















## **Sections in the report**

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

## **List of appendices**




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

## Corporate Projects Summary

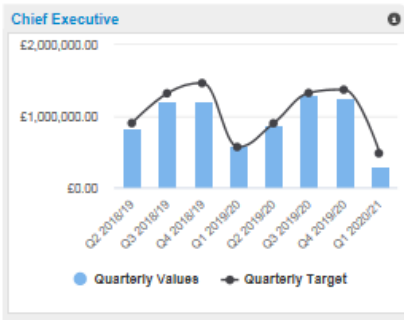
Corporate Project	Due Date	RAG Status	Commentary
Review of Corporate Capital Strategy	31st March 2021		
Priority Review - Cleaners	TBA (was 30th April 2020)		The implementation phase has been delayed due to Covid-19. It is unlikely that implementation will progress until matters relating to Covid-19 have stabilised.
Priority Review - Leisure Services	31st March 2021		
Risk Management Strategy	31st July 2020		Apart from one element the policy is, subject to approval, ready to be released to Audit and Governance Committee.
Implement Customer Portal	August 2020		Covid- 19 has impacted progress. The final knowledge transfers have recently concluded.
Strategy	TBA		No further progress due to Covid -19 with priority being given to remote council meetings, catching up on business plan activities including completion of Windows 10/Office 2016 rollout, infrastructure upgrade projects, laptop and PC refresh programmes.
Organisational Development Strategy	TBA		
Completion of new council housing at Tinkers Green and Kerria	31st December 2020		Revised programme in place following site closures due to Covid-19. Revised completion now December 2020.
Welfare Reform	31st December 2020		
Housing Strategy	31st October 2020		Due to the impact of Covid-19 anticipated completion is now the end of October 2020.
Allocations Policy	10th June 2020		Project completed.
Leisure Strategy	30th June 2022		
Opening of the refurbished Assembly Rooms			Project completed.
Town Centre Programme	31st March		

Corporate Project	Due Date	RAG Status	Commentary
	2022		

**Key to Symbols**

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

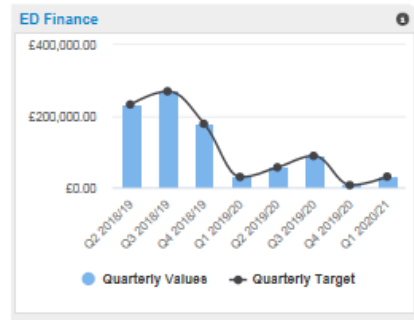
# General Fund – Actual Spend



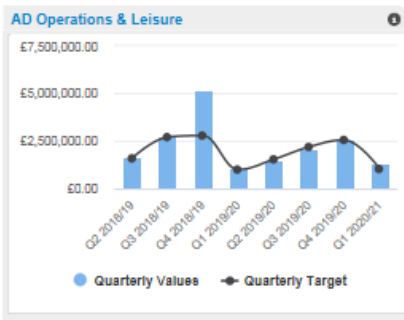
Underspend to date on Waste Management and Elections.



No significant variance reported.



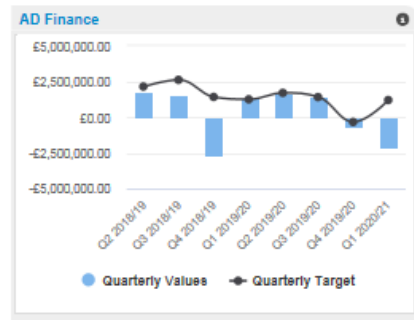
No significant variance reported.



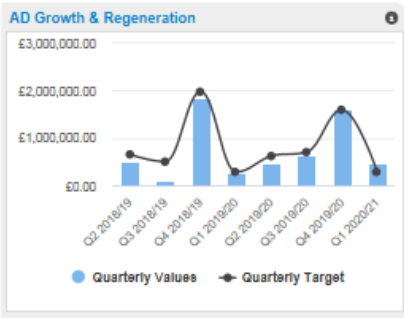
Overspend to date due to closure of Assembly Rooms and large orders placed for highways maintenance in quarter one to be completed during the year.



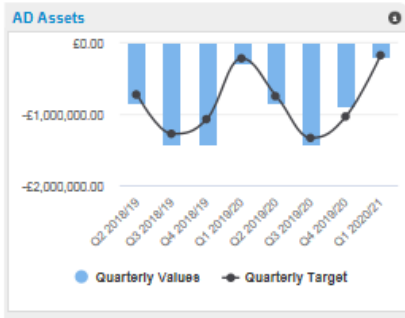
No significant variance reported.



Additional grants received of c.£3.5m due to Covid-19.



Reduced Income of £200k from Car Parking & £50k Castle during quarter one.



No significant variance reported.



Receipt of c.£100k additional Homelessness funding.

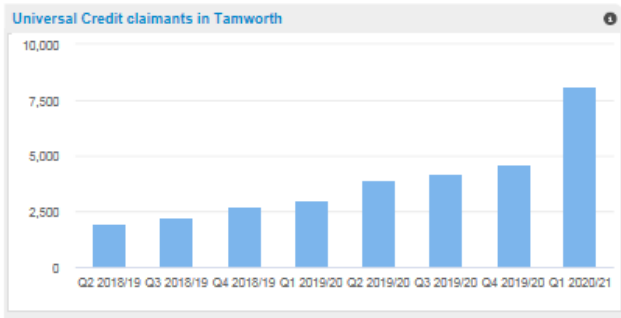


Reduced Income of £50k from Civil Parking enforcement and street trading during quarter one.

## Key

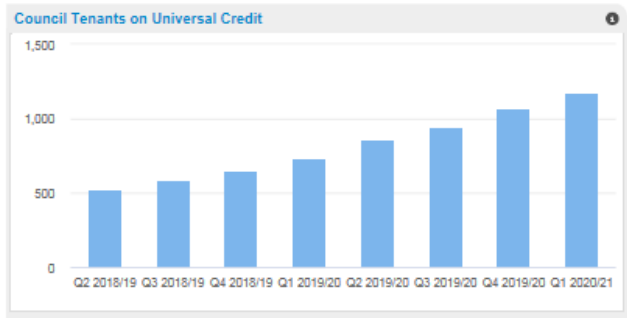
Quarterly Value is the year to date position  
 Quarterly Target is the year to date budget

# Universal Credit Summary



**Commentary**

There are 8,132 universal credit claimants in Tamworth.



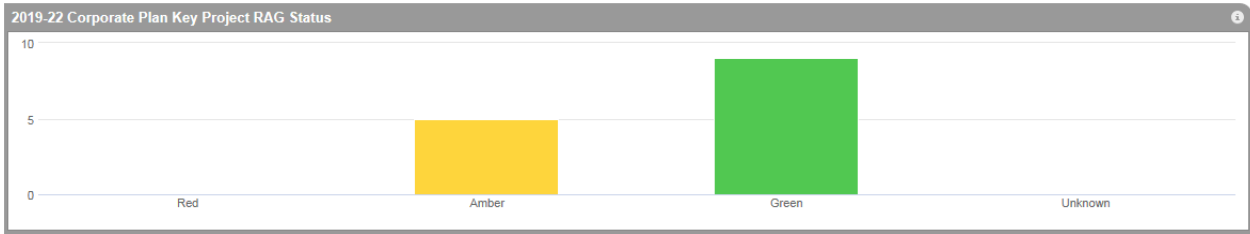
**Commentary**

There are 1,179 council tenants on universal credit

## 1. Overview of corporate plan actions and corporate risks

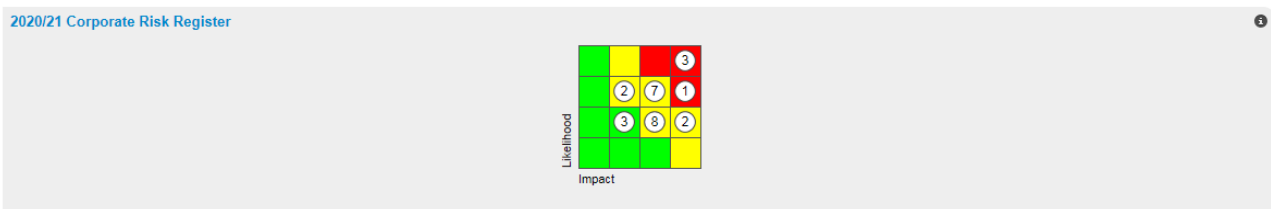
The Executive Leadership Team identified projects from the Corporate Plan, the monitoring of which would form the basis for this section of the quarterly performance report.

Project highlight reports for each of these are included at **Appendix 1**  
**Current RAG status of the key projects**



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

### Corporate Risk Register 2020/21 heatmap



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

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

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

### Benefits

Similar levels of DHP claims to 2019/20 have been received for quarter one, 2020/21 but DHP claims paid are higher at £46k (£13k higher than at June 2019 - £33k) - with 70 successful claims from 104 applications (compared to 72 successful claims from 158 applications at June 2019). There is a one week backlog (one week as at June 2019) of claims still to be processed which may increase this figure.

Local Council Tax Reduction Scheme claims, at 5379, have increased by 28 since 31<sup>st</sup> March 2020 – with a projected cost increase across all claims within the scheme of £411k to £4.553m.

Live caseload figures are 240 higher than 2020/21 – currently 5,671 (following a reducing annual trend – at June 2019 caseload was 5,431 which was 221 lower than the previous year). The average time taken to process new Housing Benefit/Council Tax Benefit claims and change events was 4.7 days to June 2020 (7.5 days to June 2019).

## NNDR

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

Collection performance is subsequently below target - current year collection levels are at 25.4%, below target by 3.2% at 30 June equating to arrears of £0.66m (from £5.53m due to 30 June). Court costs are £1k below the anticipated level.

Arrears collected for 2018/19 are 3.5% compared to a target of 6.7%.

## Council Tax

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

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

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

Current year collection levels at 29.1% are lower than the target of 30.1% at June 2020 (with a target of 98% for the 2020/21 financial year) equating to arrears of £0.42m (from £12.09m due to 30 June). Court cost income is below the anticipated level by £45k at £14k.

Arrears collection for 2019/20 of 12.8% is below the target of 25.6%.

Collection Fund – the estimated deficit (based on Tamworth's 10.4% share) is £53k for the year with a LCTS projected overspend of £18k (total £71k).

## Housing

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

<b>Indicator</b>	<b>Qtr 4 2019/20</b>	<b>Qtr 1 2020/21</b>
Number of Council Tenants on Universal Credit	1,072	1,179
Number of Council Tenants on Universal Credit in Rent Arrears	663	777
Percentage of Council Tenants on Universal Credit in Rent Arrears	61.8%	65.9%
Number of Council Tenants on Universal Credit not in Rent Arrears	409	402
Percentage of Council Tenants on Universal Credit not in Rent Arrears	38.2%	34.1%

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

Total rent arrears (excluding former tenants) at 30 June 2020 were £695k compared to £507k at 31 March 2020 – an increase of £188k (compared to a £159k increase as at 30 June 2019).

Total arrears (including former tenant arrears, recharges, court costs and garages etc.) are £2.02m at 30 June 2020, compared to £1.84m at 31 March 2020, an increase of £175k (compared to a £186k increase between 31 March 2019 and 30 June 2019).

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

There were no evictions during quarter one 2020/21 (2 during quarter one of 2019/20), as due to Covid-19, court action for eviction is on hold until at least 23 August 2020.

The following measures have also been put in place.

### **Voluntary Court Agreements between Landlord and Tenant**

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

### **Hardship Fund**

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

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

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

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



## Paying Your Rent Leaflet

In addition to updating the above leaflet in accordance with Covid-19, the website has also continued to be updated on a frequent basis. Both the leaflet and website include key contact information for support and advice inclusive of protection for renters, information and signposting to debt and arrears management, Covid-19 financial help and assistance, emergency legislation to suspend new evictions, CAB support, and change in circumstances etc.

### Universal Credit

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

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

\* As recovery action was suspended for quarter one, these figures are not available.

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

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

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

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

On 21<sup>st</sup> July 2020, the Chancellor launched the 2020 Comprehensive Spending Review (CSR). The Review, which will be published in the autumn, will set out the Government's spending plans for the parliament. It will set UK Government departments' resource budgets for the years 2021/22 to 2023/24 and capital budgets for the years 2021/22 until 2024/25, and devolved administrations' block grants for the same period.

Due to unprecedented uncertainty, the Chancellor did not fix a set spending envelope, but confirmed that departmental spending (both capital and resource) will grow in real terms across the CSR period and that the Government will deliver on the commitments made at Budget to level up and invest in the priorities of the British people. Given the impact COVID-19 has had on the economy, the Chancellor was clear there will need to be tough choices in other areas of spending at the review. As part of their preparations for the CSR departments have been asked to identify opportunities to reprioritise and deliver savings. Departments will also be required to fulfil a series of conditions in their returns, including providing evidence they are delivering the government's priorities and focussing on delivery.

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

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

The extraordinary events we are living through follow a decade of austerity, triggered by the financial crisis of 2008/09, which had already placed considerable strain on local authorities' finances. Increased demand for many local public services, directly related to the outbreak of the virus, has placed immediate pressure on authorities' cash flows and expenditure budgets. The longer-term consequences of recession and unemployment on demand for services have yet to be experienced.

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

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

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

Government has provided additional funding of c£0.93m and the Local Government Association (LGA) and the Society of District Council Treasurers (SDCT) will continue to lobby and provide evidence to the Ministry of Housing, Communities and Local Government (MHCLG) of the income and expenditure pressures that Council's face. MHCLG receive monthly financial updates from Councils including information on Housing Revenue Account pressures.

In addition, there is further uncertainty arising from the anticipated recovery and devolution white paper that the Government has announced will be published later this year. It is expected that the plan will be ambitious, shifting power from Whitehall with a place-based regional economic strategy empowering local councils to lead the economic recovery – including reorganisation of Local Government to 'remove the complexity of governance and reduce costs to the taxpayer while making space for town and parish councils to be genuinely empowered'.

While it is still early into the new financial year, an updated forecast has been prepared. Over five years, a projected General Fund impact of £1.1million is forecast under the central case scenario. Depending on the continuing effects of the pandemic, this could be much worse. The MTFs previously identified a shortfall of £6.9m over 5 years – this is now forecast at £8m 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 the effects will last.

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

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

The budget review has identified savings of £1.2m towards the projected lost income anticipated from the impact of Covid-19 of £1.8m. In addition to the unringfenced grant of £0.93m, it is also expected that £0.34m will be received from the projected fees and charges income support grant (subject to receipt of detailed guidance).

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

A summary of the finding from the budget review is shown below:

<b>Analysis of Projected Outturn</b>	<b>£'000</b>	
Assembly Rooms/Castle	108	Net of savings due to decisions around opening time / defer opening of Assembly Rooms to 2021
Demand Led	71	e.g. benefits, homelessness
Increased costs due to COVID 19	26	Council Tax, NNDR
Increased Income	(30)	Planning, homelessness grants
Increased Income due to COVID 19	(1,273)	includes unringfenced grant of £0.93m and projected fees and charges income support grant of £0.34m
Lost Income COVID 19	1,803	
Savings	(1,185)	includes savings from vacant posts of £0.5m
Vacancy Allowance	602	
Other	11	
<b>Total</b>	<b>134</b>	

The updated forecasts as at July 2020 are detailed below. For the General Fund, the impact of the changes over 5 years range from an unfavourable impact of £1.1m under the central case scenario to £7.7m under the worse- case.

As a result of the updated forecast, the forecast projections identify a shortfall in General Fund balances of £0.5m over 3 years (compared with forecast balances in the February 2020 MTFS of £0.5m) – with a shortfall of £4.1m to 2023/24 increasing to £8m over 5 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.

For the HRA, no major impact of the pandemic is forecast over five years and projections range from an unfavourable impact of £0.5m under the worse-case scenario to a favourable impact of £1.1m under the central case. At present, the current projection for the impact of Covid-19 on rent income levels is manageable within existing balances.

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

First, a national second spike in infections. A lot will depend on the quality of the government's testing and tracing systems.

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

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

## General Fund

	General Fund					
MTFS Projections 2019/20 - 2024/25	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	£'000	£'000	£'000	£'000	£'000	£'000
Projected Balances per MTFS Council February 2020	(6,644)	(5,570)	(3,139)	(506)	2,850	6,423
<b>Revised Stress Tested Forecasts:</b>						
Best Case Revised Forecast Balances - July 2020	(6,882)	(6,251)	(3,496)	(736)	2,767	6,601
Worse Case Revised Forecast Balances - July 2020	(6,882)	(4,361)	(291)	3,751	8,704	14,098
Central Case Revised Forecast Balances - July 2020	(6,882)	(5,673)	(2,787)	27	3,585	7,476
Central Case ( <b>Improvement</b> ) / deterioration - July 2021	(238)	(103)	352	532	735	1,053

Over five years, a projected General Fund impact of £1.1million is forecast under the central case scenario. Depending on the continuing effects of the pandemic in future years, this could be much worse.

As a result of the updated forecast, the forecast projections identify a shortfall in General Fund balances of £0.5m over 3 years (compared with forecast balances in the February 2020 MTFS of £0.5m) – with a shortfall of £4.1m to 2023/24 increasing to £8m over 5 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 £1.6m 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 £0.5m over five years.***

The Central case forecast has been adjusted for:

- Additional balances brought forward due to an additional underspend in 2019/20 of £0.2m;
- The projected outturn overspend of £134k in 2020/21 – much reduced following the mitigating actions;
- Uncertainty over future income from Staffordshire County Council for verge maintenance of £150k p.a.
- Reduced income from fees and charges of £1.8m in 2020/21 (including car parking and court costs) £0.3m p.a. thereafter;
- Reduced commercial and industrial rent income of £0.2m p.a.
- Reduced income on investments due to low interest rates / deferral of property fund investments - £0.2m p.a.
- Reduced council tax income in 2020/21 of £0.1m (impact on future budgets through council tax deficit in Collection fund);

- Reduced business rates income in 2020/21 of £0.2m (impact on future budgets through business rates deficit in Collection fund);
- Revised lump sum contribution to the pension fund following the 2022 triennial review – £0.1m (1% p.a.) year on year from 2023/24;
- An increase in cost due to the proposed pay award of 2.75% (compared to 2.5% budgeted) - £50k p.a.

Offset by increased income / savings:

- Covid-19 grant funding of £0.93m from MHCLG plus an estimated £0.34m from the projected fees and charges income support grant, subject to receipt of detailed guidance;
- Savings from the non-essential spend review of £1.2m (£0.2m p.a. thereafter);
- Reduced contingency budgets of £0.5m 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.

## Housing Revenue Account

	Housing Revenue Account					
MTFS Projections 2019/20 - 2024/25	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>	(4,764)	(3,424)	(3,013)	(1,586)	(1,447)	(1,131)
<b>Revised Stress Tested Forecasts:</b>						
Best Case Revised Forecast Balances - July 2020	(6,252)	(4,738)	(4,312)	(2,868)	(2,684)	(2,293)
Worse Case Revised Forecast Balances - July 2020	(6,252)	(3,863)	(3,271)	(1,661)	(1,281)	(664)
Central Case Revised Forecast Balances - July 2020	(6,252)	(4,771)	(4,329)	(2,869)	(2,668)	(2,260)
Central Case (Improvement) / deterioration - July 2021	(1,488)	(1,347)	(1,316)	(1,283)	(1,221)	(1,130)

As part of the approved MTFs in February 2020, a balanced five year forecast was presented for the HRA.

As a result of the updated forecast, over the three year period to 2022/23, the forecast projections identify balances of £2.9m (compared with forecast balances remaining of £1.6m in the February MTFs) with balances of £2.7m over the four years to 2023/24 reducing to £2.3m in 2024/25 (balances were previously forecast at £1.4m in 2023/24, £1.1m in 2024/25).

The forecast has been updated to include:

- Additional balances brought forward due to an additional underspend in 2019/20 of £1.5m;
- The projected outturn overspend of £143k in 2020/21;
- Increased rent bad debts from 2021/22 of £0.1m p.a. resulting from the economic impact of Covid-19;
- Revised lump sum contribution to the pension fund following the 2022 triennial review – £30k (1% p.a.) year on year from 2023/24;
- A marginal increase in cost due to the proposed pay award of 2.75% (compared to 2.5% budgeted);
- Offset by savings in unspent budgets of £79k p.a.

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

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



## 4. Financial Healthcheck

### Executive Summary

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

### General Fund

#### Revenue

GENERAL FUND	YTD Budget £000	YTD Position £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000
Chief Executive	482	298	(184)	1,467	1,414	(53)
AD Growth & Regeneration	287	477	190	1,144	1,634	490
ED Organisation	169	168	(1)	548	563	15
AD People	812	818	6	312	178	(134)
AD Operations & Leisure	1,030	1,301	271	3,395	3,435	40
ED Finance	31	32	1	-	7	7
AD Finance	1,199	(2,178)	(3,377)	917	504	(413)
AD Assets	(171)	(206)	(35)	(832)	(661)	171
AD Neighbourhoods	271	132	(139)	1,324	1,310	(14)
AD Partnerships	91	218	127	877	902	25
<b>Total</b>	<b>4,201</b>	<b>1,060</b>	<b>(3,141)</b>	<b>9,152</b>	<b>9,286</b>	<b>134</b>

**The General Fund has a favourable variance against budget at Period 3 of £3.141m.**

- The projected full year position identifies an unfavourable variance against budget of £134k or 1.46%.
- This projection has highlighted several budget areas for concern (detailed at **Appendix A**).
- A balance of £165k was held in the General Contingency Budget at the end of June 2020 which, as part of the non-essential spend review, is forecast will not be required.
- The Council has ongoing monitoring processes in place for its spending and income levels. In light of the projected impact of Covid-19 on the Council's Medium Term Financial Strategy, an immediate suspension of all non-essential spending was approved by Cabinet on 9<sup>th</sup> July and that Managers review their budgets and identify all non-essential spending for 2020/21 as part of the quarter 1 projections at 30 June 2020 - and approval sought for the budget to be revised to remove these.

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

A summary of the finding from the budget review is shown below:

Analysis of Projected Outturn	£	
Assembly Rooms/Castle	108,450	Net of savings due to decisions around opening time / defer opening of Assembly Rooms to 2021
Demand Led	71,100	e.g. benefits, homelessness
Increased costs due to Covid-19	26,100	Council Tax, NNDR
Increased Income	(29,580)	Planning, homelessness grants
Increased Income due to Covid-19	(1,272,710)	includes unringfenced grant of £0.93m and projected fees and charges income support grant of £0.34m
Lost Income Covid-19	1,803,410	
Savings	(1,185,370)	includes savings from vacant posts of £0.5m
Vacancy Allowance	601,760	
other	11,000	
<b>Total</b>	<b>134,160</b>	

## Capital

GENERAL FUND	Budget Reprofiled from 2019/20 (memo only) £000	YTD Budget £000	YTD Actual Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile to 2021/22 (memo only) £000	Outturn £000
Chief Executive	718	180	5	(174)	718	718	-	-	718
AD Growth & Regeneration	529	252	247	(6)	1,009	1,009	-	-	1,009
AD People	114	96	84	(12)	384	384	-	-	384
AD Operations & Leisure	921	242	435	193	967	967	-	-	967
AD Finance	12,131	3,033	-	(3,033)	12,131	12,131	-	-	12,131
AD Assets	311	259	660	401	1,036	1,036	-	-	1,036
AD Neighbourhoods	46	26	49	23	103	103	-	-	103
AD Partnerships	-	-	-	-	-	-	-	-	-
GF Contingency	306	76	-	(76)	306	306	-	-	306
<b>TOTAL GENERAL FUND</b>	<b>15,077</b>	<b>4,164</b>	<b>1,481</b>	<b>(2,883)</b>	<b>16,655</b>	<b>16,655</b>	<b>-</b>	<b>-</b>	<b>16,655</b>

- Capital expenditure incurred was £1.481m compared to a profiled budget of £4.164m.
- It is predicted that £16.655m will be spent by the year-end compared to a full year budget of £16.655m (this includes re-profiled schemes from 2019/20 of £15.077m).
- A summary of Capital expenditure is shown at **Appendix B**.

## Treasury Management

- At the end of June 2020 the Authority had £58.534m invested in the money markets. The average rate of return on these investments is 0.92% though this may change if market conditions ease.
- Borrowing by the Authority stood at £63.060m at the end of June 2020, all being long term loans from the Treasury Public Works Loans Board. The average rate payable on these borrowings equates to 4.05%.

- A more detailed summary of the Treasury Management situation, detailing our current Lending and Borrowings can be found at **Appendix C**.

## Balances

Balances on General Fund are projected to be in the region of £5.674m at the year-end from normal revenue operations compared to £5.570m projected within the 2020/21 budget report– additional balances of £104k.

## Housing Revenue Account (HRA)

### Revenue

HOUSING REVENUE ACCOUNT	YTD Budget £000	YTD Position £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000
HRA Summary	(4,653)	(4,628)	25	(2,827)	(2,827)	-
ED Communities	27	29	2	-	8	8
AD Operations & Leisure	35	27	(8)	178	168	(10)
AD People	42	27	(15)	167	161	(6)
AD Assets	209	196	(13)	389	407	18
AD Neighbourhoods	529	606	77	3,431	3,564	133
Housing Repairs	-	(382)	(382)	-	-	-
<b>Total</b>	<b>(3,811)</b>	<b>(4,125)</b>	<b>(314)</b>	<b>1,338</b>	<b>1,481</b>	<b>143</b>

- The HRA has a favourable variance against budget at Period 3 of £314k.
- The projected full year position identifies an unfavourable variance against budget of £143k. Individual significant budget areas reflecting the variance are detailed at **Appendix A**.
- A summary of the finding from the budget review is shown below:

Analysis of Projected Outturn	£	
Projected Overspend	40,730	
Savings	(79,390)	includes savings from vacant posts of £19,500
Vacancy Allowance	181,930	
<b>Grand Total</b>	<b>143,270</b>	

## Capital

HOUSING REVENUE ACCOUNT	Budget Reprofiled from 2019/20 (memo only) £000	YTD Budget £000	YTD Actual Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile to 2020/21 (memo only) £000	Outturn £000
AD Assets	5,904	4,037	3,190	(848)	16,150	16,150	-	-	16,150
HRA Contingency	100	25	-	(25)	100	100	-	-	100
<b>TOTAL HOUSING REVENUE ACCOU</b>	<b>6,004</b>	<b>4,062</b>	<b>3,190</b>	<b>(873)</b>	<b>16,250</b>	<b>16,250</b>	<b>-</b>	<b>-</b>	<b>16,250</b>

- Housing Capital expenditure of £3.190m has been incurred as at the end of Period 3 compared to a profiled budget of £4.062m.

- It is predicted that £16.250m will be spent by the year-end compared to the full year budget of £16.250m (including £6.004m re-profiled from 2019/20);
- A summary of Capital expenditure is shown at **Appendix B**.

### **Balances**

Balances on the Housing Revenue Account are projected to be in the region of £4.771m at the year-end compared to £3.424m projected within the 2019/20 budget report – additional balances of £1.347m

## Corporate Plan Project Updates

## Corporate Capital Strategy

Project due date	31 <sup>st</sup> March 2021
3. On track and in control	✓
2. Not on track but in control	
1. Not on track	
Month & Year of update	June 2020

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

Workstreams	Due date	Lead	Workstream RAG status
MTFS to include consideration of Capital Expenditure	October 2019	LP	
Monthly Capital Monitoring Reports	From June 2019	LP	
Review Capital Appraisal Process	October 2019	LP	
Review Asset Management Strategy – incorporating revised Stock Condition Survey	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	Date milestone achieved
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	
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

## Cleaning Review

<b>Project due date</b>	TBA (was 30 <sup>th</sup> April 2020)
<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>	June 2020

(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>
Project Scoping [Complete]	Complete	PW	
PID [Complete]	Complete	PW	
Demands analysis [Complete]	Complete	TW	
Review of staffing needs and costing/Service standards [Complete]	Complete	TW	
Implementation [April 2020]	30/04/20	PW	

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

## Leisure Services Review

<b>Project due date</b>	31 <sup>st</sup> March 2021
<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>	June 2020

(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>
Evidence gathering		SM/KM	
Review Information- to meet with ED Communities and ED DCE, AD Partnerships to discuss options leisure requirements		AG/SM	

<b>Key milestones achieved</b>	<b>Date milestone achieved</b>

## Risk Management Strategy

Project due date	July 2020
3. On track and in control	
2. Not on track but in control	✓
1. Not on track	
Month & Year of update	June 2020

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

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

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



## Implement Customer Portal

Project due date	31 <sup>st</sup> August 2020
3. On track and in control	
2. Not on track but in control	✓
1. Not on track	
Month & Year of update	June 2020

(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>User Acceptance Testing of Move process with no further issues being completed</li> <li>User training – 4 training videos covering topics; Log a Call, Tell Us, Response to Complaint and Information Governance completed</li> <li>Single Person Discount process to be added to CRM on conclusion of Knowledge Transfer</li> </ul>	30/06/20 30/06/20 31/07/20	JMcD	
<b>Portal – Portal 360</b> <ul style="list-style-type: none"> <li>Complaints process now in test</li> <li>Move Process to be written into Portal</li> <li>SPD process to be completed as part of Knowledge Transfer for further internal processes paused – Mar 2020</li> <li>Pay360 (payment integration) development completed. Currently being tested by Civica before handover</li> <li>Portal integration development work underway -</li> </ul>	31/05/20 31/08/20 31/07/20 31/07/20 31/07/20	JMcD	
<b>Knowledge Transfer</b> <ul style="list-style-type: none"> <li>Session 3 to be held via Webex – Portal styling</li> <li>Session 4 – Portal Authentication delivered via Webex</li> <li>Final 2 sessions being delivered remotely over 5 days                             <ul style="list-style-type: none"> <li>30<sup>th</sup> June, 2<sup>nd</sup> July, 7<sup>th</sup> July, 6<sup>th</sup> July, 15<sup>th</sup> July</li> </ul> </li> </ul>	30/6/20	JMcD	

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 – Dec 2019</li> <li>Knowledge Transfer Session – System Admin – delivered w/c 16<sup>th</sup> December 2019</li> <li>Knowledge Transfer Session – Single Person Discount - Process Mapping &amp; Customer Journey – delivered 22/01/2020</li> <li>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> <li>Portal Authentication</li> </ul> </li> <li>Outstanding documentation ratified and delivered back to Civica</li> <li>Move Process accepted– Jun 2020</li> </ul>	31/12/19 16/12/19 22/01/20  03/02/20 24/02/20 02/06/20 12/05/20 17/06/20

# ICT Strategy

Project due date	TBA
3. On track and in control	
2. Not on track but in control	✓
1. Not on track	
Month & Year of update	June 2020

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

Workstreams	Due date	Lead	Workstream RAG status
<p>Financial waiver approved for SIP platform upgrade initial estimated savings £1k per month</p> <p>Work to commence on move to new platform next month. Orders for the new lines into the Depot and Marmion have been placed and a project manager appointed by our supplier to oversee implementation. Next steps are commissioning of the new connectivity and SIP trunks followed by testing and porting of our numbers onto the new platform.</p> <p>There has been a delay to the first phase of this project due to BT lead times as a result of COVID. They have now engaged with us to arrange installation of the lines.</p> <p>Work now progressing with BT to install the new fibre connections.</p> <p>New Fibre connections now installed into Marmion and Depot. Next step is SIP provisioning and then porting of numbers</p>	August 2020	GY/NH	
<p>Implementation of Astute as policy management tool / decommissioning of Net Consent. Janet is continuing to work on Astute preparation for policy dissemination The next steps are to complete this work, agree a process for policy management followed by implementation. NetConsent will then be decommissioned. Implementation is planned for April.</p> <p>Timescales for implementation pushed back to August due to absences and other priorities relating to current situation</p>	Aug 2020	GY	
<p>Deliver short term priorities –</p> <p>EPOS Replacement – Assembly Rooms and TIC are now implemented. Implementation at the Castle is currently being planned for end Feb/Early March.</p> <p>Timescales changed for Castle implementation, this is currently being discussed with the Castle and Gardiff</p> <p>All information regarding proposed implementation of Spektrix and Gardiff under consideration, awaiting response and timescale.</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 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. Training on Assure Planning has now commenced ready to start implementation</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>Assure implementation ongoing for Planning – conversion of documents underway to new Assure document production.</p> <p>After negotiations with Northgate, updated proposal received with 2 free of charge inclusive consultancy days. Awaiting costs of their upgrade service to remove this from ICT responsibility.</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>	March 2021	GY	

<p>Telephony carrier/SIP trunk provider options appraisal – complete – see workstream for SIP platform above.</p> <p>Depot connectivity options appraisal – current connectivity contract with Virgin in place until Sept. Indicative quote requested from NetVisionIP for wireless link between Marmion and the Depot to replace the current Ethernet circuit.</p> <p>Provision of Public Services Network (PSN) associated services from April 2019 onwards. We will be continuing with Vodafone until further options from CCS are available, this is likely to be Sept for some of the services. We are planning to transition away from GCSx email during 2020 to our on premise email system so will be terminating this service with Vodafone. Contract extended with Vodafone due to new CCS framework delays. GCSx email retirement delayed due to resource involved with COVID. Implementation now planned for August.</p>			
Draft Strategy developed	February 2020	GY/ ZW	
<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 – this was postponed at the request of the Scrutiny chair, date has not yet been agreed</p> <p>Consultation still in progress, further feedback from AD's/service heads required. Member working group to be arranged by Cllr Goodall/Chesworth for consultation with members.</p> <p>Further development of ICT strategy required to meet the challenges of Covid recovery phase and general workplace strategies when information becomes available</p>	December 2020	GY/ZW	
Deliver Strategy action plan by 2025	2025	GY	

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

## Organisational Development Strategy

Project due date	TBA
3. On track and in control	✓
2. Not on track but in control	
1. Not on track	
Month & Year of update	June 2020

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

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

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

## Completion of new homes at Tinkers Green & Kerria

Project due date	December 2020
3. On track and in control	✓
2. Not on track but in control	
1. Not on track	
Month & Year of update	June 2020

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

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

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

## Welfare Reform

<b>Project due date</b>	December 2020
<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>	June 2020

(Traffic light - red, amber, green based on progress to date)			
Workstreams	Due date	Lead	Workstream RAG status
Project group TORs – workstreams mapped as below		TMM	Completed
Transition FTAs to Finance		MB/LB	Completed
Customer impact – universal credit; co-ordination of figures, feedback from portal <ul style="list-style-type: none"> <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>	November 2020	AM/LB Supported by GY	
Third Sector Commissioning (TAC; opportunities for voluntary sector etc.) <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>	November 2020	KC/LL	
Housing RIEN Self-assessment & Accreditation <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>	October 2020	LB/LL/JC	
Development Corporate Debt Strategy including <ul style="list-style-type: none"> <li>• Scoping Corporate Debt Strategy (QQ spec by Feb 2020)</li> <li>• Worked paused during COVID (23/3/20 – 4/7/2020)</li> <li>• Draft specification out on intend – 28<sup>th</sup> July – 28<sup>th</sup> August 2020 (4weeks)</li> <li>• LB/LL/TMM to evaluate</li> <li>• Project team to review evaluation at September Meeting</li> </ul>	December 2020	TMM/All	

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

## Housing Strategy

Project due date	31 <sup>st</sup> October 2020
3. On track and in control	
2. Not on track but in control	✓
1. Not on track	
Month & Year of update	June 2020

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

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

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

## Allocations Policy

Project due date	10 <sup>th</sup> June 2020
3. On track and in control	Completed
2. Not on track but in control	
1. Not on track	
Month & Year of update	June 2020

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

Workstreams	Due date	Lead	Workstream RAG status
Governance and member decisions (Completed)	Completed	TM/DK	
ICT Testing and Banding modelling -8 <sup>th</sup> June 2020	Completed	JW	
Procedures and letters – 10 <sup>th</sup> June 2020	Completed	GS/JM	
Communications planning– 10 <sup>th</sup> June 2020	Completed	LR/SF	
Housing Options surgeries			
Risk Assessment to be reviewed and monitored– 10 <sup>th</sup> June 2020	Completed	All	

Key milestones achieved	Date milestone achieved
Policy successfully implemented and all work streams completed	10 <sup>th</sup> June 2020



## Leisure Strategy

Project due date	30 <sup>th</sup> June2022
3. On track and in control	✓
2. Not on track but in control	
1. Not on track	
Month & Year of update	June 2020

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

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

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

## Opening of the refurbished Assembly Rooms

Project due date	
3. On track and in control	Completed
2. Not on track but in control	
1. Not on track	
Month & Year of update	June 2020

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

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

Key milestones achieved	Date milestone 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	

## Town Centre Programme

Project due date	31 <sup>st</sup> March 2022
3. On track and in control	✓
2. Not on track but in control	
1. Not on track	
Month & Year of update	June 2020

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






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

Key milestones achieved	Date milestone achieved
<b>Town Centre Strategy</b> <ul style="list-style-type: none"> <li>Currently exploring options for this in line with FHSF and an economic recovery strategy for the Town Centre.</li> </ul>	Ongoing
<b>Gungate Masterplan</b> <ul style="list-style-type: none"> <li>Currently preparing for members briefing on this.</li> <li>AVP preparing presentation for members about high level principles – to come from capital budget.</li> </ul>	Briefing expected May/June 2020
<b>Place Investment Strategy</b> <ul style="list-style-type: none"> <li>Work not progressing, need to reassess if this is still required to same degree or incorporate into other strategies.</li> </ul>	For future discussions
<b>Car Parking Strategy</b> <ul style="list-style-type: none"> <li>Benchmarking and baseline exercise currently underway looking at all aspects of off road car parks.</li> </ul>	Handover April 2020
<b>Market re-tender</b> <ul style="list-style-type: none"> <li>Market Tender is now being checked and supported through aid of NABMA Chief Executive, Draft due to us for July with launch in September for new operator to be in place by April 1<sup>st</sup> 2021.</li> <li>Current situation has affected this and may affect future market delivery but to what extent is unknown at this period of time.</li> </ul>	July for tender.
<b>Town Centre Funding Applications</b> <ul style="list-style-type: none"> <li>No current actions</li> </ul>	Ongoing
<b>Future High Streets Fund</b> <ul style="list-style-type: none"> <li>Feedback received from government on draft bid which was on the whole positive, though somewhat limited in use.</li> <li>Focus on engagement with members and finalising project options based on feedback for submission in July.</li> </ul>	Submission July 2020 and feedback September 2020






## Corporate Risk Register 2020/21

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





Risk	Date Reviewed	Current Risk Severity	Current Risk Likelihood	Current Risk Rating	Current Risk Status
Funding gaps	10-Jul-2020	3	3	9	
Business Rates Retention	10-Jul-2020	3	3	9	
New Homes Bonus	10-Jul-2020	3	2	6	
Welfare and Benefit Reform	01-Jul-2020	4	4	16	
Failure to manage budgets	10-Jul-2020	3	2	6	

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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	10-Jul-2020	2	2	4	
Management of Assets	02-Jul-2020	2	3	6	
New Revenue Streams	10-Jul-2020	3	3	9	
Workforce Planning Challenges	15-Jun-2020	3	2	6	
Continuous Improvement	13-Jul-2020	2	2	4	
Partnerships fail	01-Jul-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	01-Jul-2020	3	2	6	
Legislation	13-Jul-2020	3	2	6	
Policies & Procedures	13-Jul-2020	3	2	6	
Ethics	13-Jul-2020	2	2	4	

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




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Risk	Date Reviewed	Current Risk Severity	Current Risk Likelihood	Current Risk Rating	Current Risk Status
Community Cohesion & Engagement	01-Jul-2020	3	3	9	
Safeguarding Children & Adults (including Modern Slavery)	01-Jul-2020	2	3	6	
Emergency Planning	01-Jul-2020	3	2	6	



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




Risk	Date Reviewed	Current Risk Severity	Current Risk Likelihood	Current Risk Rating	Current Risk Status
Lack of economic investment in people and Places	06-Jul-2020	3	3	9	
Housing Needs	01-Jul-2020	4	3	12	
Economic Changes	06-Jul-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	23-Jun-2020	4	2	8	
Cyber Security	23-Jun-2020	4	2	8	
Business Continuity	02-Jul-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	13-Jul-2020	4	4	16	
The Impact of Brexit upon the Council	13-Jul-2020	4	4	16	

Risk Status	
	High Risk
	Medium Risk
	Low Risk

## General Fund – Main Variances

Service Area	Cost Centre	Account Code	Year To Date Position Sub Total	Year To Date Position Budget	Year To Date Position Variance	Full Year Position Budget	Full Year Position Predicted Outturn Variance	Full Year Position Predicted Outturn	Comment
AD Operations & Leisure	Assembly Rooms	Salaries	55,319	64,200	(8,881)	256,750	(93,710)	163,040	Savings due to mothballing
		Wages	3,780	15,000	(11,220)	60,000	(45,000)	15,000	Savings on casuals due to closure
		Performers Fees	-	16,500	(16,500)	66,000	(66,000)	-	Due to mothballing
		Private Hire Ticket Sales Exp	-	12,510	(12,510)	50,000	(50,000)	-	
		Split Profit Event Ticket Sale	250	54,930	(54,680)	219,750	(219,500)	250	
		Ticket Sales	-	(33,000)	33,000	(132,000)	132,000	-	
		Private Hire Ticket Sales	-	(12,510)	12,510	(50,000)	50,000	-	
		Split Profit Event Income	-	(73,260)	73,260	(293,000)	293,000	-	
	Assembly Rooms Bar	Salaries	27,012	38,190	(11,178)	152,720	(93,630)	59,090	Savings due to mothballing
		Bar Consumables	-	13,260	(13,260)	53,010	(53,010)	-	Savings due to mothballing
		Bar Sales	(83)	(14,160)	14,077	(56,650)	56,650	-	Due to closure.
		Catering Sales	-	(44,190)	44,190	(176,710)	176,710	-	
	Outdoor Events & Arts Projects	Rents	285	(9,360)	9,645	(37,430)	37,430	-	Not expecting income target due to reduced number of events
	Public Spaces	Salaries	296,093	325,890	(29,797)	1,303,580	(63,000)	1,240,580	Vacant post plus apprentices due to finish in Sept. Due to fill one vacancy on 12 months temp contract.
Vacancy Allowance		-	(20,760)	20,760	(83,040)	83,040	-	Vacancy allowance	



Service Area	Cost Centre	Account Code	Year To Date Position Sub Total	Year To Date Position Budget	Year To Date Position Variance	Full Year Position Budget	Full Year Position Predicted Outturn Variance	Full Year Position Predicted Outturn	Comment
									taken out of budget
		Vehicle Hire	64,271	96,850	(32,579)	96,850	-	96,850	No outturn variance to budget predicted at this stage
AD Operations & Leisure	Public Spaces	Contract Payments (Basic)	98,020	27,030	70,990	108,110	-	108,110	No outturn variance to budget predicted at this stage
	Tbc Highways Maintenance	Mainten Highway Related Assets	89,432	29,730	59,702	118,910	-	118,910	Spend within budget, large orders on system yet to be completed
AD People	Tourist Information Service	Salaries	15,375	31,410	(16,035)	125,580	(62,000)	63,580	No recruitment to vacant posts.
	Customer Services	Salaries	111,351	143,490	(32,139)	573,930	(73,000)	500,930	Will not be recruiting to vacant posts
		Vacancy Allowance	-	(7,830)	7,830	(31,260)	31,260	-	Vacancy allowance
AD Assets	Commercial Property Management	Provision For Bad Debts	5,522	5,580	(58)	5,580	75,000	80,580	Anticipated impact of COVID 19 on rental income
	Industrial Properties	Provision For Bad Debts	1,384	14,820	(13,436)	14,820	80,000	94,820	Anticipated impact of COVID 19 on rental income
AD Neighbourhoods	Homelessness	Provision For Bad Debts	4,012	40,200	(36,188)	40,200	-	40,200	Report still to be done around write off of historic B&B debt
		Bed And Breakfast Cost	32,024	53,310	(21,286)	213,280	(113,000)	100,280	Historic budget based on high level of spend in past years, improved practices have resulted in a significantly reduced spend on B&B
		Government Grants	(51,740)	-	(51,740)	(26,000)	(25,740)	(51,740)	Homeless Reduction Act grant funding
		Bed & Breakfast Income	(7,724)	(53,330)	45,606	(213,270)	113,000	(100,270)	Historic budget based on high level of spend in past years, improved

Service Area	Cost Centre	Account Code	Year To Date Position Sub Total	Year To Date Position Budget	Year To Date Position Variance	Full Year Position Budget	Full Year Position Predicted Outturn Variance	Full Year Position Predicted Outturn	Comment
									practices have resulted in a significantly reduced spend on B & B
AD Neighbourhoods	Homelessness Strategy	Salaries	46,617	56,790	(10,173)	227,100	(35,500)	191,600	Budget setting duplication
		Government Grants	(145,855)	(100,000)	(45,855)	(100,000)	-	(100,000)	Remaining grant money to be utilised once new spending priorities have been agreed (report to cabinet November 2020)
	Community Wardens	Salaries	34,103	57,540	(23,437)	230,160	(84,000)	146,160	Budget includes 2 vacant posts for duties now covered by Stoke on Trent. 2 further vacancies due to retirement which cannot be recruited to at present
		Payments For Temporary Staff	22,537	-	22,537	-	101,000	101,000	Estimated costs for Stoke on Trent for CPE work
AD Partnerships	DDCPP Business Support	Salaries	45,299	58,443	(13,143)	233,770	(36,000)	197,770	Saving due to retirement
	Voluntary Sector	Grants To Community Service Organisations	30,375	13,070	17,305	112,280	(30,000)	82,280	Saving against full year budget, potentially ongoing dependent on review.
	Civil Parking Enforcement	Standard Charges	14,717	(27,510)	42,227	(110,000)	42,230	(67,770)	Enforcement suspended due to Covid until July.
	Neighbourhood Services	Street Traders Licence Income	-	(8,880)	8,880	(35,570)	30,000	(5,570)	Not expecting to achieve target.
Chief Executive	Electoral Process	Election Staff	-	55,680	(55,680)	55,680	(55,680)	-	Elections cancelled due to Covid 19, no further

Service Area	Cost Centre	Account Code	Year To Date Position Sub Total	Year To Date Position Budget	Year To Date Position Variance	Full Year Position Budget	Full Year Position Predicted Outturn Variance	Full Year Position Predicted Outturn	Comment
									spend anticipated unless need to hold a by-election
Chief Executive	Joint Waste Arrangement	Refuse Joint Arrangements	254,488	375,500	(121,012)	1,501,980	-	1,501,980	No outturn variance reported at this stage
AD Operations & Leisure	Outside Car Parks	Short Stay Car Parking	(5,869)	(208,000)	202,131	(800,000)	400,000	(400,000)	Reduced income - impact of Covid 19 & free parking until June 15th
AD Growth & Regeneration	Castle & Museum	Salaries	57,499	57,960	(461)	231,880	(83,400)	148,480	Impact of Covid 19
		Redundancy	-	-	-	-	27,500	27,500	Impact of Covid 19 on business
		Admission Fees	-	(45,000)	45,000	(136,610)	100,000	(36,610)	Income down due to closure because of covid19
	Castle Schools Education	Schools Programme - Income	(2,932)	(10,230)	7,299	(40,900)	40,900	-	Not expecting schools for entire year
	Environmental Health	Salaries	71,657	91,830	(20,173)	368,210	(50,000)	318,210	Vacant posts - business case going forward to fill one vacancy, with track & trace this could be an essential post. Extra underspend to cover temp staff costs
		Payments For Temporary Staff	47,245	-	47,245	12,000	35,000	47,000	To use salaries underspend to fund extension of temp staff
		Government Grants	-	-	-	-	(50,000)	(50,000)	Income from SCC to support track & trace re Covid 19

Service Area	Cost Centre	Account Code	Year To Date Position Sub Total	Year To Date Position Budget	Year To Date Position Variance	Full Year Position Budget	Full Year Position Predicted Outturn Variance	Full Year Position Predicted Outturn	Comment
	Covid-19 Business Support Team	Business Support Projects	-	37,749	(37,749)	37,749	-	37,749	Budget expected to be spent over the course of the project
AD Finance	Benefits	Rent Allowances	1,363,231	1,429,000	(65,769)	6,145,280	(298,910)	5,846,370	Based on DWP est claim @ P3
AD Finance	Benefits	Non-Hra Rent Rebates	4,063	10,790	(6,727)	43,160	31,030	74,190	Based on DWP est claim @ P3
		Council Tenant Rent Rebates	1,997,828	2,062,840	(65,012)	7,616,630	(394,620)	7,222,010	
		Council Tenant Grant	(1,937,475)	(2,034,890)	97,415	(7,513,410)	359,660	(7,153,750)	
		Private Tenant Grant	(1,331,695)	(1,395,000)	63,305	(5,998,560)	241,480	(5,757,080)	
		Non-Hra Rent Rebate Grant	(18,371)	(9,880)	(8,491)	(39,390)	(34,100)	(73,490)	20/21 DHP Gov't Contribution
		Discretionary Hsg Paymt Grant	(60,811)	(60,810)	(1)	(130,000)	(52,430)	(182,430)	
		Overpayment Private Tenant	(31,196)	(60,840)	29,644	(243,410)	118,630	(124,780)	Based on e-Fins @ P3
		Overpayment Council Tenant	(31,847)	(42,090)	10,243	(168,310)	40,920	(127,390)	
		Pt Overpayment Recovery	24,365	-	24,365	-	97,460	97,460	
		Benefits Administration	Salaries	102,874	117,300	(14,426)	469,220	(47,000)	422,220
Vacancy Allowance	-		(8,220)	8,220	(32,850)	32,850	-	Vacancy allowance	
Corporate Finance	General Contingency	-	-	-	165,000	(165,000)	-	Predicted underspend, to mitigate impact of Covid 19	
	Climate Emergency	-	-	-	105,000	(105,000)	-	To be put in reserve	
	Cont To Reserves	-	-	-	1,150,000	105,000	1,255,000	Climate Emergency - potential transfer to reserve if no spend in year	

Service Area	Cost Centre	Account Code	Year To Date Position Sub Total	Year To Date Position Budget	Year To Date Position Variance	Full Year Position Budget	Full Year Position Predicted Outturn Variance	Full Year Position Predicted Outturn	Comment
		Ndr Levy Payments	102,050	0	102,050	1,090,020	0	1,090,020	No outturn variance reported at this stage - uncertainty over business rates as economy recovers
Page 55 D Finance	Corporate Finance	Government Grants	(3,122,535)	(273,900)	(2,848,635)	(1,095,550)	-	(1,095,550)	S31 grant for additional Covid19 retail relief in 2020/21
		Misc Contributions	-	-	-	(549,980)	549,980	-	Uncertainty over business rates collection levels for Staffordshire pool - to be reviewed at Qtr 2
	Treasury Management	Property Fund Dividends	(9,068)	(75,000)	65,932	(300,000)	205,000	(95,000)	Delayed investment in property funds due to Covid19
	Covid-19	Other Supplies And Services	2,047	41,180	(39,133)	41,180	-	41,180	Budget established from Gov't grant and expected to be spent in full
		Government Grants	(755,386)	(5,000)	(750,386)	(5,000)	(932,710)	(937,710)	Covid19 grant income
		Government Grants	-	-	-	-	(340,000)	(340,000)	Potential Covid 19 income support grant scheme
	Council Tax	Court Costs	(13,562)	(68,850)	55,288	(275,440)	175,440	(100,000)	Court action suspended during pandemic

## Housing Revenue Account – Main Variances

Service Area	Cost Centre	Account Code	Year To Date Position Sub Total	Year To Date Position Budget	Year To Date Position Variance	Full Year Position Budget	Full Year Position Predicted Outturn Variance	Full Year Position Predicted Outturn	Comment
Ad Neighbourhoods	Income Management	Council Tax Payments	46,767	1,140	45,627	4,530	-	4,530	Full years council tax paid for void properties in error, this will need to be refunded once the properties have been let
	Estate Management	Maintenance Of CCTV	40,730	-	40,730	-	40,730	40,730	Committee decision to increase HRA contribution to CCTV not built in to HRA budget
Housing Repairs	Repairs Contract	Covid 19 Costs	202,544	-	202,544	-	-	-	These costs relate to payments made under the Government guidance note PPN02/20 in response to COVID19
		Responsive Repairs	133,514	457,500	(323,986)	1,830,000	-	1,830,000	The initial months of the repairs contract have been impacted by the COVID 19 outbreak with access to property being restricted. It is

Service Area	Cost Centre	Account Code	Year To Date Position Sub Total	Year To Date Position Budget	Year To Date Position Variance	Full Year Position Budget	Full Year Position Predicted Outturn Variance	Full Year Position Predicted Outturn	Comment
		Voids	230,831	334,208	(103,376)	1,336,830	-	1,336,830	anticipated that workloads will increase steadily but may not return to full levels in the current year.
Hra Summary	H R A Summary	Rents	(4,861,772)	(4,907,097)	45,325	(18,118,510)	-	(18,118,510)	Rent income is currently under recovered due to a higher number of voids and a halt to the work on the Tinkers Green and Kerria developments during lockdown. Lettings have now resumed and it is anticipated that rent income levels should even out going forward

## Capital Programme Monitoring

Service Area	Budget Reprofiled from 2019/20 (memo only) £000	YTD Budget £000	YTD Actual Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile to 2021/22 (memo only) £000	Outturn £000	Comments
<b>Chief Executive</b>										
Gungate Development	718	180	5	(174)	718	718	-	-	718	-
<b>Service Area Total</b>	<b>718</b>	<b>180</b>	<b>5</b>	<b>(174)</b>	<b>718</b>	<b>718</b>	<b>-</b>	<b>-</b>	<b>718</b>	
<b>AD Growth</b>										
Castle Mercian Trail	280	70	232	162	280	280	-	-	280	Delay due to Castle closure, contractors are now on site, due for completion this year
Gateways	244	108	5	(104)	434	434	-	-	434	Funds for Phase 3 (Corporation St), linked to bid for Government funds under accelerated projects, with SCC.
Cultural Quarter - Carnegie Centre	6	1	5	3	6	6	-	-	6	-
Cultural Quarter - Public Realm	-	-	4	4	-	-	-	-	-	Outstanding commitment to be reviewed
Repairs to Castle Elevation	-	63	1	(61)	250	250	-	-	250	Project delayed due to Covid 19, but technical work has now commenced
Castle Lighting	-	10	-	(10)	40	40	-	-	40	Tender documentation currently being drafted.
<b>Service Area Total</b>	<b>529</b>	<b>252</b>	<b>247</b>	<b>(6)</b>	<b>1,009</b>	<b>1,009</b>	<b>-</b>	<b>-</b>	<b>1,009</b>	



Service Area	Budget Reprofiled from 2019/20 (memo only) £000	YTD Budget £000	YTD Actual Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile to 2021/22 (memo only) £000	Outturn £000	Comments
<b>AD People</b>								-		
Replacement It Technology	45	26	45	18	105	105	-	-	105	To be spent in line with capital appraisal, plus replacement laptops & technology
EDRMS (Electronic Document Records Management System)	30	8	-	(8)	30	30	-	-	30	Further development of processes for the customer portal
New Time Recording System	15	4	-	(4)	15	15	-	-	15	Expected to be spent this year
Self Service Customer Portal	24	6	24	17	24	24	-	-	24	Project expected to be completed shortly
Member Device Refresh	-	5	16	11	20	20	-	-	20	Expected to be fully spent
Endpoint & Web E-Mail Filter	-	10	-	(10)	40	40	-	-	40	Current contract expires October, looking at options
Asset Management Database	-	38	-	(38)	150	150	-	-	150	Potential underspend as contribution from HRA capital planned
<b>Service Area Total</b>	<b>114</b>	<b>96</b>	<b>84</b>	<b>(12)</b>	<b>384</b>	<b>384</b>	<b>-</b>	<b>-</b>	<b>384</b>	
<b>AD Operations &amp; Leisure</b>								-		
Wigginton Park Section Section 106	10	2	-	(2)	10	10	-	-	10	Plans to deliver scheme in line with Wigginton Park Management Plan.
Broadmeadow Nature Reserve	17	4	-	(4)	17	17	-	-	17	Ongoing works to complete management plan and HLS agreement.
Public Open Space Section 106	10	2	-	(2)	10	10	-	-	10	Spend in line with work plan. Work required is seasonal / weather dependant.
Street Lighting	33	20	2	(18)	79	79	-	-	79	Works to be delivered in line with 30 year project plan

Service Area	Budget Reprofiled from 2019/20 (memo only) £000	YTD Budget £000	YTD Actual Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile to 2021/22 (memo only) £000	Outturn £000	Comments
Local Nature Reserves	23	6	-	(6)	23	23	-	-	23	Works ongoing to deliver items from management plan for various LNRs.
Community Woodland Cycleway	199	50	10	(40)	199	199	-	-	199	Variation to design spec to be included with Amington Community Woodland, delay in delivery phase due to new work timeline from developer.
Amington Community Woodland	337	84	20	(64)	337	337	-	-	337	Consultation and design complete however, delay in delivery phase due to new work timeline from developer.
3G Sports Facility	193	48	524	476	193	193	-	-	193	Agreement with Sport England completion expected early 2020/21.
Assembly Rooms Development	-	-	(120)	(120)	-	-	-	-	-	Update report to be considered by Cabinet as agreed by the Portfolio Holder
Indoor and Outdoor Sports Feasibility	100	25	-	(25)	100	100	-	-	100	Linked with review of Gungate site and strategy for the whole borough.
<b>Service Area Total</b>	<b>921</b>	<b>242</b>	<b>435</b>	<b>193</b>	<b>967</b>	<b>967</b>	<b>-</b>	<b>-</b>	<b>967</b>	
<b>AD Finance</b>										
Property Funds	8,131	2,033	-	(2,033)	8,131	8,131	-	-	8,131	Planned investment in Property Funds delayed by Covid-19 pandemic - future investment subject to review

Service Area	Budget Reprofiled from 2019/20 (memo only) £000	YTD Budget £000	YTD Actual Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile to 2021/22 (memo only) £000	Outturn £000	Comments
Solway Tamworth LTD LATC	4,000	1,000	-	(1,000)	4,000	4,000	-	-	4,000	Scheme review planned following Covid-19 pandemic
<b>Service Area Total</b>	<b>12,131</b>	<b>3,033</b>	<b>-</b>	<b>(3,033)</b>	<b>12,131</b>	<b>12,131</b>	<b>-</b>	<b>-</b>	<b>12,131</b>	
<b>AD Assets</b>										
Disabled Facilities Grant	190	210	660	450	840	840	-	-	840	-
Agile Working Phase 2	114	29	-	(29)	114	114	-	-	114	No decisions yet re this scheme - dependent on future plans for Marmion House/Covid 19 recovery
Energy EFF Upgrade Commercial and Industrial Properties	-	19	1	(18)	75	75	-	-	75	Ad hoc spend to upgrade units
Castle Grounds Toilet Refurbishment	7	2	-	(2)	7	7	-	-	7	Final invoice expected
<b>Service Area Total</b>	<b>311</b>	<b>259</b>	<b>660</b>	<b>401</b>	<b>1,036</b>	<b>1,036</b>	<b>-</b>	<b>-</b>	<b>1,036</b>	
<b>AD-Neighbourhoods</b>										
Homelessness Reduction Act	30	8	-	(8)	30	30	-	-	30	-
CCTV Infrastructure	16	18	49	31	73	73	-	-	73	-
<b>Service Area Total</b>	<b>46</b>	<b>26</b>	<b>49</b>	<b>23</b>	<b>103</b>	<b>103</b>	<b>-</b>	<b>-</b>	<b>103</b>	
<b>GF Contingency</b>										
Gf Contingency	35	9	-	(9)	35	35	-	-	35	No requirement identified as at 30 June 2020
Cont-Return On Investment	20	5	-	(5)	20	20	-	-	20	No requirement identified as at 30 June 2020
GF Contingency Plant and Equipment	100	25	-	(25)	100	100	-	-	100	Subject to VFM assessment - budget for potential plant and equipment purchases over leasing

Service Area	Budget Reprofiled from 2019/20 (memo only) £000	YTD Budget £000	YTD Actual Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile to 2021/22 (memo only) £000	Outturn £000	Comments
Refurbishment of Marmion House Reception (Contingency)	100	25	-	(25)	100	100	-	-	100	The impact of Covid-19 means we now need to review how our most vulnerable residents are accessing services – which will inform the need for the budget.
GDPR Compliance (Contingency)	31	8	-	(8)	31	31	-	-	31	Held for potential future ICT requirements following Covid-19 pandemic
Mobile Phone Contract (Contingency)	20	5	-	(5)	20	20	-	-	20	Subject to contract review
<b>Service Area Total</b>	<b>306</b>	<b>76</b>	<b>-</b>	<b>(76)</b>	<b>306</b>	<b>306</b>	<b>-</b>	<b>-</b>	<b>306</b>	
<b>GENERAL FUND TOTAL</b>	<b>15,077</b>	<b>4,164</b>	<b>1,481</b>	<b>(2,583)</b>	<b>16,655</b>	<b>16,655</b>	<b>-</b>	<b>-</b>	<b>16,655</b>	

HOUSING REVENUE ACCOUNT										
Service Area	Budget Reprofiled from 2019/20 (memo only) £000	YTD Budget £000	YTD Actual Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile to 2021/22 (memo only) £000	Outturn £000	Comments
<b>AD Assets</b>										
Structural Works	-	75	23	(52)	300	300	-	-	300	Budget for ad hoc repairs as identified during the year
Bathroom Renewals	-	142	6	(136)	568	568	-	-	568	Predicted spend and possible re-profiling to be reviewed over the coming months during Covid 19 recovery phase
Gas Central Heating Upgrades and Renewals	147	208	18	(190)	833	833	-	-	833	
Kitchen Renewals	-	259	(6)	(266)	1,038	1,038	-	-	1,038	
Major Roofing Overhaul and Renewals	95	252	(2)	(254)	1,006	1,006	-	-	1,006	
Window and Door Renewals	-	162	2	(161)	649	649	-	-	649	
Neighbourhood Regeneration	-	187	88	(100)	749	749	-	-	749	
Disabled Facilities Adaptations	112	81	(24)	(105)	325	325	-	-	325	

Service Area	Budget Reprofiled from 2019/20 (memo only) £000	YTD Budget £000	YTD Actual Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile to 2021/22 (memo only) £000	Outturn £000	Comments
Rewire	-	91	7	(84)	362	362	-	-	362	Predicted spend and possible re-profiling to be reviewed over the coming months during Covid 19 recovery phase
CO2 / Smoke Detectors	-	16	4	(12)	64	64	-	-	64	-
Insulation	-	4	-	(4)	18	18	-	-	18	-
Renew High Rise Lifts	243	61	(2)	(63)	243	243	-	-	243	Budget re-profiled from 2019/20
Fire Upgrades To Flats 2012	150	38	-	(38)	150	150	-	-	150	Budget re-profiled from 2019/20
Sheltered Schemes	-	25	-	(25)	100	100	-	-	100	-
Energy Efficiency Improvements	-	18	-	(18)	70	70	-	-	70	-
Install Fire Doors High Rise	-	365	-	(365)	1,460	1,460	-	-	1,460	-
High Rise Balconies	20	5	22	17	20	20	-	-	20	Budget re-profiled from 2019/20
Works to High Rise Flats	605	151	392	241	605	605	-	-	605	Budget re-profiled from 2019/20
Retention of Garage Sites	179	220	26	(194)	879	879	-	-	879	Consultants now appointed
Capital Salaries	-	50	-	(50)	200	200	-	-	200	-
Software Fire Safety Surveys	-	23	-	(23)	90	90	-	-	90	-
HRA Street Lighting	-	17	-	(17)	69	69	-	-	69	-
Tinkers Green	1,796	449	1,195	746	1,796	1,796	-	-	1,796	Planned completion in December
Kerria Estate Project	1,068	267	20	(247)	1,068	1,068	-	-	1,068	Planned completion in December
Regeneration General	81	20	2	(18)	81	81	-	-	81	-

Service Area	Budget Reprofiled from 2019/20 (memo only) £000	YTD Budget £000	YTD Actual Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile to 2021/22 (memo only) £000	Outturn £000	Comments
Other Acquisitions	1,407	352	971	619	1,407	1,407	-	-	1,407	Expected to spend in full at this point
Regeneration & Affordable Housing	-	500	449	(51)	2,000	2,000	-	-	2,000	Council report to bring forward programmed budgets subject to approval
<b>Service Area Total</b>	<b>5,904</b>	<b>4,037</b>	<b>3,190</b>	<b>(848)</b>	<b>16,150</b>	<b>16,150</b>	<b>-</b>	<b>-</b>	<b>16,150</b>	
<b>HRA Contingency</b>										
HRA Contingency	100	25	-	(25)	100	100	-	-	100	-
<b>Service Area Total</b>	<b>100</b>	<b>25</b>	<b>-</b>	<b>(25)</b>	<b>100</b>	<b>100</b>	<b>-</b>	<b>-</b>	<b>100</b>	
<b>HRA Total</b>	<b>6,004</b>	<b>4,062</b>	<b>3,190</b>	<b>(873)</b>	<b>16,250</b>	<b>16,250</b>	<b>-</b>	<b>-</b>	<b>16,250</b>	

**Treasury Management Update – Period 3 - 2020/21****Investments held as at 30<sup>th</sup> June 2020:**

<b>Borrower</b>	<b>Deposit £</b>	<b>Rate %</b>	<b>From</b>	<b>To</b>	<b>Notice</b>
National Westminster Bank	4,001,583	0.83%	05-Jul-19	03-Jul-20	-
Lancashire County Council	3,000,000	0.95%	29-Oct-19	28-Oct-20	-
Thurrock Council	3,000,000	0.83%	10-Oct-19	09-Oct-20	-
Lancashire County Council	3,000,000	1.10%	29-Oct-19	27-Oct-20	-
Lloyds Bank	1,000,000	1.10%	29-Nov-19	30-Nov-20	-
Lloyds Bank	1,000,000	1.10%	29-Nov-19	30-Nov-20	-
North Tyneside Council	5,000,000	1.20%	06-Dec-19	07-Jun-21	-
Bank of Scotland	2,000,000	1.10%	03-Jan-20	04-Jan-21	-
Bank of Scotland	2,000,000	1.10%	03-Jan-20	04-Jan-21	-
Coventry City Council	4,000,000	0.90%	29-Apr-20	28-Apr-21	-
Goldman Sachs	10,000,000	1.17%	-	-	180 day
Santander	10,000,000	1.00%	-	-	180 day
MMF – PSDF	8,533,000	0.29%*	-	-	On call
MMF – Federated	2,000,000	0.80%*	-	-	On call
<b>Total</b>	<b>58.534</b>	<b>0.92 (avg)</b>			

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



**External Borrowing as at 30<sup>th</sup> June 2020:**

<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
<b>Total</b>		<b>63,060,194</b>		

