

## **Sections in the report**

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

## **List of appendices**










**Appendix 1** 2019 to 2022 Corporate Plan actions update,

**Appendix 2** Corporate Risks,

**Appendix A** General Fund & Housing Revenue Account main variances,




**Appendix B** Capital programme monitoring,

## Corporate Projects Summary

Corporate Project	Due Date	RAG Status	Commentary
Review of Corporate Capital Strategy	31st March 2021		
Priority Review - Cleaners	TBA (was 30th April 2020)		
Priority Review - Leisure Services	31 <sup>st</sup> March 2021		
Priority Review - CCTV	31st March 2020		Project completed.
Risk Management Strategy	31st July 2020		
Implement Customer Portal	August 2020		Amber due to the number of work packages that are currently on pause due to the Covid -19 situation.
ICT Strategy	TBA		
Organisational Development Strategy	TBA		
Repairs & Investment Contract	31st March 2020		Project completed

Corporate Project	Due Date	RAG Status	Commentary
Completion of new council housing at Tinkers Green and Kerria	TBA (was 31st August 2020)	✓	Site works currently suspended due to COVID-19, a new completion date will be agreed once works can recommence.
Welfare Reform	31 <sup>st</sup> December 2020	✓	
Housing Strategy	31st October 2020	⚠	
Allocations Policy	10 <sup>th</sup> June 2020	✓	
Leisure Strategy	30 <sup>th</sup> June 2022	✓	
Opening of the refurbished Assembly Rooms	TBA	✓	The impact of Covid-19 both now and ongoing will be felt for some considerable time. Any potential easing of lockdown will be fully considered by the team in terms of impact and possibilities
Town Centre Programme	31st March 2022	✓	

**Key to Symbols**

<b>RAG Status</b>	<b>Overall Project Status</b>
	Project on track and in control
	Project not on track but in control
	Project not on track

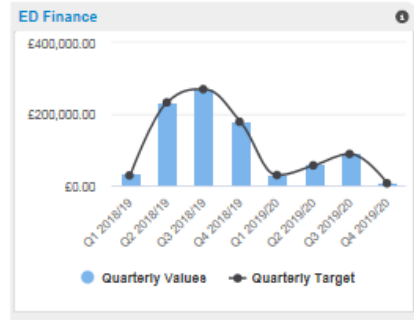
# General Fund – Actual Spend Summary



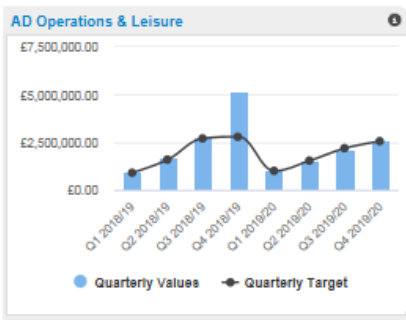
Underspend mainly due to Joint Waste Arrangement payment figure – based on year end figures provided by LDC



Variance due to a small number of minor underspends



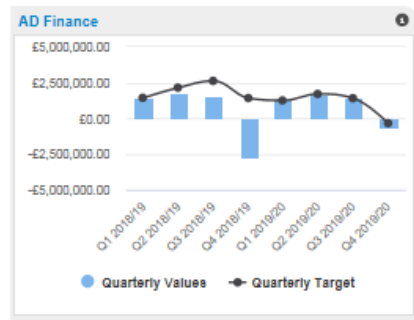
No significant variance reported



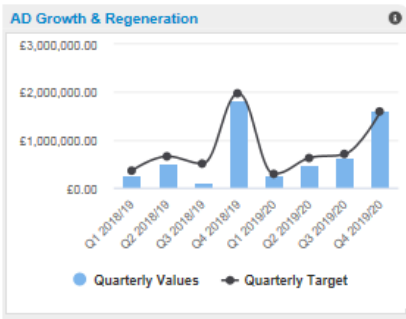
Overspend due to shortfall in ticket sales and bar sales income at Assembly Rooms



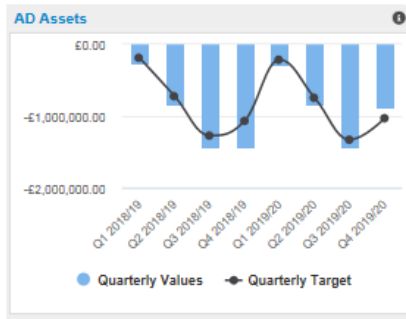
Variance due to a number of minor underspends across ICT, and Customer Services



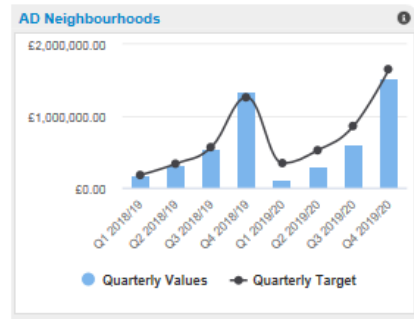
Variance due to underspend on General Contingency budget; additional contribution from reserves; unbudgeted government grant income



Variance mainly due to reduced admission fees income at Castle & Museum



Reduced income from review of timing of quarterly rent receipts from Ankerside – provision for it to be treated as income in advance offset by additional income from industrial rents; and reduced requirement for bad debt provision



Variance due to underspend on Homelessness Prevention and reduced provision for bad debts re Homelessness

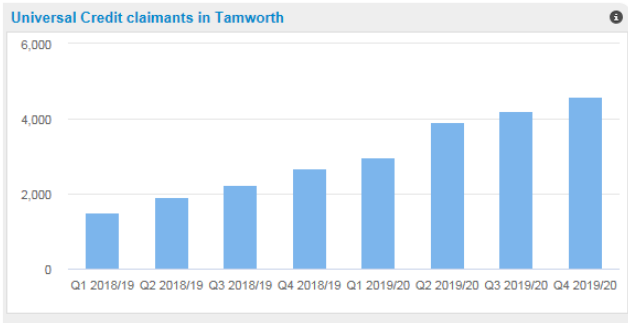


No significant variance from budget

## Key

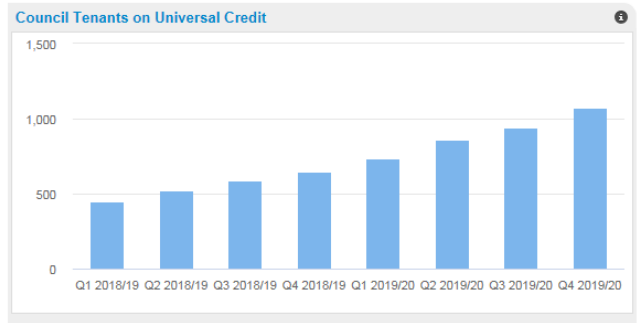
Quarterly Value is the year to date position  
Quarterly Target is the year to date budget

# Universal Credit Summary



**Commentary**

There are 4,594 universal credit claimants in Tamworth.



**Commentary**

There are 1,072 council tenants on universal credit

## 1. Corporate plan actions and corporate risks

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

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

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

## 2. Impact of Welfare Benefit Reform on Council services

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

### Benefits

A reduction in the number of DHP claims is reported - DHP claims paid total £136k with 243 successful claims from 361 applications (compared to 320 successful claims from 444 applications at March 2019). There is a 2 week backlog (1 week as at March 2019) of claims still to be processed.

Live caseload figures are 140 lower than 2018/19 – currently 5,374 (5,514 at March 2019). The average time taken to process new Housing Benefit/Council Tax Benefit claims and change events was 5.2 days to March 2019 (7.2 days to March 2019).

### NNDR

Reminders (630 at March 2019) are 22% higher than 2018/19 levels (518 at March 2019) with summons (20%) and liability orders (14%) also at higher levels than 2018/19. Enforcement agent referrals are 42% higher than 2018/19 levels (61 referrals to March 2020 compared to 43 at March 2019 which was 26% lower than 2017/18 levels).

Another exceptional performance for the year is reported given the Covid-19 situation – maintaining collection levels in line with previous year levels and the target of 99%, despite the added pressures faced during the year. At the end of quarter 4, the collection rate was over 98.9% against a target of 99%. Court costs income of £7k is higher than that anticipated of £6k. Arrears collected for 2018/19 are 53% compared to a target of 50%.

The Revenues Team have reported exceptional income collection performance for the year once again – maintaining collection levels in line with previous year levels and targets of 98% for Council Tax and 99% for business rates, despite the added pressures faced during the year. We want to acknowledge all their hard work in achieving those high returns.

### Council Tax

Reminders are 1,359 higher (11%) than 2018/19 levels (13,194 at March 2020 compared to 11,835 at March 2019) with summonses, liability orders and attachment of earnings around 4% higher. Enforcement agent referrals are 5% higher than 2018/19 levels (1,619 referrals to March 2020 compared to 1,548 at March 2019).

Another excellent performance for the year is reported – a collection rate of 97.9% (the same as achieved in 2018/19) was achieved compared to the 98% target. This is even more significant as it has been achieved despite the added pressures given the Covid-19 situation. Court cost income is lower than that anticipated by £27k at £248k.

Arrears collection for 2018/19 is slightly lower than target at 45.2% compared to target of 50% - work on further approaches to realise more Council Tax revenue is in place.

Collection Fund – the estimated surplus is £88k for the year with a LCTS projected underspend of £22k (total £110k).

## Housing

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

<b>Indicator</b>	<b>Qtr 4 2018/19</b>	<b>Qtr 1 2019/20</b>	<b>Qtr 2 2019/20</b>	<b>Qtr 3 2019/20</b>	<b>Qtr 4 2019/20</b>
Number of Council Tenants on Universal Credit	645	736	858	944	1,072
Number of Council Tenants on Universal Credit in Rent Arrears	443	591	609	675	663
Percentage of Council Tenants on Universal Credit in Rent Arrears	68.7%	80.3%	71.0%	71.5%	61.8%
Number of Council Tenants on Universal Credit not in Rent Arrears	202	145	249	269	409
Percentage of Council Tenants on Universal Credit not in Rent Arrears	31.3%	19.7%	29.0%	28.5%	38.2%

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

It should be recognised that despite pressures around COVID19 with working from home, increases in benefit take-up, moving to telephone based contact and putting in place new government guidance around court processes – collection levels at 99.97% remain top quartile when compared with others and best in class.

Total Rent arrears (excluding former tenants) at 31 March 2020 were £507k compared to £494k at 31 March 2019 – an increase of £13k (compared to a £115k increase as at 31 March 2019).

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

Total arrears (including garages etc.) were £1.84m at 31 March 2019 compared to 31 March 2018 - £1.68m (£155k higher).

There were 9 evictions during the year to 31 March 2020 compared to 13 during 2018/19.

There were 2 court cases where bedroom subsidy, cap or other is the primary reason for possession proceedings (7 to March 2019).



## Universal Credit

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

<b>Indicator</b>	<b>Qtr 4 2018/19</b>	<b>Qtr 1 2019/20</b>	<b>Qtr 2 2019/20</b>	<b>Qtr 3 2019/20</b>	<b>Qtr 4 2019/20</b>
live caseload figure	5,514	5,431	5,393	5,357	5,374
Number of Universal Credit claimants in Tamworth	2,682	2,979	3,924	4,213	4,594
Number of Council Tenants on Universal Credit	645	736	858	944	1,072
Number of Council Tenants on Universal Credit and in Rent Arrears	443	591	609	675	663
Percentage of Council Tenants on Universal Credit and in Rent Arrears	68.7%	80.3%	71.0%	71.5%	61.9%
Number of Council Tenants on Universal Credit and not in Rent Arrears	202	145	249	269	409
Percentage of Council Tenants on Universal Credit and not in Rent Arrears	31.3%	19.7%	29.0%	28.5%	38.2%
Number of Council Tax Payers on Universal Credit	745	867	1,030	1,142	1,254
Number of Council Tax Payers on Universal Credit and in arrears with Council Tax payments	261	200	293	374	388
Percentage of Council Tax Payers on Universal Credit and in arrears with Council Tax payments	35.0%	23.1%	28.5%	32.8%	30.9%
Number of Council Tax Payers on Universal Credit and not in arrears with Council Tax payments	484	667	737	768	866
Percentage of Council Tax Payers on Universal Credit and not in arrears with Council Tax payments	65.0%	76.9%	71.6%	67.3%	69.1%
Number of Universal Credit claimants nationally	1,736,431	2,046,443	2,476,697	2,675,833	2,933,218
Discretionary Housing Payments made - Year to date	140,303	33,116	67,972	89,148	135,782
Amount of Discretionary Housing Payments made to Universal Credit claimants - Year to date	82,001	17,894	48,765	59,725	102,688

### **3. Medium Term Financial Strategy 2019/20 – 2024/25 Monitoring**

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

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

As the country enters another month of lockdown to counter the Covid-19 pandemic, this update considers the potential impact on the Council's finances.

When the budget and MTFS were approved, future levels of funding for the Council were uncertain pending the most significant changes in Local Government funding for a generation. The reforms were planned to be in place by 2020/21 but were deferred until 2021/22. There are now questions over the timing (and likely period) of the planned Spending Review and the Government has confirmed that the longer-term reforms for the local government finance system (including the move to 75% Business Rates Retention and Fairer Funding Review of Relative Needs and Resources) will be deferred again as a result of the current situation, although no timescales have been released. In addition, the next planned national Business Rates Revaluation, planned for 2021 will take effect from 2022.

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

In the longer-term, the Government remains committed to reform and want to take time to work with local authorities to make sure that the approach is right.

The present social distancing measures, for the majority of people, will remain in place for some weeks even months, but it seems hard to believe that life will return to even a semblance of normality in that time.

Service provision, in the main, has continued through workable day-to-day agile working policies. It's also the case that a large proportion of income comes in automatically by way of direct debits. The pandemic's timing at the very end of the financial year is, in part, helpful as most taxation income was already collected for 2019/20.

Government has provided additional funding of c.£0.8m (from the national allocation of the £3.2bn to Local Government). However, the funding is still very unlikely to be sufficient and the Local Government Association (LGA) and the Society of District Council Treasurers (SDCT) will continue to lobby and provide evidence to the Ministry of Housing, Communities and Local Government (MHCLG) of the income and expenditure pressures that Council's face. MHCLG receive monthly financial updates from Councils including information on capital and Housing Revenue Account pressures – as directed the updated best case forecast (based on assumed impact to 31 July) will form the basis of the May return.

While it is still early into the new financial year, an updated forecast has been prepared to model the impact of the lockdown on the Council's finances. Over five years, a projected

General Fund impact of £2.5million is forecast under the central case scenario. Depending on the continued length and impact of the lockdown, this could be much worse. The MTFS previously identified a shortfall of £6.9m over 5 years – this is now forecast at £9.5m and will require savings of c.£2m p.a. commencing immediately.

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

The pandemic will affect cashflows, council tax payments; the implications for revenue from commercial activities; support from grants and their administration; and, of course, the impact on business rates revenues. The government has accelerated grants and other payments to ease cashflow difficulties.

During the crisis the Council will have lost income and other resources which will significantly impact on the potential sustainability of the organisation and the impact is likely to be long term, as will be the case across many Local Government organisations. Whilst the full extent of this cannot be known at present it will be necessary for the Council to take an accelerated approach towards the development and implementation of an effective sustainability strategy. This must be linked to an overall vision for the organisation.

The updated forecasts as at April 2020 are detailed below. Generally, the forecast assumes:

Best Case	Service impact until 31 July 2020 / 4 month duration with an associated 33% income loss in 2020/21 with ongoing impact on income of 10% p.a.
Worse Case	Service impact until 31 December 2020 / 9 month duration with an associated 75% income loss in 2020/21 with ongoing impact on income of 20% p.a.
Central Case	Service impact until 30 September 2020 / 6 month duration with an associated 50% income loss in 2020/21 with ongoing impact on income of 10% p.a.

For the General Fund, the impact of the changes over five years ranges from an unfavourable impact of £1.1m under the best case scenario to £2.5m under the central case. The MTFS previously identified a shortfall of £6.9m over five years.

For the HRA, the impact of the changes over five years ranges from an unfavourable impact of £0.5m under the best case scenario to £3.1m under the central case. This is mainly due to the inclusion of a prudent provision for additional costs arising from the planned stock condition surveys. At present, the current projections for the impact of Covid-19 on rent income levels is manageable within existing balances.

## General Fund

MTFS Projections 2019/20 - 2024/25	General Fund					
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	£'000	£'000	£'000	£'000	£'000	£'000
<b>Projected Balances per MTFS Council February 2020</b>	(6,644)	(5,569)	(3,138)	(505)	2,850	6,423
<b>Revised Stress Tested Forecasts:</b>						
Best Case Revised Forecast Balances - April 2020	(6,644)	(5,778)	(2,885)	(68)	3,566	7,529
Worse Case Revised Forecast Balances - April 2020	(6,644)	(1,952)	2,508	6,649	11,701	17,195
Central Case Revised Forecast Balances - April 2020	(6,644)	(5,049)	(1,947)	937	4,734	8,962
Central Case (Improvement) / deterioration - April 2021	0	520	1,191	1,441	1,883	2,539

As a result the updated forecast, the forecast projections identify a shortfall in General Fund balances of £1.4m over three years (compared with forecast balances in the February 2020 MTFS of £0.5m) – with a shortfall of £5.2m to 2023/24 increasing to £9.5m over five years (the shortfall was previously forecast at £3.4m in 2023/24, £6.9m by 2024/25), including the minimum approved level of £0.5m.

Further savings of around £1.9m p.a. will be required over the next five years (based on annual £5 increases in Council Tax). On an annualised basis this would equate to a year on year ongoing saving of £0.6m over five years.

The Central case forecast has been adjusted for:

- Uncertainty over future income from Staffordshire County Council (SCC) for verge maintenance of £150k p.a.
- Reduced income from fees and charges of £1.7m in 2020/21 (including car parking, Assembly Rooms and court costs) £0.3m p.a. thereafter;
- Reduced commercial and industrial rent income of £0.6m in 2020/21, £0.3m p.a. thereafter;
- Reduced income on investments due to low interest rates / deferral of property fund investments - £0.3m in 2020/21, £0.1m p.a. thereafter;
- Reduced council tax income in 2020/21 of £0.2m (impact on 2021/22 budget through council tax deficit in Collection fund) ;
- Reduced business rates income in 2020/21 of £0.3m (impact on 2021/22 budget through business rates deficit in Collection fund) ;

- Revised lump sum contribution to the pension fund following the 2022 triennial review – £200k (2% p.a.) year on year from 2023/24;
- One off Covid-19 costs of £0.5m in 2020/21 for void business rates, waste management, homelessness etc.

Offset by increased income / savings:

- Covid-19 grant funding of £0.8m from MHCLG;
- Reduced contingency budgets of £0.5m p.a.
- Unspent budget for Levy of £1m in 2020/21;
- Savings in unspent budgets of £0.2m p.a.

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

## 4. Financial Healthcheck

### Provisional Outturn Period 12 – March 2020

#### Executive Summary

This section of the report summarises the main issues identified at the end of March and is the 'best estimate' of the projected outturn at this time, though subject to the completion of final account working papers and audit procedures.

Details relating to the summary including Directorate commentaries will be available from Corporate Accountancy.

#### General Fund

##### Revenue

<b>GENERAL FUND</b>	<b>YTD Budget £000</b>	<b>YTD Position £000</b>	<b>Variance £000</b>
Chief Executive	1,373	1,259	(114)
AD Growth & Regeneration	1,597	1,618	21
ED Organisation	475	465	(10)
AD People	441	387	(54)
AD Operations & Leisure	2,553	2,583	30
ED Finance	7	8	1
AD Finance	(338)	(683)	(345)
AD Assets	(1,030)	(883)	147
AD Neighbourhoods	1,655	1,542	(113)
AD Partnerships	912	920	8
<b>Total</b>	<b>7,645</b>	<b>7,216</b>	<b>(429)</b>

The projected full year position identifies a favourable variance against budget of £0.429m (£0.241m reported at period 11). This projection has highlighted several budget areas with significant variances (detailed at **Appendix A**).

There was a balance of £50k remaining in the General Contingency Budget at the end of March 2020.

## Capital

GENERAL FUND	YTD Budget £000	Actual Spend £000	Variance £000	Reprofile to 2020/21 (memo only) £000	Outturn £000
Chief Executive	730	11	(719)	719	731
AD Growth & Regeneration	841	301	(540)	529	830
ED Organisation	0	0	0	0	0
AD People	214	101	(113)	113	214
AD Operations & Leisure	3,140	3,441	301	921	4,362
ED Finance	0	0	0	0	0
AD Finance	12,131	5	(12,126)	12,126	12,131
ED Communities	0	0	0	0	0
AD Assets	1,091	707	(383)	311	1,018
AD Neighbourhoods	219	173	(46)	46	219
AD Partnerships	92	0	(92)	0	0
GF Contingency	455	0	(455)	306	306
<b>TOTAL GENERAL FUND</b>	<b>18,912</b>	<b>4,738</b>	<b>(14,173)</b>	<b>15,072</b>	<b>19,810</b>

- The provisional outturn on capital schemes spend is £4.738m (£7.482m projected at period 11) compared to a full year budget of £18.912m (this budget includes re-profiled schemes from 2018/19 of £17.929m).
- At this point it is proposed that £15.072m should be re-profiled into 2020/21 (£11.843m projected at period 11) which will be subject to Cabinet approval.
- A summary of Capital expenditure by Directorate can be found at **Appendix B**.

## Balances

Balances on General Fund are projected to be in the region of £6.890m at the year-end from normal revenue operations (£6.702m projected at Period 11) compared to £6.644m projected within the 2020/21 budget report – additional balances of £0.246m.

The change in the predicted out-turn variance since that predicted at period 11 (a favourable change of £188k) has been investigated and significant items identified that make up this change are listed and tabulated in this report.

Members should be aware that any unplanned call on the above balance could adversely affect our ability to resource activity within the current medium term financial plan.

## Housing Revenue Account

### Revenue

HOUSING REVENUE ACCOUNT	YTD Budget £000	YTD Position £000	Variance £000
HRA Summary	(3,704)	(5,070)	(1,366)
ED Communities	-	9	9
AD Operations & Leisure	167	129	(38)
AD Assets	402	115	(287)
AD Neighbourhoods	3,250	3,087	(163)
Housing Repairs	-	-	-
<b>Total</b>	<b>115</b>	<b>(1,730)</b>	<b>(1,845)</b>

- The projected full year position identifies a favourable variance against budget of £1.845m (£1.233m reported at period 11). Individual significant budget areas reflecting the variance are detailed at **Appendix A**.

### Capital

HOUSING REVENUE ACCOUNT	YTD Budget £000	Actual Spend £000	Variance £000	Reprofile to 2020/21 (memo only) £000	Outturn £000
AD Assets	31,181	24,662	(6,519)	5,904	30,565
HRA Contingency	100	0	(100)	100	100
<b>TOTAL HOUSING REVENUE ACCOUNT</b>	<b>31,281</b>	<b>24,662</b>	<b>(6,619)</b>	<b>6,004</b>	<b>30,665</b>

- The provisional outturn on programmed capital schemes is projected to be £24.662m (£27.486m projected at period 11) compared to a budget of £31.281m. It is also proposed that £6.004m be re-profiled into 2020/21 (£2.553m at period 11) in relation to delayed schemes, which will be subject to Cabinet approval.

### Total Capital Programme

- The provisional outturn on programmed capital schemes is projected to be £29.4m (£34.968m projected at period 11) compared to a budget of £50.193m. It is also proposed that £21.076m be re-profiled into 2020/21 (£14.396m at period 11) in relation to delayed schemes, which will be subject to Cabinet approval.
- A summary of Capital expenditure by Directorate can be found at **Appendix B**.



## Balances

- Balances on the Housing Revenue Account are projected to be in the region of £6.215m at the year-end (£5.603m projected at period 11) compared to £4.764m projected within the 2020/21 budget report – additional balances of £1.451m.

The change in the predicted out-turn variance since that predicted at period 11 (a favourable change of £612k) has been investigated and significant items identified that make up this change are listed and tabled later in this report

## Corporate Plan Project Updates

## Priority Review – CCTV

Month & Year	March 2020	
Overall Project Status	Completed	
Project due for completion	31 <sup>st</sup> March 2020	
<b>(Traffic light - red, amber, green based on progress to date)</b>		
Workstreams	Lead	RAG status
<b>Project Resourcing</b>	TMM/PW	Completed
<b>Building Management &amp; De-commissioning</b> <ul style="list-style-type: none"> <li>Power can't be disconnected at this stage as the server/switch racks will have to remain live and the building will need to be used as a plant room until systems have been fully upgraded.</li> <li>Removal of sanitary bins is being requested with the contractor.</li> <li>The alarm panel won't be moved for a while due to covid-19.</li> <li>Compliance checks will continue until the isolation/decommissioning works can be completed.</li> <li>Arrangements are being made for furniture disposal/collection (once we can).</li> <li>ACTION: LB to confirm what can and can't be disposed and where items should be moved to.</li> <li>Building management will be a key workstream in the future delivery plan for the service, to be developed by the end of April 2020.</li> </ul>	PW	Completed
<b>ICT &amp; Data management (chain arrangements)</b> <ul style="list-style-type: none"> <li>All call diverts are working (incl. the 708 BT line), expect for the lift which is out of order.</li> <li>ICT equipment will be removed w/c 6th April.</li> <li>A credit account is now setup with TIS to process the order for the camera in the server room.</li> <li>The Netvision configuration work is complete.</li> <li>DCRS are not carrying out any installation work for the foreseeable future. They will advise when this changes. Actions around this are therefore on hold.</li> <li>ACTION: GY, LB &amp; JS to review residual issues re. TIS access, TEC, Wardens DCRS and MRS.</li> </ul>	ZW / GY & NH	Completed
<b>Shared Services Legal Agreement</b> <ul style="list-style-type: none"> <li>The legal agreement will be sealed by Tamworth BC shortly and the scheme of delegation put onto modern.gov.</li> </ul>	TMM	Completed
<b>Communications Planning</b> <ul style="list-style-type: none"> <li>Dedicated CCTV web page has been updated and published at: <a href="http://www.tamworth.gov.uk/cctv">www.tamworth.gov.uk/cctv</a></li> <li>LR is considering whether the planned light touch press release should be done at this time.</li> <li>LB drafted further article for staff yesterday.</li> </ul>	LR	Completed
<b>TUPE &amp; Staffing Matters</b> <ul style="list-style-type: none"> <li>LB conducted all farewell/exit virtual meetings with all staff who are leaving and security arrangements for the office were made after the last person left the building.</li> <li>All 10 Tamworth BC staff have now left, agreements have been signed and payments made.</li> </ul>	JN	Completed
<b>Standard Operating Procedures</b> <ul style="list-style-type: none"> <li>PW and TM were Directors on call for the switch over on the evening of Sunday 29th March.</li> <li>James Sadler contacted all radio users before go-live and again by telephone on Friday 27th March. They have been given the CCTV control room phone number to call if they need CCTV assistance. Store net/Nite net and Wardens have been advised of radio inoperability.</li> <li>Wardens have also been advised to move to lone working standard operating procedures.</li> <li>James has been trained on the OOH procedure and input these into the CA computer systems. This includes the necessary reporting forms. James and Michael will be training the operatives.</li> <li>PW and TM were Directors on call for the switch over on the evening of Sunday 29th March.</li> <li>The process for lift calls is being reviewed to see if these can go directly to the Housing Repairs contractor, Engie. Barry Curtis is also looking at improving the auto-quench process.</li> </ul>	LB	Completed
<b>WMCA transitional Plan</b> <ul style="list-style-type: none"> <li>TIS issues are being worked on daily and nearing full resolution. Assembly Rooms is online.</li> <li>ACTION: CC to provide a weekly update on camera numbers until 100% are online.</li> <li>Camera signage has been agreed and finalised. This can be found on the CCTV web page.</li> <li>Daily and weekly reports on incidents and out of hour's calls are being created. However, very little activity is expected due to the covid-19 social restrictions in place.</li> </ul>	MS & MB WMCA	Completed
<b>Partnership Planning</b> <ul style="list-style-type: none"> <li>ACTION: MS to check if Tamworth needs to complete the CCTV Commissioner's audit, as the systems now meet British Standards.</li> <li>The Police link order has been placed with BT, but they are working at a reduced rate due to the covid-19 pandemic.</li> <li>Tamworth's licence will continue to be used for the partnership radio whilst WMCA work on getting their own licence in place.</li> <li>There are some technical difficulties with the current radio, but the Police will need to move their equipment. JS will work on this with the Police and WMCA.</li> <li>ACTION: LTM &amp; LB to attend next community partnership group meeting.</li> </ul>	JS	Completed

<b>Commercial development – Tamworth; Castle; Assembly Rooms</b> <ul style="list-style-type: none"><li>• ACTION: MS to send TM Assembly Room costs for agreement.</li></ul>	Relevant AD	Completed
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<b>Key milestones achieved</b>
<ul style="list-style-type: none"><li>• Project went live on 30<sup>th</sup> March with no issues.</li><li>• All project workstreams are now closed.</li><li>• A 12-month development plan will now be developed, noting that the first three months of that timeline will be used as a testing/audit period in light of the covid-19 pandemic.</li></ul>

## Cleaning Review

<b>Month &amp; Year</b>	March 2020
<b>Overall Project Status</b>	<b>On track &amp; in control</b>
<b>Project due for completion</b>	TBA (was 30 <sup>th</sup> April 2020)

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

<b>Workstreams</b>	<b>Lead</b>	<b>RAG status</b>
Project Scoping	PW	Completed
PID	PW	Completed
Demands analysis	TW	Completed
Review of staffing needs and costing/Service standards	TW	Completed
Implementation [April 2020]	PW	

### Key milestones achieved

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

## Corporate capital strategy

<b>Month &amp; Year</b>	March 2020
<b>Overall Project Status</b>	<b>On track &amp; in control</b>
<b>Project due for completion</b>	31 <sup>st</sup> March 2021

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

<b>Workstreams</b>	<b>Lead</b>	<b>RAG status</b>
MTFS to include consideration of Capital Expenditure (October 2019)	LP	
Monthly Capital Monitoring Reports (Ongoing from June 2019)	LP	
Review Capital Appraisal Process (October 2019)	LP	
Review Asset Management Strategy – incorporating revised Stock Condition Survey (Due 2020/21)	PW	
Review of Building Repairs Fund (BRF) and planned approach to be developed (March 2021)	PW / LP	
Review of Commercial Property – monitoring of performance to be established (October 2019)	PW / LP	

### Key milestones achieved

- Capital Strategy included with Budget and MTFS presented to Cabinet 24<sup>th</sup> January 2019 and Joint Scrutiny Committee 30<sup>th</sup> January 2019
- Feedback received from Link Asset Services and subsequent amendments/updates made to strategy 2019/20
- ASSG meetings scheduled 1/4ly in diaries starting 28/03/19.
- 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.
- 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
- Initial assessment/baseline position for monitoring BRF and Commercial Property established December 2019
- 2020/21 Draft Capital Strategy included with Budget and MTFS presented to Cabinet 22<sup>nd</sup> January 2020 and Joint Scrutiny Committee 29<sup>th</sup> 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.

## Implement customer portal

Month & Year	March 2020
Overall Project Status	Not on track but in control
Project due for completion	August 2020

(Traffic light - red, amber, green based on progress to date)						
Workstreams	Lead	RAG status				
<p><i>CRM Activity</i></p> <ul style="list-style-type: none"> <li>Complaints Process went live 27<sup>th</sup> September</li> <li>User training – 4 training videos covering topics; Log a Call, Tell Us, Response to Complaint and Information Governance. Latter 2 are ready for deployment on Astute but former 2 have been re-recorded. Testers to be identified then modules rolled out to all users. – Feb 2020</li> <li>Move process currently being tested. Go Live planned for 2nd week of December after final UAT but missed due to lack of Staff Resource required to test the process.</li> <li>Testing paused due to reprioritisation of CST and Revenues workload as a result of responding to Covid-19. Testing to resume mid-April assuming there is capacity in CST and Revenues.</li> </ul>	JM					
<p><i>Portal – Portal 360</i></p> <ul style="list-style-type: none"> <li>Complaints process with Civica for building – Mar 2020</li> <li>Test Portal Site delivered. Site can be logged on to. – Dec 2019</li> <li>Creation of workflows (Move and SPD) for further internal processes paused – Mar 2020</li> <li>Delay in development of Academy integration into Portal due to waiting for Civica to give permission to share development document with Capita. Permission now granted. Waiting for Capita to feedback. Capita unable to give definitive answer without TBC paying for consultancy. Civica propose starting development under best endeavour if TBC accept risk of one web service not being identified correctly by Civica – Apr 2020</li> <li>Pay360 (payment integration) and Portal integration work underway - Civica– Apr 2020</li> <li>Setting up of “Scheduler” to manage portal user authentication jobs. – Mar 2020</li> <li>27<sup>th</sup> March, Civica account meeting with extended project management team               <ul style="list-style-type: none"> <li>As Portal still not in UAT Civica will delay next stage invoice</li> <li>Civica offer extra webex to provide knowledge transfer to help get staff familiarised with system</li> <li>Civica propose Academy integration and outline risk (see above)</li> </ul> </li> </ul>	JM					
<p><i>Knowledge Transfer – 4 sessions delivered including Session 6 Part 1.2</i></p> <ul style="list-style-type: none"> <li>Sessions 3 and 4 to be held via Webex</li> <li>Final 2 sessions postponed due to Covid-19. Rescheduled – for May</li> </ul>	JM					
<table border="1"> <tr> <td>Session 6 Part 2.1 – Customer Journey Build (Single Person Discount - TBC):</td> <td>12<sup>th</sup> -15<sup>th</sup> May</td> </tr> <tr> <td>Session 6 Part 2.2 – Customer Journey Build (Single Person Discount - TBC):</td> <td>19<sup>th</sup> -20<sup>th</sup> May</td> </tr> </table>			Session 6 Part 2.1 – Customer Journey Build (Single Person Discount - TBC):	12 <sup>th</sup> -15 <sup>th</sup> May	Session 6 Part 2.2 – Customer Journey Build (Single Person Discount - TBC):	19 <sup>th</sup> -20 <sup>th</sup> May
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Session 6 Part 2.2 – Customer Journey Build (Single Person Discount - TBC):	19 <sup>th</sup> -20 <sup>th</sup> May					

Key milestones achieved
<ul style="list-style-type: none"> <li>Move Process in user acceptance testing – Jan 2020</li> <li>Test Portal created and skinned to fit in with Tamworth.gov.uk website – Dec 2019</li> <li>First Knowledge Transfer Session – System Admin – delivered w/c 16<sup>th</sup> December 2019</li> <li>2<sup>nd</sup> Knowledge Transfer Session – Single Person Discount - Process Mapping &amp; Customer Journey – delivered 22/01/2020</li> <li>2 More Knowledge Transfer Sessions delivered               <ul style="list-style-type: none"> <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> </ul> </li> <li>Civica gave permission for us to share their technical specification for Academy/Portal Integration. With Capita for comment before we sign off the specification.</li> </ul>

## Housing strategy

Month & Year	March 2020
Overall Project Status	<b>Not on track but in control</b>
Project due for completion	31 <sup>st</sup> October 2020

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

Workstreams	Lead	RAG status
Procurement	JS/SP	Green
Consultants research and stakeholder engagement	JS/SP	Green
Evaluate report and recommendations	JS/SP	Green
Portfolio Holder engagement	JS/SP	Green
CMT agreement and support for implementation	JS	Amber
Cabinet report – Revised deadline October 2020	JS/SP	Amber
Communications	LR/JS	Amber
Corporate implementation plan – links to other workstreams	JS/SP	Amber
Project completion 31 October 2020	SP	Amber

### Key milestones achieved

- Tender evaluation completed – 3 bids received
- Successful supplier HQN appointed
- HQN commencing stakeholder interviews
- Order raised
- Stakeholder interviews completed
- Update meeting with SP/JS on 18<sup>th</sup> November - to look at first draft of evidence base and emerging priorities
- First drafts received 2 December 2019 for consideration and circulation prior to member update
- Further draft received and circulated to ED Communities and appropriate ADs for comment – March 2020

## ICT strategy

<b>Month &amp; Year</b>	March 2020	
<b>Overall Project Status</b>	On track & in control	
<b>Project due for completion</b>	TBA	
<b>(Traffic light - red, amber, green based on progress to date)</b>		
<b>Workstreams</b>	<b>Lead</b>	<b>RAG status</b>
<p>Financial waiver approved for SIP platform upgrade initial estimated savings £1k per month Work to commence on move to new platform next month. Orders for the new lines into the Depot and Marmion have been placed and a project manager appointed by our supplier to oversee implementation. Next steps are commissioning of the new connectivity and SIP trunks followed by testing and porting of our numbers onto the new platform.</p> <p>There has been a delay to the first phase of this project due to BT lead times as a result of COVID. They have now engaged with us to arrange installation of the lines.</p>	GY/ NH	Green
<p>Implementation of Astute as policy management tool / decommissioning of Net Consent. Janet is continuing to work on Astute preparation for policy dissemination The next steps are to complete this work, agree a process for policy management followed by implementation. NetConsent will then be decommissioned. Implementation is planned for April.</p> <p>Timescales for implementation pushed back to June due to absences and other priorities relating to current situation</p>	GY	Yellow
<p>Deliver short term priorities – EPOS Replacement – Assembly Rooms and TIC are now implemented. Implementation at the Castle is currently being planned for end Feb/Early March.</p> <p>Timescales changed for Castle implementation, this is currently being discussed with the Castle and Gardiff</p> <p>Northgate M3 upgrade to Assure – this was put on hold due to resource issues in both Planning and Environmental Health. AM to advise when resource in place and project can be looked at again. Contract renegotiation – this is an ongoing activity now. We are working on reviewing all of our contracts to ensure they are recorded correctly, documentation up to date and triggers for review in place.</p> <p>Agreed with AM that we will now proceed with Assure upgrade for Planning followed by EH with learning from the Planning implementation as EH more complex and requires more resource.</p> <p>Proposal for a 3-year fixed term contract across all Northgate systems received – to be discussed with procurement. Results in savings, avoiding RPI increases for the contract duration.</p> <p>Corporate Business Objects Review and explore Enterprise licencing – not started. This will be looked at as part of the contract work above.</p> <p>Telephony carrier/SIP trunk provider options appraisal – complete – see workstream for SIP platform above. Depot connectivity options appraisal – current connectivity contract with Virgin in place until Sept. Indicative quote requested from NetVisionIP for wireless link between Marmion and the Depot to replace the current Ethernet circuit. Provision of Public Services Network (PSN) associated services from April 2019 onwards. We will be continuing with Vodafone until further options from CCS are available, this is likely to be Sept for some of the services. We are planning to transition away from GCSx email in April to our on premise email system so will be terminating this service with Vodafone. Contract extended with Vodafone due to new CCS framework delays. GCSx email retirement delayed due to resource involved with COVID. Implementation now planned for May.</p>	GY	Green
Draft Strategy developed	GY/ ZW	Green
<p>Consult with stakeholders including CMT, Officers and elected members Report to be presented to IS&amp;G Scrutiny Meeting on 27<sup>th</sup> February 2020</p> <p>Consultation still in progress, further feedback from AD's/service heads required. Member working group to be arranged by Cllr Goodall/Chesworth for consultation with members.</p>	GY/ ZW	Yellow
Deliver Strategy action plan by 2025	GY	Yellow
<b>Key milestones achieved</b>		
<ul style="list-style-type: none"> <li>• Draft Strategy delivered to CMT</li> <li>• Consultation commenced with AD's</li> </ul>		

## Organisational development strategy

Month & Year	March 2020
Overall Project Status	<b>On track &amp; in control</b>
Project due for completion	TBA

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

Workstreams	Lead	RAG status
Development of Draft Strategy	AG/ZW	Green
Consultation	AG/ ZW	Amber
Implementation	ZW/ JN	Amber
Tender for Leadership Development Programme work developed	ZW/JN	Green
Tender evaluation to be completed by End January 2020	ZW/JN	Green
Contract Awarded by 29 February 2020	ZW/ JN	Green
Contractor to scope work by 31 March 2020	ZW/JN	Amber
Programme to be developed by 15 April 2020	ZW/ JN	Amber
Delivery to commence 1 May 2020	JN	Amber

### Key milestones achieved

- Quotes evaluated – preferred supplier identified – IODA
- Preferred supplier advised of contract award and suggested delay due to COVID-19
- Feedback provided for the unsuccessful suppliers
- No challenges received from the unsuccessful suppliers



## Repairs and investment contract

Month & Year	March 2020
Overall Project Status	Completed
Project due for completion	31 <sup>st</sup> March 2020

(Traffic light - red, amber, green based on progress to date)		
Workstreams	Lead	RAG status
Appoint external support	PW	Completed
Agree & Purchase SOR	PW	Completed
Finalise 5-year work programmes & Budgets	PW/LP	Completed
Update Repairs & Void Policies [to be completed post award Dec 2020]	PW/TM	
Scope Call Centre Requirements	PW/ZW	Completed
TUPE matters [Target April 2020]	PW/ZW	Completed
Tenant & Leasehold Consultation	PW/TM	Completed
Procurement of main contract	PW	Completed
Mobilisation	PW	Completed
IT Requirements & Implementation	GY	Completed
Communications with Members	PW/RB	Completed

Key milestones achieved
<ul style="list-style-type: none"> <li>• Cabinet approval received to proceed with Procurement of new contracts [Dec 2018].</li> <li>• TCG informed of decision. [Dec 2018]</li> <li>• External Support now appointed (Anthony Collins &amp; Rand Associates) [Summer 2019]</li> <li>• Stage 1 Leaseholder consultation letters drafted ready for release on Friday 5<sup>th</sup> April. [April 2019]</li> <li>• Initial TUPE data supplied by Wates [Sept 2019]</li> <li>• Stage 1 of tender process completed. [Oct 2019]</li> <li>• Stage 2 of tender process completed. [Dec 2019]</li> <li>• Tenders received [Nov 2019]</li> <li>• Bidder interviews completed [Nov 2019]</li> <li>• S20 Letters issued to Leaseholders [Nov 2019]</li> <li>• Project Management support awarded and to be in place for next phase of project [Dec 2019]</li> <li>• Separate project group established for Call Centre. [Nov 2019]</li> <li>• Leaseholder consultation completed without any representations [Dec 2019]</li> <li>• Contract award notices issues [Dec 2019]</li> <li>• Cabinet approved use of Engie for provision of OOH call centre (first 12 months)</li> <li>• Contracts produced and issued for signing [Jan 2020]</li> <li>• Contracts signed [February 2020]</li> <li>• Contract commenced at 17:00 on 31<sup>st</sup> march 2020</li> </ul>

## Risk management strategy

Month & Year	March 2020
Overall Project Status	<b>On track &amp; in control</b>
Project due for completion	July 2020

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

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

### Key milestones achieved

- Appointment of consultants to assist with undertaking the review and project scoped March 2019
- Review of current risk undertaken and new grouping proposed (reduction to 14 categories) looking to reduce further April 2019
- Appointment of "Service Risk Champions" September 2019
- Collation of potential different reports from the system be considered still to be done need to go through options with J Day No date
- Meetings with Risk champions Scheduled in for November - rescheduled February/March 2020
- Due to the delay and loss of momentum in the project a revised timetable will be discussed – RB and risk consultant 14/2/20
- Apart from one element (exceptional departmental risk escalation to CMT level) the policy is, subject to approval, ready to be released to A&G

Delayed; The July dates now look optimistic

## Completion of new homes at Tinkers Green and Kerria

Month & Year	March 2020
Overall Project Status	<b>On track &amp; in control</b>
Project due for completion	TBA (was August 2020)

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

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

### Key milestones achieved

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

## Town centre programme

Month & Year	March 2020
Overall Project Status	On track & in control
Project due for completion	31 <sup>st</sup> March 2022

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

Workstreams	Lead	RAG status
Town Centre Strategy	MF	Amber
Gungate Masterplan	DH	Green
TIC	ZW	Green
Place Investment Strategy	MF	Amber
Car Parking Strategy	MF	Amber
Market re-tender	MF	Amber
Communications and Engagement	ZW	Green
Town Centre Funding Applications	MF	Green
Future High Streets Fund	AM	Green

### Key milestones achieved

#### Town Centre Strategy

- Due to work on FHSF Cabinet has now agreed for this to be postponed until the later part of financial year 2020/2021
- EDR service has successfully restarted the BID group, with new momentum behind it.

#### Gungate Masterplan

- Master planning exercise completed.
- Proposal with recommendations for delivery approaches received.
- Leader filmed for GBSLEP AGM short video on funding received for masterplan.
- Land assembly work underway.
- Recent bids to GBSLEP for feasibility funding for the leisure centre and car park not successful.

#### Place Investment Strategy

- Due to work on FHSF Cabinet has now agreed for this to be postponed until the later part of financial year 2020/2021

#### Car Parking Strategy

- Benchmarking and baseline exercise currently underway looking at all aspects of off road car parks before full hand over to EDR service.

#### Market re-tender

- Market Tender with the procurement team and almost ready to launch. Last minute issues with TUPE arrangements which will lead to a delay in appointment. Current tender to be rolled over on a month by month basis. Appointment in the summer.
- Legal advice received suggesting that this work stream is postponed.

#### Town Centre Funding Applications

- MF has met with GBSLEP about funding wider funding opportunities around Town Centre and Gungate.
- AM has met with WMCA about funding opportunities for Tamworth regeneration projects.

#### Future High Streets Fund

- Draft final bid submitted to Government by the deadline. Feedback due by 8 May.
- Final bid deadline extended from 31 June to the end of July providing a submission window for participants.

## Opening of the newly refurbished Assembly Rooms

Month & Year	March 2020
Overall Project Status	On track and in control
Project due for completion	TBA

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

Workstreams	Lead	RAG status
Business plan- currently being updated	AR	Amber
Communications Plan	LR	Green
Marketing Plan	AT	Green
Operational Procedures	JR	Green
Food and Beverage offer	SMcG	Green
Licensing	JR	Green
Technology infrastructure	GY	Green
Project design and Build	TH	Green
Public Realm	SMcG	Green
Opening events	AR	Green

### Key milestones achieved

- Snagging process underway (suspended currently due to Covid-19)
- 'Ribbon cutting' event held
- Programme of events and shows delivered now suspended/ being cancelled – TIC handling the process

## Welfare Reform

<b>Month &amp; Year</b>	March 2020
<b>Overall Project Status</b>	<b>On track &amp; in control</b>
<b>Project due for completion</b>	December 2020

<b>(Traffic light - red, amber, green based on progress to date)</b>		
<b>Workstreams</b>	<b>Lead</b>	<b>RAG status</b>
TMM Tina Mustafa; MB Mike Buckland; AM Ali Millard; LB lee Birch; LL Leanne lea; JC Julie Clempson; KC Karen Clancy; JW GY Jane Wells &/or Gareth Youlden (SCC by invitation TL Tim Lees)		
Project group TORs – workstreams mapped as below	TMM	Completed
Transition FTAs to Finance	MB/LB	Completed
Customer impact – universal credit; co-ordination of figures, feedback from portal (November 2020) <ul style="list-style-type: none"> <li>Collation of data on UC figures (Housing/c/tax/DHP/customer service)</li> <li>Service data packs – performance etc.</li> <li>ICT infrastructure to generate business object reports for wider dissemination</li> </ul>	AM/LB Supported by GY	
Third Sector Commissioning (TAC; opportunities for voluntary sector etc.) (November 2020) <ul style="list-style-type: none"> <li>Personal budgeting opportunities with County</li> <li>Describe/train on service offer (specialised training via TAC exploration)</li> <li>Opportunities for commissioning – what's offered now?</li> </ul>	KC/LL	
Housing RIEN Self-assessment & Accreditation (October 2020) <ul style="list-style-type: none"> <li>Closing down of accreditation action plan and re-fresh with service improvement plan informed by HQN ongoing health check</li> <li>Rent first campaign review</li> <li>Early intervention and prevention vis pre tenancy rent information; rent free weeks;</li> <li>Satisfaction monitoring on rent service (STAR questions)</li> <li>Training staff</li> <li>UC trusted partner and full KPI monitoring etc.</li> </ul>	LB/LL/JC	
Development Corporate Debt Strategy including (December 2020) <ul style="list-style-type: none"> <li>Scoping Corporate Debt Strategy (QQ spec by Feb 2020)</li> <li>Draft specification – 28<sup>th</sup> Feb-3<sup>rd</sup> April (4weeks)</li> <li>Project team to evaluate at 8<sup>th</sup> April Meeting (following closing date)</li> </ul>	TMM/All	Spec circulated on - intend

<b>Key milestones achieved</b>
<ul style="list-style-type: none"> <li>Corporate Project Group established – bi monthly meetings diarised</li> <li>Project group as listed – each work stream lead to draft and scope tasks for April meeting</li> <li>Key work-streams identified linked to work plans</li> <li>Policy change agreed to facilitate FTA transfer to MB's team</li> <li>TMM/LL attended scrutiny on UC and cross party letter to DWP &amp; Ministers – response attached</li> <li>Agreed with RB a QQ to engage support to help draft corporate debt strategy for consultation/options</li> </ul>

## Allocations Policy

<b>Month &amp; Year</b>	March 2020	
<b>Overall Project Status</b>	<b>On track &amp; in control</b>	
<b>Project due for completion</b>	10 <sup>th</sup> June 2020	
<b>(Traffic light - red, amber, green based on progress to date)</b>		
<b>Workstreams</b>	<b>Lead</b>	<b>RAG status</b>
Governance and member decisions (Completed)	TM/DK	
ICT Testing and Banding modelling -8 <sup>th</sup> June 2020	JW	
Procedures and letters – 10 <sup>th</sup> June 2020	GS/JM	
Communications planning– 10 <sup>th</sup> June 2020	LR	
Housing Options surgeries	LC	
Risk Assessment to be reviewed and monitored– 10 <sup>th</sup> June 2020	All	

### Key milestones achieved

- Legal advice secured and sign off policy completed 19.11.19
- Full council unanimously supported the policy on the 19.11.19
- Last notification letters to Band 4 – 11.05.20
- Regular bird table meetings held to discuss impacts and increase in demand

## Priority Review Leisure Services

<b>Month &amp; Year</b>	March 2020	
<b>Overall Project Status</b>	<b>On track &amp; in control</b>	
<b>Project due for completion</b>	31 <sup>st</sup> March 2021	
<b>(Traffic light - red, amber, green based on progress to date)</b>		
<b>Workstreams</b>	<b>Lead</b>	<b>RAG status</b>
Evidence gathering	SMcG/KM	
Review Information- to meet with ED Communities and ED DCE, AD Partnerships to discuss options leisure requirements	AG/SMcG	

### Key milestones achieved

## Leisure Strategy

<b>Month &amp; Year</b>	March 2020
<b>Overall Project Status</b>	<b>On track &amp; in control</b>
<b>Project due for completion</b>	30 <sup>th</sup> June 2022

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

<b>Workstreams</b>	<b>Lead</b>	<b>RAG status</b>
Review evidence from leisure services priority review	AG/SMcG	
Prepare brief for Leisure Strategy and Indoor & Outdoor sports strategy	AG/SMcG	
Appoint external consultants for the both	AG/SMcG	
Produce both Leisure Strategy and Indoor & Outdoor sports strategy	AG/SMcG	
Endorse both Leisure Strategy and Indoor & Outdoor sports strategy	AG/SMcG	

### **Key milestones achieved**

- Evidence gathering underway
- Specification to be prepared

Corporate Risk Register









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Title	Description
Finance	To ensure that the Council is financially sustainable as an organisation






Risk	Date Reviewed	Current Risk Severity	Current Risk Likelihood	Current Risk Rating	Current Risk Status
Funding gaps	17-Jan-2020	3	3	9	
Business Rates Retention	17-Jan-2020	3	3	9	
New Homes Bonus	17-Jan-2020	3	2	6	
Welfare and Benefit Reform	17-Jan-2020	3	3	9	
Failure to manage budgets	17-Jan-2020	3	2	6	






Title	Description
Modernisation & Commercialisation Agenda	Develop and implement continuous improvement and develop employees to perform the right work

Risk	Date Reviewed	Current Risk Severity	Current Risk Likelihood	Current Risk Rating	Current Risk Status
Contract Management & Procurement	17-Jan-2020	2	2	4	
Management of Assets	30-Jan-2020	2	2	4	
New Revenue Streams	17-Jan-2020	3	3	9	
Workforce Planning Challenges	11-Jan-2020	3	2	6	
Continuous Improvement	11-Jan-2020	2	2	4	
Partnerships fail	30-Jan-2020	3	2	6	




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

Risk	Date Reviewed	Current Risk Severity	Current Risk Likelihood	Current Risk Rating	Current Risk Status
Democratic Process	11-Jan-2020	3	3	9	
Assurance Process	30-Jan-2020	2	3	6	
Legislation	11-Jan-2020	3	2	6	
Policies & Procedures	30-Jan-2020	3	2	6	
Ethics	30-Jan-2020	2	2	4	




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

Risk	Date Reviewed	Current Risk Severity	Current Risk Likelihood	Current Risk Rating	Current Risk Status
Community Cohesion & Engagement	29-Jan-2020	3	3	9	
Safeguarding Children & Adults (including Modern Slavery)	30-Jan-2020	2	3	6	
Emergency Planning	30-Jan-2020	3	2	6	



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




Risk	Date Reviewed	Current Risk Severity	Current Risk Likelihood	Current Risk Rating	Current Risk Status
Regeneration	30-Jan-2020	3	3	9	
Housing Needs	29-Jan-2020	3	3	9	
Economic Changes	30-Jan-2020	3	3	9	

Title	Description
Information Safeguarding	To ensure that our data is protected

Risk	Date Reviewed	Current Risk Severity	Current Risk Likelihood	Current Risk Rating	Current Risk Status
Data Protection and information Safeguarding	11-Jan-2020	4	3	12	
Cyber Security	11-Jan-2020	4	2	8	
Business Continuity	29-Jan-2020	3	3	9	

Title	Description
Brexit	The Impact of Brexit upon the Council

Risk	Date Reviewed	Current Risk Severity	Current Risk Likelihood	Current Risk Rating	Current Risk Status
Financial	30-Jan-2020	4	4	16	
The Impact of Brexit upon the Council	30-Jan-2020	4	4	16	

Risk Status	
	High Risk
	Medium Risk
	Low Risk

## General Fund – Main Variances

Directorate	Cost Centre	Account Code	Year To Date Position Sub Total	Year To Date Position Budget	Year To Date Position Variance	Comment
Page 46 AD Operations & Leisure	Assembly Rooms	Private Hire Ticket Sales Expense	47,042	78,950	(31,908)	Delay in opening reduced ability to put on more shows combined with waiver of hire fee to Panto.
		Private Hire Ticket Sales	(45,478)	(103,500)	58,022	Delay in opening
	Assembly Rooms Bar	Salaries	14,438	48,130	(33,692)	Vacant posts
		Bar Sales	(20,271)	(72,260)	51,989	Did not generate as much income as expected.
	Public Spaces	Transport Costs	19,117	52,740	(33,623)	Transport costs lower than first expected.
		Contribution To Reserves	54,183	-	54,183	Including S106 and CIL Contributions
		Contribution From Reserves	(21,915)	(60,160)	38,245	Actual amount released from reserve less than originally planned
	Tbc Highways Maintenance	Maintenance Highway Related Assets	56,855	106,010	(49,155)	Underspends to be used to contribute to A5 balancing ponds
		Maintenance Of Water Courses	159,743	199,350	(39,607)	
		Contribution To Reserves	183,183	25,000	158,183	

		Maintenance Of Roads (HRA)	-	52,410	(52,410)		
AD People	ICT	Other Hardware Maintenance	19,431	70,040	(50,609)	Additional underspend to transfer to reserve to fund ICT in COVID19 recovery phase	
		Contribution To Reserves	35,000	-	35,000	Unspent IDEA grant & hardware maintenance to c/f to 20/21	
AD Assets	Commercial Property Management	Rents	(497,464)	(757,250)	259,786	Timing of quarterly rent receipts from Ankerside under review – provision for it to be treated as income in advance	
AD Assets	Industrial Properties	Rents	(861,045)	(820,000)	(41,045)	Includes back dated rent and income in advance	
<b>Page 47</b>	<b>Directorate</b>	<b>Cost Centre</b>	<b>Account Code</b>	<b>Year To Date Position Sub</b>	<b>Year To Date Position Budget</b>	<b>Year To Date Position Variance</b>	<b>Comment</b>
AD Neighbourhoods	Homelessness	Provision For Bad Debts	6,682	58,900	(52,218)	Report to go to Cabinet re write off of historical B&B debt	
		Bed And Breakfast Cost	82,806	148,080	(65,274)	Report will be going to Cabinet outlining changes to charging policy for B&B	
		Bed & Breakfast Income	(29,116)	(128,070)	98,954		
	Homelessness Strategy	Contribution To Reserves	115,855	-	115,855	Unspent flexible homeless support grant will need to be reserved in order to deliver new services	
		Government Grants	(145,855)	(30,000)	(115,855)		
AD Partnerships	Civil Parking Enforcement	Standard Charges	(109,665)	(68,090)	(41,575)	More income generated than expected.	
	Safer Stronger Communities Fund	External Funding Opportunities	40,154	74,150	(33,996)	LDF funding, underspend to go into reserve	
Chief Executive	Joint Waste Arrangement	Refuse Joint Arrangements	915,538	1,052,320	(136,782)	Net underspend £137k - year-end figures provided by LDC	

						May 2020.
D Growth & Regeneration	Castle & Museum	Salaries	183,885	225,480	(41,595)	Vacant posts covered by casual workers 01101
		Wages	48,879	16,580	32,299	Offset against salaries variance
		Consultants Fees	-	37,000	(37,000)	Castle consultant costs, to carry forward into 20/21
		Contribution To Reserves	33,900	-	33,900	Reserves to be set up to carry forward the consultancy costs & structural repairs project costs
		Admission Fees	(102,814)	(133,280)	30,467	Did not achieve income target, due to admission fees being set lower than budgeted.
		Schools Education Wages	30,443	-	30,443	Casual workers covering vacant posts, being offset against favourable salaries and income variances.
	Environmental Health	Salaries	283,060	327,420	(44,360)	Vacant posts, underspend used to contribute towards temporary staff payments
		Contribution to Reserves	34,500	0	34,500	Contribution to reserves re above underspend
	Development Control	Fees & Charges Planning App	(373,921)	(300,010)	(73,911)	Includes £100k b/f from 18/19, therefore already achieved target
		Contribution To Reserves	80,931	-	80,931	Reserve to be set up to carry forward underspends
	Economic Development &	Consultants Fees	178,780	249,720	(70,940)	£60k budget from FHSF grant to be c/f to 20/21

	Regeneration	Contribution To Reserves	89,330	-	89,330	£60k budget from FHSF grant to be c/f to 20/21 and £22k town centre money plus in staffs budget.
	Dev. Plan Local & Strategic	Local Development Framework	21,433	90,000	(68,567)	Remaining budget not likely to be spent this year.
		Contribution To Reserves	78,500	-	78,500	LDF underspend required to be transferred to reserve for future spend
AD Finance	Benefits	Provision For Bad Debts	(28,270)	40,000	(68,270)	Reduced requirement for bad debts provision
		Rent Allowances	6,202,053	6,436,770	(234,717)	Expenditure on rent allowances less than anticipated when budget was set
		Council Tenant Rent Rebates	7,789,484	7,872,790	(83,306)	Expenditure on HRA rent rebates less than anticipated when budget was set
		Council Tenant Grant	(7,607,064)	(7,806,080)	199,016	Based on DWP Final Claim
		Private Tenant Grant	(5,990,915)	(6,274,720)	283,805	
	Corporate Finance	General Contingency	-	50,090	(50,090)	Contingency not required 2019/20
	Treasury Management	Minimum Revenue Provision Gf	56,137	115,530	(59,393)	Delayed capital spend effect on MRP

**Significant variances identified resulting in an increase in net under-spend of £188k**

Directorate	Cost Centre	Account Code	Year To Date Position Variance	Period 11 Predicted Outturn	Change In Predicted Outturn P11 To P13	Comment
AD Operations & Leisure	Public Spaces	Contribution To Reserves	54,183	-	54,183	S106 & CIL Not as much has been contributed from reserve than originally planned
		Contribution From Reserves	38,245	-	38,245	
	Tbc Highways Maintenance	Contribution To Reserves	158,183	53,000	105,183	Underspends to be used to contribute to A5 balancing ponds
		Maintenance Of Roads (HRA)	(52,410)	-	(52,410)	
AD People	ICT	Contribution To Reserves	35,000	5,000	30,000	Unspent IDEA grant & hardware maintenance to c/f to 20/21
AD Assets	Commercial Property Management	Rents	259,786	(20,000)	279,786	Timing of quarterly rent receipts from Ankerside under review – provision for it to be treated as income in advance
AD Partnerships	Safer Stronger Communities Fund	External Funding Opportunities	(33,996)	-	(33,996)	LDF funding, underspend to go into reserve
Chief Executive	Joint Waste Arrangement	Refuse Joint Arrangements	(137,000)	-	(137,000)	Net underspend £137k – year-end figures provided by LDC May 2020.
AD Growth &	Development	Contribution To	80,931	22,500	58,431	Reserve set up to carry



Regeneration	Control	Reserves				forward underspends
		Fees & Charges Planning App	(73,911)	(35,000)	(38,911)	Additional Income
	Economic Developmt & Regen	Contribution To Reserves	89,330	127,060	(37,730)	Actual contribution to reserve less than projected
AD Finance	Benefits	HRA & Non-HRA Rent Rebates	(112,569)	(162,890)	50,321	Expenditure net of subsidy - based on DWP estimate claim
Various	Various	Various	(688,000)	(231,000)	(457,000)	Other minor variances

## Housing Revenue Account – Main Variances

Directorate	Cost Centre	Account Code	Year To Date Position Sub Total	Year To Date Position Budget	Year To Date Position Variance	Comment
AD Assets	Service Charges	Service Charge - Flats	(332,472)	(37,400)	(295,072)	Cost of High Rise Capital works invoiced to leaseholders
Page 52 Neighbourhoods	Income Management	Salaries	344,700	381,830	(37,130)	Budget setting issue in current year due to restructure
	Housing Advice	Salaries	163,086	213,570	(50,484)	Salary underspend is partly offset by temporary staff costs to cover maternity leave
	General - Business Support	Contribution To Reserves	25,000	-	25,000	Budget required for contribution to Customer Portal and will need to be added to existing retained fund.
		S/Ware Mtce & Imp	27,483	83,590	(56,107)	Budget is still required for contribution to Customer Portal therefore this will need to be added to the existing retained fund.
Housing Repairs	Repairs Contract	Pensions	15,015	55,000	(39,985)	Underspend due to reducing liability
		Responsive Repairs	1,120,852	1,332,000	(211,148)	Works are reactive in nature and are dealt with ad-hoc on request
		Voids	913,585	773,000	140,585	There have been a number of high-cost voids, these will need to be monitored through the year as some expenditure will be capital in nature and will result in recoding to the capital budgets.

Directorate	Cost Centre	Account Code	Year To Date Position Sub Total	Year To Date Position Budget	Year To Date Position Variance	Comment
		Lift Maintenance	88,722	125,600	(36,878)	Some reduction in servicing requirement due to installation of new lifts. It is likely that some repairs will have been accounted for in the day to day element.
		Periodic Electrical Testing	-	308,230	(308,230)	Spend invoiced through the responsive repairs code
		Planned Maintenance	510	177,900	(177,390)	Work put on hold pending wider review of budget position.
		Rechargeable Works	(41,053)	-	(41,053)	Recharges are applied on an ad-hoc basis in response to tenant actions
Housing Repairs	Repairs - General	Communal TV Aerials	304	31,020	(30,716)	Some spend on repairs to systems will be accounted for within the day to day repairs costs
		Fire Fighting Equipment	38,273	68,500	(30,227)	Some spend on maintenance (as opposed to service) will be accounted for in the day to day response repairs
		Misc. (Non Specific)	103,322	153,000	(49,678)	Used on an ad-hoc basis to fund works not specifically identified within any other budget head.
HRA Summary	H R A Summary	Contribution To Repairs A/C	3,226,884	4,040,050	(813,166)	Variances reported under individual HS codes
		Provision For Bad Debts	106,765	200,000	(93,235)	Bad debt is likely to increase whilst the rollout of UC continues. Income recovery remains a priority to limit any increase in arrears.

Directorate	Cost Centre	Account Code	Year To Date Position Sub Total	Year To Date Position Budget	Year To Date Position Variance	Comment
Page 54		General Contingency	-	130,000	(130,000)	No issues currently identified that would require the use of this budget
		Contribution To Reserves	110,250	-	110,250	Reserve requested from Repairs underspend to cover unforeseen costs due to contract demobilisation and COVID19
		Rents	(17,659,818)	(17,364,550)	(295,268)	Rent income exceeded budget due to void levels being lower than budgeted. The acquisition programme continues to provide additional properties let at Affordable Rent and offset those sold under the Right to Buy. The regeneration of Tinkers Green and Kerria is also well underway with 44 properties already let at Affordable Rent.

**Significant variances identified resulting in a favourable change in net under-spend of £612k**

Directorate	Cost Centre	Account Code	Year To Date Position Variance	Period 11 Predicted Outturn	Change In Predicted Outturn P11 To P13	Comment
AD Neighbourhoods	General - Operations	Contribution To Reserves	-	40,000	(40,000)	Requests for contributions to retained funds rejected.
Page 55 Housing Repairs	Repairs Contract	Responsive Repairs	(211,148)	(179,000)	(32,148)	Works are reactive in nature and are dealt with ad-hoc on request
		Voids	140,585	200,000	(59,415)	There have been a number of high-cost voids; these have been monitored through the year as some expenditure is capital it has been recoded to the capital budgets.
		Lift Maintenance	(36,878)	-	(36,878)	Some reduction in servicing requirement due to installation of new lifts.
		Periodic Electrical Testing	(308,230)	(100,000)	(208,230)	Spend invoiced through the responsive repairs code
	Repairs - General	Fire Fighting Equipment	(30,227)	-	(30,227)	Some spend on maintenance (as opposed to service) has been accounted for in the day to day response repairs
		Misc. (Non Specific)	(49,678)	-	(49,678)	Used on an ad-hoc basis to fund works not specifically identified within any other budget head.
HRA Summary	H R A Summary	Contribution To Reserves	110,250	-	110,250	Reserve requested from Repairs underspend to cover unforeseen costs due to

						contract demobilisation and COVID19
Various	Various	Various	(1,480,000)	(1,194,000)	(286,000)	Other minor variances

## Capital Programme Monitoring

GENERAL FUND	YTD Budget £000	Actual Spend £000	Variance £000	Reprofile to 2020/21 £000	Outturn £000	Comments
<b>Chief Executive</b>						
Gungate Development	730	11	(719)	719	731	No spend likely this financial year
<b>Directorate Total</b>	<b>730</b>	<b>11</b>	<b>719</b>	<b>719</b>	<b>731</b>	
<b>AD Growth</b>						
Castle Mercian Trail	576	296	(280)	280	576	Tender for replacement contractor in progress. Project not likely to be complete until August 2020
Gateways	259	16	(244)	244	259	Funds for Phase 3 (Corporation St) not likely to be spent this year and required to be re-profiled
Cultural Quarter - Carnegie Centre	6	0	(6)	6	6	No spend likely this financial year
Cultural Quarter - Public Realm	0	10	(10)	0	10	Prior year adjustment for miscoded works
<b>Directorate Total</b>	<b>841</b>	<b>301</b>	<b>(540)</b>	<b>529</b>	<b>830</b>	
<b>AD People</b>						
Replacement It Technology	129	85	(44)	44	129	Remainder of funds for replacement devices, also new UPS required which will not be progressed until 2020/21, therefore budget to be re-

						profiled
EDRMS (Electronic Document Records Management System)	30	0	(30)	30	30	Unlikely to be spent this year, but required to be re-profiled to support further development of Customer Portal in 2020/21
Income Management & Receipting System	10	10	(0)	0	10	System now live and scheme completed
New Time Recording System 17/18	15	0	(15)	15	15	Priority for HR & Payroll staff is to implement upgrade of i-Trent system before end March therefore the funds for this scheme are requested to be carried forward to 2020/21
<b>GENERAL FUND</b>	<b>YTD Budget £000</b>	<b>Actual Spend £000</b>	<b>Variance £000</b>	<b>Reprofile to 2020/21 £000</b>	<b>Outturn £000</b>	<b>Comments</b>
Self Service Customer Portal	30	6	(24)	24	30	Software still subject to final testing and sign off, therefore remaining budget to be re-profiled
<b>Directorate Total</b>	<b>214</b>	<b>101</b>	<b>(113)</b>	<b>113</b>	<b>214</b>	
<b>AD Operations &amp; Leisure</b>						
Wigginton Park Section Section 106	10	0	(10)	10	10	Plans to deliver scheme in line with Wigginton Park Management Plan. Will need to reprofile spend into 2020/21 as work required is seasonal / weather dependant.



Broadmeadow Nature Reserve	17	0	(17)	17	17	Ongoing works to complete management plan and HLS agreement. Will need to reprofile spend into 2020/21 as work required is seasonal / weather dependant.
Public Open Space Section 106	10	0	(10)	10	10	Spend in line with work plan. Will need to reprofile spend into 2020/21 as work required is seasonal / weather dependant.
Street Lighting	35	2	(33)	33	35	Works to be delivered in line with 30 year project plan
Local Nature Reserves	23	0	(23)	23	23	Works ongoing to deliver items from management plan for various LNRs. Will need to reprofile spend into 2020/21 as work required is seasonal / weather dependant.
Community Woodland Cycleway	200	1	(199)	199	200	Variation to design spec to be included with Amington Community Woodland however, anticipate 12 month delay in delivery phase due to new work timeline from developer.
Amington Community Woodland	352	15	(337)	337	352	Consultation and design complete however, anticipate 12 month delay in delivery phase due to new work timeline from developer.
<b>GENERAL FUND</b>	<b>YTD Budget £000</b>	<b>Actual Spend £000</b>	<b>Variance £000</b>	<b>Reprofile to 2020/21 £000</b>	<b>Outturn £000</b>	<b>Comments</b>

3G Sports Facility	310	117	(193)	193	310	Agreement with Sport England signed work now due to start on site January 2020 with completion expected early 2020/21. Will need to reprofile some spend into 2020/21 as work required is weather dependant and not yet finalised.
Assembly Rooms Development	2,083	3,305	1,222	0	3,305	Further update report to be considered by Cabinet as agreed by the Portfolio Holder
Indoor and Outdoor Sports Feasibility	100	0	(100)	100	100	Consultation due to be completed October - linked with review of Gungate site and strategy for the whole borough so will need to reprofile works into 2020/21.
<b>Directorate Total</b>	<b>3,140</b>	<b>3,441</b>	<b>301</b>	<b>921</b>	<b>4,362</b>	
<b>AD Finance</b>	0	0	0			
Property Funds	8,131	0	(8,131)	8,131	8,131	Investments planned at p11 did not go ahead, remaining budget to be re-profiled.
Solway Tamworth LTD LATC	4,000	5	(3,995)	3,995	4,000	Budget to be re-profiled
<b>Directorate Total</b>	<b>12,131</b>	<b>5</b>	<b>(12,126)</b>	<b>12,126</b>	<b>12,131</b>	
<b>AD Assets</b>	0	0	0			
Disabled Facilities Grant	722	531	(190)	190	722	Performance issues have meant that not all works in pipeline have been completed. There remains sufficient work to take up full budget so the remainder will need to be reprofiled.
Agile Working Phase 2	114	0	(114)	114	114	Request to re-profile to fund potential requirements re Covid 19 recovery

Energy EFF Upgrade Commercial and Industrial Properties	75	3	(72)	0	3	Ad hoc budget not expected to be spent in full.
Castle Grounds Toilet Refurbishment	180	173	(7)	7	180	Remaining budget to be carried forward re completion of rear office area
<b>Directorate Total</b>	<b>1,091</b>	<b>707</b>	<b>(383)</b>	<b>311</b>	<b>1,018</b>	
<b>GENERAL FUND</b>	<b>YTD Budget £000</b>	<b>Actual Spend £000</b>	<b>Variance £000</b>	<b>Reprofile to 2020/21 £000</b>	<b>Outturn £000</b>	<b>Comments</b>
<b>AD Neighbourhoods</b>	0	0	0			
Homelessness Reduction Act	30	0	(30)	30	30	Budget not expected to be spent this year
CCTV Camera Renewals	49	49	0	0	49	Spend in 2019/20 in support of CCTV service review
CCTV Infrastructure	140	124	(16)	16	140	Budget established from Invest to Save Capital Contingency in line with Cabinet approval
<b>Directorate Total</b>	<b>219</b>	<b>173</b>	<b>(46)</b>	<b>46</b>	<b>219</b>	
<b>AD Partnerships</b>	0	0	0			
Private Sector Coalfields Fund	92	0	(92)	0	0	Not expected to be spent and to be returned to balances
<b>Directorate Total</b>	<b>92</b>	<b>0</b>	<b>(92)</b>	<b>0</b>	<b>0</b>	
<b>GF Contingency</b>	0	0	0			
Gf Contingency	35	0	(35)	35	35	Not likely to be required
Cont-Return On Investment	20	0	(20)	20	20	£140k released for CCTV investment costs
GF Contingency Plant and Equipment	100	0	(100)	100	100	Contingency for plant and equipment purchases supported by a business case approach - not likely to be required this year

Civil Contingencies Technology 17/18	19	0	(19)	0	0	No longer required
Refurbishment of Marmion House Reception	100	0	(100)	100	100	Re-profile requested to fund works in 20/21
GDPR Compliance	31	0	(31)	31	31	To be c/f re potential Advanced s/w costs (subject to approval)
Mobile Phone Contract	20	0	(20)	20	20	Review underway, but unlikely to be released/spent before year end
Private Sector Improvement Grants (Coalfields Funding)	130	0	(130)	0	0	Not likely to be required
<b>Directorate Total</b>	<b>455</b>	<b>0</b>	<b>(455)</b>	<b>306</b>	<b>306</b>	
<b>GENERAL FUND TOTAL</b>	<b>18,912</b>	<b>4,738</b>	<b>(14,173)</b>	<b>15,072</b>	<b>19,810</b>	
<b>HRA</b>	<b>YTD Budget £000</b>	<b>Actual Spend £000</b>	<b>Variance £000</b>	<b>Reprofile to 2020/21 £000</b>	<b>Outturn £000</b>	<b>Comments</b>
<b>AD Assets</b>						
Structural Works	200	108	(92)	0	108	Works done on an ad-hoc basis
Bathroom Renewals	598	569	(29)	0	569	Anticipate underspend at year-end - all identified works completed.
Gas Central Heating Upgrades and Renewals	739	592	(147)	147	739	Remaining budget to be re-profiled - identified for upgrades to Ankermoor communal areas but work not yet issued.
Kitchen Renewals	1,073	1,004	(70)	0	1,004	Anticipate underspend at year-end - all identified works completed

Major Roofing Overhaul and Renewals	911	816	(95)	95	911	Some works still on site and not completed at year end due to Covid 19
Window and Door Renewals	649	690	41	0	690	Anticipate overspend at year-end due to recodes from void works
Neighbourhood Regeneration	499	538	39	0	538	Overspends on projects linked to garage sites
Disabled Facilities Adaptations	236	124	(112)	112	236	Some works remain on site but delayed due to COVID-19. The demand remains and will need to be completed once appropriate.
Rewire	262	0	(262)	0	0	It was anticipated that there would be a transfer of costs from the repairs budget; it has not been possible to identify large scale electrical works arising.
CO2 / Smoke Detectors	64	53	(11)	0	53	All identified works completed
Insulation	18	0	(18)	0	0	Ad hoc spend according to identified need - not expected to be spent
Strode House Car Park and Garages	171	23	(147)	0	23	All works complete and no further costs due.
Renew High Rise Lifts	280	21	(259)	243	264	Old project still on site, new lifts won't commence until next year. £16k to offset overspend on CR4014
High Rise Lift Renewals 2012	158	174	16	0	174	Scheme now completed - minor overspend to be offset by CR3096
Fire Upgrades To Flats 2012	1,985	1,534	(451)	150	1,684	Need to carry some budget forward to complete installations where residents denied access.

HRA	YTD Budget £000	Actual Spend £000	Variance £000	Reprofile to 2020/21 £000	Outturn £000	Comments
Sheltered Schemes	100	93	(7)	0	93	All identified works complete
Energy Efficiency Improvements	70	5	(65)	0	5	Not anticipating spending available budget.
High Rise Balconies	43	(15)	(58)	20	5	Minor works to be completed following installation of lifts. Credit due to 2018/19 accruals adjustment.
Works to High Rise Flats	863	258	(605)	605	863	Reflects reduced costs due to doors being removed from programme, still to be completed.
Retention of Garage Sites	500	321	(179)	179	500	Projects identified but not completed due to delays in consultation and approvals arising from Covid 19
Capital Salaries	200	205	5	0	205	
Tinkers Green	10,753	8,582	(2,171)	1,796	10,378	Project progressing and due to complete Autumn 2020. Re-profiling figures based on latest estimates of final costs
Kerria Estate Project	6,762	6,410	(352)	1,068	7,478	Project progressing and due to complete Autumn 2020. Re-profiling figures based on latest estimates of final costs
Regeneration General	50	(31)	(81)	81	50	Identified for Stonepit project but not able to complete due to consultations and approvals.
Other Acquisitions	3,996	2,589	(1,407)	1,407	3,996	Ad hoc spending based on availability of property. Some completions still planned for April onwards but likely to be

						delayed due to COVID-19.
<b>Directorate Total</b>	<b>31,181</b>	<b>24,662</b>	<b>(6,519)</b>	<b>5,904</b>	<b>30,565</b>	
<b>HRA Contingency</b>						
HRA Contingency	100	0.00	(100)	100	100	Not likely to be required
<b>Directorate Total</b>	<b>100</b>	<b>0.00</b>	<b>(100)</b>	<b>100</b>	<b>100</b>	
<b>HRA Total</b>	<b>31,281</b>	<b>24,662</b>	<b>(6,619)</b>	<b>6,004</b>	<b>30,665</b>	

