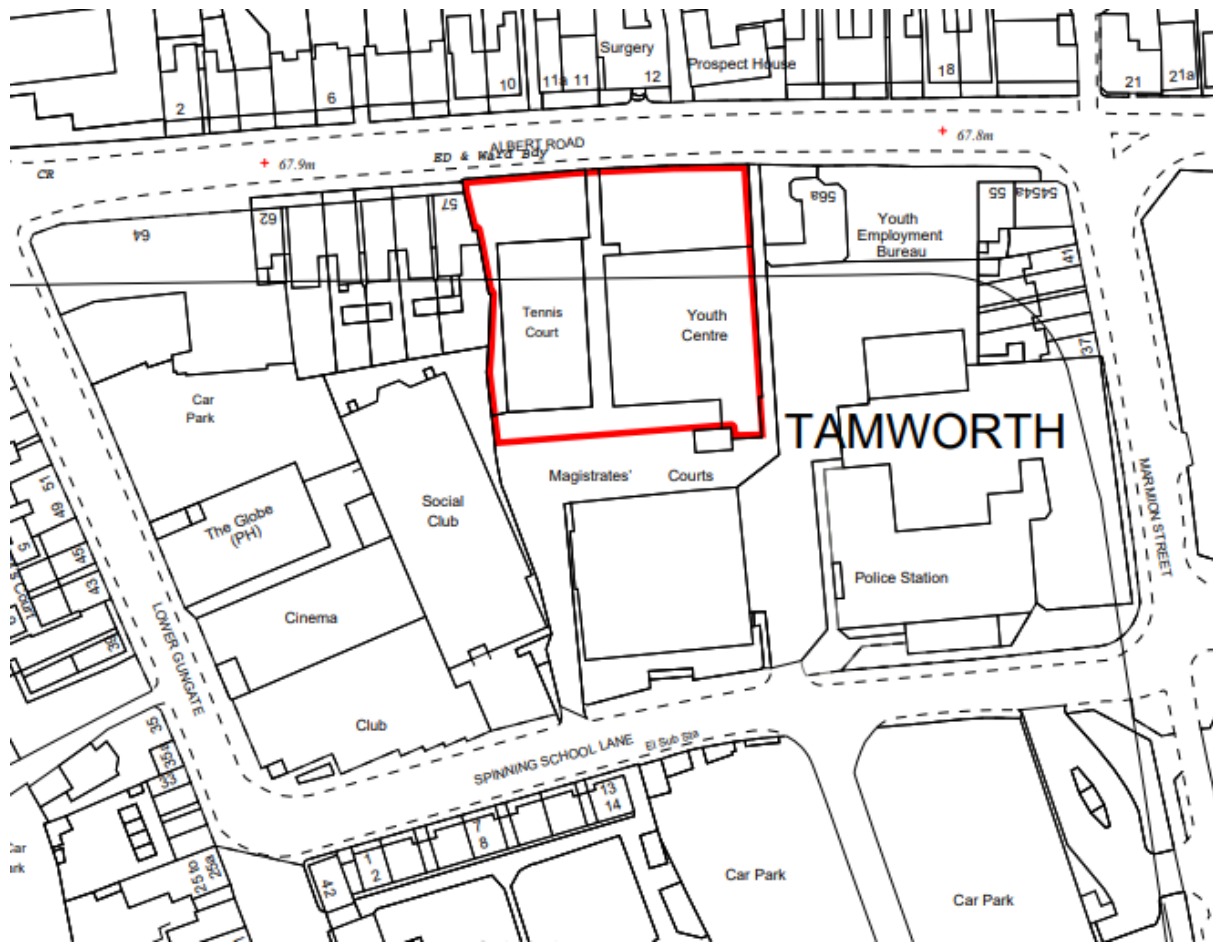
Report Authors:

Tim Leese: Strategic Delivery Manager

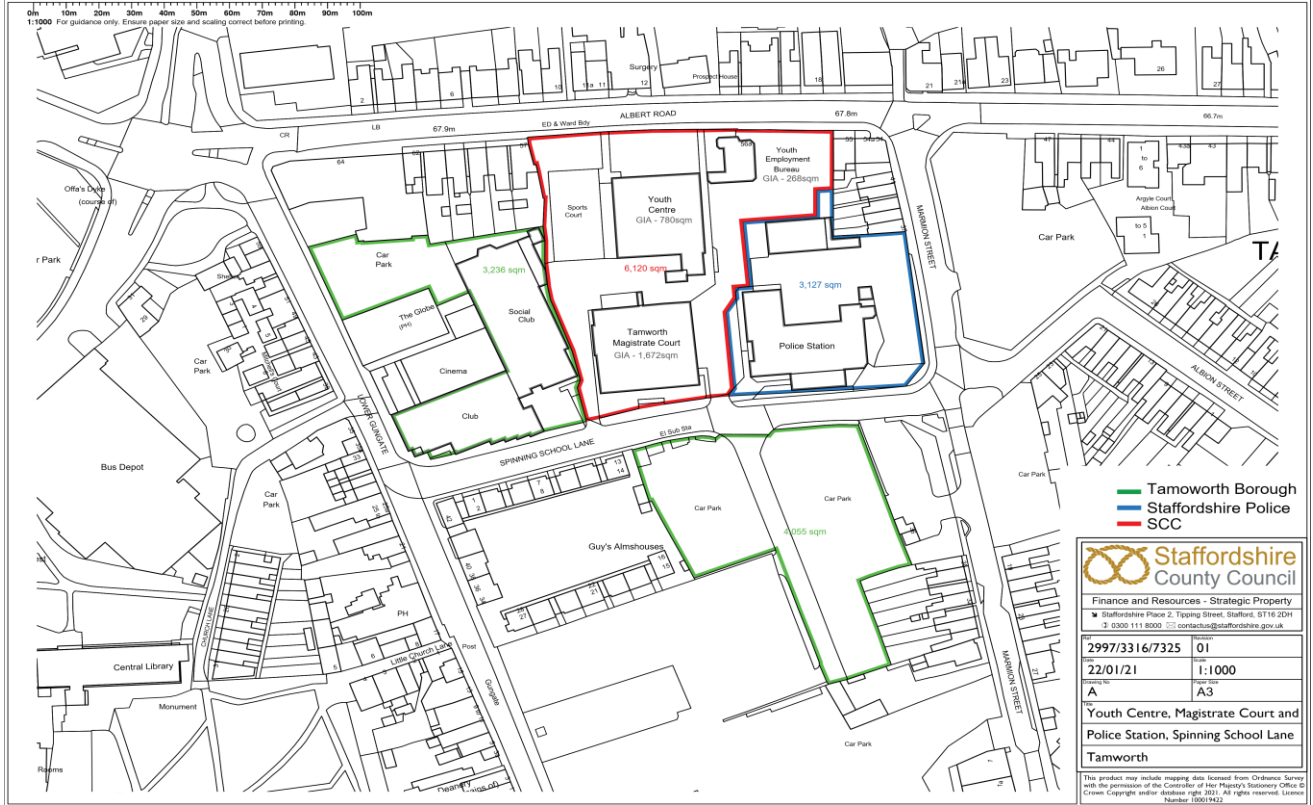
Helen Matthews: Project Manager-Strategic Property

Vanessa Rigby: Senior Solicitor.

Annex A – Plan showing extent of Tamworth Youth Centre



Annex B – Plan showing the Gungate Development Area



Annex C – Options

1. Do Nothing

Advantages

- Enables current tenants to continue to use the building

Disadvantages

- Currently the former TYC is not delivering any benefit in line with the TYC Charitable objectives as it is not used by groups for young people and this would continue.
- The condition of the building would deteriorate further due to continued pressures on maintenance budgets.
- Retaining the former TYC would prevent the sale of the other SCC property holdings and prevent further development on this site.

2. **Change the charitable objectives to enable the sale of the former TYC and appoint SCVYS as quasi management trustees to deliver an annual grants programme to deliver against the charitable objectives on behalf of the TYC Trustees.**

Advantages

- The proposed reinvestment of the sale proceeds and grants model will realise the Charitable Trust obligations
- The SCC Charity & Trust Committee would retain the responsibility for the delivery and oversight of the TYC Charitable Trust objectives as is currently the case as the committee presently administer the TYC Fund

Disadvantages

- The SCC Charity & Trust Committee may not wish to retain the responsibility and oversight of the TYC Centre fund.

3. Source a new tenant

Advantages

- If the new tenant provided services for the young people of Tamworth the TYC Charitable Trust objectives may be realised by an extended use of the building

Disadvantages

- It would be extremely unlikely that a new tenant would be attracted to the building as they would be required to take on the repairs maintenance and running costs of the building and site area.
- Running costs from 2015 to 2021 total approximately £63,500.
- The condition of the building has a backlog maintenance of £ £578,878 with £114,252 of this being Priority 1 and 2 items.
A new tenant would be required to enable other organisations to use the building to fulfil the charitable trust obligations.

Annex D – Governing Documents

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9 SEPTEMBER 2021

REPORT OF THE PORTFOLIO HOLDER FOR ECONOMY AND WASTE**FUTURE DRY RECYCLING PROPOSAL UPDATE****EXEMPT INFORMATION**

None

PURPOSE

The purpose of this report is to update Cabinet on the negotiations between Lichfield District Council / Tamworth Borough Council (the Waste Collection Authorities) and Staffordshire County Council (the Waste Disposal Authority) in relation to the introduction of dual stream recycling from April 2022.

RECOMMENDATIONS

1. That Cabinet determine if the level of financial contribution from Staffordshire County Council as set out in the report, to support the introduction of dual stream recycling, is acceptable, if Cabinet determine the financial support available is acceptable, it also approves the Joint Waste Service to implement Dual Stream Recycling in Tamworth during May 2022
2. That Cabinet delegate responsibility to the Chief Executive in consultation with the Portfolio Holder for Economy & Waste, and Lichfield District Council, for the implementation of dual stream recycling across both authorities.
3. That Cabinet recommend to Council to update the Medium Term Financial Strategy based on the financial implications of the selected option.
4. That officers ensure the 12 month review of the financial contribution from the County Council is fed back to Cabinet once complete for review.

Dual Stream Recycling:

To increase the revenue budget by an annual net cost of £53,000 (Full Cost £252,000 offset by SCC of £126,000 and LDC of £73,000) in 2022/23 increasing to £59,000 (Full Cost £267,000 offset by SCC of £126,000 and LDC of £82,000) in 2025/26.

To increase the revenue budget for a one off cost for transition of £34,000. The full cost of £68,000 offset by SCC of £34,000 (capped at £94,000). This is to be funded by a contribution from the waste property growth reserve held by the Joint Waste Service

To include a project in the Capital Programme for Bins/Bags acquisition in 2021/22 of £95,000, to fund Tamworth BC share of the supply of bags. This project will be funded by a contribution of £95,000 from the waste property growth earmarked reserve held by the Joint Waste Service.

Or Comingled Recycling:

To increase the revenue budget by an annual net cost of £36,000 (Full Cost £87,000 offset by LDC of £51,000) from 2022/23.

EXECUTIVE SUMMARY

Since the 8th July, negotiations have been undertaken with both members and officers of Staffordshire County Council in a constructive and collaborative manner. As with all negotiations, compromises on the part of all parties have had to be made in order to get to an overall agreement.

Those negotiations have resulted in an agreement for all parties concerned and with additional financial support being secured from Staffordshire County Council, but not at the level initially sought. The Leader of Staffordshire County Council confirmed this latest in principle offer in a letter to the Leader dated 29th July 2021. Cabinet is asked to decide if this new proposal is acceptable.

Subject to the decision on the level of support to be provided from Staffordshire County Council, Cabinet is then asked to approve implementation of changes to the current dry recycling service in the district through the introduction of dual stream recycling from April 2022 for Lichfield DC and May for Tamworth BC so that all fibre products are collected separately by both households and the Joint Waste Service.

The final position reached is that Staffordshire County Council has committed to sharing 50% of the additional recurring costs of £252,000 per annum of implementing dual stream recycling in both Lichfield DC and Tamworth BC in 2022 (so £126,000 per annum additional); and has agreed to an open sharing of the transitional costs on a 50/50 basis up to a maximum level of £94,000 and available up to the end of June 2022; but has not agreed to uplift RPI on recycling credits.

Officers have completed further preparatory work and believe the transitional costs can be managed well within the maximum envelope identified by the County Council so the risk is low.

The position reached is that there is agreement between Lichfield DC, Tamworth BC and Staffordshire County Council to share on a 50/50 (LDC/TBC and SCC) basis the additional permanent costs of implementing dual stream recycling and to share the transitional costs moving to dual stream up to a maximum contribution of £94,000 from the County Council.

Agreement could not be reached on maintaining the current level of inflation funding and so this represents a cost pressure for the Joint Waste Service.

After many months of negotiations on these matters, this draft agreement is considered the best that can be reached so Cabinet has to decide if this is acceptable.

If this draft agreement is not considered acceptable there is no further room for negotiation and in these circumstances, Lichfield DC and Tamworth BC (subject to decisions yet to be taken) would need to confirm to Staffordshire County Council that we wish to hand back responsibility for disposal of dry mixed recycling from 1 April 2022.

Handing back disposal of dry mixed recycling needs to be considered with caution. If the intent was to retain comingled collection, this would be the most expensive option for the Staffordshire taxpayer, the least environmentally sustainable option and would do nothing to improve recycling rates. Moreover there is a risk that the County Council could use their powers of direction to compel a switch to dual-stream recycling, which Lichfield and Tamworth would have limited ability to subsequently shape. It is understood that the other Staffordshire Waste Collection Authorities currently contracted to Biffa have agreed a switch to dual-stream collection with the County Council. Handing back comingled disposal would leave Lichfield and Tamworth as an outlier locally and moving contrary to the national trend towards improving recycling rates by improving the quality of what's collected.

If the financial agreement is considered acceptable, then delegated authority is requested for

the Chief Executive in consultation with the Portfolio Holder for Economy & Waste to implement a new system of dual stream recycling in a phased manner from April 2022 for Lichfield DC and from May 2022 for Tamworth BC (subject to their separate decisions on this matter).

Briefing of all elected Members on the new system will take place prior to implementation and a communications plan and public information campaign on the new system would occur prior to the transition from collecting the current commingled waste to dual stream recycling.

If the move to a new system of dual stream recycling is agreed, a joint scrutiny task group will be established to help inform and shape the operational detail of the new collections.

Dual Stream recycling is the most cost-effective approach to disposal of this waste stream, given a) the significant increase in gate fees for the disposal of current commingled waste and b) is the best option to achieve a required increase in the amount of material recycled over time.

BACKGROUND

The Environmental Protection Act 1990 (EPA) makes District Councils responsible for the collection of household waste as the Waste Collection Authority (WCA). Upper tier County Councils are responsible for its disposal as the Waste Disposal Authority (WDA). A District can make its own arrangements for the disposal of recycling; where it decides to do so it has to pay the gate fees to the re-processor but in return it receives a payment from the WDA which is known as a Recycling Credit.

The District also receives any income generated from the sale of the DMR post-sorting, depending on the nature of the contract it has with the re-processor. The Recycling Credit was introduced by the Government in order to incentivise Districts to invest in recycling services. A District can at any time hand back disposal responsibility to a WDA, but it is worth noting that the WDA has powers to direct a District to deliver waste to a designated place. In effect this gives the WDA power of direction to take back disposal responsibility without agreement even if there are financial consequences for the District.

Ever since recycling services were introduced in Tamworth and Lichfield nearly 20 years ago both Districts have procured contracts for the disposal of dry recyclable materials (DMR) and garden waste. Throughout this period the gate fees have been lower than the aggregate of the Recycling Credit and any income received from the sale of the material, with the surplus generated being used to offset the cost of providing these services

The current recycling service requires residents to present all their DMR in a single blue bin which is emptied fortnightly. This collection methodology is known as commingling and the material once collected is taken to Biffa Waste Services' transfer facility in Aldridge before it is bulked up and transported to a Material Recycling Facility (MRF) in the North East for processing.

Six Staffordshire Waste Collection Authorities (WCAs) – Lichfield and Tamworth along with Newcastle, East Staffs, South Staffs and Cannock have contracts for the processing of the DMR with Biffa Waste Services Ltd; all expire in March 2022. These authorities have worked together with support from the County Council's procurement and legal teams since last autumn to procure a replacement contract. Invitations to tender were sent out in early January and the evaluation of the results was completed in April.

The evaluation has shown that the market for the processing of DMR has shifted dramatically, primarily because of material quality issues, such that the current arrangements for delivering the service (collection methodology and disposal) may have to change. Contamination levels can regularly exceed 15% for materials when collected commingled which is unattractive to the re-processors. As a consequence gate fees for new contracts based on this methodology have nearly trebled compared to the existing rate plus the

amount of income payable for the sale of materials has fallen. In contrast gate fees are much lower and income levels higher for materials collected by dual-streaming where the fibre is collected separately from the other materials. This is due to the higher quality of material collected by these methodologies compared to commingling

Dual-streaming requires residents to separate their recycling into an additional receptacle. The operational costs are substantially higher; collecting a bin and a bag takes longer and multi compartment vehicles fill more quickly requiring more frequent emptying. The cost of dual-streaming can be reduced if an additional bin is provided instead of a bag; one bin for glass, cans and plastic and another bin for paper and card. This would allow collection rounds to remain as they are, with the two recycling bins collected alternately on a 4-weekly basis. This option has however been discounted as many households in Lichfield and Tamworth will be unable to accommodate an additional bin.

Six different service delivery options were evaluated by an Options Appraisal and Financial Assessment and they are as follows:

- Retain commingled collections and WCAs retain responsibility for disposal.
- Retain commingled collections and transfer responsibility for disposal to the WDA.
- Introduce dual stream collections using an additional bin for paper/card and WCAs retain responsibility for disposal.
- Introduce dual stream collections using an additional bin for paper/card and transfer responsibility for disposal to the WDA.
- Introduce dual stream collections using a bag for paper/card and WCAs retain responsibility for disposal.
- Introduce dual stream collections using a bag and transfer responsibility for disposal to the WDA.

Cabinet previously received a report on 8th July 2021 on the advantages and disadvantages of the six options.

OPTIONS CONSIDERED

All viable options were considered and reduced to 6 for detailed consideration.

RESOURCE IMPLICATIONS

The Financial Impact Assessment below details the financial implications of the various options on the Joint Waste Service compared to the Approved Budget in 2022/23.

The impact on the MTFs of each of the options with a worst case scenario (5% increase in tonnage and a 50% reduction in income) and best case scenario (5% reduction in tonnage and a 50% increase in income) using the 2020/21 cost sharing ratio is summarised below:

Impact to Tamworth Borough Council @ 41.7% compared to Joint Approved Budget in 2022/23						
	Option 1	Option 2	Option 3	Option 4	Option 5	Option 6
	Commingled Single Bin	Commingled Single Bin	Dual Stream - Two Bins	Dual Stream - Two Bins	Dual Stream Bag and Bin	Dual Stream Bag and Bin
	Disposal - District	Disposal - County	Disposal - District	Disposal - County	Disposal - District	Disposal - County
Revenue - Central	£391,062	£36,114	(£97,157)	£68,140	£105,079	£286,096
Revenue - Worse	£451,070	£36,114	(£44,534)	£68,140	£158,675	£286,096
Revenue – Best	£335,396	£36,114	(£154,477)	£68,140	£46,777	£286,096

Capital Expenditure

The Joint Waste service holds significant levels of revenue reserves for future service demands and both the capital purchase of necessary infrastructure and the transitional costs will be met from this reserve, leaving a closing balance of £113,330 to assist with future property growth.

LEGAL/RISK IMPLICATIONS BACKGROUND.

	Risk Description	How it is Managed	Severity
A	The JWS does not enter into an agreement for the continued disposal of waste.	Regular communication with the WDA	Likelihood: Green Impact: Red Severity of Risk: Yellow
B	The JWS are required to extend the current comingled disposal at increased costs while new service arrangements are put in place	Liaise with contractor to manage cost increases Negotiate support from WDA	Likelihood: Yellow Impact: Yellow Severity of Risk: Yellow
C	A shared agreement on collection and disposal cannot be agreed between WCAs and WDA	Ongoing liaison. Clarity about what no agreement would look like – handed back comingled disposal.	Likelihood: Yellow Impact: Yellow Severity of Risk: Yellow
D	Increase in the number of loads being rejected which lowers the Recycling Rate.	Communication campaign Regular bin checks	Likelihood: Yellow Impact: Green Severity of Risk: Green
E	The service is not compatible with the proposals adopted in the National Waste Strategy.	Further review of the service	Likelihood: Green Impact: Red Severity of Risk: Yellow
f	The WDA prescribes the tipping locations for option 2 and the locations are further to travel and therefore increase the cost to the Council	To work with the WDA to identify the most favourable tipping locations, and any tipping away payments due	Likelihood: Yellow Impact: Yellow Severity of Risk: Yellow

EQUALITIES IMPLICATIONS

There are no equality, diversity and human right implications associated with implementing the recommendations on the Future of the Dry Recycling Service.

SUSTAINABILITY IMPLICATIONS

Dual Stream recycling collections will improve the quality of dry recycling collected, and will assist is higher recycling/reuse rates

BACKGROUND INFORMATION

This matter was considered and options endorsed by Infrastructure, Safety and Growth Scrutiny on the 24 February 2021, and by Cabinet on the 8th July 2021.

REPORT AUTHOR

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LIST OF BACKGROUND PAPERS

APPENDICES

Nil

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