



Borough of Tamworth

Marmion House,  
Lichfield Street, Tamworth,  
Staffordshire B79 7BZ.

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## CORPORATE SCRUTINY COMMITTEE

24 January 2022

Dear Councillor

A Meeting of the Corporate Scrutiny Committee will be held in **Council Chamber, Marmion House, Lichfield Street, Tamworth, B79 7BZ on Tuesday, 1st February, 2022 at 6.00 pm.** Members of the Committee are requested to attend.

Yours faithfully

A handwritten signature in black ink, consisting of a stylized 'A' followed by a long horizontal line that tapers to a point on the right.

**Chief Executive**

### A G E N D A

### NON CONFIDENTIAL

- 1 **Apologies for Absence**
- 2 **Minutes of the Previous Meeting (Pages 5 - 10)**
- 3 **Declarations of Interest**

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

*When Members are declaring a personal interest or personal and prejudicial interest in respect of which they have dispensation, they should specify the nature of such interest. Members should leave the room if they have a personal and prejudicial interest in respect of which they do not have a dispensation.*

**4 Chair's Update**

**5 Responses to Reports of the Corporate Scrutiny Committee**

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

**7 Forward Plan**

*Please see the link to the Forward Plan:*

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

**8 Reset & Recovery (Pages 11 - 16)**

*To receive an update on Reset & Recovery including on the programme, service redesign and finance projects.*

**9 Quarter Three 2021/22 Performance Report (Pages 17 - 80)**

*(Report of the Leader of the Council)*

**10 Post Implementation Review My Tamworth Portal (Pages 81 - 92)**

*(Report of the Assistant Director, People)*

**11 Update on Asset Management Strategy (To Follow)**

*(Report of the Assistant Director, Assets)*

**12 Corporate Scrutiny Committee Work Plan (Pages 93 - 94)**

*(Discussion item)*

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**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](mailto: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.*

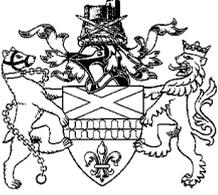
*If a member of the public is particularly concerned about accidental filming, please contact a member of Democratic Services before selecting a seat.*

### **FAQs**

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

To Councillors: T Jay, S Pritchard, J Chesworth, A Cooper, R Ford, S Goodall, J Harper,  
Dr S Peuple and R Rogers

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## **MINUTES OF A MEETING OF THE CORPORATE SCRUTINY COMMITTEE HELD ON 18th NOVEMBER 2021**

**PRESENT:** Councillor T Jay (Chair), Councillors A Cooper, R Ford, S Goodall, J Harper, Dr S Peale and R Rogers

**CABINET** Councillor Jeremy Oates

The following officers were present: Jo Hutchison (Democratic Services, Scrutiny and Elections Officer)

### **32 APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillor J Chesworth.

### **33 MINUTES OF THE PREVIOUS MEETING**

The minutes of the previous meeting held on 7<sup>th</sup> October 2021 were approved as a correct record.

*(Moved by Councillor Dr S Peale and seconded by Councillor J Harper)*

### **34 DECLARATIONS OF INTEREST**

Councillor Dr S Peale declared a non-pecuniary interest in respect of the Welfare Reform project highlight report within the Quarter 2 Quarterly Performance Report due to his position as a trustee of one of the charities referred to.

### **35 CHAIR'S UPDATE**

The Committee noted the recent passing of former Mayor, Councillor and County Councillor Terry Dix and passed on their condolences to his family.

### **36 RESPONSES TO REPORTS OF THE CORPORATE SCRUTINY COMMITTEE**

There were no responses to reports of this Committee.

### **37 CONSIDERATION OF MATTERS REFERRED TO THE CORPORATE SCRUTINY COMMITTEE FROM CABINET / COUNCIL**

The Chair reported that no matters had been referred to the Corporate Scrutiny Committee from Cabinet or Council.

### **38 QUARTER TWO 2021/22 PERFORMANCE REPORT**

The Chair welcomed the Leader of the Council, Councillor J Oates, to the meeting for this item which was for the Committee to receive a performance update and financial health-check, prior to the report being presented to Cabinet on 2<sup>nd</sup> December 2021.

The Leader of the Council introduced the report, thanked the Assistant Director, People, for pulling together the report, and highlighted that:

- The Recovery & Reset programme was progressing, with further details on the programme set out in the report, however this would be a long project and following full Council's discussion in August 2021, suggestions for the scrutiny committees' involvement were to be presented to the scrutiny Chairs shortly.
- The tender for the appointment of a multi-disciplinary team to move the Future High Streets Fund (FHSF) project forward had been awarded. The College had followed its own procurement process and appointed the same team, and had also submitted their application for funding from the Government, which met the Government's criteria to reduce the funding requested from Government by 10%.
- The Medium Term Financial Strategy forecast at October 2021, showed a shortfall in the General Fund balances of £1.7m over three years, with this new deficit including circa £2m of additional policy change proposals. The Leader reminded members that there would be the members Budget workshop in December 2021.
- There was an increase in universal credit claimants who were council tenants, but that overall there was a slight reduction in universal credit claimants across Tamworth.
- Council tax recovery remained on target for this year, although this was slightly down on the same position this time in 2019/20.

The Committee sought clarifications in the following areas:

- Future High Street Fund (FHSF) - whether the 10% reduction in the request for funding by the College to Government had resulted in any additional costs to Tamworth Borough Council, which the Leader confirmed had not been the case. The Committee sought further clarification on the intended design and planned use for the Middle Entry area of the project. Further assurances were sought and received regarding the consultants who had been appointed and the thorough procurement process, and scoring, undertaken. In terms of ongoing project management, clarification was sought on whether the appointments to the Project Officer roles were made internally or from external candidates. The Leader reported that following the Audit & Governance Committee's consideration of the project's risk register he had taken feedback to the project board meeting

and some lessons would be learnt to ensure that the correct level of detail and the appropriate Officers would be made available at the Audit & Governance meeting. Clarification on what the CRF3 referred to in the report was sought and the Leader confirmed that this referred to the Cultural Recovery Fund and whilst the Council had been successful in rounds 1 and 2, the criteria for round 3 was significantly different. The Leader agreed to circulate further details regarding round 3 requirements.

- The Customer Portal - given the proximity of the planned project due date of 30 November 2021, the Committee sought confirmation on whether this was expected to be achieved. The Leader agreed to provide an update.
- Customer services – the Committee sought further details on the extent to which and how customer reception services could be accessed face-to-face, where it was reported that these services were available through the Assembly Rooms. However, it was noted that there was currently no sign-posting at Marmion House to the front reception services being available at the Assembly Rooms.
- Staff vacancies – clarification was sought on the nature and extent of staff vacancies, as highlighted towards the end of the report, and why these appeared particularly to be in the public facing roles; for example, in areas such as the pleasure grounds, public spaces and community wardens. The Committee felt consideration could be given to whether there was any interaction between staff vacancies and savings.
- Solway project - whether it was an appropriate time to review and revisit the Solway project and whether to proceed with it, given that restricted progress had been made and limited officer time was available to progress it. An updated was expected to the March 2022 meeting of this Committee.
- Gungate – clarification was sought on the status of this project, including the payments reported to be due from NCP. The Leader reported that work continued with the County Council to redevelop that area of the town and that both the County and the Borough Council shared a vision for Gungate and the zoning of areas. It was recognised that the plan for this area was likely to be revisited following the pandemic. Clarification was sought on the green status for this project and the fact that this remained on track and in control, where the Leader responded that the areas of the town being discussed were never intended to be owned by the Council and therefore whilst the ownership of the properties could change, our aim to develop this area for mixed use, including a residential, commercial, leisure set of offers, remained. However, it remained appropriate to review the plan in light of the pandemic.
- Write Offs – Housing – where clarity was sought on the figure of £67,000 which was proposed to be written off.
- Managed underspend - there was a reported £313,000 managed underspend, details of what this related to (and what we were not spending money on) were requested. The Leader agreed to provide a list of the areas.
- Net Zero Carbon – clarification on whether the consultant had been appointed was requested, where the Leader reported that he believed that

to be the case and further reported that he had met the County Council Climate Change Board Chair and discussed the challenges faced by different local authorities, including those such as Tamworth with council housing stock.

- Investments / Treasury Management – clarification over the investment by Tamworth Borough Council in Thurrock Council and whether instead the Council should be looking at alternative funds, such as the Local Authority Property Fund. The Committee discussed the Council’s investment strategy and sought further details of the property funds the Council invested in and accordingly an item was added to the Committee’s work plan for an Investment Review.
- Leisure Strategy – confirmation on whether the tender submissions had been received was sought and on the use of the s106 funding. In terms of the s106 contribution this would be from the general use element of the s106 funding.

**RESOLVED** that the report be endorsed.

*(Moved by Councillor S Goodall and seconded by Councillor A Cooper)*

The Leader then left the meeting.

### **39 FORWARD PLAN**

No further items were identified for this Committee’s consideration.

### **40 CORPORATE SCRUTINY COMMITTEE WORK PLAN**

The Committee considered its work plan and updated it as follows:

#### **Corporate Scrutiny Work Plan**

<b>Work Plan 2021 – 2022</b>		
<b>TARGET MEETING DATE</b>	<b>SUBJECT</b>	<b>MEETING WHEN ITEM ADDED TO WORK PLAN</b>
9 December 2021	Reset & Recovery	
9 December 2021	Customer Portal - post implementation review	November 2020
1 February 2022	Asset Management update	December 2019
1 February 2022	Quarter Three 2021/22 Performance Report	
10 March 2022	Solway Trading Company Update	
<b>Dates to be agreed</b>		
TBC	Update on corporate prioritisation	August 2020
July 2022 (tbc)	Market Contract – post implementation review	November 2021
TBC	Parking Toolkit review – working group to be formed (Cllr S Goodall)	October 2019
Bi-annual updates (March & September)	Solway Trading Company Update	December 2019
TBC	Gungate Masterplan	January 2020
TBC	Joint Waste contract update	June 2021
TBC	Reset & Recovery Workstreams	
TBC	Investment Review	

<b>Upcoming Corporate Scrutiny Committee Meetings</b>
9 December 2021
1 February 2022 (Q3 QPR)
10 March 2022

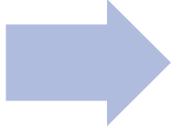
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Chair

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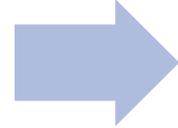
# Reporting

- Programme Team schedule a monthly meeting with Tamworth Assistant Directors (AD)
- TC and AD's complete Highlight Report, update Project Plan



# Reviewing

- Programme Lead reviews Highlight Reports and team completes Programme Summary in readiness for monthly R&R ops meeting



# Evaluating

- Programme Team prepare R&R pack for bi-monthly R&R board and routine via John Day for Scrutiny updates (with usual performance packs)

Page 11

## Corporate Scrutiny (inc Budget review)

Recovery & Reset Programme

Finance

Service Redesign

## Health & Wellbeing Scrutiny

SMART Working

Third Sector & Vulnerability

Customer Service Offer

## Infrastructure Safety & Growth Scrutiny

Building Utilisation

Economic & Regeneration

## Audit Governance Committee

Links to corporate planning routine update

Recovery & Reset Board & Scrutiny Proposals for discussion @ December Board following discussion Scrutiny Chairs

Agenda Item 8

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Transformation Programme Highlight Report

Recovery & Reset Programme & Project Highlight Report

<b>Project:</b>	<b>Service Re-design</b>	
<b>Current Work-Stream/Status</b>	<b>Workstream Lead</b>	<b>Highlights</b>
Evidence capture baseline position across all services	<b>Tina Mustafa</b>	Completed Base line Assessment – ELT & Cabinet agreed 3-year phased approach with assessment at each stage of the desired outcomes.
Phase 1 – Financial Sustainability (April 2021- March 2022)	<b>Tina Mustafa Lynne Pugh</b>	EMT & budget scrutiny discussions around medium term financial planning and targeted efficiencies, including re-purposing of budgets seeking to reduce GF funding gap.
Phase 2 commences April 2022-March 2023	<b>Tina Mustafa</b>	Targeted service reviews planned, scoping paper to be agreed organisationally 09/02/21 (ELT) Includes refresh of service standards linked to reducing waste demand and accelerating digitalised agenda.
Phase 3 - Horizon scanning informing 2023 - 2025 service review timetabling & planning	<b>Tina Mustafa</b>	Strategic assessment (including horizon scanning) necessary to determine the extent of organisational reviews beyond 2023. Dependant on regulatory, social and economic landscape – likely to be impacted by Govt financial settlement, realisation of planned efficiencies (inc. Marmion House decommissioning) and wider commerciality and growth potential around place shaping agenda (i.e. Levelling up)

Current High Level Project Structure	Planned Activities for next period
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- Scoping paper to Executive Leadership Team on 09/02/22 to agree timetable for targeted service re-design
- Actions to be agreed on financial sustainability areas to be progressed, i.e., postage spend reductions in favour of digitisation, review GF contribution to HRA, capital and revenue spending
- Refresh of demand management principles to reduce waste and accelerate e-digital channels

Amber/Red Areas	Risks including Stakeholder Issues
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- Funding uncertainty impacting financial planning
- Opportunities with Levelling Up and wider place shaping funding
- Reputational risks arising from service exploration opportunities
- Resourcing issues as with rest of the programme

- Ability to deliver efficiencies will be dependent on business case
- Demand Management mapping including service standards is work intensive and requires scoping around methodology
- Service redesign is resource intensive work and places demands on project team and support services e.g. HR, Legal

Recovery & Reset Board Issues	Resourcing Requirements
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- Being scoped as part of wider procurement exercise for external support.

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Transformation Programme Highlight Report

Recovery & Reset Programme & Project Highlight Report

<b>Project:</b>	Finance	
Key Workstreams	Workstream Lead	Highlights
Reduce the £9.3 million deficit on the general fund through savings and efficiency. R&R savings which potentially reduce the deficit over 5 years to £4.4m	Lynne Pugh	Budget workshop on 01/12, to discuss the full base budget report and policy changes as part of the 2022/23 budget process. Budget Scrutiny Meeting to incorporate the provisional financial settlement figures.
Deliver a commerciality strategy and action plan	Lynne Pugh Jo Goodfellow	Strategy now under internal review after comments received.
Improve training and understanding of Council budgets and how they link / impact on services.	Lynne Pugh Jo Goodfellow	Continuing work with HR to update training for managers on understanding financial processes, starting with procurement. This is to be planned as above. Procurement training planned in early 2022.
Develop a value for money strategy	Lynne Pugh Jo Goodfellow	Sent out as part of commerciality strategy.
Review fees and charges	Lynne Pugh Jo Goodfellow	Reviewing baseline document with a view to share a draft in January 22.
Achievements since last period		Planned Activities for next period
<ul style="list-style-type: none"> <li>Update budget for provisional financial settlement figures.</li> </ul>		<ul style="list-style-type: none"> <li><b>31/01:</b> Further updates on HRA Business Plan</li> <li><b>31/01:</b> Continue with review comments and feedback draft commerciality strategy</li> <li><b>Ongoing:</b> <ul style="list-style-type: none"> <li>Continued collaboration with other projects for costings e.g., Service Re-design, Smart Working, and Front Reception</li> <li>Budget process underway</li> <li>Quarterly procurement report to CMT</li> </ul> </li> </ul>
Amber/Red Areas		Risks including Stakeholder Issues
<ul style="list-style-type: none"> <li>None</li> </ul>		<ul style="list-style-type: none"> <li>Unplanned call on staff resource</li> <li>Any changes to Local Government Finance settlement figures.</li> </ul>
Recovery & Reset Board Issues		Resourcing Requirements
<ul style="list-style-type: none"> <li>None</li> </ul>		<ul style="list-style-type: none"> <li>Project support to continue</li> </ul>

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Tuesday, 1 February 2022

## Report of the Leader of the Council

### Quarter Three 2021/22 Performance Report

#### Exempt Information

None

#### Purpose

This report provides the Committee with a performance update and financial health-check. Cabinet will consider the report on 17<sup>th</sup> February 2022.

#### Recommendations

It is recommended that Cabinet endorse the contents of the report

#### Executive Summary

The report contains the following sections:

1. Recovery and Reset Programme Summary,
2. Corporate Projects Summary,
3. General fund – Actual Spend Summary,
4. Universal Credit Summary,
5. Corporate Plan Projects and Corporate Risk Register,
6. Regeneration Project Updates
7. Impact of Welfare Benefit Reform on Council services,
8. Medium Term Financial Strategy monitoring,
9. Financial Health-check

#### Resource Implications

##### Financial

In light of the ongoing impact of Covid-19 on the Council's Medium Term Financial Strategy, Managers were again asked to review their budgets and identify all non-essential spending for 2021/22 as part of the quarter 3 projections at 31 December 2021 – as part of a managed underspend plan.

The latest budget review has identified forecast savings & an associated projected net underspend for the General Fund. The projected outturn underspend for the Housing Revenue Account is not a significant variance at £68k. Cabinet are therefore to be asked to approve that the General Fund budget only be revised to reflect the forecast General Fund net underspend at Quarter 3 of £895k.

##### Human Resources

There are no human resource implications

##### Legal/Risk Implications Background

There are no legal or risk implications

##### Equalities Implications

There are no equality implications

**Sustainability Implications**

There are no sustainability implications

**Report Author**

Zoe Wolicki – Assistant Director People

**Appendices**

Quarter 3 2021/22 performance report

# Quarter 3 Performance Report

## **This report contains the following sections:**

1. Recovery and Reset Programme Summary
2. Corporate Projects Summary - December 2021
3. General fund – Actual Spend Summary
4. Universal Credit Summary
5. Corporate Plan Projects and Corporate Risk Register
6. Regeneration Project Updates
7. Impact of Welfare Benefit Reform on Council services
8. Medium Term Financial Strategy 2021/22 -2025/26 Monitoring, December 2021
9. Financial Health check – Period 9 December 2021

## **Appendices**

1. Corporate Project Highlight Reports
2. Corporate Risk Register
- A. Budget Variances
- B. Capital Programme Monitoring
- C. Treasury Management Update

## 1. Recovery and Reset Programme Summary

Recovery & Reset Programme Highlight Report				
Completed by:	Tina Mustafa		Date Complete:	January 2022
Projects	Project Lead	Due Date <i>Taken from Critical Path Milestones (see page 2)</i>	Highlight	
Economic & Regeneration	Anna Miller	16/03/2023	Attendance at Board meeting to present scoping paper on 15th December. Ongoing coordination of additional studies to support MH redevelopment.	
Building Requirements & Utilisation	Paul Weston	30/03/2023	Authorised to proceed with negotiations around new premises, due to appoint agent in January to commence process.	
SMART Working	Zoe Wolicki	29/06/2022	Consultations are progressing well and are running until the 21st January. Final consultations for those that couldn't attend and new starters w.c. 24th January.	
Customer Services Offer (including front of house)	Zoe Wolicki	30/06/2022	Stakeholder engagement plan being finalised ready for presentation to ED and Portfolio holder at the end of January. Digital transformation demos completed. Portal is now live at Phase 1. We have a digital development plan for post live.	
Service Re-design	Tina Mustafa	Phase 1: 31/03/2022	ELT support 3-phased approach following base line assessment 2020/2021. Year 1 around efficiency savings to be built into the budget setting review end of October following ELT review on 220921. Proposals around subsequent years to be aligned to the wider corporate planning process. Interdependency with Corporate Mapping which presents a resource risk.	
Third Sector & Vulnerability	Jo Sands	28/09/2022	Vulnerability and voluntary sector offer being mapped and linked to citizen engagement plan. Directory of services being collated to inform wider service mapping.	
Financial Management & Commerciality	Lynne Pugh	31/03/2022	Commerciality strategy shared and feedback received. This is now under internal review. Budget Scrutiny Meeting to incorporate the provisional financial settlement figures.	
Comms and Engagement	Linda Ram	-	Comms activity and resource plan is being updated Short 1-2-1 update sessions with project leads to be scheduled in the New Year Stakeholder mapping completed for front reception engagement Front reception update document being prepared	

Achievements since last period	Planned Activities for next period
<ul style="list-style-type: none"> <li>• SMART Working Consultations are progressing well and are running until the 21st January. Final consultations for those that couldn't attend and new starters w.c. 24th January.</li> <li>• Authorised to proceed with negotiations around new premises, due to appoint agent in January to commence process.</li> <li>• Budget Scrutiny Meeting to incorporate the provisional financial settlement figures.</li> </ul>	<p>The Gantt chart displays the following activities and their durations:</p> <ul style="list-style-type: none"> <li><b>SW: Formal Consultation with staff</b>: 20/12/21 - 28/01/22</li> <li><b>SW: 1:1 consultation finalisation</b>: 01/02/22 - 28/02/22</li> <li><b>R&amp;C: Development of Customer Brochure</b>: 01/10/21 - 18/03/22</li> <li><b>BU: Service of notices on tenants</b>: 01/09/21 - 28/01/22</li> <li><b>BU: Commence lease negotiations</b>: 01/02/22 - 27/04/22</li> <li><b>BU: Identification of ICT requirements for servers</b>: 01/09/21 - 28/02/22</li> <li><b>BU: Open discussions with tenants around their intention to move with us.</b>: 06/04/21 - 31/01/22</li> <li><b>SRD: Fees and Charges</b>: 01/01/22 - 30/06/23</li> <li><b>TS: Citizen Engagement Plan to be aligned to Customer Services Plan</b>: 01/09/21 - 28/02/22</li> <li><b>F: External consultant review of HRA costs</b>: 04/01/21 - 28/02/22</li> <li><b>R&amp;C: Consultation period</b>: 10/01/22 - 18/03/22</li> </ul> <p>Additional notes: E&amp;R: Final feasibility report 21/01/22</p>
Amber/Red Areas	Risks including Stakeholder Issues
<ul style="list-style-type: none"> <li>• Negotiations for new premises potential for multiple landlords to be involved and may not be supportive of our proposals.</li> </ul>	<ul style="list-style-type: none"> <li>• As per programme control log and risk management tree</li> </ul>
Recovery & Reset Board Issues	Resourcing Requirements
<ul style="list-style-type: none"> <li>• Note Quality Assurance Audit in January 2022.</li> </ul>	<ul style="list-style-type: none"> <li>• Resourcing funded through COVID LA allocation – current spend on track</li> </ul>

### 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
SW	Research stage for SMART Working	04/01/2021	16/06/2021	Complete
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	16/09/2021	14/03/2023	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	Complete
SmartWorking	SW formal Consultation	30/07/2021	21/01/2022	On track
SmartWorking	Appointments and staffing report	14/09/2021	14/09/2021	Complete
Service Re-design	Service Re-design Phase 1 Financial Stability	05/02/2021	31/03/2022	On track
Building Requirements	Begin to look for new premises	31/01/2022	27/04/2022	Not started
Service Re-design	Service Re-design Phase 2 Targeted Service	01/04/2022	31/03/2023	Not started
Econ & Regen	Commence feasibility on Marmion House	26/08/2021	01/04/2022	On track
Finance	Finance start new budget process & include efficiencies	05/07/2021	31/03/2022	On track
SmartWorking	Begin implementation phase of SMART WORKING	01/10/2021	31/03/2022	On track
Reception & Customer	Implementation phase begins for Reception & Customer	01/10/2021	31/03/2022	On track
Third Sector	Third sector deliver commissioning framework	01/04/2022	28/09/2022	Not started
Third Sector	Third Sector: Supplier chosen for Tamworth advice centre	09/01/2022	09/01/2022	Complete
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	04/04/2022	30/06/2022	Not started
Service Re-design	Service Re-design Phase 3 Root and Branch service review	01/04/2023	31/03/2026	Not started
Building Requirements	Closure of Marmion House	30/03/2023	30/03/2023	Not started

## 2. Corporate Projects Summary - December 2021

Corporate Project	Due Date	RAG Status	Commentary
Review of Corporate Capital Strategy	31st March 2022		Final non housing asset survey report received with draft asset strategy gap analysis report
Priority Review - Cleaners	TBA (was 30th April 2020)		Implementation phase of the project delayed due to COVID-19. Further review will be required as part of the COVID-19 recovery phase.
Risk Management Strategy	31st Dec 2021		Project now complete
Implement Customer Portal	30 <sup>th</sup> November 2021		Phase one completed
Organisational Development Strategy	1 Apr 2022		Stakeholder engagement completed Draft plan received for review
Welfare Reform	31st Mar 2022		HQN income management accreditation action plan and service improvement plan refreshed
Leisure Strategy	October 2022		No tender submissions received in November 2021 Tender relaunched closing date 20 <sup>th</sup> January 2022
Town Centre Programme	31st March 2022		Pre-application submitted for CRF3 for £49k unsuccessful

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

### 3. General Fund – Actual Spend Summary



No material variances



No material variances.



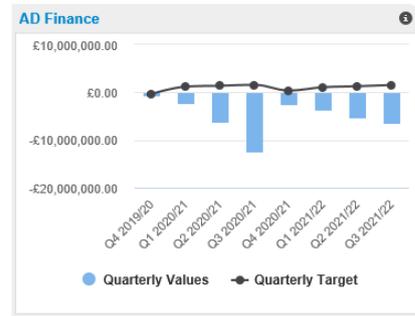
No material variances



Vacancy allowance & shortfall in Assembly Rooms ticket sales, split profit event income and catering sales



Vacancy allowance & application software costs



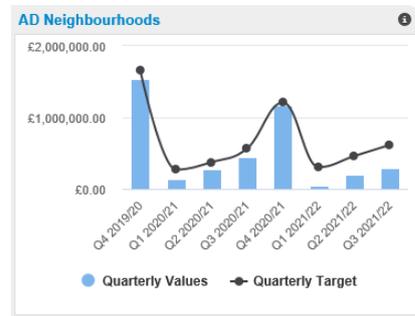
Government grants re Covid 19; unspent general contingency budget; NNDR levy return expected from pool; unspent reserves returned to revenue & additional investment income.



Shortfall in car parking income & street traders licence income



Reduction in bad debt provision plus windfall income & additional rent income



Shortfall in bed & breakfast income

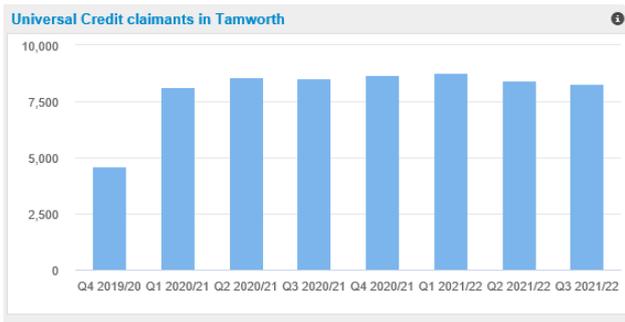


Vacant posts

#### Key

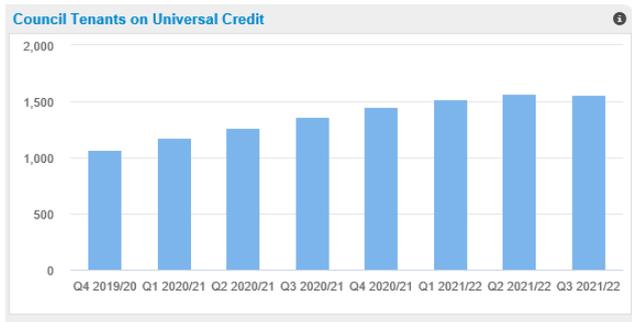
Quarterly Value is the year to date position  
 Quarterly Target is the year to date budget

## 4. Universal Credit Summary



### Commentary

There are 8263 universal credit claimants in Tamworth.



### Commentary

There are 1556 council tenants on universal credit

## **5. Corporate Plan Projects and Corporate Risks Register**

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**

## **6. Regeneration Project updates**

### **Solway**

In the last quarter, the appointment of a new Regeneration officer to post has meant that the Regeneration team have been able to conduct a detailed options appraisal on Solway Close for private sector rental housing development and evaluation of other appropriate options.

An update on the progress made on this work is planned for the Corporate Scrutiny Committee in March 2022. This will include updated options for the site based on latest market demand, costing information, projected returns and assessment of the risks involved.

### **Future High Street Fund**

During 2021/22 Q3: inception with the new multi-disciplinary team McBains has been undertaken. There has been a focus on developing relationships, understanding the project scope and outputs and embedding the new team into the programme, its timetable and the infrastructure that sits beneath the project such as risk management, setting up contact lists, requests for information and action trackers.

Key tasks undertaken include an initial high level costs review and also the delivery of RIBA Stage 1 drawings. Regular design team meetings have been held to meet the Stage 1 milestone at the end of December – this was met.

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

Discussions are ongoing to achieve vacant possession of Middle Entry.

A consultation event with town centre businesses was held on the 13 October. This was well attended and provided an opportunity for businesses to ask questions and for the Council to provide feedback. Also established is a monthly drop in session, available on the second Wednesday of the month with FHSF project officers and ED team members at the TEC. These have been running since December.

Two new FHSF project officers have been appointed and started their positions in November.

### **Gungate**

A red book valuation process has been undertaken with SCC which seeks to evaluate TBC and SCC landholdings on Spinning School Lane North. The outputs of this are available and will inform future discussions.

There have been no further discussions with the police station owners.

Discussions held with Homes England (HE) to assist the Borough Council in unlocking the potential of regeneration sites across the town continues informally between the ED team and HE officers. A number of meetings were held and site visits undertaken to build relationships and scope the potential for regeneration.

Work on a car park demand study is underway, financed by HE, the outputs of which will be available in January. HE have confirmed that they have secured (internally) significant funding to start to investigate the potential of the Spinning School Lane South Gungate site and this is confirmed as their immediate priority.

### **Amington Local Centre**

The ED Team are working up options to determine the best way to market the site for a local centre at the front of the site.

## 7. 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 £106k (£182k at 31<sup>st</sup> December 2020) with 167 successful claims from 255 applications (compared to 163 successful claims from 239 applications at 30 December 2020). There is a 2 week backlog (3 weeks as at 31<sup>st</sup> December 2020) of claims still to be processed.

Local Council Tax Reduction Scheme claims are lower than 2020/21 (5,288 claimants as at 31<sup>st</sup> December 2021 compared to 5,518 at 31<sup>st</sup> December 2020) with a total scheme cost of £4.7m (£4.5m in 2020/21).

Discretionary council tax support totalling £18,221.40 has been granted up to 31<sup>st</sup> December 2021 by working closely with the Citizens Advice Bureau. An additional hardship scheme was in place throughout 2020/21, awarding up to £150 additional council tax support to recipients of less than 100% council tax support. This was in addition to the ongoing discretionary council tax support scheme therefore the total discretionary payments made up to 31<sup>st</sup> December 2020 was significantly higher, £462,121.45.

Live caseload figures are 230 lower than 2020/21 – currently 5,288 which follows the significant increase to 5,518 by 31<sup>st</sup> December 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 days to December 2021 (8.5 days to December 2020).

## Revenues

Due to the pandemic, recovery actions were suspended for Quarters 1-2 of 2020 and so figures are shown in relation to 2019 performance (the first summonses sent in 2020/21 were in November 2020 and there were no enforcement agent referrals until after 31<sup>st</sup> August 2020).

## NNDR

Collection performance is above target - current year collection levels are at 79.4%, above target by 1.2% at 31<sup>st</sup> December (83.7% as at 31<sup>st</sup> December 2019). There has been an impact on collection performance from 1st July following the removal of the 100% retail relief though targets have been revised to take this additional charge into account. Court costs are £7k, above the anticipated level of £1.3k.

Reminders (750 at Dec 2021) are at higher levels than 2019/20 levels (553 at Dec 2019) with summons and liability orders also at higher levels than 2019/20. There have been 205 summons and 107 liability orders (compared to 111 and 76 respectively at Dec 2019). There have been 22 enforcement agent referrals to Dec 2021 (41 referrals to Dec 2019) due to the first court hearing for 2021/22 debts being delayed until 29th June as well as a more generous approach adopted for arrangements. HMCS continue to have limited availability for liability order hearings which has led to some delays in initiating action. There has been an increase in cases for 2021/22 as the extended retail relief reduced from 100% to 66% for many businesses from 1<sup>st</sup> July 2021.

In December 2021 the Department for Levelling Up, Housing & Communities announced funding for an additional relief in respect of 2021/22 business rates, called the COVID-19 Additional Relief Fund (CARF) an amount of £1.6M has been made available for Tamworth Borough Council to grant as rates relief to businesses that have been adversely affected by COVID-19 that have not received relief under the existing rates relief schemes. The scheme is devised locally and has been reported on separately.

Arrears reduction in respect of 2020/21 stands at 43.6% compared to a target of 31.1%, however, while this is improved due to there being more extended arrangements relating to previous years debt due to the pandemic, some businesses in severe difficulties due to the pandemic are paying based on extended arrangements which may not clear their arrears in 2021/22. It is hoped that CARF relief awarded for 2021/22 will allow these businesses more flexibility to address payment of arrears.

## Council Tax

Reminders are 8% lower than 2019/20 levels (10,842 at Dec 2021 compared to 11,732 at Dec 2019) with summonses and liability orders at higher levels (3,733 summonses compared to 3,054 to Dec 2019 with 2,620 liability orders compared to 2,424 to Dec 2019). Attachment of earnings and enforcement agent referrals are at lower levels (254 attachments compared to 316 in quarters 1-3 of 2019/20 and 369 referrals compared to 1,440 at Dec 2019).

There remains a 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. The Revenues Billing Team backlog has reduced from 43 working days at the end of June 2021 to 9 working days at the start of January (5 working days at the start of January 2020).

Current year collection levels at 86.1% are lower than the target of 86.3%, however, this is behind the 2019/20 collection performance of 86.8%. Court cost income is ahead of that anticipated by £66k at £186k. Arrears collection in respect of 2020/21 of 39.7% is slightly behind the target of 41.4%.

As at Dec 2021 there were 1,986 live Council Tax universal credit cases. The collection rate for universal credit cases was 67.7% (of a £691k collectable debit) compared to our overall collection rate of 86.1%. The difference shows universal credit collection approximately £127k behind where it would be if it reflected the overall figures.

Direct Debit take up for live universal credit cases is 26.2% compared to 71.1% overall, while roughly 12% are subject to arrangements compared to an overall figure of 5%. In addition, 1,585 reminders have been sent in respect of the 1,986 universal credit cases (10,138 for 34,065 overall liabilities). 26% of live cases have received a summons for non-payment, compared to a figure of 6% overall.

## Housing

Summary information provided below explains the increase in numbers of tenants in receipt of Universal Credit as per 2020/21 and 2021/22.

### **Tenants in receipt of Universal Credit:**

Indicator	Qtr 2 2020/21	Qtr 3 2020/21	Qtr 4 2020/21	Qtr 1 2021/22	Qtr 2 2021/22	Qtr 3 2021/22
Number of Council Tenants on Universal Credit	1,269	1,363	1,449	1519	1571	1556
Number of Council Tenants on Universal Credit in Rent Arrears	877	980	680	954	987	1077
Percentage of Council Tenants on Universal Credit in Rent Arrears	69.1%	71.9%	46.93%	62.8%	62.83%	69.22%
Number of Council Tenants on Universal Credit not in Rent Arrears	392	383	769	565	584	479
Percentage of Council Tenants on Universal Credit not in Rent Arrears	30.9%	28.1%	53.07%	37.2%	37.17%	30.78%

Total **Rent** arrears (excluding former tenants) at 31<sup>st</sup> December 2021 were £713k compared to £481k at 31 March 2021 – an increase of £232k (compared to a £207k increase as at 31<sup>st</sup> December 2020).

Total arrears (including former tenant arrears, recharges, court costs and garages etc.) are £2m at 31<sup>st</sup> December 2021, compared to £1.8m at 31 March 2021, an increase of £217k (compared to a £202k increase between 31 March 2020 and 31<sup>st</sup> December 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).

## 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 third quarter of the financial year reported to be reported to Cabinet on 17<sup>th</sup> February 2021 is shown below.

Type	01/04/21 – 31/12/21
Council Tax	£16,802.40
Business Rates	£4,108.01
Sundry Income	£802.72
Housing Benefit Overpayments	£26,060.27
Housing	£98,508.29

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. It should also be noted that collection levels for prior year debts have returned close to normal levels.

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). In cases where extreme hardship has been identified discretionary housing payments and additional council tax reductions have been made as noted elsewhere in this report, as well as writing off accumulated previous year debt.

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	Qtr 2 2021/22	Qtr 3 2021/22
live caseload figure	5,514	5,374	5,628	5,575	5,465	5,288
Number of Universal Credit claimants in Tamworth	2,682	4,594	8,687	8,788	8,423	8,263
Number of Council Tenants on Universal Credit	645	1,072	1,449	1,519	1,571	1,556
Number of Council Tenants on Universal Credit and in Rent Arrears	443	663	680	954	987	1,077
Percentage of Council Tenants on Universal Credit and in Rent Arrears	68.7%	61.9%	46.9%	62.8%	62.8%	69.2%
Number of Council Tenants on Universal Credit and not in Rent Arrears	202	409	769	565	584	479
Percentage of Council Tenants on Universal Credit and not in Rent Arrears	31.3%	38.2%	53.1%	37.2%	37.2%	30.8%
Number of Council Tax Payers on Universal Credit	745	1,254	1975	2,024	2,010	1,986
Number of Council Tax Payers on Universal Credit and in arrears with Council Tax payments	261	388	263	425	458	507
Percentage of Council Tax Payers on Universal Credit and in arrears with Council Tax payments	35.0%	30.9%	13.3%	21.0%	22.8%	25.5%
Number of Council Tax Payers on Universal Credit and not in arrears with Council Tax payments	484	866	1712	1,599	1,552	1,479
Percentage of Council Tax Payers on Universal Credit and not in arrears with Council Tax payments	65.0%	69.1%	86.7%	79.0%	77.2%	74.5%
Number of Universal Credit claimants nationally	1,736,431	2,933,218	6,038,764	6,010,269	5,836,961	5,731,629
Discretionary Housing Payments made - Year to date	140,303	135,782	171576	28,083	61,532	105,690
Amount of Discretionary Housing Payments made to Universal Credit claimants - Year to date	82,001	102,688	148625	24,317	58,695	92,536

## **8. Medium Term Financial Strategy 2021/22 -2025/26 Monitoring, December 2021**

### **General Fund**

When Council approved the 2021/22 Budget and Medium Term Financial Strategy on 23<sup>rd</sup> 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.

For two years, the government has only held single-year Spending Reviews, with 2019 being a single year due to the political turbulence around Brexit, and 2020 being a single year, given the COVID-19 pandemic. However, on 7<sup>th</sup> September 2021, the Chancellor wrote to Secretaries of State to confirm the government's intention to complete a multi-year Spending Review (SR2021), setting revenue and capital budgets for 2022/23 to 2024/25.

As part of the recent Spending Review, no announcement was made about the government's plans for funding reform or a reset of the Business Rates Retention (BRR) system, both of which were originally expected to be implemented in 2019/20, but which have been delayed a number of times.

The 2022/23 local government finance settlement has now been published, for one year only and is based on the Spending Review 2021 (SR21) funding levels. This is the first time since 2015 that, in the context of a multi-year Spending Review, the government has only provided local authorities with a single-year settlement.

No detailed announcements are made on funding reform, though the following statement is made:

*Government is committed to ensuring that funding allocations for councils are based on an up-to-date assessment of their needs and resources. The data used to assess this has not been updated in a number of years, dating from 2013-14 to a large degree, and even as far back as 2000. Over the coming months, we will work closely with the sector and other stakeholders to update this and to look at the challenges and opportunities facing the sector before consulting on any potential changes.*

*As part of this we will look at options to support local authorities through transitional protection. Councils should note the one-off 2022/23 Services Grant provided in the Local Government Finance Settlement in 2022/23 will be excluded from potential transitional protections.*

While this means the Council will be able to retain its business rate growth for 2022/23, it also means that the uncertainty continues and potentially the Council still faces losing this growth from 2023/24 as, over the coming months, the Government have stated that they will work with the sector before consulting on funding reform.

**There is a high risk that these reforms will have a significant effect on the Council's funding level from 2023/24.**

It is also the Government's intention to look again at the New Homes Bonus scheme and explore the most effective way to incentivise housing growth. 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.

## **Updated Forecasts**

When the last update was prepared after quarter 2, it showed a projected a shortfall of £1.7m by 2024/25 and £9.3m over the 5 years to 2026/27, including the minimum approved level of £0.5m

In light of the ongoing impact of Covid-19 on the Council's Medium Term Financial Strategy, Managers were again asked to review their budgets and identify all non-essential spending for 2021/22 as part of the quarter 3 projections at 31 December 2021 – as part of a managed underspend plan.

As a result, the updated General Fund Draft MTFs forecast at quarter 3 shows that over the 3 year period to 2024/25, there will be balances of £2.7m (compared with the previous forecast shortfall of £1.7m) with a shortfall in balances of £0.9m over the 4 years to 2025/26 increasing to £4.4m in 2026/27 (the shortfall was previously £5.4m over the 4 years to 2025/26 increasing to £9.3m in 2026/27).

## **Housing Revenue Account (HRA)**

With regard to the Housing Revenue Account, a 5 year MTFs was approved by Council including significant investment in meeting future housing needs to sustain the HRA in the longer term.

For the HRA, the projections at Quarter 2 identified HRA balances of £1m over 3 years with a shortfall in balances of £0.6m by 2025/26 and £1.2m over the 5 years to 2026/27, including the minimum approved level of £0.5m.

As a result of the updated HRA Draft MTFs forecast at quarter 3 shows that over the 3 year period to 2024/25, balances of £2.7m will remain (compared with the previous forecast of £1m) with a balances of £2.4m over the 4 years to 2025/26 reducing to £2.3m in 2026/27 (a shortfall in balances was previously forecast at £0.6m over the 4 years to 2025/26 increasing to £1.2m in 2026/27).

## **Recovery and Reset Programme**

In light of the ongoing impact of Covid-19 on the Council's Medium Term Financial Strategy, Managers have again been asked to review their budgets and identify all non-essential spending for 2021/22 as part of the quarter 2 projections at 30 September 2021 – as part of a managed underspend plan.

Cabinet on 22<sup>nd</sup> 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 29<sup>th</sup> 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.

### General Fund

	General Fund						
MTFS Projections 2020/21 - 2026/27	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Projected Balances per MTFS Council February 2021	(6,753)	(6,547)	(3,845)	(526)	2,790	6,544	-
<b>Revised Forecasts:</b>							
Revised Forecast Balances - July 2021	(8,003)	(8,013)	(5,172)	(1,792)	1,469	5,169	-
Central Case Forecast Balances - October 2021	(8,003)	(8,630)	(5,309)	(2,086)	1,182	4,855	8,850
<b>Draft MTFS Forecast January 2022</b>	<b>(8,003)</b>	<b>(8,630)</b>	<b>(8,176)</b>	<b>(5,518)</b>	<b>(2,750)</b>	<b>428</b>	<b>3,937</b>

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

In line with the approved timetable, work on the preparation of the detailed 5 year budget / forecast has progressed in order to inform the Base Budget Forecast for Cabinet on 3<sup>rd</sup> December.

As a result, the updated General Fund Draft MTFS forecast at quarter 3 shows that over the 3 year period to 2024/25, there will be balances of £2.7m (compared with the previous forecast shortfall of £1.7m) with a shortfall in balances of £0.9m over the 4 years to 2025/26 increasing to £4.4m in 2026/27 (the shortfall was previously £5.4m over the 4 years to 2025/26 increasing to £9.3m in 2026/27).

**Further savings of around £0.9m p.a. will be required over the next 5 years (based on annual £5 increases in Council Tax). On an annualised basis this would equate to a year on year ongoing saving of £0.3m over 5 years.**

The forecast has been updated to include:

<b>Proposed Change:</b>	<b>Budget Impact</b>
<b><i>Savings / increased income</i></b>	
Recovery and Reset Phase 1 savings	£(2.88)m over 5 years
Continued Revenue Support grant	£(195)k for 2022/23 only
Continued Lower Tier grant	£(105)k for 2022/23 only
New one off Services grant	£(161)k for 2022/23 only
Updated NHB grant notification following confirmation of 2022/23	£(704)k for 2022/23 only
Impact of LGFS – reduced tariff	£(2.113)m for 2022/23 only
Taxbase – additional 1 property	£(1)k over 5 years
<b><i>Additional costs / reduced income</i></b>	
Business Rates Levy – 50% of retained business rates growth	£1,087k for 2022/23 only
Capital programme – revenue costs	£26k over 5 years
Increased vehicle costs budget following tender	£20k p.a. from year 2 (£71k over 5 years)
Updated recharges	£6k p.a.
Inflationary impact of policy changes	£3k p.a. year on year (£33k over 5 years)

The forecast business rates (and surplus/deficit from previous years) for 2022/23 and council tax collection fund surplus / deficit will be finalised by 31st January to inform preceptors (& the final MTFS). Given the uncertainty (and the impact of the pandemic) no income from the returned levy in 2022/23 (of up to c.£0.5m) has been assumed from the Staffordshire business rates pool.

No change to the budgeted pay award provision in 2021/22 has been made at this stage – pending confirmation or otherwise of the 1.75%.

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 - 2026/27	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	£'000	£'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)	-
<b>Revised Forecasts:</b>							
Revised Forecast Balances - July 2021	(5,610)	(5,257)	(3,921)	(3,859)	(3,609)	(3,512)	-
Revised Forecast Balances - October 2021	(5,610)	(5,581)	(3,152)	(2,178)	(1,046)	88	661
<b>Draft MTFS Forecast January 2022</b>	<b>(5,610)</b>	<b>(5,581)</b>	<b>(3,650)</b>	<b>(3,160)</b>	<b>(2,705)</b>	<b>(2,414)</b>	<b>(2,325)</b>

As a result of the updated HRA Draft MTFS forecast at quarter 3 shows that over the 3 year period to 2024/25, balances of £2.7m will remain (compared with the previous forecast of £1m) with a balances of £2.4m over the 4 years to 2025/26 reducing to £2.3m in 2026/27 (a shortfall in balances was previously forecast at £0.6m over the 4 years to 2025/26 increasing to £1.2m in 2026/27).

The forecast has been updated to include:

Proposed Change:	Budget Impact
<b><i>Savings / increased income</i></b>	
Reduction in forecast Repairs cost pressure increase	£(611)k p.a.
Reduced vehicle costs	£(12)k p.a. (following £(17)k in 2022/23)
Revised recharges	£(99)k p.a.
<b>Additional costs / reduced income</b>	
Impact of Recovery and Reset Phase 1 – revised recharge from GF	£230k for 2 years then £30k p.a. (£545k over 5 years)
Inflationary impact of policy changes	£8k p.a. year on year (£81k over 5 years)

## 9. Financial Health check – Period 9 December 2021

### Executive Summary

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

### General Fund

#### Revenue

GENERAL FUND	YTD Budget £000	YTD Position £000	YTD Variance £000	Memo: Period 8 YTD Variance	Full Year Budget £000	Predicted Outturn £000	Outturn Variance £000	Memo: Period 8 Outturn Variance	Comment
Chief Executive	1,442	1,411	(31)	(21)	1,575	1,569	(6)	(5)	No material variances
AD Growth & Regeneration	531	139	(392)	(397)	1,339	1,383	44	(13)	Shortfall in car parking income & street traders licence income
ED Organisation	510	457	(53)	(61)	470	466	(4)	(5)	No material variances
AD People	2,066	2,065	(1)	33	226	329	103	69	Vacancy allowance & application software costs
AD Operations & Leisure	2,511	2,646	135	198	3,141	3,539	398	337	Vacancy allowance & shortfall in Assembly Rooms ticket sales, split profit event income and catering sales
ED Finance	86	93	7	6	-	9	9	9	No material variances
AD Finance	1,537	(6,461)	(7,998)	(7,392)	(7,738)	(9,052)	(1,314)	(1,302)	Government grants re Covid 19; unspent general contingency budget; NNDR levy return expected from pool; unspent reserves returned to revenue & additional investment income
AD Assets	(1,435)	(1,773)	(338)	(264)	(878)	(1,060)	(182)	(182)	Reduction in bad debt provision plus windfall income & additional rent income
AD Neighbourhoods	617	299	(318)	(247)	1,143	1,188	45	59	Shortfall in bed & breakfast income
AD Partnerships	651	553	(98)	(90)	981	993	12	(17)	Vacant posts
<b>Total</b>	<b>8,516</b>	<b>(571)</b>	<b>(9,087)</b>	<b>(8,235)</b>	<b>259</b>	<b>(636)</b>	<b>(895)</b>	<b>(1,050)</b>	

The General Fund has a favourable variance against budget at Period 9 of £9.087m (£8.235m as at Period 8 - increase of £852k). The projected full year position identifies a favourable variance against budget of £895k (£1.05m as at Period 8 - a decrease of £155k). The year to date (YTD) position includes significant grant funding associated with additional Business Rates Reliefs and other underspends of £3.128m which will be transferred to reserves at year end, subject to review and confirmation.

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 December 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	-	-	-	-	95	95	-	-	95
AD Growth & Regeneration	1,526	11,919	538	(11,381)	15,384	4,097	(11,287)	11,260	15,357
AD People	151	231	153	(78)	253	206	(47)	44	250
AD Operations & Leisure	669	1,056	450	(606)	1,180	532	(648)	648	1,180
AD Finance	12,131	12,131	4,083	(8,048)	12,131	4,083	(8,048)	4,000	8,083
AD Assets	817	1,360	804	(556)	1,542	967	(575)	500	1,467
AD Neighbourhoods	-	34	46	11	46	46	-	-	46
AD Partnerships	-	-	-	-	-	-	-	-	-
GF Contingency	255	240	-	(240)	240	-	(240)	240	240
<b>TOTAL GENERAL FUND</b>	<b>15,548</b>	<b>26,972</b>	<b>6,074</b>	<b>(20,898)</b>	<b>30,870</b>	<b>10,025</b>	<b>(20,844)</b>	<b>16,692</b>	<b>26,718</b>

Capital expenditure incurred was £6.074m compared to a profiled budget of £26.972m (£6.064m compared to a profiled budget of £25.689m at Period 8). It is predicted that £10.025m will be spent by the year-end compared to a full year budget of £30.870m, including re-profiled schemes from 2020/21 of £15.548m (£11.13m projection compared to a full year budget of £30.87m at Period 8 – a further £530k underspend and increased slippage has been reported on various AD Operations & Leisure capital schemes; and £500k on Disabled Facilities Grants).

Re-profiling of budgets into 2022/23 is forecast at £16.692m (£15.585m as at Period 8 - increase of £1.107m), including £9.8m FHSF schemes and £4m Solway Ltd.

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

## Treasury Management

At the end of December 2021 the Authority had £72.187m invested in the money markets. The average rate of return on these investments is 0.24% though this may change if market conditions ease (0.75% when combined with property funds).

The Authority also has property fund investments of £1.849m with Schroders UK Real Estate Fund, £6.057m with Threadneedle Property Unit Trust, and £4.056m with Hermes Federated Property Unit Trust. The year to date returns on the property fund investments are 3.26% for Schroders and 3.82% for Threadneedle (3.90% is anticipated for Hermes).

Borrowing by the Authority stood at £63.060m at the end of December 2021, all being long term loans from the Treasury Public Works Loans Board. The average rate payable on these borrowings equates to 4.65%.

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 £8.691m at the year-end from normal revenue operations (£8.846m as at Period 8) compared to £8.630m projected within the 2022/23 Draft MTFs report– additional balances of £61k.

## Housing Revenue Account (HRA)

### Revenue

HOUSING REVENUE ACCOUNT	YTD Budget £000	YTD Position £000	YTD Variance £000	Memo: Period 8 YTD Variance	Budget £000	Predicted Outturn £000	Outturn Variance £000	Memo: Period 8 Outturn Variance
HRA Summary	(14,450)	(14,520)	(70)	-	(9,363)	(9,430)	(67)	(8)
ED Communities	87	109	22	4	-	9	9	9
AD Operations & Leisure	90	114	24	16	145	198	53	64
AD People	123	101	(22)	(21)	-	(20)	(20)	(20)
AD Assets	584	595	11	6	405	441	36	38
AD Neighbourhoods	1,299	1,171	(128)	(119)	3,365	3,420	55	46
Housing Repairs	4,104	3,215	(889)	(708)	5,792	5,658	(134)	(500)
<b>Total</b>	<b>(8,163)</b>	<b>(9,215)</b>	<b>(1,052)</b>	<b>(822)</b>	<b>344</b>	<b>276</b>	<b>(68)</b>	<b>(371)</b>

The HRA has a favourable variance against budget at Period 9 of £1.052m (£822k favourable as at Period 8).

The projected full year position identifies a favourable variance against budget of £68k (£371k favourable as at Period 8). Individual significant budget areas reflecting the variance are detailed at **APPENDIX A**.

## Capital

HOUSING REVENUE ACCOUNT	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	18,993	9,236	(9,757)	21,358	10,488	(10,870)	10,173	20,660
<b>HRA Contingency</b>	100	100	-	(100)	100	100	-	-	100
<b>TOTAL HOUSING REVENUE ACCOUNT</b>	11,997	<b>19,093</b>	<b>9,236</b>	<b>(9,857)</b>	<b>21,458</b>	<b>10,588</b>	<b>(10,870)</b>	<b>10,173</b>	<b>20,760</b>

Housing Capital expenditure of £9.236m has been incurred as at the end of Period 9 compared to a profiled budget of £19.093m (£9.792m compared to a profiled budget of £18.304m at Period 8).

It is predicted that £10.588m will be spent by the year-end compared to the full year budget of £21.458m (including £11.997m re-profiled from 2020/21) (£12.493m projection compared to a full year budget of £21.458m as at Period 8 – additional underspends are reported this month across a number of schemes, including £577k Neighbourhood Regeneration, £495k Disabled Facilities Adaptations and a further £500k on Regeneration & Affordable Housing).

Re-profiling of budgets into 2022/23 is forecast at £10.173m (£8.409m as at Period 8), including £5.5m for the Regeneration and Affordable Housing development at Wilnecote, £1.5m for the Caledonian Depot New Build scheme, £1.4m for Replacement High Rise Soil Stacks and £495k Disable Facilities Adaptations.

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 £5.336m at the year-end (£5.639m as at Period 8) compared to £5.581m projected within the 2022/23 budget report – reduced balances of £245k.

# Corporate Project Highlight Reports

## Net Zero Carbon - Monthly ELT project highlight report

Project due date	2050
<b>Overall Project Status</b> (Indicate by typing <b>yes</b> in the appropriately shaded box below)	
3. On track and in control	Yes
2. Not on track but in control	
1. Not on track	
Month & Year of update	December 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><b>STEP 1: Commission a study and research paper to provide the following initial requirements:</b></p> <ul style="list-style-type: none"> <li>a) Identify TBC's Carbon baseline</li> <li>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"> <li>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;</li> <li>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</li> <li>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;</li> </ul> </li> </ul> <ul style="list-style-type: none"> <li>• Preparation of tender underway</li> <li>• Tender Live</li> <li>• Appointment of consultant</li> <li>• Draft report to be available by the end of 21/22 corporate year.</li> <li>• Cabinet/ISAG</li> </ul>	<p>Comp. by the end of 2021/2022</p> <p>July 21 September 21 October 21 Spring 22</p>	<p>AM</p>	
<p><b>STEP 2: Focussed research to:</b></p> <ul style="list-style-type: none"> <li>a) establish the feasibility of the solution(s)</li> <li>b) Provide a cost/benefit analysis assessing financial implications along with the effectiveness of potential solutions to inform future investment strategies.</li> </ul>	<p>2023/2024 (subject to review)</p>	<p>AM</p>	

- 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:
  - 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.

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

Potential issues (Include any current or upcoming issues which require action)

Decisions needed (Include any decisions required from ELT)

Financial monitoring update

Other comments
Appointed consultants are Aether. Presentation to CMT in December 2021.

# Town Centre Programme - Monthly ELT project highlight report

Project due date	31 <sup>st</sup> March 2022
<b>Overall Project Status</b> (Indicate by typing <b>yes</b> in the appropriately shaded box below)	
3. On track and in control	Yes
2. Not on track but in control	
1. Not on track	
Month & Year of update	Dec 2021

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

Workstreams	Due date	Lead	Workstream RAG status
Town Centre Strategy	2021/22	MF	
Gungate Masterplan	2020/21	DH	
TIC		ZW	
Place Investment Strategy	2021/22	MF	
Car Parking Strategy	2021/22	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><b>Town Centre Strategy</b></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 - successful.</p> <p>Awaiting Corporate town centre vision. Working up package of town centre support to assist in delivery.</p>	Not achieved in the form envisaged.
<p><b>Gungate Masterplan</b></p> <p><b>Masterplan completed</b></p>	<b>OCTOBER 2019</b>

<ul style="list-style-type: none"> <li>Member consultation completed.</li> </ul> <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"> <li>Minor amends to Masterplan underway.</li> <li>Public consultation.</li> </ul> <p>Public Consultation completed February 28 2021.</p> <p>Consultation findings presented to ISAG on 25<sup>th</sup> March and a way forwards set out in a Cabinet report on the 8<sup>th</sup> April.</p>	<p>June/July 2020</p> <p>Dec/Jan February 2021</p> <p>March/April</p>
<p><b>Place Investment Strategy</b></p> <ul style="list-style-type: none"> <li><b>Place Investment Strategy Completed in draft</b></li> <li>Awaiting consultation</li> </ul>	<p><b>APRIL 2019</b></p>
<p><b>Car Parking Strategy</b></p> <ul style="list-style-type: none"> <li>Benchmarking and baseline exercise completed.</li> <li>Further handover meeting with JS.</li> </ul> <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"> <li>Policy change submitted to renew car parking infrastructure. Approved in principle for £50K.</li> <li>Task and Finish Group established.</li> <li>Preparation of tender.</li> <li>Tender out to market to replace car parking machines.</li> <li>3 Tenders received</li> <li>Award of Tender</li> </ul> <p>Also agreed at Cabinet – to review fees and charges following 6 months of the new machines in situ – to derive a pricing strategy – workload will fall into 2022/23.</p> <p>Machine install</p> <p>Car park demand study underway with Homes England to further support regeneration initiatives.</p>	<p>September 2020</p> <p>October 2020</p> <p>October 2020 December 2020 February 2021 May 2021 June 2021 September Cabinet</p> <p>Jan 2022</p> <p>Draft in January</p>
<p><b>Market re-tender</b></p> <ul style="list-style-type: none"> <li>Tender prepared and with procurement.</li> <li>Tender published.</li> <li>Contract awarded to LSD Promotions, the incumbent market operator.</li> </ul>	<p>October 2020 March 2021 Contract started Mid May.</p>
<p><b>Town Centre Funding Applications</b></p> <ul style="list-style-type: none"> <li>FHSF: £21,652,555. To structurally transform the town centre through three distinct projects. <b>ACHIEVED</b></li> <li>RHSS funding: £67,455. To re-open the high street and specifically to prepare a town centre action plan. <b>ACHIEVED</b></li> </ul>	<p>Dec 2020</p> <p>May 2020</p>

<ul style="list-style-type: none"> <li>• Cultural Recovery Fund (Castle): £250K. Castle Team delivering various digital and online improvements to castle activities. <b>ACHIEVED</b></li> <li>• Cultural Recovery Fund (Assembly rooms): £126,150 <b>ACHIEVED</b></li> <li>• 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. <b>ACHIEVED</b></li> <li>• 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. <b>Not Successful</b></li> <li>• Cultural Recovery Fund (Castle): <b>£125K ACHIEVED</b> will support costs and also deliver improvement to support the visitor experience.</li> <li>• Pre-application form submitted for CRF 3 £49K <b>unsuccessful</b></li> </ul>	<p>Nov 2020</p> <p>Nov 2020</p> <p>Announcement Jan 2021</p> <p>Announcement expected December 2020.</p> <p>March 2021.</p> <p>Oct 2021</p>
<p><b>Future High Streets Fund</b></p> <ul style="list-style-type: none"> <li>• Full Business Case sign off and submission to MHCLG</li> <li>• Clarifications around calculations requested by MHCLG and submitted (for all bidders).</li> <li>• Successful award made.</li> </ul>	<p>Council 21 July October 2020 December 2020</p>

<p><b>Potential issues</b> (Include any current or upcoming issues which require action)</p>
<p></p>

<p><b>Decisions needed</b> (Include any decisions required from ELT)</p>
<p>Consideration be given that any underspend in Town Centre programme budget is retained to support FHSF and other relevant TC activities.</p>

<p><b>Financial monitoring update</b></p>
<ul style="list-style-type: none"> <li>• Retained fund TC programme budget: approx. £117,000.00</li> </ul>

**Other comments**

- Legal services to support regeneration work procured.

# Welfare Reform - Monthly ELT project highlight report

<b>Project due date</b>	End March 2022
<b>Overall Project Status</b> (Indicate by typing <b>yes</b> in the appropriately shaded box below)	
<b>3. On track and in control</b>	✓
<b>2. Not on track but in control</b>	
<b>1. Not on track</b>	
<b>Month &amp; Year of update</b>	Jan 22

(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"> <li>Bi monthly meeting planner sent out for all meetings throughout 2021</li> </ul>		LB	Completed
Transition of Former Tenant Arrears to Mike Buckland's Team in Finance <ul style="list-style-type: none"> <li>Post holder in place from end of September 2021</li> <li>Management of housekeeping/write offs in addition to former arrears recovery</li> <li>Bi monthly review meetings to track progress and to report on performance</li> </ul>		MB/LP	Completed
Development of a corporate `Welfare Reform Customer Insight, Impact & Performance Data Intelligence` <ul style="list-style-type: none"> <li>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.</li> <li>Customer Experience – capturing customers intelligence; financial hardship, CRM targeting, mosaic data</li> <li>Rents Team – end of financial year rent arrears report &amp; welfare reform impact data</li> <li>Benefits &amp; Council Tax – end of year report for Housing Benefit &amp; Council Tax</li> </ul>	Ongoing	ALL	Completed
To identify third sector commission opportunities and update group monthly <ul style="list-style-type: none"> <li>Personal budgeting/resident support opportunities with County</li> <li>Describe/train/promote on service offer and referrals</li> <li>Opportunities for commissioning – what's offered now and in planning</li> </ul>	Ongoing	KC	Completed
HQN Income Management Accreditation & Annual Workplan <ul style="list-style-type: none"> <li>Refreshing accreditation action plan and service improvement plan informed by HQN ongoing health check commencing April 2021</li> <li>Delivery of annual Income Management Workplan 2021/22</li> </ul>	November 2021	LB/LL/JC	Completed
Development Corporate Debt Strategy including external supported to be procured Dec 2021 <ul style="list-style-type: none"> <li>Quick quote specification to be completed and published on Intend Feb 22</li> <li>First draft Corporate Debt Strategy anticipated Spring 2022</li> </ul>	Feb 22	TMM/ALL	On track

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Key milestones achieved	Date milestone achieved
Corporate Project Group established	Bi monthly meetings
Key work-streams identified linked to team work plans	Workplans refreshed at the beginning of each new financial year
Policy change agreed to facilitate FTA transfer to MB's team Debt management group established Good housekeeping underway on former arrears and debt recover	Completed Sep 2021
Invitation to quote for the Corporate Debt Strategy drafted and ready to go out on intend Nov 2021	Completed Oct 2021
Third Sector Commissioning; TAC, retendering closing date 25/10/21 Bet the Cold, Winter Relief – funding available and teams trained on how to make referrals. TAM CAM, 84 Families who receive free school meals now identified to have breakfast with Santa Heart of Tamworth, Christmas Day hot meals HomeStart, Christmas present funding Foodbanks & Scared Heart food shop HomeStart, furniture offer	Ongoing
HQN Rent Accreditation submission of evidence prior to final assessment completed & accreditation successfully awarded December 2022	December 2021
Targeted intelligence data gathering of customer insight (financial hardship) at first point of contact now developed and underway	September 2021

Potential issues (Include any current or upcoming issues which require action)
<ul style="list-style-type: none"> <li>Please refer to risk assessment – to be discussed at each project group meeting</li> </ul>

Decisions needed (Include any decisions required from ELT)



**Financial update**

The government may be issuing additional funding for families that are financial struggling – Chris Roe to give an update at the next meeting.

**Other comments**

Group agreed to invite key speakers to each bi monthly meeting; with the aim of sharing valuable updates on key services in Tamworth which can support our customers with multiple debts and/or facing financial difficulties.

# Corporate Capital Strategy - Monthly ELT project highlight report

<b>Project due date</b>	31 <sup>st</sup> March 2022
<b>Overall Project Status</b> (Indicate by typing <b>yes</b> in the appropriately shaded box below)	
<b>3. On track and in control</b>	✓
<b>2. Not on track but in control</b>	
<b>1. Not on track</b>	
<b>Month &amp; Year of update</b>	December 2021

(Traffic light - red, amber, green based on progress to date)			
<b>Workstreams</b>	<b>Due date</b>	<b>Lead</b>	<b>Workstream RAG status</b>
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	October 2022	PW	
Review of Building Repairs Fund (BRF) and planned approach to be developed	August 2022	PW / LP	
Review of Commercial Property – monitoring of performance to be established	August 2022	PW / LP	

<b>Key milestones achieved</b>	<b>Date milestone achieved</b>
Capital Strategy included with Budget and MTFS presented to Cabinet 24 <sup>th</sup> January 2019 and Joint Scrutiny Cttee 30 <sup>th</sup> 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 <sup>nd</sup> January 2020 and Joint Scrutiny Cttee 29 <sup>th</sup> January 2020	January 2020
2020/21 Final Capital Strategy included with Corporate Vision, Priorities Plan, Budget & MTFS 2020/21 approved by Cabinet 20 <sup>th</sup> February 2020 and Council 25 <sup>th</sup> February 2020	February 2020
2021/22 Final Capital Strategy included with Corporate Vision, Priorities Plan, Budget & MTFS 2021/22 approved by Cabinet 18 <sup>th</sup> February 2021 and Council 23 <sup>rd</sup> February 2021	February 2021
Final Non-Housing Asset Survey report received following work completed by Michael Dyson Ltd, with draft Asset Strategy gap analysis report	December 2021

**Potential issues** (Include any current or upcoming issues which require action)

- It was recognised that a detailed capital strategy meeting all the requirements of the Prudential Code/MHCLG guidance would not be fully completed by the time of initial reporting in Feb 2019, however, an action plan to achieve this with specific timescales is in place, and an updated capital strategy has been reported with the MTFS in Feb 2020 and in Feb 2021.

**Decisions needed** (Include any decisions required from ELT)

- None at this stage

**Financial monitoring update**

- £3.5k re Link Asset Services capital strategy support and guidance funded from BRF PM0594 B0101 (2019/20)
- Costs of asset management plan update/condition survey identified (policy change included with MTFS).

**Other comments**

**Timescales revisited and project now on track and in control.**

Workstreams originally due to be completed March 2021 were pushed back due to Covid 19 restrictions impacting on stock condition survey and asset management plan. Survey work has now been completed by Michael Dyson and an Asset Strategy gap analysis report produced. The results of the costed surveys will inform the asset management strategy; 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. The timescales for these workstreams have been pushed back to align with the Capital strategy updated for inclusion with in the 2022/23 MTFS and budget report.

# Organisational Development Strategy - Monthly ELT project highlight report

Project due date	1 April 2022
<b>Overall Project Status</b> (Indicate by typing <b>yes</b> 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	December 2021

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

Work streams	Due date	Lead	Workstream RAG status
**Project restarted June 2020**			
The service redesign element of the recovery and reset programme will have major impact on the Organisational Development Strategy. Due to current capacity consultant support will be procured to support the development of the OD Strategy, consultant to be appointed by end September 2021	September 2021	AG/ ZW	
<b>Development phase October – December 2021</b>	December 2021		
Consultation (employee focus group, HOS, TULG, ELT, CMT, Portfolio Holder)	January/ February 2022	AG/ ZW	
Approval of Strategy by Cabinet	March 2022	AG/ ZW	
Action Plan commence and manage via pentana	April 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	January 2021

360 feedback questionnaire completed for cohort 1 – 3	
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
All training has been delivered. 121 coaching for CMT and Heads of Service scheduled for November 2021	July 2021
External consultant appointed to produce the OD & People Strategy. Consultant has commenced reading relevant corporate documents as background reading.	September 2021
External consultant conducted stakeholder engagement meetings with ELT, CMT representatives and Assistant Director direct reports.	October 2021
External consultant has completed reading relevant corporate documents and facilitated an engagement workshop with the HR team.	November 2021
Draft People and Organisational Development Strategy and Action Plan received for review	December 2021

<b>Potential issues</b> (Include any current or upcoming issues which require action)
No issues identified.

<b>Decisions needed</b> (Include any decisions required from ELT)
None.

<b>Financial monitoring update</b>
Cost of programme met by allocated budgets

Other comments

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# Implement Customer Portal - Monthly ELT project highlight report

Project due date	30 <sup>th</sup> November 2021
<b>Overall Project Status</b> (Indicate by typing <b>yes</b> in the appropriately shaded box below)	
3. On track and in control	
2. Not on track but in control	Yes
1. Not on track	
Month & Year of update	December 2021

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

Workstreams	Due date	Lead	Workstream RAG status
<b>CRM Activity</b> <ul style="list-style-type: none"> <li>Single Person Discount Process User Acceptance Completed by CST                             <ul style="list-style-type: none"> <li>Revenues – tested</li> </ul> </li> </ul>	COMPLETE	JSh	
<b>Dependency – Digital360 v29 Upgrade</b> <ul style="list-style-type: none"> <li><b>Acceptance is a pre-requisite of Portal Go Live</b> <ul style="list-style-type: none"> <li>Testing –                                     <ul style="list-style-type: none"> <li>Housing completed – Issues reported to Civica for resolution</li> <li>Planning – testing completed</li> <li>Benefits –testing completed</li> <li>Revenues – testing completed</li> <li>CST – testing completed as far as possible</li> </ul> </li> </ul> </li> </ul>	COMPLETE	JSh	
<b>Portal – Portal 360</b> TBC controlled work <ul style="list-style-type: none"> <li>SPD Portal process UAT to be completed at Phase 2 – see below</li> <li>New Civica Project Manager – Project completion plan written and received                             <ul style="list-style-type: none"> <li>Re-written to reflect Portal Go Live in Stages                                     <ul style="list-style-type: none"> <li>Stage 1 – Basic Portal   <ul style="list-style-type: none"> <li>Register and authenticate email and Ctax account</li> <li>Raise Report it Service Request</li> <li>Raise Complaint</li> <li>Basic Council Tax Viewers</li> </ul> </li> <li>Stage 2 – Complete Processes   <ul style="list-style-type: none"> <li>- complaint tray revisions</li> <li>- all Council Tax Viewers</li> <li>- Single Person Discount</li> <li>- Moves Processes</li> </ul> </li> </ul> </li> </ul> </li> </ul>	30/01/2022	Jsh	

<b>Portal – Portal 360</b> Civica controlled work <ul style="list-style-type: none"> <li>• Pay360 process to be put into Portal <ul style="list-style-type: none"> <li>• Require support from Capita</li> <li>• All Council Tax Viewers</li> <li>• My Requests tracker</li> </ul> </li> <li>• Academy Web Services in Portal <ul style="list-style-type: none"> <li>• Require support from Capita</li> <li>• Issues forwarded on to Capita for support</li> </ul> </li> <li>• Complaints in portal testing corrections</li> </ul>	30/01/2022	WB (Civica)	
<b>Knowledge Transfer</b> <ul style="list-style-type: none"> <li>• All sessions delivered</li> <li>• Self-sufficiency achieved in process building</li> <li>• One day training owed to TBC and banked for 2022</li> </ul>	COMPLETE	JSh	

Key milestones achieved	Date milestone achieved
<ul style="list-style-type: none"> <li>• Test Portal created and skinned to fit in with Tamworth.gov.uk website</li> <li>• Knowledge Transfer Session – System Admin</li> <li>• Knowledge Transfer Session – Single Person Discount - Process Mapping &amp; Customer Journey – delivered 22/01/2020</li> <li>• System Admin – Build Elements w/c 3<sup>rd</sup> Feb</li> <li>• Customer Journey Build w/c 24<sup>th</sup> Feb</li> <li>• Portal user authentication completed</li> <li>• Outstanding documentation ratified and delivered back to Civica</li> <li>• Move Process go Live</li> <li>• Final Single Person Discount process build sessions delivered</li> <li>• Address synchronisation implemented</li> <li>• Final knowledge transfer session delivered</li> <li>• Address synchronisation between Local Land and Property Gazetteer process implemented</li> <li>• Single Person Discount user acceptance testing started</li> <li>• Capita provide technical documentation to support development of Academy integration</li> <li>• V29 Upgrade implemented in Test</li> <li>• Portal Customer Journey Workshop with Civica consultants delivered</li> <li>• Styling Workshop completed</li> <li>• Live Portal Server software installed</li> <li>• Portal infrastructure installed on Live server</li> <li>• Service Desk to install certificate, register DNS name mytamworth.gov.uk and install Outlook on scheduler server</li> <li>• New Civica Project Manager – Project revised completion plan written and received</li> <li>• Handover of project management from Knowledge Performance &amp; Insight Manager to Digital Customer Experience Manager and Head of Customer Experience</li> <li>• Revenues &amp; Benefits met testing deadline wc 10<sup>th</sup> May</li> <li>• Report It into live</li> <li>• Complaints into live</li> <li>• Demo CMT 10<sup>th</sup> June</li> <li>• Exploring reporting (Mas)</li> <li>• Digital360 v29 upgrade implemented</li> <li>• Updated complaints processes to reflect current structure – testing complete, issues identified and plan in place to rectify</li> <li>• Post Upgrade Testing complete</li> <li>• Testing of payments process</li> </ul>	31/12/19 16/12/19 22/01/20  24/02/20 02/06/20 12/05/20 17/06/20 17/07/20 15/07/20 17/08/20 19/08/20 31/08/20 01/09/20 28/09/20 02/11/20 16/12/20 31/12/20 26/02/21 26/02/21  12/03/21 01/03/21 23/03/21  10/05/21 03/06/20 24/05/21 10/06/21 10/06/21 07/07/21 07/07/21

- Data work for LLPG synchronisation (lan)
- Payments facility installed
- LLPG into Live & Tested
- De-Duplication complete & tested
- Processes into live for soft launch
- Soft Launch

23/07/21  
 24/09/21  
 30/09/21  
 30/09/21  
 19/11/21  
 18/11/21  
 06/12/21  
 15/12/21

**Potential issues** (Include any current or upcoming issues which require action)

- Upgrade required and can be completed at any time from Jan 22. However, given Revs & Bens limited resources for year end and council tax billing we have scheduled after March 22
- Work required APIs Capita ABC web services
- 

**Decisions needed** (Include any decisions required from ELT)

N/A

**Financial monitoring update**

**Next Activities – by 30/01/22**

- 
- All Council Tax viewers into live & sign off
- SPD into Live & Sign Off
- My Requests tracker into live and sign off
- Payments module into Live and sign off
- Complete Post Implementation Review (Phase 1)
- Scrutiny 1<sup>st</sup> February 2022
- Prepare communications plan



Produce Indoor & Outdoor sports facilities assessment - this should inform leisure elements to be included in the new Gungate Development.	Sept 2022	AG/SMcG/A M	
Produce Gungate Cost analysis for Leisure activities.	Aug 2022		
Produce new playing pitch spaces assessment	Oct 2022		

Key milestones achieved	Date milestone achieved
Report to Cabinet complete	July 2021
Tender published	October 2021
Tender republished	Dec 2021

Potential issues (Include any current or upcoming issues which require action)
<p>The production of the Leisure Strategy in its entirety has been delayed due to a number of factors including COVID and the Councils major Reset &amp; Recovery as well its regeneration programmes. As a result of which the dates are now as detailed as above.</p> <p>Impact of COVID 19 lockdown has pushed the project back by a further 12 months and may change scope of review in light of new consultations. Results from the tender stage may also impact on the above dates</p> <p>The project has been further impacted and delayed by the failure to receive any tender returns from the first publication Feedback from the companies who expressed an interest have been fed into the procurement process in order to encourage companies to submit a response when the tender is republished</p> <p>Tender has been republished returns due on 20<sup>th</sup> January 2022</p>

Decisions needed (Include any decisions required from ELT)
<p>ELT to be provided with feedback from contact with the companies who expressed an interest and learning from comments to be fed to the procurement team ELT to endorse new timescale and actions detailed above</p>

Financial monitoring update

Section 106 monies have been allocated for external consultants to produce assessments/. Cabinet approval sought in July 2021 to award contract.

**Other comments**

The aim of revising all dates is to ensure the project can now be delivered within the prescribed timeline.

Corporate Risk Register 2021/22

Corporate Risks Summary

Generated on: 21 January 2022



<b>Risk heading</b>
Finance/Financial stability

Page 62

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	13-Jan-2022	3	3	9	

<b>Risk heading</b>
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	21-Jan-2022	2	2	4	

<b>Risk heading</b>
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	19-Jan-2022	3	3	9	

**Risk heading**  
**Community Focus**

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	21-Jan-2022	3	3	9	

**Risk heading**  
**Economic Growth and Sustainability**

Page 63

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	13-Jan-2022	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	21-Jan-2022	3	3	9	



## 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
Arts, Operations & Leisure	ASSEMBLY ROOMS	SALARIES	160,253	230,838	(70,585)	301,834	(65,000)	236,834	Due to accumulation of vacancies and recruitment over 1st quarter
		PRIVATE HIRE TICKET SALES EXP	4,793	37,530	(32,738)	50,000	(37,500)	12,500	Theatre programme did not reach full capacity until October, shut for Q1 due to covid guidance
		SPLIT PROFIT EVENT TICKET SALE	100,337	164,790	(64,453)	219,750	(100,000)	119,750	
		TICKET SALES	(51,729)	(101,520)	49,791	(135,300)	90,000	(45,300)	
		PRIVATE HIRE TICKET SALES	(11,379)	(38,430)	27,051	(51,250)	40,250	(11,000)	
		SPLIT PROFIT EVENT INCOME	(138,695)	(219,780)	81,085	(293,000)	148,000	(145,000)	
	ASSEMBLY ROOMS BAR	BAR CONSUMABLES	13,450	40,590	(27,140)	54,070	(34,070)	20,000	Due to closure in Q1 & now ongoing restrictions, the threat of plan C and hesitancy from the public
		CATERING SALES	(12,738)	(135,810)	123,072	(181,130)	157,000	(24,130)	
	PLEASURE GROUNDS	SALARIES	0	22,920	(22,920)	31,910	(31,910)	0	Not expecting to recruit - offset with income target.
	COMMUNITY LEISURE	CONT TO RESERVES	0	0	0	0	49,130	49,130	Contribution to reserve at year end to fund Queens Platinum Jubilee shows next financial year

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 Operations & Leisure	PUBLIC SPACES	SALARIES	899,815	934,740	(34,925)	1,243,330	(31,000)	1,212,330	Accumulation of vacant posts
		VACANCY ALLOWANCE	0	(92,570)	92,570	(92,570)	92,570	0	Vacancy allowance
		CONT TO RESERVES	0	0	0	0	31,000	31,000	Salary budget to contribute to new cemeteries system
		CONTRIBUTION FROM RESERVES	(52,287)	(82,813)	30,527	(92,933)	0	(92,933)	Budget to be re-profiled re year end adjustments
	TBC HIGHWAYS MAINTENANCE	MAINTEN HIGHWAY RELATED ASSETS	56,533	90,990	(34,457)	121,290	0	121,290	Orders to be raised for anticipated works/underspend tfr to A5 fund
AD People	ICT	APPLICATION SOFTWARE	87,046	50,160	36,886	50,160	37,000	87,160	Overspend offset by underspends within cost centre
	INFORMATION GOVERNANCE	SALARIES	71,732	113,880	(42,148)	151,870	(35,000)	116,870	Vacant posts - recruitment to new Information Governance Officer and Technology & Information Asst
	CUSTOMER SERVICES	VACANCY ALLOWANCE	0	(28,980)	28,980	(38,680)	38,680	0	Vacancy allowance
AD Assets	COMMERCIAL PROPERTY MANAGEMENT	PROVISION FOR BAD DEBTS	56,263	4,185	52,078	5,580	43,863	49,443	In respect of outstanding invoices - NCP settled invoices totalling £110k on 24/12/21 - invoices now o/s for May & Jun 2021
		BAD DEBT PROVISION	(179,273)	0	(179,273)	0	(116,914)	(116,914)	Invoice for MARS Retail £111k cancelled
	INDUSTRIAL PROPERTIES	MISC CONTRIBUTIONS	(55,000)	0	(55,000)	0	(55,000)	(55,000)	Windfall/one off income received for Kingdom Hall and 7A Apollo
		RENTS	(795,176)	(745,000)	(50,176)	(808,780)	(40,000)	(848,780)	Expected income being exceeded
	MARMION HOUSE	RENTS	(68,645)	(24,000)	(44,645)	(32,000)	(15,000)	(47,000)	Additional income as SCC occupying 5th Floor (were due to leave Apr 2021)

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	PROVISION FOR BAD DEBTS	(1,464)	107,025	(108,489)	142,700	(137,700)	5,000	Write-offs for pre 2018 arrears on B&B, work to clear these will be carried out this year, awaiting CMT sign off as a corporate project
		BED AND BREAKFAST COST	81,267	163,170	(81,903)	217,550	(105,000)	112,550	Reduction in use of B&B, partially offsetting shortfall in B&B income
		CONT TO RESERVES	0	0	0	0	161,730	161,730	Reserve for write-offs;collection of B&B arrears; and Rough Sleeping Initiative project ending in June 22
		GOVERNMENT GRANTS	(111,400)	(58,428)	(52,973)	(74,290)	(24,030)	(98,320)	Unspent grant to be put in temp reserves and utilised for RSI 4 project that ends in June 22
		BED & BREAKFAST INCOME	(26,517)	(163,140)	136,623	(217,540)	180,000	(37,540)	Reduction in use of B&B
	HOMELESSNESS STRATEGY	CONT TO RESERVES	0	0	0	0	63,860	63,860	Homelessness Prevention Grant amount received exceeds this year's requirements - to be added to reserves and utilised next year
		GOVERNMENT GRANTS	(245,757)	(107,224)	(138,533)	(151,900)	(63,860)	(215,760)	Homelessness Prevention Grant amount received exceeds this year requirements - to be added to reserves and utilised next year
	COMMUNITY WARDENS	SALARIES	74,535	119,470	(44,935)	161,010	(58,000)	103,010	Two vacant posts
	AD Partnerships	PRIVATE SECTOR LEASING SCHEMES	PRIVATE SECTOR LEASING SCHEME	4,507	50,130	(45,623)	66,780	(62,200)	4,580
PRIVATE SECTOR LEASING			(3,808)	(65,820)	62,012	(87,810)	84,000	(3,810)	Not expecting any tenants from now on. In the process of acquiring properties.

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 Partnerships	DDCPP BUSINESS SUPPORT	SALARIES	180,261	227,070	(46,809)	302,750	(47,000)	255,750	Due to accumulation of vacant posts
	CAR PARKING ENFORCEMENT COSTS	SALARIES	0	47,430	(47,430)	63,260	(63,260)	0	Vacant posts - to be used to fund temp staff
		PAYMENTS FOR TEMPORARY STAFF	44,400	0	44,400	0	80,000	80,000	Temp staff funded from salary underspends pending review
	SAFER STRONGER COMMUNITIES FND	EXTERNAL FUNDING OPPORTUNITIES	35,193	70,290	(35,097)	90,430	(34,000)	56,430	Not expecting to spend all of LDF allocation this year
		GOVERNMENT GRANTS	(40,782)	(60,390)	19,608	(80,530)	34,000	(46,530)	
AD Growth & Regeneration	OUTSIDE CAR PARKS	SHORT STAY CAR PARKING	(419,801)	(450,000)	30,199	(600,000)	45,000	(555,000)	Car park occupied as Covid testing centre and dependant on 'Plan B' restrictions
	MARKETS & STREET DISPLAYS	STREET TRADERS LICENCE INCOME	(4,821)	(27,360)	22,539	(36,460)	30,000	(6,460)	Budget does not reflect current street trading policy, which is in process of being reviewed
	CASTLE & MUSEUM	SALARIES	133,788	193,507	(59,719)	258,476	(50,000)	208,476	Arts council funded 1st quarter & accumulation of vacant posts
		ADMISSION FEES	(109,240)	(73,692)	(35,548)	(98,260)	(20,000)	(118,260)	Exceeding year to date budget but visitors expected to decrease over winter
	ARTS COUNCIL	GOVERNMENT GRANTS	(174,727)	(237,230)	62,503	(237,230)	20,000	(217,230)	To submit final activity report to Arts Council to receive remaining funding

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 Growth & Regeneration	ENVIRONMENTAL HEALTH	SALARIES	300,847	459,863	(159,016)	613,140	(202,515)	410,625	£230k funding received for Covid 19 costs up to 2023, to carry forward spend to 2022/23
		CONT TO RESERVES	0	0	0	0	266,000	266,000	
		GOVERNMENT GRANTS	(173,715)	(110,230)	(63,485)	(110,230)	(63,485)	(173,715)	£63k Covid funding potentially to be carried forward to next year
	ECONOMIC DEVELOPMT & REGEN	CONT TO RESERVES	0	0	0	0	35,000	35,000	Cont to tourism programme if approved
	DEV. PLAN LOCAL & STRATEGIC	LOCAL DEVELOPMENT FRAMEWORK	17,984	47,470	(29,486)	50,000	(30,000)	20,000	Tender for in/outdoor sports feasibility has been delayed. Likely spend next financial year
		CONT TO RESERVES	0	0	0	0	30,000	30,000	
	COVID-19 BUSINESS SUPPORT TEAM	CONT TO RESERVES	0	0	0	0	64,926	64,926	Grant funding to be returned to town centre retained fund
		GOVERNMENT GRANTS	(64,926)	0	(64,926)	0	(64,926)	(64,926)	
AD Finance	BENEFITS	PROVISION FOR BAD DEBTS	0	0	0	50,000	(50,000)	0	Based on position at end December, increase in bad debt provision not required
		RENT ALLOWANCES	3,767,143	4,578,500	(811,357)	5,952,100	(1,106,570)	4,845,530	Based on DWP Claim at P9
		NON-HRA RENT REBATES	14,870	45,240	(30,370)	60,320	(29,580)	30,740	
		COUNCIL TENANT RENT REBATES	5,178,613	5,805,670	(627,057)	7,531,900	(908,510)	6,623,390	
		COUNCIL TENANT GRANT	(5,200,940)	(5,746,470)	545,530	(7,454,920)	885,310	(6,569,610)	

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	BENEFITS	PRIVATE TENANT GRANT	(3,652,003)	(4,482,900)	830,897	(5,811,220)	1,067,270	(4,743,950)	Based on DWP Claim at P9
		NON-HRA RENT REBATE GRANT	(20,262)	(42,510)	22,248	(56,430)	30,090	(26,340)	
		OVERPAYMENT PRIVATE TENANT	(112,559)	(140,670)	28,111	(187,540)	37,460	(150,080)	Based on position at end December
		OVERPAYMENT COUNCIL TENANT	(74,930)	(101,520)	26,590	(135,330)	35,420	(99,910)	
		PT OVERPAYMENT RECOVERY	35,201	0	35,201	0	46,930	46,930	
		CT OVERPAYMENT RECOVERY	23,888	0	23,888	0	31,850	31,850	
	BENEFITS ADMINISTRATION	SALARIES	334,592	369,263	(34,670)	492,340	(35,000)	457,340	Vacant Head of Service post / interim arrangements in place
		VACANCY ALLOWANCE	0	(26,910)	26,910	(35,830)	35,830	0	Vacancy allowance
		GOVERNMENT GRANTS	(64,130)	(11,370)	(52,760)	(19,120)	(45,010)	(64,130)	Government Grant underspend to be c/f
	CORPORATE FINANCE	GENERAL CONTINGENCY	0	0	0	169,000	(169,000)	0	No plans at present, subject to review during the year
		CONT TO RESERVES	0	0	0	150,000	2,313,690	2,463,690	Additional contribution to reserve to fund 2021/22 NNDR collection fund deficit arising from expanded retail reliefs 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	127,931	0	127,931	687,230	475,220	1,162,450	Additional levy payable due to business rates forecast growth in 2021/22

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 Page 71	CORPORATE FINANCE	GOVERNMENT GRANTS	(8,118,840)	(714,443)	(7,404,398)	(952,590)	(2,788,910)	(3,741,500)	Additional Section 31 grant receivable due to expanded retail relief scheme for 2021/22 of c.£3m (TBC share)
		MISC CONTRIBUTIONS	(3,794)	0	(3,794)	0	(437,590)	(437,590)	2020/21 levy return expected from pool subject to finalisation of NNDR audits
		CONTRIBUTION FROM RESERVES	(186,370)	(41,000)	(145,370)	(76,000)	(144,730)	(220,730)	Cabinet Report 02/12/21 Review of Reserves
	TREASURY MANAGEMENT	MINIMUM REVENUE PROVISION GF	142,110	142,110	0	189,430	(31,840)	157,590	Reduced MRP due to slippage in 2020/21 capital programme
		MISC INTEREST & DIVIDENDS	(136,596)	(71,010)	(65,586)	(94,710)	(87,450)	(182,160)	Forecast investment interest income due to higher balances arising from capital programme slippage
		PROPERTY FUND DIVIDENDS	(154,644)	(225,000)	70,356	(300,000)	0	(300,000)	Delayed property fund investments, no outturn variance as further £8m invested at the end October
	COVID-19	GOVERNMENT GRANTS	(239,800)	0	(239,800)	0	(185,000)	(185,000)	New burdens grant for Business Grants process
		GOVERNMENT GRANTS	(566,825)	(320,400)	(246,425)	(427,150)	(276,340)	(703,490)	Additional SFC grant for Qtr 1 2021/22 (& balance of £67k from 2020/21)
	COUNCIL TAX	SALARIES	157,255	194,513	(37,258)	259,340	(32,000)	227,340	Vacant posts
		COURT COSTS	(185,652)	(168,750)	(16,902)	(225,000)	(30,000)	(255,000)	Income above budget based on current position

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 Operations & Leisure	CARETAKERS	SALARIES	78,499	63,180	15,319	84,290	38,000	122,290	Extra temp staff as agreed from business case to support housing works
AD Neighbourhoods	GENERAL	TENANTS CONTENTS INSURANCE	39,184	82,050	(42,866)	82,050	(42,870)	39,180	Currently underspent due to new insurance premiums but the final figure will be confirmed at the year end
Page 7 Housing Repairs	REPAIRS CONTRACT	COVID 19 COSTS	476,310	0	476,310	0	476,310	476,310	Unbudgeted cost of COVID related repairs
		RESPONSIVE REPAIRS	776,641	1,125,000	(348,359)	1,500,000	(200,000)	1,300,000	Responsive service outturn based on current forecast
		VOIDS	651,391	1,050,000	(398,609)	1,400,000	(300,000)	1,100,000	
		LIFT MAINTENANCE	16,491	48,750	(32,259)	65,000	0	65,000	Payments to be reviewed as there are potentially some miscodes resulting in underspend
		MISC. (NON SPECIFIC)	112,570	162,500	(49,930)	225,000	(50,000)	175,000	Predicted underspend based on current forecast
		RECHARGABLE WORKS	(43,163)	0	(43,163)	0	(45,000)	(45,000)	Unplanned income from tenants for damaging properties
	REPAIRS	MISC. (NON SPECIFIC)	21,502	59,235	(37,733)	78,980	0	78,980	Misc budget for unforeseen works
		FIRE SAFETY & RISK ASSESSMENT	70,283	30,000	40,283	75,000	0	75,000	Commitment raised in advance
HRA Summary	H R A SUMMARY	UNDER/OVER BANKING	(38,716)	0	(38,716)	0	(38,716)	(38,716)	Unbudgeted income - credit w/off
		RENTS	(14,426,207)	(14,378,288)	(47,920)	(18,650,700)	(63,000)	(18,713,700)	Based on current trend
		GARAGE RENTS	(260,178)	(285,530)	25,352	(370,380)	35,000	(335,380)	Assumed reduced income due to garage project and empty properties

## Capital Programme Monitoring

Directorate	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
<b>Chief Executive</b>										
Joint Waste Service Additional Bins	-	-	-	-	95	95	-	-	95	Expected to be spent in final quarter
<b>Service Area Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>95</b>	<b>95</b>	<b>-</b>	<b>-</b>	<b>95</b>	
<b>AD Growth</b>										
Gungate Development	718	718	-	(718)	718	-	(718)	718	718	Ongoing discussions with county council. Budget likely to be spent next year, as currently going through approval process this year.
Castle Mercian Trail	96	96	65	(32)	96	96	-	-	96	The project has now been signed off by Heritage Fund
Gateways	424	424	27	(397)	424	27	(397)	397	424	Funds to be spent on Gateways, however unlikely until next year
Cultural Quarter - Carnegie Centre	3	3	5	2	3	5	2	-	5	Almost complete. Lease for restaurant now signed.
Repairs to Castle Elevation	244	357	63	(294)	394	64	(330)	330	394	Reviewing estimated costs with architect, tender not issued until review has completed. Report to Cabinet in January for authorisation to incur expenditure
Castle Lighting	40	40	40	(0)	40	40	-	-	40	Now Complete
Off Street Car Parking Infrastructure Update	-	38	22	(16)	50	22	(29)	-	22	Cabinet approved preferred tender 9/9/21, new machines in January 2022
FHSF Castle Gateway	-	2,063	112	(1,950)	2,750	267	(2,483)	2,483	2,750	Revised spending profile submitted to DLUHC
FHSF Middle Entry	-	1,594	53	(1,540)	2,125	54	(2,071)	2,071	2,125	Revised spending profile submitted to DLUHC
FHSF College Quarter	-	6,587	152	(6,436)	8,783	3,522	(5,261)	5,261	8,783	Revised spending profile submitted to DLUHC
<b>Service Area Total</b>	<b>1,526</b>	<b>11,919</b>	<b>538</b>	<b>(11,381)</b>	<b>15,384</b>	<b>4,097</b>	<b>(11,287)</b>	<b>11,260</b>	<b>15,357</b>	
<b>ED Organisation</b>								-		
<b>AD People</b>								-		
Replacement It Technology	26	55	46	(9)	70	55	(15)	15	70	Previously planned spend eg on network refresh may be delayed pending R & R/Marmion House de-commissioning - budget to be re-profiled.
New Time Recording System 17/18	15	15	-	(15)	15	-	(15)	15	15	Funds to be re-profiled as commencement of project subject to Recovery & Reset

Directorate	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
Self Service Customer Portal	45	45	30	(14)	45	31	(14)	14	45	Portal 'soft launch' go live achieved in January, remaining funds to be c/f for further development.
Member Device Refresh	3	3	1	(2)	3	3	-	-	3	Remaining budget re-profiled from 20/21 to be used for purchase of replacement kit
Asset Management Database	42	42	-	(42)	42	42	-	-	42	Funds re-profiled for further stages of the project - ongoing and should be completed by year end.
Mobile Phone Contract	20	-	-	-	-	-	-	-	-	Funds vired into new scheme for Replacement Back-Up System following Cabinet approval
V13 Income Management Systems & 3D Secure	-	21	24	4	27	24	(3)	-	24	System upgrade and move to Cloud - minor underspend predicted
Replacement Back-Up System	-	51	51	(0)	51	51	-	-	51	Commitment raised and implementation planned for early January
<b>Service Area Total</b>	<b>151</b>	<b>231</b>	<b>153</b>	<b>(78)</b>	<b>253</b>	<b>206</b>	<b>(47)</b>	<b>44</b>	<b>250</b>	
<b>AD Operations &amp; Leisure</b>								-		
Wigginton Park Section Section 106	10	11	-	(11)	11	4	(8)	8	11	Volunteers returning to site, management plans being reviewed, spend anticipated within next 6 months
Broadmeadow Nature Reserve	17	18	6	(11)	18	9	(9)	9	18	Volunteers returning to site, management plans being reviewed, spend anticipated within next 6 months
Public Open Space Section 106	10	22	-	(22)	22	-	(22)	22	22	Currently reviewing spend on street furniture for 2022/23
Street Lighting	79	79	41	(38)	79	79	-	-	79	40 year plan, extension to scheme being submitted. To confirm works completed with Eon.
Local Nature Reserves	23	24	-	(24)	24	3	(21)	21	24	Management plans being reviewed in January to assess planned spend
Community Woodland Cycleway	199	199	10	(189)	199	10	(189)	189	199	Finishing the design brief. Cabinet report to provide update in January, tender to follow and plan to award in June 2022
Amington Community Woodland	232	232	23	(209)	232	32	(200)	200	232	Finishing the design brief. Cabinet report to provide update in January, tender to follow and plan to award in June 2022
3G Sports Facility	-	-	(4)	(4)	-	-	-	-	-	Waiting to pay final retention payments
Replacement Castle Grounds Play Area	-	281	374	93	375	375	-	-	375	Completed
Refurbishment Castle Grounds Tennis Courts	-	90	-	(90)	120	-	(120)	120	120	Specification final checks before tendering
Assembly Rooms Development	-	-	(0)	(0)	-	-	-	-	-	Waiting for final retention payments and evaluation to be completed by end of Feb 2022
Indoor and Outdoor Sports Feasibility	100	100	-	(100)	100	20	(80)	80	100	Tender closes 17th Jan but spend unlikely this year
<b>Service Area Total</b>	<b>669</b>	<b>1,056</b>	<b>450</b>	<b>(606)</b>	<b>1,180</b>	<b>532</b>	<b>(648)</b>	<b>648</b>	<b>1,180</b>	

Directorate	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	4,083	(4,048)	8,131	4,083	(4,048)	-	4,083	Investments in property funds made at the end October. c.£4m capital fund and c.£4m treasury management investment therefore budget will underspend by £4m.
Solway Tamworth LTD LATIC	4,000	4,000	-	(4,000)	4,000	-	(4,000)	4,000	4,000	Review underway to confirm viability of scheme post pandemic
<b>Service Area Total</b>	<b>12,131</b>	<b>12,131</b>	<b>4,083</b>	<b>(8,048)</b>	<b>12,131</b>	<b>4,083</b>	<b>(8,048)</b>	<b>4,000</b>	<b>8,083</b>	
ED Communities										
AD Assets										
Disabled Facilities Grant	817	1,304	804	(500)	1,467	967	(500)	500	1,467	Predicted underspend which needs to be reprofiled
Energy EFF Upgrade Commercial and Industrial Properties	-	56	-	(56)	75	-	(75)	-	-	Depending on stock condition survey, unlikely to be spent this year
<b>Service Area Total</b>	<b>817</b>	<b>1,360</b>	<b>804</b>	<b>(556)</b>	<b>1,542</b>	<b>967</b>	<b>(575)</b>	<b>500</b>	<b>1,467</b>	
AD Neighbourhoods										
CCTV Infrastructure	-	34	46	11	46	46	-	-	46	Payment made to West Midlands Combined Authority, no predicted outturn variance
<b>Service Area Total</b>	<b>-</b>	<b>34</b>	<b>46</b>	<b>11</b>	<b>46</b>	<b>46</b>	<b>-</b>	<b>-</b>	<b>46</b>	
GF Contingency										
Gf Contingency	135	120	-	(120)	120	-	(120)	120	120	£15k released to Replacement Back-up Scheme following Cabinet approval, no further requirement identified
Cont-Return On Investment	20	20	-	(20)	20	-	(20)	20	20	Budget to be re-profiled
GF Contingency Plant and Equipment	100	100	-	(100)	100	-	(100)	100	100	Budget to be re-profiled
<b>Service Area Total</b>	<b>255</b>	<b>240</b>	<b>-</b>	<b>(240)</b>	<b>240</b>	<b>-</b>	<b>(240)</b>	<b>240</b>	<b>240</b>	
<b>GENERAL FUND TOTAL</b>	<b>15,548</b>	<b>26,972</b>	<b>6,074</b>	<b>(20,898)</b>	<b>30,870</b>	<b>10,025</b>	<b>(20,844)</b>	<b>16,692</b>	<b>26,718</b>	

Directorate	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
<b>HOUSING REVENUE ACCOUNT</b>										
<b>ED Communities</b>										
<b>AD Assets</b>										
Structural Works	-	150	203	53	200	276	76	-	276	Predicted overspend, reviewing coding with Contractor
Bathroom Renewals	94	257	327	69	312	327	15	-	327	Predicted overspend
Gas Central Heating Upgrades and Renewals	289	803	596	(206)	974	874	(100)	-	874	Underspend based on current planned work
Kitchen Renewals	326	917	899	(18)	1,114	994	(120)	120	1,114	Predicted underspend to be reprofiled
Major Roofing Overhaul and Renewals	-	834	1,111	278	1,111	1,111	-	-	1,111	Expected to be spent in full
Window and Door Renewals	43	342	441	100	441	441	-	-	441	Expected to be spent in full
Neighbourhood Regeneration	477	852	366	(487)	977	400	(577)	-	400	At this stage spend not likely to exceed £400k for the year
Disabled Facilities Adaptations	298	720	365	(355)	860	365	(495)	495	860	Identified works are unlikely to be fully completed this year, will need re-profiling
Rewire	-	113	-	(113)	150	-	(150)	-	-	Recent inspection programme not identified any requirement for rewiring this year
CO2 / Smoke Detectors	60	108	76	(32)	124	84	(40)	40	124	Underspend to be reprofiled
Insulation	18	18	-	(18)	18	-	(18)	-	-	No work identified this year
Renew High Rise Lifts	243	243	14	(229)	243	14	(229)	229	243	Predicted underspend to be reprofiled to be spent earlier next year
Replace High Rise Soil Stacks	-	1,313	9	(1,303)	1,750	250	(1,500)	1,500	1,750	Planned to start before the end of March 22 but it won't be completed till next year
Fire Upgrades To Flats 2012	100	100	50	(50)	100	50	(50)	-	50	Awaiting costs from Engie for proposed Fire Protection work to communal blocks and high-rise
Sheltered Schemes	84	159	154	(5)	184	154	(30)	-	154	Predicted underspend based on current workload
Energy Efficiency Improvements	-	53	70	18	70	70	-	-	70	Ad hoc budget as works are identified
Install Fire Doors High Rise	1,460	1,460	1,333	(127)	1,460	1,334	(126)	126	1,460	To be reprofiled, jobs have started but won't finish by the year end
High Rise Ventilation System	-	90	-	(90)	120	-	(120)	120	120	Linked to soil stacks project, will need reprofiling

Directorate	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
Retention of Garage Sites	-	563	373	(190)	750	373	(378)	378	750	Project will run into 22/23 so any underspend will need to be re-profiled
Capital Salaries	-	150	-	(150)	200	200	-	-	200	-
Software Fire Safety Surveys	90	90	-	(90)	90	-	(90)	90	90	Not going to be spent this year - will need re-profiling
HRA Street Lighting	69	69	59	(10)	69	69	-	-	69	At this point it is anticipated that the budget will be spent in full but if there is any underspend it will need to be re-profiled.
Asset Management Software HRA	69	69	51	(19)	69	59	(10)	-	59	Project ongoing and should be completed by the end of the year, predicted underspend of £10k
Telecare System Upgrades	-	27	-	(27)	36	-	(36)	36	36	Works have been identified but won't be completed this year - to be reprofiled
Tinkers Green	-	-	0	0	-	-	-	-	-	-
Kerria Estate Project	103	103	6	(96)	103	96	(6)	-	96	Final CPO settlements still being negotiated.
Other Acquisitions	599	599	753	153	599	753	153	-	753	Overspend if all committed purchases complete, but will be offset by underspends on other cost centres
Regeneration & Affordable Housing	7,475	7,663	1,978	(5,685)	7,725	2,191	(5,534)	5,534	7,725	Wilnecote scheme submitted to planning but works unlikely to commence until late 21/22, also additional £500,000 identified as underspend to be reprofiled
Caledonian Depot New Build	-	1,131	2	(1,129)	1,508	2	(1,506)	1,506	1,508	Unlikely to commence this year with most spend being in 22/23.
<b>Service Area Total</b>	<b>11,897</b>	<b>18,993</b>	<b>9,236</b>	<b>(9,757)</b>	<b>21,358</b>	<b>10,488</b>	<b>(10,870)</b>	<b>10,173</b>	<b>20,660</b>	
<b>HRA Contingency</b>										
HRA Contingency	100	100	-	(100)	100	100	-	-	100	-
<b>Service Area Total</b>	<b>100</b>	<b>100</b>	<b>-</b>	<b>(100)</b>	<b>100</b>	<b>100</b>	<b>-</b>	<b>-</b>	<b>100</b>	
<b>HRA Total</b>	<b>11,997</b>	<b>19,093</b>	<b>9,236</b>	<b>(9,857)</b>	<b>21,458</b>	<b>10,588</b>	<b>(10,870)</b>	<b>10,173</b>	<b>20,760</b>	

## Treasury Management Update

Period 6 - 2021/22

Borrower	Deposit £	Rate %	From	To	Notice
Thurrock Council	5,000,000	0.65%	09-Oct-20	07-Oct-22	-
Thurrock Council	5,000,000	0.20%	15-Jul-21	15-Jul-22	-
Goldman Sachs	5,000,000	0.16%	12-Aug-21	14-Feb-22	-
Slough Council	5,000,000	0.15%	06-Oct-21	05-Oct-22	-
Goldman Sachs	5,000,000	0.43%	29-Oct-21	29-Apr-22	-
Standard Chartered	10,000,000	0.33%	15-Nov-21	13-May-22	-
Lloyds Bank	8,003,891	0.05%	-	-	95 day
Santander	10,000,000	0.60%	-	-	180 day
MMF – Aberdeen	7,044,000	0.01%*	-	-	On call
MMF – PSDF	10,000,000	0.02%*	-	-	On call
MMF – Federated	8,139,000	0.01%*	-	-	On call
<b>Total</b>	<b>78,186,891</b>	<b>0.24%</b>	-	-	-
Schroders UK Real Estate Fund	1,848,933	3.26%	-	-	-
Threadneedle Property Unit Trust	6,056,785	3.82%	-	-	-
Hermes Federated Property Unit Trust	4,056,500	3.90%	-	-	-
<b>Total</b>	<b>84,768,609</b>	<b>0.75%</b>	-	-	-

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

**Property Fund Investments held as at 31<sup>st</sup> December 2021:**

Fund	Initial Investment	Fund Value 31/12/21	2021/22 Return to Date		
Schroders UK Real Estate Fund	£1,848,933.03	£2,055,758.73	£45,371.15	3.26%	Inclusive of November Returns
Threadneedle Property Unit Trust	£6,056,785.32	£6,305,311.17	£38,291.88	3.82%	Returns Received Quarterly. Awaiting Oct - Dec Returns.
Hermes Federated Property Unit Trust	£4,056,499.57	£4,056,499.57*	-	3.90%	*Invested end of Oct - Awaiting Statement for Nov - Dec
Total	£11,962,217.92	£12,417,569.47	£83,663.03	3.55%	

**External Borrowing as at 31st December 2021:**

<b><u>Borrowing from PWLB</u></b>				
<b><u>Loan Number</u></b>	<b><u>Rate</u></b>	<b><u>Principal</u></b>	<b><u>Start</u></b>	<b><u>Maturity</u></b>
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		<b>63,060,194</b>		

**TUESDAY, 1 FEBRUARY 2022**

**REPORT OF THE ASSISTANT DIRECTOR PEOPLE  
AND HEAD OF CUSTOMER EXPERIENCE**

**POST IMPLEMENTATION REVIEW MY TAMWORTH PORTAL**

**EXEMPT INFORMATION**

None

**PURPOSE**

To inform the committee on the current position of the My Tamworth customer portal and provide a review of the project to include costs, difficulties encountered, outcomes to date and the future project plan.

**RECOMMENDATIONS**

It is recommended that:

1. The Committee endorse the contents of the report.
2. The Committee endorse the recommendations included within the report.

**EXECUTIVE SUMMARY**

The council undertook a procurement exercise in early 2018 to seek a supplier who could provide a Customer Relationship Management (CRM) system along with a self-service customer portal.

The competitive tender exercise received two responses and Civica were successful in their tender the contract was awarded in May 2018 with an initial anticipated delivery date of September 2019. Civica are one of the UK's largest software companies with over 30 years experience of working with public services.

This project has not been without its difficulties with the team often needing to re-plan and re-focus to meet the challenges faced none more so than the impact of Covid and the change in working practices immediately made as a response to the pandemic.

The original requirement of the project was to deliver digital housing application forms, safeguarding reporting, complaints, moving home notifications, adding or removing single person discounts and making payments on line. Significant issues were encountered with the deliverables most notably that in late 2018 Civica informed the council that they were unable to deliver either the housing application form or the safeguarding process. However, Orchard Housing who provide our system for housing tenants, repairs and other housing related functions had developed a module that enabled housing applications to be made on line that the council purchased and developed and this was implemented in September 2021. The project team also developed an online form to support the safeguarding process.

The team also encountered delays in the project due to resources required this was mainly because the teams who were heavily involved in the development of the product were and remain at the forefront of the councils pandemic response team.

One of the biggest challenges was the gross underestimation from Civica of the consultant resources they needed to allocate to the project.

Despite the issues the team have faced phase one (which includes on line complaint reporting, moving home notifications, on line reporting for street scene issues and viewing council tax accounts) has been implemented and work continues on phase two.

Appendix 1 details the comprehensive post project review that has been undertaken.

### **RESOURCE IMPLICATIONS**

There are no current requirements for additional staff resource in the operation of the My Tamworth portal. However, there is a requirement to resource training for customer service staff to deal with new back office processes and ensure a seamless customer journey.

There are no financial implications as a result of this report.

### **LEGAL/RISK IMPLICATIONS**

Cyber security and data sharing risks were considered and mitigated in the overall project plan.

### **EQUALITIES IMPLICATIONS**

Tamworth Borough Council recognise that not all service users are able to access services digitally. The My Tamworth portal represents an enhancement to our customer access portfolio and in order to maximise digital engagement training opportunities will be made available to our customers. We are also committed to continuously developing the skills of our call handlers to assist customers to submit online service requests.

### **ENVIRONMENT AND SUSTAINABILITY IMPLICATIONS (INCLUDING CLIMATE CHANGE)**

This project complements our efforts to the 'Green Agenda' by realising a reduction in the use of paper, printing materials, electricity and fuel for postal delivery vans.

### **BACKGROUND INFORMATION**

None

### **REPORT AUTHOR**

Zoe Wolicki – Assistant Director People  
Ali Millard – Head of Customer Experience

### **LIST OF BACKGROUND PAPERS**

None

### **APPENDICES**

Appendix 1 – Post Implementation Report

## **POST PROJECT REVIEW**

### ***My Tamworth Customer Portal***

Document Hierarchy :

Document Status :

Originator : Ali Millard

Updater : Joanne Shaw

Owner: Zoe Wolicki

Document Version : Draft

Date : January 2022

## Contents

- 1) Project Summary
- 2) Project Team Staffing
- 3) Post Implementation Review Staffing
- 4) Project Scope
- 5) Project Costs – Quoted
- 6) Project Deliverables
- 7) Project Costs to Date (Actual)
- 8) Transition to Operations
- 9) Residual Risks
- 10) User Satisfaction
- 11) Next Steps
- 12) Recommendations

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## Post Project Review

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### 1) Project Summary

The project implementation review relates to the delivery of the My Tamworth Customer Portal and the Digital 360 Customer Relationship Management (CRM) system.

The contracting authority for this project is Tamworth Borough Council and the provider is Civica.

The key purpose of the project is to enhance access to services by creation of the My Tamworth Customer Portal, available to all residents within the Borough. The portal offers efficiency savings in resources and process and allows service requests to be submitted 24hrs a day, 365 days per year. The customer portal does not replace the council's website, it works seamlessly with it; the website provides the static content, directing customers to the online portal when customers want to transact with the council.

The Digital 360 CRM is designed to create a 'golden customer record' across all back office systems to create a seamless customer experience. Monitoring portal interactions can also provide data analytics that can help shape future service delivery, by providing intelligence on customer needs and demands and to offer opportunity to develop tailored services for vulnerable groups.

The end to end process was managed as a corporate project and involved several service areas, with monthly highlight reports being provided to the Executive Leadership Team who approved a new project schedule in October 2021. This schedule accounted for issues arising in the latter stages of the project and to enable a launch of a live facility, the project schedule was designed into two phases:

1	Make a complaint, Report an issue such as a short fall in service delivery View Council Tax balance and latest statement Service requests for Green & Clean Teams (including litter, broken glass and graffiti)
2	My Requests Tracker, Add or remove Single Person Discount, Make a payment - to initially include council tax instalments and then to be developed for any payments for council services...

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### 2) Project Team Staffing

Zoe Wolicki – Assistant Director (People)

Ali Millard – Head of Customer Experience

Gareth Youlden – Head of Technology & Information Services

Mike Buckland – Head of Revenues

Chris Roe – Benefits Manager

Lisa Dearne – Senior Revenues & Benefits Officer

Jon McDevitt – Knowledge, Performance & Insight Manager

Joanne Shaw - Customer Services Manager (Digital)

Karen Cousins - Senior Customer Service Officer (Digital)

Kirsty Horsnell – Customer Service Officer (Digital)

Angela Baker – Senior Customer Services Officer (Operations)

Jane Wells – ICT Systems Support Officer

Rob Vernon – Business Systems Analyst

Irvine Lewis – Business Systems Analyst

Ian Filmer – Revenues Systems Officer

Faron Blencoe - Senior Revenues Recovery Officer

Masoom Rahman – Business Systems Analyst

Nicola Hesketh – Information & Governance Officer

**External Provider** – Civica

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### **3) Post Implementation Review Team Staffing**

Zoe Wolicki – Assistant Director (People)

Ali Millard – Head of Customer Experience

Gareth Youlden – Head of Technology & Information Services

Joanne Shaw - Customer Services Manager (Digital)

Karen Cousins - Senior Customer Services Officer (Digital)

Masoom Rahman - Business Systems Analyst

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### **4) Project Scope**

The agreed project scope provided for:

Civica Portal Package Solution including Corporate Customer Portal Corporate CRM  
(Customer Relationship Management) (Duration 40 days)

**5) Project Costs (Quoted by Civica)**

Description	Volume	Price Each	Total
<p><b>Corporate Civica Portal &amp; CRM Software Licence and Services Pack</b></p> <p>Description - Civica Portal Package Solution including Corporate Customer Portal 360 Corporate CRM.</p> <p>Fixed price services pack implementing portal and CRM for Housing Benefits and Housing Processes and providing Tamworth with the knowledge and capability to become self-sufficient for future implementation</p>	1	£90,000	£90,000
<p>Civica Portal Package &amp; CRM Package Annual Support and Maintenance Annual Charge</p>	1	£18,000	£18,000
<b>Total</b>			<b>£108,000</b>

**6) Project Deliverables – Planned vs Actual**

Planned Activity	Actual Activity	Comments
<p>Deliver fixed price services pack, implementing Portal and CRM for Council Tax, Housing Benefits and Housing Processes</p> <p>To include:</p> <ul style="list-style-type: none"> <li>- Housing Application Form</li> <li>- Safeguarding Reporting</li> <li>- Moving Home Notifications</li> <li>- Single Person Discount</li> <li>- Payments Facility</li> </ul>	<p>Civica grossly underestimated the intricacy of some of our processes and therefore to enable progression of creating a self-service platform, negotiations had to be undertaken to revise the scope of works.</p> <p>Civica were unable to commit to creating a Housing Application e-Form (this was later developed and launched via Orchard) and it was negotiated that the complaints process would be delivered in lieu of this.</p> <p>Civica were also unable to deliver a safeguarding process due to lack of integration/ technology they advised they were willing to develop the process at a cost of circa £12k. We rejected this and proceeded</p>	<p>The contract terms agreed were that software was invoiced on order so by the time problems in delivery were identified, Tamworth Borough Council had paid for the portal and CRM product and therefore remained invested in seeking solutions to make progress in meeting customer appetite for online services.</p> <p>Several contract meetings were held to negotiate terms with Civica and align their activity to the requirements agreed within the contract but it became clear their quotation rationale was greatly flawed.</p> <p>As the project duration was extended considerably, several unforeseen challenges were experienced:</p>

	<p>to create our own process which was an online form routed from our website to the relevant agencies for priority action to report concerns from professionals and/or the general public.</p> <p>The Civica consultancy hours included in the quotation were grossly understated and absorbed in the remaining processes.</p> <p>As the TBC team knowledge developed, new processes and journey maps were created by our in house team to include the generic 'Report It' form which can be further developed for other service requests across multiple local authority functions such as license applications</p>	<ul style="list-style-type: none"> <li>- change of project delivery manager within Civica (x2)</li> <li>- account manager who provided quotation left Civica</li> <li>- change of project lead at TBC (x3)</li> <li>- trainer left Civica (x1)</li> <li>- death of a key Project Officer at TBC</li> <li>- software upgrades (x 5 plus 1 pending)</li> </ul>
<p>Providing Tamworth Borough Councils employees with the knowledge and capability to become self-sufficient for future implementation</p>	<p>Many workshops and extensive one to one virtual sessions were conducted to train our digital team in building processes, journey mapping and reporting.</p> <p>As Civica worked on delivering the processes remaining in the revised project scope, our digital team continued to apply their knowledge to develop portal processes to assist other areas of the business such as a generic 'Report It' form and streamlining the taxi license application process which was developed to support continued service delivery whilst covid restrictions were in place.</p>	<p>When calculating their quotation, Civica grossly over estimated our in house resource and specialist knowledge which is required to build and implement portal processes in the system.</p> <p>Civica also underestimated the intricacy of some of our processes and they were required to resource building and journey mapping. To claw back time in the project schedule, Civica offered 'workarounds' which the TBC Project Team rejected as inefficient and detrimental to a positive customer experience. This in turn led to delaying the launch as we were unwilling to compromise quality over timescales.</p> <p>Civica originally committed 40 days to deliver the portal product. To date, we are at over 200 days to launch Phase 1. Civica are absorbing these</p>

		costs as the contract was to deliver the products within the 40 allocated days.
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## 7) Project Costs

### To Date (Actual)

Customer Portal Software	£ 50,000.00
Consultancy to Implement Portal & CRM	£ 26,150.00
Record De-Duplication Activity	£ 4,110.00
Application Processing Interfaces (APIs)	£ 20,552.50
<b>Total</b>	<b>£ 100,782.50</b>
<b>Residual Budget</b>	<b>£7,217.50</b>

## 8) Transition to Operations

High volume, low value tasks have been prioritised for portal development to include council tax account balance enquiries, customers registering their move to a new property and application for single person discount – previously protracted processes for us and the customer.

Knowledge transfer has been successful and we have self-sufficiency to build many of our own processes and journey maps; there is currently a residual budget of £8,000 available to develop processes which are highly complex. We will now focus on building resilience within the digital team through individual training and development plans.

We will continue to work across the organisation to demonstrate the portal and discuss opportunities for including more processes on the system. This is being trialed with the Housing Solutions team by streamlining the housing application back office process and using the portal to support the customer experience. We plan to use the outcome of this collaborative working example as best practice to promote the benefits of the portal to other departments.

## 9) Residual Risks

- Change in personnel/ project management – *mitigated through training and development plans*
- Availability of key personnel for testing/ upgrades – *mitigated through agreeing work schedules and target dates*

## 10) User Satisfaction

We remain committed to fostering a positive customer experience with efficient and transparent back office processes that enable higher officer productivity.

We will continue to monitor and report on outcomes of the portal by gathering service user and staff feedback.

## 11) Lessons Learned

Throughout the project the team have regularly reviewed and documented risks and issues and have reflected on the approach taken and have identified where improvements to processes or plan

- a) This project has been a great example of cross-departmental collaboration to deliver such a complex project. Staff from 6 departments have worked together and developed their skills and knowledge together and have produced a great result.
- b) Whilst the TBC project team were clear on the outputs required Civica made a number of assumptions when developing their quotation and contract. The assumptions were:
  - TBC staff were more experienced and knowledgeable with the creation of process building within the system. This meant that a huge amount of training was required for our staff none of which was factor in the tender
  - That the processes TBC required to be put onto the portal were non complex. TBC always described the nature and complexity of the processes Civica seemed to initially believe that they were simple and subsequently discovered that the core system would not support this approach.Both of these assumptions led to the number of consultancy days being increase vastly. To prevent this situation occurring in future projects it is recommended that a more thorough check of the understanding of project deliverables is undertaken
- c) Some of the delays in progressing with the project have been down to availability of TBC staffing resource for testing the newly developed processes or for system upgrades. This was due to the councils work to deliver grants and benefits to Tamworth residents throughout the pandemic. It is recommended for future projects that dedicated resource is identified at the beginning of the project and that this resource's first priority is project work.
- d) Staffing resource from Civica was very inconsistent with multiple personnel changes which resulted in delays due to new resources familiarisation with the project. Further some resources allocated to the TBC project did not have the skill or knowledge to carry out some of the work required which meant further delays as Civica developers were required to support however they were engaged in other projects so this took time. This aspect is difficult to mitigate entirely for the future as it is out of TBC's control but the awareness of this issue will be useful for future project planning.
- e) By observing team dynamics as the project has progressed we have identified some key strengths and abilities within team members who have become subject experts and will be able to support the organisation to deliver future projects.

## 12) Next Steps

For the past year, we have as a matter of routine directly contacted service leads and actively sought opportunities for developing portal and Digital 360 CRM processes. From these interactions, we have devised a Digital Development Plan that focuses on activities to remove waste in process and streamline the customer journey. This maximises our return on investment for this project by adding value to the wider organisation.

In addition, we are able to work with other stakeholders, such as voluntary agencies, to embed digital processes that ease their workload and provide swifter access to services for vulnerable client groups.

### **13) Recommendations**

Performance and development of the portal and its processes should be continually reviewed and reported on at six monthly intervals.

The Digital Development Plan corporate project should identify and implement enhancements to self -service processes with progress being reported via the corporate project highlight reporting structure, to include how residual budget is utilised.

The impact of the My Tamworth customer portal should be monitored to ensure that vulnerable service users are able to easily access our services and will be reported on at 6 monthly intervals.

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## Corporate Scrutiny Work Plan

Work Plan 2021 – 2022		
TARGET MEETING DATE	SUBJECT	MEETING WHEN ITEM ADDED TO WORK PLAN
1 February 2022	Reset & Recovery	
1 February 2022	Customer Portal - post implementation review	November 2020
1 February 2022	Asset Management update	December 2019
1 February 2022	Quarter Three 2021/22 Performance Report	
10 March 2022	Solway Trading Company Update	
Dates to be agreed		
TBC	Update on corporate prioritisation	August 2020
July 2022 (tbc)	Market Contract – post implementation review	November 2021
TBC	Parking Toolkit review – working group to be formed (Cllr S Goodall)	October 2019
Bi-annual updates (March & September)	Solway Trading Company Update	December 2019
TBC	Gungate Masterplan	January 2020
TBC	Joint Waste contract update	June 2021
TBC	Reset & Recovery Workstreams	
TBC	Investment Review	

<b>Upcoming Corporate Scrutiny Committee Meetings</b>
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1 February 2022 (Q3 QPR)
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10 March 2022
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