












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

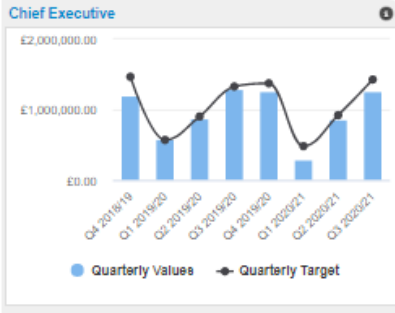
Corporate Project	Due Date	RAG Status	Commentary
Review of Corporate Capital Strategy	31st March 2021		Workstreams due to be completed March 2021 are likely to be pushed back due to Covid 19 restrictions impacting on stock condition survey and asset management plan
Priority Review - Cleaners	TBA (was 30th April 2020)		Implementation phase of the project has been delayed due to COVID-19. Further review will be required as part of the COVID-19 recovery phase
Priority Review - Leisure Services	31st October 2022		
Risk Management Strategy	31st July 2020		Apart from one element the policy is, subject to approval, ready to be released to Audit and Governance Committee.
Implement Customer Portal	31st December 2020		Due to lack of resource for testing v29 and processes the delivery of the portal is not possible as per Project Plan by end of February 2021.
IT Strategy	TBA		No further progress due to Covid -19 with priority being given to remote council meetings, catching up on business plan activities including completion of Windows 10/Office 2016 rollout, infrastructure upgrade projects, laptop and PC refresh programmes.
Organisational Development Strategy	TBA		
Completion of new council housing at Tinkers Green and Kerria	31st December 2020		
Welfare Reform	31st December 2021		
Housing Strategy	30th November 2020		Project completed. Cabinet approved the strategy on 12th November 2020.
Leisure Strategy	30th December 2022		

Corporate Project	Due Date	RAG Status	Commentary
Town Centre Programme	31st March 2022		

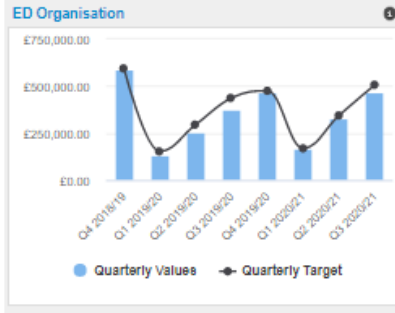
Key to Symbols

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

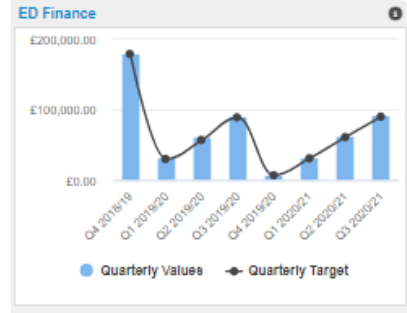
General Fund – Actual Spend



Joint Waste Arrangement – latest estimates from Lichfield District Council indicate an underspend



A number of small underspends are contributing to the position.



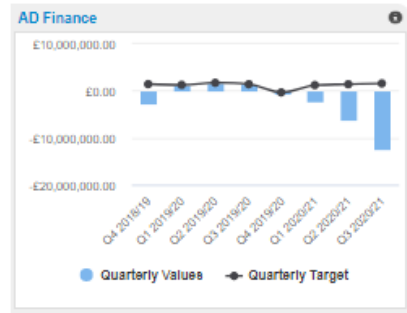
No significant variance reported.



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



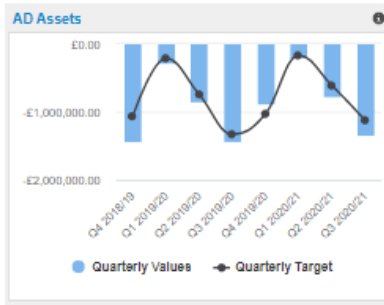
No significant variance reported.



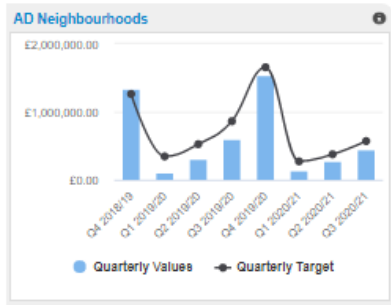
Additional income re Covid 19 government grants and potential surplus on Staffordshire business rates pool



Reduced income due to impact of Covid 19.



Commercial and Industrial Properties – bad debt provisions underspent, plus income currently above budget



Homelessness – bad debt provision underspent, plus government grant above budget

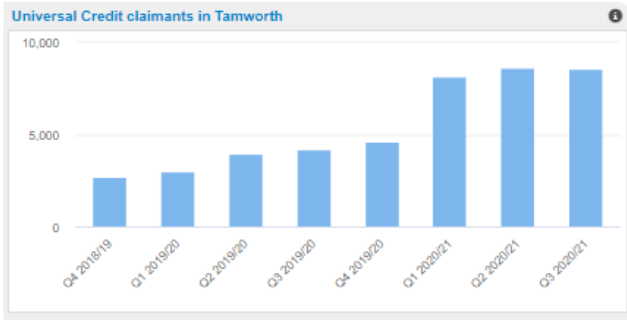


Reduction in income re car park enforcement.

Key

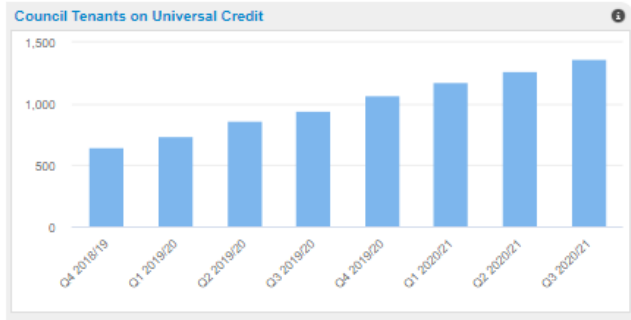
Quarterly Value is the year to date position
 Quarterly Target is the year to date budget

Universal Credit Summary



Commentary

There are 8,537 universal credit claimants in Tamworth.



Commentary

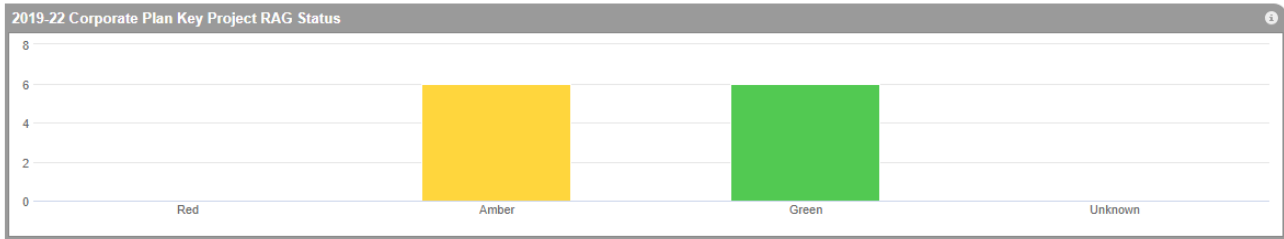
There are 1,363 council tenants on universal credit

1. Overview of corporate plan actions and corporate risks

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

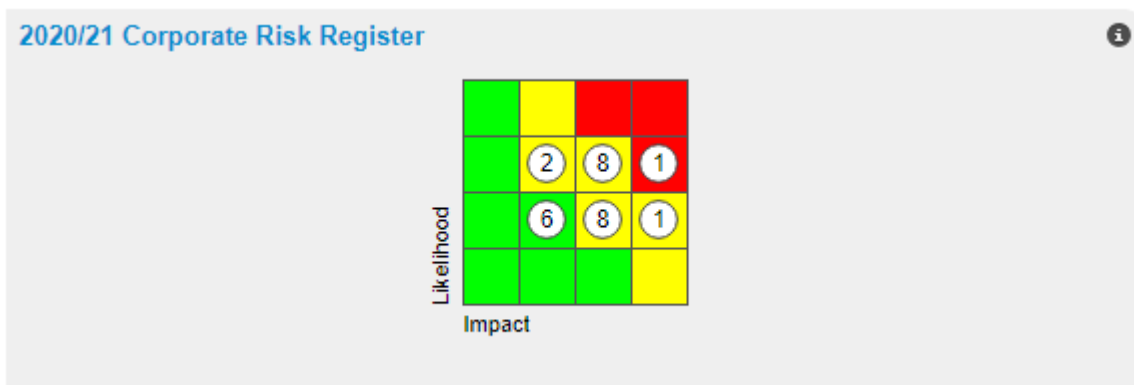
Project highlight reports for each of these are included at **Appendix 1**.

Current RAG status of the key projects



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

Corporate Risk Register 2020/21 heatmap



2. Impact of Welfare Benefit Reform on Council services

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

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

Benefits

Lower levels of Discretionary Housing Payments (DHP) claims to 2019/20 have been received for Quarter 3, 2020/21 but DHP claims paid are higher at £121k (£32k higher than at December 2019 - £89k) - with 163 successful claims from 239 applications (compared to 181 successful claims from 287 applications at December 2019). There is a 3 week backlog (2.5 weeks as at December 2019) of claims still to be processed which may increase this figure.

Local Council Tax Reduction Scheme claims are at lower levels to 2019/20 (5,260 claimants as at December 2020 compared to 5,351 at March 2020 – although working age claimants are marginally higher) but have seen a projected cost increase across all claims within the scheme of £0.4m to £4.5m.

Live caseload figures are 161 higher than 2019/20 – currently 5,518 (following a reducing annual trend – at December 2019 caseload was 5,357 which was 194 lower than the previous year). The average time taken to process new Housing Benefit/Council Tax Benefit claims and change events was 8.5 days to December 2020 (7 days to December 2019).

NNDR

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

Reminders (420 at December 2020) are lower than 2019/20 levels (553 at December 2019) with summons and liability orders at lower levels than 2019/20 as the Courts were not able to take cases until December 2020. There has been 35 summons and 23 liability order (compared to 111 and 76 respectively at December 2019). There has been 1 enforcement agent referral (41 referrals to December 2019).

Collection performance is subsequently below target - current year collection levels are at 82.3%, below target by 1.5% at 31 December equating to arrears of £0.28m (from £15.28m due to 31 December). Court costs are £3k below the anticipated level of £4k.

Arrears collected for 2019/20 are 38.1% compared to a target of 43.4%.

Council Tax

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

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

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

Reminders are 4,812 lower than 2019/20 levels (6,920 at December 2020 compared to 11,732 at December 2019) with summonses, liability orders, attachment of earnings and enforcement agent referrals also at lower levels (10 referrals to December 2020 compared to 1,440 at December 2019).

Current year collection levels at 85.8% are lower than the target of 86.9% at December 2020 (with a target of 98% for the 2020/21 financial year) equating to arrears of £0.42m (from £34.64m due to 31 December). Court cost income is below the anticipated level of £168k at £48k.

Arrears collection for 2019/20 of 31.1% is below the target of 44.7%.

As at December 2020 there were 1826 live Council Tax universal credit cases. The collection rate for universal credit cases was 68.7% (of a £472k collectable debit) compared to our overall collection rate of 85.8%. The difference shows universal credit collection approximately £81k behind where it would be if it reflected the overall figures.

Direct Debit take up for live universal credit cases is 25.1% compared to 69.4% overall, while roughly 7% are subject to arrangements compared to an overall figure of 3%. In addition, 43% of universal credit cases have been sent a reminder (20% overall). 9% of live universal credit cases have received a summons for non-payment, compared to a figure of 3% overall.

Housing

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

Indicator	Qtr 4 2019/20	Qtr 1 2020/21	Qtr 2 2020/21	Qtr 3 2020/21
Number of Council Tenants on Universal Credit	1,072	1,179	1,269	1,363
Number of Council Tenants on Universal Credit in Rent Arrears	663	777	877	980
Percentage of Council Tenants on Universal Credit in Rent Arrears	61.8%	65.9%	69.1%	71.9%
Number of Council Tenants on Universal Credit not in Rent Arrears	409	402	392	383
Percentage of Council Tenants on Universal Credit not in Rent Arrears	38.2%	34.1%	30.9%	28.1%

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 31 December 2020 were £714k compared to £507k at 31 March 2020 – an increase of £207k (compared to a £114k increase as at 31 December 2019).

Total arrears (including former tenant arrears, recharges, court costs and garages etc.) are £2.05m at 31 December 2020, compared to £1.84m at 31 March 2020, an increase of £202k (compared to a £107k increase between 31 March 2019 and 31 December 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 3 2020/21 (6 to Quarter 3 of 2019/20), due to COVID-19 court action for evictions being on hold. The following measures have also been put in place.

Voluntary Court Agreements between Landlord and Tenant

The courts recently gave Councils the power to revise court order agreements providing both parties are in full agreement. For these 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 14 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 effected by COVID-19. The purpose of the scheme is:

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

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

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

There have been four applications for hardship funding all of which have been supported.

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 web include key contact information for support and advice inclusive of protection for renters, information and signposting to debt and arrears management, COVID-19 financial help and assistance, emergency legislation to suspend new evictions, CAB support, and change in circumstances etc.

Write Offs

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

The position for the second quarter of the financial year as reported to Cabinet on 3rd December 2020 is shown below.

Type	01/04/20 – 30/09/20 £
Council Tax	£48,807.28
Business Rates	£39,189.69
Housing Benefit Overpayments	£14,265.64
Housing	£51,467.80

In these unprecedented times the pandemic has affected people in a number of ways. Many of our residents/customers continue to be financially impacted by the crisis.

Therefore a decision was made to suspend recovery action for Quarter one. Action recommenced with a recovery plan implemented during July – starting with reminder letters being issued and negotiations regarding payment undertaken according to individual circumstances on a case by case approach to further support the most vulnerable.

Whilst collection rates are currently behind target and income levels reduced, it is too early to know what effect the pandemic will ultimately have on the economy and residents ability to pay.

Magistrates Courts are now only just starting to consider cases with our first court for this financial year on 21st December 2020. It is hoped that this will encourage payments together with engagement from and identification of customers who require further support. This situation will be closely monitored and reviewed in the coming months.

It should be noted that at present we would not consider the write off of debts unless we have pursued them to the fullest extent (and as a last resort).

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

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

Authorisations are needed to write off debt:

Authority	Account Value
Executive Director/Assistant Director (or authorised delegated officer)	up to £5,000
Executive Director Finance	£5,001 - £10,000
Cabinet	over £10,000

These limits apply to each transaction.

Universal Credit

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

Indicator	Qtr 4 2018/19	Qtr 4 2019/20	Qtr 1 2020/21	Qtr 2 2020/21	Qtr 3 2020/21
live caseload figure	5,514	5,374	5,671	5,601	5,518
Number of Universal Credit claimants in Tamworth	2,682	4,594	8,132	8,594	8,537
Number of Council Tenants on Universal Credit	645	1,072	1,179	1,269	1,363
Number of Council Tenants on Universal Credit and in Rent Arrears	443	663	777	877	980
Percentage of Council Tenants on Universal Credit and in Rent Arrears	68.7%	61.9%	65.9%	69.1%	71.9%
Number of Council Tenants on Universal Credit and not in Rent Arrears	202	409	402	392	383
Percentage of Council Tenants on Universal Credit and not in Rent Arrears	31.3%	38.2%	34.1%	30.9%	28.1%
Number of Council Tax Payers on Universal Credit	745	1,254	1,655	1,723	1,826
Number of Council Tax Payers on Universal Credit and in arrears with Council Tax payments	261	388	N/A*	N/A*	161
Percentage of Council Tax Payers on Universal Credit and in arrears with Council Tax payments	35.0%	30.9%	N/A*	N/A*	9%
Number of Council Tax Payers on Universal Credit and not in arrears with Council Tax payments	484	866	N/A*	N/A*	1,665
Percentage of Council Tax Payers on Universal Credit and not in arrears with Council Tax payments	65.0%	69.1%	N/A*	N/A*	91%
Number of Universal Credit claimants nationally	1,736,431	2,933,218	5,275,248	5,688,095	5,830,557
Discretionary Housing Payments made – Year to date	140,303	135,782	45,860	91,883	120,879
Amount of Discretionary Housing Payments made to Universal Credit claimants – Year to date	82,001	103,688	34,480	68,556	94,145

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

3. Medium Term Financial Strategy 2019/20 to 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 (HRA), a five year MTFS was approved by Council including significant investment in regeneration projects to meet future housing needs and sustain the HRA in the longer term.

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

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

Previously, the Chancellor confirmed that departmental spending (both capital and resource) will grow in real terms across the CSR period and that the Government will deliver on the commitments made at Budget to level up and invest in the priorities of the British people. Given the impact COVID-19 has had on the economy, the Chancellor was clear there will need to be tough choices in other areas of spending at the review. As part of their preparations for the CSR, departments were 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 had previously said it will keep an open dialogue with the local authorities on the best approach to the next financial year, including how to treat accumulated business rates growth of £2m p.a. (pending the planned business rates baseline reset) and the approach to the 2021/22 local government finance settlement. It was announced as part of the Spending Review and has now been confirmed as part of the provisional settlement that that there will be no reset for 2021/22 however, no papers were published but the Secretary of State confirmed a commitment to the Fair Funding Review and the business rates reset; but in answering questions from MPs he indicated only that there "may be an opportunity next year" to bring forward proposals for reform and he confirmed that he did not know when reform would be implemented.

It is also the Government's intention to look again at the New Homes Bonus for 2022/23 and explore the most effective way to incentivise housing growth. They plan to consult on proposals prior to implementation. In the longer-term, the Government remains committed

to reform and want to take time to work with local authorities to make sure that the approach is right following the planned reviews.

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

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

At the same time, several important sources of local authority income including Council Tax, Non domestic (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 1 projections at 30 June 2020 - and approval sought for the budget to be revised to remove these.

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

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

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

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

The overriding goal is to make sure our organisation remains fit for the future, while protecting services to the most vulnerable in our community. The Recovery and Reset programme outlines that this work be split into eight projects.

In light of the financial situation facing the Council during 2020/21, managers were tasked with identifying low level non-essential budgets for removal from the budget – bringing down the savings target of c. £2m per annum and limiting the cuts that would otherwise be needed to balance the MTFs in the future.

The budget review has identified savings of £1.2m towards the projected lost income anticipated from the impact of Covid-19 of £1.8m. In addition to the unringfenced grant of £1.25m, it is also expected that an excess of £0.5m will be received from the projected fees and charges income support grant (subject to the impact of the pandemic on income levels to March 2021).

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

Following receipt of the Provisional Local Government Finance Settlement in December 2020 and the updated forecast as at January 2021, the projections now identify General Fund balances of £0.6m over 3 years – with a shortfall of £3.9m by 2024/25 and £7m over the 5 years to 2025/26, including the minimum approved level of £0.5m.

For the HRA, no major impact of the pandemic are forecast over 5 years at present, the current projections for the impact of Covid-19 on rent income levels is manageable within existing balances.

General Fund

	General Fund						
MTFS Projections 2019/20 - 2025/26	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Projected Balances per MTFS Council February 2020	(6,644)	(5,570)	(3,139)	(506)	2,850	6,423	-
Revised Forecasts:							
Revised Forecast Balances - July 2020	(6,882)	(5,673)	(2,787)	27	3,585	7,476	-
Revised Forecast Balances - October 2020	(6,882)	(6,413)	(4,219)	(1,854)	1,123	4,417	8,144
Revised Forecast Balances - January 2021	(6,882)	(6,413)	(6,083)	(3,666)	(632)	2,721	6,514

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

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

In line with the approved timetable, work on the preparation of the detailed 5 year budget / forecast progressed in order to inform the Base Budget Forecast for Cabinet on 3rd December and the Draft MTFS for Cabinet and Joint Scrutiny Committee in January 2021.

As a result of the updated forecast, the forecast projections identify General Fund balances of £0.6m over 3 years (compared with a forecast shortfall at Quarter 2 of £1.6m) – with a shortfall of £3.2m to 2024/25 increasing to £7m over 5 years (the shortfall was previously forecast at £8.6m in 2025/26), including the minimum approved level of £0.5m.

Further savings of around £1.4m p.a. will be required over the next 5 years (based on annual £5 increases in Council Tax). On an annualised basis this would equate to a year on year ongoing saving of £0.5m over 5 years.

The forecast has been updated to include:

Change:

Savings / increased income

- New lower tier Government grant for District Councils
- Additional Covid (tranche 5) funding
- Updated NHB grant notification following continuation of scheme for 2021/22
- Reduced business rates tariff – following deferral of the reset

Budget Impact

£(100)k p.a. for 2021/22 only

£(427)k for 2021/22 only

£(446)k for 2021/22 only

£(1.876)m for 2021/22 only

Change:**Budget Impact**

- Updates to budgets following quality assurance checks / changes

£(40)k p.a. saving (£(195)k over 5 years)

Additional costs / reduced income

- Business Rates Levy – 50% of retained business rates growth
- Taxbase reduction – due to increased Local Council Tax reduction costs (lower by 391 band D equivalent properties)
- Revised saving from shared service cessation
- Inflationary adjustments from above
- Revised inflationary increase to RSG

£937k for 2021/22 only

c.£73k p.a. income
(£385k over 5 years)

£11k p.a. reduced saving (£61k over 5 years)

Nil for 2020/21 (£8k p.a. cost
(£30k over 5 years)

£2k for 2020/21 only

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

Housing Revenue Account

	Housing Revenue Account						
MTFS Projections 2019/20 - 2025/26	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Projected Balances per MTFS Council February 2020	(4,764)	(3,424)	(3,013)	(1,586)	(1,447)	(1,131)	-
Revised Forecasts:							
Revised Forecast Balances - July 2020	(6,252)	(4,771)	(4,329)	(2,869)	(2,668)	(2,260)	-
Revised Forecast Balances - October 2020	(6,252)	(4,819)	(4,291)	(2,743)	(2,468)	(2,005)	(1,695)
Revised Forecast Balances - January 2021	(6,252)	(4,819)	(4,317)	(2,795)	(2,546)	(2,109)	(1,825)

As part of the approved MTFS in February 2020, a balanced 5 year forecast was presented for the Housing Revenue Account (HRA).

As a result of the updated forecast, over the 3 year period to 2023/24, balances of £2.5m are projected (in line with the previous quarterly forecast) with balances of £2.1m over the 4 years to 2024/25 reducing to £1.8m in 2025/26 (balances were previously forecast at £2m in 2023/24, £1.7m in 2024/25).

The forecast has been updated to include an annual budget reduction of £26k required following the quality assurance process.

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

No impact of the delay in acquisitions / spend of one for one receipts has been included - MHCLG have now confirmed an extension of time to 31st March 2021 to spend such receipts.

4. Financial Healthcheck

Executive Summary

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

General Fund

Revenue

GENERAL FUND	YTD Budget £000	YTD Position £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000
Chief Executive	1,427	1,254	(173)	1,391	1,343	(48)
AD Growth & Regeneration	697	682	(15)	1,634	1,855	221
ED Organisation	507	469	(38)	560	560	-
AD People	2,095	2,068	(27)	178	130	(48)
AD Operations & Leisure	2,690	2,643	(47)	3,433	3,315	(118)
ED Finance	90	93	3	7	7	-
AD Finance	1,570	(12,324)	(13,894)	395	(552)	(947)
AD Assets	(1,125)	(1,337)	(212)	(661)	(701)	(40)
AD Neighbourhoods	569	442	(127)	1,209	1,232	23
AD Partnerships	625	669	44	1,006	1,018	12
Total	9,145	(5,341)	(14,486)	9,152	8,207	(945)

- The General Fund has a favourable variance against budget at Period 9 of £14.486m (£12.409m as at period 8).
- The projected full year position identifies a favourable variance against budget of £945k or 10.33% (£569k or 6.21% favourable as at period 8).

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

- The Council has ongoing monitoring processes in place for its spending and income levels. In light of the projected impact of Covid-19 on the Council's Medium Term Financial Strategy, an immediate suspension of all non-essential spending was approved by Cabinet on 9th July and that Managers review their budgets and identify all non-essential spending for 2020/21 as part of the quarter 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.

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	539	5	(534)	718	5	(713)	713	718
AD Growth & Regeneration	529	757	324	(433)	1,009	389	(620)	600	989
AD People	114	311	156	(155)	404	281	(123)	57	338
AD Operations & Leisure	921	1,197	600	(598)	1,439	572	(868)	868	1,439
AD Finance	12,131	9,098	-	(9,098)	12,131	-	(12,131)	12,131	12,131
AD Assets	311	777	437	(341)	1,036	619	(418)	75	694
AD Neighbourhoods	46	77	49	(28)	103	73	(30)	-	73
AD Partnerships	-	-	-	-	-	-	-	-	-
GF Contingency	306	139	-	(139)	286	-	(286)	255	255
TOTAL GENERAL FUND	15,077	12,896	1,570	(11,323)	17,127	1,939	(15,188)	14,699	16,638

- Capital expenditure incurred was £1.570m compared to a profiled budget of £12.896m (£1.466m compared to a profiled budget of £11.519m at period 8).
- It is predicted that £1.939m will be spent by year end compared to a full year budget of £17.127m, including re-profiled schemes from 2019/20 of £15.077m (£3.082m projection compared to a full year budget of £17.127m as at period 8). Re-profiling to 2021/22 is forecast at £14.699m (£13.534m at period 8).
- A summary of Capital expenditure is shown at **Appendix B**.

Treasury Management

- At the end of December 2020 the Authority had £64.258m invested in the money markets. The average rate of return on these investments is 0.76% though this may change if market conditions ease.
- Borrowing by the Authority stood at £63.060m at the end of December 2020, all being long term loans from the Treasury Public Works Loans Board. The average rate payable on these borrowings equates to 4.05%.
- A more detailed summary of the Treasury Management situation, detailing our current Lending and Borrowings can be found at **Appendix C**.

Balances

Balances on General Fund are projected to be in the region of £6.753m at the year end from normal revenue operations (£6.377m as at period 8) compared to £5.570m projected within the 2020/21 budget report– additional balances of £1.183m.

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	(13,998)	(13,899)	99	(2,843)	(2,823)	20
ED Communities	82	90	8	-	11	11
AD Operations & Leisure	99	71	(28)	178	176	(2)
AD People	125	82	(43)	167	132	(35)
AD Assets	597	577	(20)	389	394	5
AD Neighbourhoods	1,297	1,273	(24)	3,447	3,497	50
Housing Repairs	4,190	3,457	(733)	-	-	-
Total	(7,608)	(8,349)	(741)	1,338	1,387	49

- The HRA has a favourable variance against budget at Period 9 of £741k (£902k favourable as at period 8).
- The projected full year position identifies an unfavourable variance against budget of £49k (£58k unfavourable as at period 8). Individual significant budget areas reflecting the variance are detailed at **Appendix A**.

Capital

HOUSING REVENUE ACCOUNT	Budget Reprofiled from 2019/20 (memo only) £000	YTD Budget £000	YTD Actual Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile to 2020/21 (memo only) £000	Outturn £000
AD Assets	5,904	18,112	6,826	(11,286)	22,150	15,007	(7,143)	5,435	20,442
HRA Contingency	100	75	-	(75)	100	100	-	-	100
TOTAL HOUSING REVENUE ACCOU	6,004	18,187	6,826	(11,361)	22,250	15,107	(7,143)	5,435	20,542

- Housing Capital expenditure of £6.826m has been incurred as at the end of Period 9 compared to a profiled budget of £18.187m (£5.820m compared to a profiled budget of £16.833m at period 8).
- It is predicted that £15.107m will be spent by year end compared to a full year budget of £22.250m, including re-profiled schemes from 2019/20 of £6.004m (£15.446m projection compared to a full year budget of £22.250m as at period 8). Re-profiling to 2021/22 is forecast at £5.435m (£5.146m at period 8).
- 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 £4.865m at the year-end (£4.856m as at period 8) compared to £3.424m projected within the 2020/21 budget report – additional balances of £1.441m.

Corporate Plan Project Updates

Corporate Capital Strategy

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

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

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

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

Cleaning Review

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

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

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

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

Leisure Services Review

Project due date	31 st October 2022
3. On track and in control	✓
2. Not on track but in control	
1. Not on track	
Month & Year of update	December 2020

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

Workstreams	Due date	Lead	Workstream RAG status
<p>Aspects of the Councils leisure provision have been reviewed:-</p> <ul style="list-style-type: none"> Covid 19 has had a impact on leisure services, the Council run gym had to close due to lockdown and a review of this was undertaken at that time:- Review of the viability of castle grounds activity centre gym resulting in staff made redundant from posts including cessation of IR35 gym instructor. Covid further impacted on Anker valley football facilities and this was closed with Lockdown 1, reopened with reduced facilities in the late summer and is now closed gain with Lockdown 3- Jan 2021 Review of current swimming provision, awaiting decision. <p>Others area still require review, now the Council has been awarded the Future High Street funding, there is a requirement to align leisure provision in the town centre going forward and assessment of this has commenced.</p> <p>All leisure services will be considered in line with the R and R project. Uncertain of what leisure provision will 'look like' following pandemic, far too early to see the longer term impact- full review pushed back to October 2022.</p> <p>Preparation of project plan, to include scrutiny committee consultation on recommendations as required</p> <p>Further preparatory work to look a wider health and wellbeing benefit to community following the pandemic</p>	<p>July 2021</p> <p>December 2021</p> <p>April 2021</p>	<p>SMcG/K M</p>	
<p>Review Information- to meet with ED Communities and ED DCE, AD Partnerships to discuss options leisure requirements</p>		<p>AG/SMc G</p>	

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

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	December 2020

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

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

Key milestones achieved	Date milestone achieved
Appointment of consultants to assist with undertaking the review and project scoped	March 2019
Review of current risk undertaken and new grouping proposed(reduction to 14 categories) looking to reduce further	April 2019
Appointment of "Service Risk Champions"	September 2019
Collation of potential different reports from the system be considered	TBA
Meetings with Risk champions Scheduled in for November - rescheduled	Suspended
Due to the delay and loss of momentum in the project a revised timetable will be discussed – RB and risk consultant 14/2/20	February 2020
A revised draft of the new report to be presented to CMT in July for approval. If approved, discussions with relevant AD's and ED's will be held and a new report generated in Pentana. This will then be included in a future Risk report to A&G	July 2020
The new report layout is constructed and will be reviewed and refined in October by ED's and AD's ready for reporting to A&G at the 3 rd Qtr	Not Achieved
The new report layout is constructed and to be reviewed and refined by mid-December by ED's and AD's ready for reporting to A&G at the 3 rd Qtr – update from CMT 7/1/21 reschedule report for A&G 1 st Qtr 2021-22	
New layout discussed with ED's 18/11/20 and to be discussed with AD's 10/12/20 The meeting on the 10 th will also receive feedback and discussion on the ZM risk Horizon survey	10/12/20
The new layout discussed ZM Horizon scanning review discussed. CMT members to feedback on the revised layout for the first CMT in the new year. The CMT decided to push back the development of the new reporting layout until 1 st Quarter report of 2021-22	

Implement Customer Portal

Project due date	31 st December 2020
3. On track and in control	
2. Not on track but in control	✓
1. Not on track	
Month & Year of update	December 2020

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

Workstreams	Due date	Lead	Workstream RAG status
CRM Activity <ul style="list-style-type: none"> Single Person Discount Process User Acceptance Completed by CST <ul style="list-style-type: none"> Revenues – still testing 	30/11/20	JMcD	
Dependency – Digital360 v29 Upgrade <ul style="list-style-type: none"> Acceptance is a pre-requisite of Portal Go Live Digital360 v29 upgrade implemented <ul style="list-style-type: none"> Testing underway – <ul style="list-style-type: none"> Housing completed – Issues reported to Civica for resolution Planning – testing underway w/c 18th Jan Benefits –testing suspended until further notice Revenues – testing suspended until further notice CST – testing completed as far as possible 	30/11/20	JMcD	
Portal – Portal 360 TBC controlled work <ul style="list-style-type: none"> Portal testing underway – Staff Volunteers Testing Group established Registration workshops with volunteer testers Portal styling and configuration workshops with Graphics Team SPD Portal process UAT to be completed New Civica Project Manager – Project completion plan written and received Portal Go Live 	28/02/21 07/01/21 15/02/21 06/01/21	JMcD	
Portal – Portal 360 Civica controlled work <ul style="list-style-type: none"> Pay360 process to be put into Portal <ul style="list-style-type: none"> Require support from Capita Academy Web Services in Portal <ul style="list-style-type: none"> Require support from Capita Issues forwarded on to Capita for support Move process to be completed for Move Out and Within Tamworth SPD Portal process work to be completed New Civica Project Manager – Project completion plan written and received 	28/02/21 06/01/21 17/02/21 15/02/21 06/01/21	JMcD	
Knowledge Transfer <ul style="list-style-type: none"> All sessions delivered 	19/08/20	JMcD	

Key milestones achieved	Date milestone achieved
<ul style="list-style-type: none"> Test Portal created and skinned to fit in with Tamworth.gov.uk website – Dec 2019 Knowledge Transfer Session – System Admin – delivered w/c 16th December 2019 Knowledge Transfer Session – Single Person Discount - Process Mapping & Customer Journey – delivered 22/01/2020 System Admin – Build Elements w/c 3rd Feb Customer Journey Build w/c 24th Feb Portal user authentication completed Outstanding documentation ratified and delivered back to Civica Move Process go Live Final Single Person Discount process build sessions delivered 	31/12/19 16/12/19 22/01/20 24/02/20 02/06/20 12/05/20 17/06/20 17/07/20 15/07/20

• Address synchronisation implemented	17/08/20
• Final knowledge transfer session delivered	19/08/20
• Address synchronisation between Local Land and Property Gazetteer process implemented	31/08/20
• Single Person Discount user acceptance testing started	01/09/20
• Capita provide technical documentation to support development of Academy integration	28/09/20
• V29 Upgrade implemented in Test	02/11/20
• Portal Customer Journey Workshop with Civica consultants delivered	16/12/20
• Styling Workshop completed	31/12/20

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	December 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>Nov 20 - New Fibre connections now installed into Marmion and Depot and successfully tested. SIP provisioning in progress which will be followed by porting of numbers.</p> <p>Dec 20 – Connectivity/SIP testing currently in progress</p>	Feb 2020	GY/NH	
<p>Implementation of Astute as policy management tool / decommissioning of Net Consent. Janet is continuing to work on Astute preparation for policy dissemination The next steps are to complete this work, agree a process for policy management followed by implementation. NetConsent will then be decommissioned. Implementation is planned for April.</p> <p>Timescales for implementation pushed back to August due to absences and other priorities relating to current situation</p> <p>Policy rollout on Astute in progress. Code of conduct has been issued to all staff, Allocations Policy rolled out to Housing and Customer Services. Further policies to be scheduled for roll out and refresh reminders in consultation with policy owners in terms of requirements for organisational or statutory refresh.</p>	Aug 2020	GY	
<p>Deliver short term priorities –</p> <p>EPOS Replacement – Gardiff implemented at Assembly Rooms and TIC</p> <p>Nov 20 - Network connectivity installed into the Upper Lodge including Wi-Fi availability at both the Castle and Upper Lodge. Gardiff also now installed at both the Castle and Upper Lodge.</p> <p>Dec 20 - Training for staff delayed until early March due to COVID safety.</p> <p>Contract renegotiation – this is an ongoing activity now. We are working on reviewing all of our contracts to ensure they are recorded correctly, documentation up to date and triggers for review in place.</p> <p>Agreed with Anna Miller that we will now proceed with Northgate M3 Assure upgrade for Planning followed by Environmental Health (EH) with learning from the Planning implementation as EH more complex and requires more resource. Training on Assure Planning and implementation has now commenced. Conversion of documents underway to new Assure document production. Initial go live for Assure planning provisionally set for Jan 21</p> <p>Proposal for a 3-year fixed term contract across all Northgate systems received. Results in savings, avoiding RPI increases for the contract duration. After negotiations with Northgate, updated proposal received with 2 free of charge inclusive consultancy days for each year of the contract along with reduced support and maintenance costs. Contract now commenced Nov 20.</p> <p>Corporate Business Objects Review and explore Enterprise licencing – not started. This will be looked</p>	March 2021	GY	

<p>at as part of the contract work above.</p> <p>Telephony carrier/SIP trunk provider options appraisal – complete – see workstream for SIP platform above.</p> <p>Depot connectivity options appraisal – current connectivity contract with Virgin in place until Sept. Indicative quote requested from NetVisionIP for wireless link between Marmion and the Depot to replace the current Ethernet circuit. This is on hold pending a review of Marmion House as part of reset and recovery.</p> <p>Provision of Public Services Network (PSN) associated services from April 2019 onwards. We will be continuing with Vodafone until further options from CCS are available, this is likely to be Sept for some of the services. We are planning to transition away from GCSx email during 2020 to our on premise email system so will be terminating this service with Vodafone. Contract extended with Vodafone due to new CCS framework delays. GCSx email retirement delayed due to resource involved with COVID. Implementation now planned for completion Dec 2020 ahead of GCSx service decommission by PSN in March 21.</p>			
Draft Strategy developed	February 2020	GY/ ZW	
<p>Consult with stakeholders including CMT, Officers and elected members Report to be presented to IS&G Scrutiny Meeting on 27th February 2020 – this was postponed at the request of the Scrutiny chair, date has not yet been agreed</p> <p>Consultation still in progress, further feedback from AD's/service heads required. Member working group to be arranged by Cllr Goodall/Chesworth for consultation with members.</p> <p>Further development of ICT strategy required to meet the challenges of Covid recovery phase and general workplace strategies when information becomes available. Strategy discussed at ISG Scrutiny 16th Sept, members fully supportive of draft and will be forming a working group to feed in from an elected member perspective.</p> <p>Dec 20 - ICT Strategy on forward plan for Cabinet approval at April's meeting. Strategy will be shared with heads of service at next meeting as part of final consultation process.</p>	April 2021	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
IS&G Scrutiny reviewed strategy	Sept 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	December 2020

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

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

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

Completion of new homes at Tinkers Green & Kerria

Project due date	December 2020 Tinkers Green January 2021 Kerria (was August 2020)
3. On track and in control	✓
2. Not on track but in control	
1. Not on track	
Month & Year of update	December 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	
Tinkers Green site completed and all properties ready for let.	December 2020

Welfare Reform

Project due date	December 2021
3. On track and in control	✓
2. Not on track but in control	
1. Not on track	
Month & Year of update	December 2020

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

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

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

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

Housing Strategy

Project due date	30 th November 2020
3. On track and in control	Completed
2. Not on track but in control	
1. Not on track	
Month & Year of update	December 2020

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

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

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

Leisure Strategy

Project due date	30 th December 2022
3. On track and in control	✓
2. Not on track but in control	
1. Not on track	
Month & Year of update	December 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 In conjunction with Future High Street proposals		AG/SMc G	
Prepare brief for Leisure Strategy and Indoor & Outdoor sports strategy This may include widening the brief to health and wellbeing Post covid the 'leisure' requirement may look very different National consultation under way – LGA,CLOA and APSE leading Local consultation may be required on brief		AG/SMc G	
Appoint external consultants for the both	Dec 2021	AG/SMc G	
Produce both Leisure Strategy and Indoor & Outdoor sports strategy	Oct 2022	AG/SMc G	
Endorse both Leisure Strategy and Indoor & Outdoor sports strategy	Dec 2022	AG/SMc G	

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

Town Centre Programme

Project due date	31 st March 2022
3. On track and in control	
2. Not on track but in control	✓
1. Not on track	
Month & Year of update	December 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	2020/21	MF	
Car Parking Strategy	2020/21	MF	
Market re-tender	2020/21	MF	
Communications and Engagement		ZW	
Town Centre Funding Applications	Ongoing	MF	
Future High Streets Fund	Sep 2020	AM	

Key milestones achieved	Date milestone achieved
<p>Town Centre Strategy</p> <p>The FHSF bid which has been in preparation since January 2019 has in part provided the strategy. The RHSS and LGA work coupled with the reset and recovery inclusive growth strategy will assist in delivery of the rest. The FHSF included a town centre masterplan which formed part of the bid submission.</p> <p>Awaiting £14K LGA money received – work to be concluded July 2021 £67K RHSS money received - work to be concluded February 2021 Awaiting SEP money from GBSLEP – work to be concluded March 2022</p>	<p>Not achieved in the form envisaged.</p>
<p>Gungate Masterplan</p> <p>Masterplan completed</p> <ul style="list-style-type: none"> Member consultation completed. <p>Delay to public consultation for three reasons 1) workload diverted towards Gungate land assembly (PCC, SCC, Buzz Bingo and Atik) 2) workload diverted towards private sector engagement and potential sig. interest from McCarthy and Stone and 3) need to address concerns that Masterplan duplicates FHSF submission particularly around college/Covid 19 has led to re-thinking of the end uses.</p> <ul style="list-style-type: none"> Minor amends to Masterplan underway. Public consultation. 	<p>OCTOBER 2019</p> <p>June/July 2020</p> <p>Dec/Jan February 2021</p>
<p>Place Investment Strategy</p> <ul style="list-style-type: none"> Place Investment Strategy Completed in draft Awaiting consultation 	<p>APRIL 2019</p>
<p>Car Parking Strategy</p> <ul style="list-style-type: none"> Benchmarking and baseline exercise completed. Further handover meeting with JS. <p>Since the handover of this service in April 2020 the focus has been on understanding the data that underpins the service including the need to address immediate car parking issues around the infrastructure.</p>	<p>September 2020 October 2020</p>






<ul style="list-style-type: none"> • Policy change submitted to renew car parking infrastructure. Approved in principle for £50K. • Task and Finish Group established. • Preparation of tender. 	<p>October 2020 December 2020 February 2021</p>
<p>Market re-tender</p> <ul style="list-style-type: none"> • Tender prepared and with procurement. • Publish tender. 	<p>October 2020 Feb 2021</p>
<p>Town Centre Funding Applications</p> <ul style="list-style-type: none"> • FHSF: £21,652,555. To structurally transform the town centre through three distinct projects. ACHIEVED • RHSS funding: £67,455. To re-open the high street and specifically to prepare a town centre action plan. ACHIEVED • Cultural Recovery Fund (Castle): £250K. Castle Team delivering various digital and online improvements to castle activities. ACHIEVED • Cultural Recovery Fund (Assembly rooms): £126,150 ACHIEVED • LGA funding: £14,000. To better understand 1) barriers to innovation and evolution of small and new businesses in the town centre and 2) empowerment of businesses to drive town centre improvements. • Bid to GBSLEP: £60K for delivery of an inclusive growth strategy to deliver reset and recovery. This is Borough-wide and not TC focused but will include the town centre. • Cultural Recovery Fund: bid progressing. Can bid for 50% of previous successful award. Closing date end of January 2021. 	<p>Dec 2020 May 2020 Nov 2020 Nov 2020 Announcement Jan 2021 Announcement expected December 2020. Announcement expected February March 2021.</p>


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	18-Jan-2021	3	3	9	
Business Rates Retention	18-Jan-2021	3	3	9	
New Homes Bonus	18-Jan-2021	3	2	6	
Welfare and Benefit Reform	18-Jan-2021	4	3	12	
Failure to manage budgets	18-Jan-2021	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	18-Jan-2021	2	2	4	
Management of Assets	18-Jan-2021	2	3	6	
New Revenue Streams	18-Jan-2021	3	3	9	
Workforce Planning Challenges	13-Jan-2021	3	2	6	
Continuous Improvement	13-Jan-2021	2	2	4	

Risk	Date Reviewed	Current Risk Severity	Current Risk Likelihood	Current Risk Rating	Current Risk Status
Partnerships fail	21-Jan-2021	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	13-Jan-2021	3	2	6	
Legislation	13-Jan-2021	2	2	4	
Policies & Procedures	22-Jan-2021	3	2	6	
Ethics	25-Jan-2021	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	21-Jan-2021	3	3	9	
Safeguarding Children & Adults (including Modern Slavery)	21-Jan-2021	2	3	6	
Emergency Planning	19-Oct-2020	3	2	6	

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



Risk	Date Reviewed	Current Risk Severity	Current Risk Likelihood	Current Risk Rating	Current Risk Status
Lack of economic investment in people and Places	08-Jan-2021	3	3	9	




Risk	Date Reviewed	Current Risk Severity	Current Risk Likelihood	Current Risk Rating	Current Risk Status
Housing Needs	21-Jan-2021	3	3	9	
Economic Changes	25-Jan-2021	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	13-Jan-2021	3	2	6	
Cyber Security	13-Jan-2021	4	2	8	
Business Continuity	18-Jan-2021	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	18-Jan-2021	2	2	4	
The Impact of Brexit upon the Council	18-Jan-2021	2	2	4	

Risk Status	
	High Risk
	Medium Risk
	Low Risk

General Fund – Main Variances

Service Area	Cost Centre	Account Code	Year to Date Position	Year to Date Budget	Year to Date Variance	Full Year Budget	Predicted Outturn Variance	Predicted Outturn	Comment
AD Operations & Leisure	Peaks	Sport Development Project Funding	-	76,140	(76,140)	101,530	(61,500)	40,030	Awaiting options appraisal
	Cemeteries	Fees & Charges	(63,943)	(103,350)	39,407	(137,840)	35,000	(102,840)	Burials down this year, not had as many as previous years.
	Public Spaces	Salaries	889,291	930,420	(41,130)	1,240,580	(40,000)	1,200,580	Due to accumulation of vacancies within team that are to be filled
	Public Spaces	Contract Payments (Basic)	119,430	81,090	38,340	108,110	-	108,110	Due refund and therefore spend still within budget
	Tbc Highways Maintenance	Maintenance Highway Related Assets	120,055	89,190	30,865	118,910	-	118,910	Actual spend within budget, large orders on system yet to be completed
AD People	Ict	Other Hardware Maintenance	42,878	60,660	(17,782)	80,910	(30,000)	50,910	Underspend used to cover overspend on MFT Licence
		Mft Licence/Mtce/Imp	508,968	449,760	59,208	449,760	60,000	509,760	Overspend covered by underspends within cost centre
		S/Ware Mtce & Imp	-	25,890	(25,890)	34,520	(34,520)	-	Underspend used to cover overspend on MFT Licence
	Customer Services	Salaries	341,510	375,720	(34,210)	500,930	(34,210)	466,720	Vacant posts & maternity leave. A temp CSO and a pool of CSA casuals are to be recruited.
AD Assets	Commercial Property Management	Provision For Bad Debts	27,685	61,830	(34,145)	80,580	-	80,580	Budget amended in Q1 review to reflect anticipated impact of COVID 19 on rental income
	Industrial Properties	Provision For Bad Debts	12,665	74,820	(62,155)	94,820	-	94,820	
			Rents	(791,573)	(745,000)	(46,573)	(808,780)	-	(808,780)

Service Area	Cost Centre	Account Code	Year to Date Position	Year to Date Budget	Year to Date Variance	Full Year Budget	Predicted Outturn Variance	Predicted Outturn	Comment
									COVID on income levels is still unknown
AD Assets	Marmion House	Rents	(64,845)	(23,490)	(41,355)	(31,330)	(17,000)	(48,330)	Delay to SCC vacating 5th Floor
AD Neighbourhoods	Homelessness	Provision For Bad Debts	9,829	40,200	(30,371)	40,200	-	40,200	Report still to be done around write off of historic B&B debt
		Bed & Breakfast Income	(24,023)	(75,240)	51,217	(100,270)	57,000	(43,270)	Historic budget based on high level of spend in past years, improved practices have resulted in a significantly reduced spend on B&B which in turn has reduced the level of income.
	Homelessness Strategy	Cont To Reserves	-	-	-	-	45,850	45,850	Remaining grant money to move to reserve in order to deliver new spending priorities as outlined in report to cabinet November 2020
		Government Grants	(145,855)	(100,000)	(45,855)	(100,000)	(45,850)	(145,850)	Remaining grant money to be utilised once new spending priorities have been agreed (report to cabinet November 2020)
	Community Wardens	Salaries	86,908	109,620	(22,712)	146,160	(30,000)	116,160	Estimated savings from vacant posts due to freeze on recruitment
AD Partnerships	Ddcp Business Support	Salaries	188,533	219,315	(30,782)	292,420	(30,000)	262,420	Due to accumulation of vacant posts that are hoping to be filled soon
	Car Parking Enforcement Costs	Standard Charges	(11,176)	(50,858)	39,681	(67,770)	50,000	(17,770)	Enforcement suspended due to Covid, came back online start of July, lost first quarter income.

Service Area	Cost Centre	Account Code	Year to Date Position	Year to Date Budget	Year to Date Variance	Full Year Budget	Predicted Outturn Variance	Predicted Outturn	Comment
Chief Executive	Joint Waste Arrangement	Refuse Joint Arrangements	966,724	1,126,500	(159,776)	1,501,980	(50,000)	1,451,980	Based on latest estimates from LDC likely to be underspend at year end. Situation will be monitored closely especially in light of any additional costs incurred re COVID 19.
AD Growth & Regeneration Pages	Outside Car Parks	Short Stay Car Parking	(234,470)	(292,000)	57,530	(400,000)	80,000	(320,000)	Reduced income - impact of Covid 19 & free parking until June 15th
	Castle & Museum	Salaries	132,578	111,330	21,248	148,480	45,000	193,480	Impact of Covid 19 - redundancies process longer than anticipated
		Wages	62,797	12,780	50,017	16,990	46,000	62,990	Casual average monthly pay ended in Dec 20 so should be no more spend on here
	Taxi & Private Hire Vehicles	Combined Hc & Ph Drivers Lic	(3,381)	(27,420)	24,040	(36,540)	31,500	(5,040)	Budget is a reflection of last year's 3-year renewal income will not be achieved this year.
	Development Control	Fees & Charges Planning App	(154,293)	(119,430)	(34,863)	(159,210)	(15,000)	(174,210)	A number of large applications have been received to date, however future applications are expected to be in line with usual monthly volume over the next 3 months
	Dev. Plan Local & Strategic	Local Development Framework	10,655	86,220	(75,565)	115,000	(85,000)	30,000	Local plan on hold pending results of planning white paper from government
		Cont To Reserves	-	-	-	-	85,000	85,000	Local plan on hold pending results of planning white paper from government
AD Finance	Benefits	Provision For Bad Debts	-	-	-	50,000	(40,000)	10,000	BDP not likely to be required in full
		Rent Allowances	4,341,867	4,062,818	279,049	5,846,370	(243,450)	5,602,920	Based on DWP est claim @ P9

Service Area	Cost Centre	Account Code	Year to Date Position	Year to Date Budget	Year to Date Variance	Full Year Budget	Predicted Outturn Variance	Predicted Outturn	Comment
AD Finance	Benefits	Non-Hra Rent Rebates	12,852	55,643	(42,791)	74,190	(4,560)	69,630	Based on DWP est claim @ P9
		Council Tenant Rent Rebates	5,579,602	5,575,195	4,407	7,222,010	(113,440)	7,108,570	
		Council Tenant Grant	(5,431,356)	(5,521,865)	90,509	(7,153,750)	107,670	(7,046,080)	
		Private Tenant Grant	(4,241,786)	(4,003,890)	(237,896)	(5,757,080)	242,760	(5,514,320)	
		Pt Overpayment Recovery	36,443	73,095	(36,652)	97,460	(42,800)	54,660	Based on e-Fins latest position
	Benefits Administration	Government Grants	(56,374)	(25,570)	(30,804)	(33,160)	(23,210)	(56,370)	Unbudgeted Government Grant income
	Corporate Finance	Nndr Levy Payments	287,252	275,400	11,852	1,020,640	(64,540)	956,100	Uncertainty over business rates as economy recovers.
	Corporate Finance	Government Grants	(13,234,131)	(821,700)	(12,412,431)	(1,095,550)	64,540	(1,031,010)	S31 grant for additional Covid19 retail relief in 2020/21
	Corporate Finance	Misc Contributions	-	-	-	-	(250,000)	(250,000)	Uncertainty over business rates collection levels for Staffordshire pool over the coming months - current projections indicate a surplus will be achieved but dependent on economic conditions and recovery to March 2021
			Contribution From Reserves	-	-	-	(187,360)	(64,470)	(251,830)
	Treasury Management	Minimum Revenue Provision Gf	125,280	125,280	-	167,070	(56,620)	110,450	Reduced due to reprofiling in capital programme
		Misc Interest & Dividends	(303,670)	(248,670)	(55,000)	(331,560)	-	(331,560)	No variance to budget due to uncertain economic situation
		Property Fund Dividends	(74,572)	(71,250)	(3,322)	(95,000)	(35,000)	(130,000)	Projected income to year end above budget

Service Area	Cost Centre	Account Code	Year to Date Position	Year to Date Budget	Year to Date Variance	Full Year Budget	Predicted Outturn Variance	Predicted Outturn	Comment
AD Finance	Covid-19	Government Grants	(1,579,983)	(802,843)	(777,141)	(1,066,940)	(274,996)	(1,341,936)	Covid19 grant income
			(923,356)	(255,000)	(668,356)	(340,000)	(230,000)	(570,000)	Potential Covid 19 income support grant scheme

Housing Revenue Account – Main Variances

Service Area	Cost Centre	Account Code	Year to Date Position	Year to Date Budget	Year to Date Variance	Full Year Budget	Predicted Outturn Variance	Predicted Outturn	Comment
AD Assets	Repairs Contract	Consultants Fees	-	24,750	(24,750)	33,000	(33,000)	-	All services originally required have now been completed so budget not required in this financial year
AD Neighbourhoods	Income Management	Salaries	269,078	300,711	(31,633)	406,230	(30,000)	376,230	Revenues Former Tenancy Arrears post not yet recruited so funding will need to be reserved in order to fund post in new financial year
	Estate Management	Maintenance Of Cctv	40,730	-	40,730	-	40,730	40,730	Committee decision to increase HRA contribution to CCTV not built in to HRA budget
Page 56 Housing Repairs	Repairs Contract	Covid 19 Costs	743,413	-	743,413	-	-	-	These costs relate to payments made under the Government guidance note PPN02/20 in response to COVID19
		Responsive Repairs	650,338	1,372,500	(722,162)	1,830,000	-	1,830,000	The initial months of the repairs contract have been impacted by the COVID 19 outbreak with access to property being restricted. It is anticipated that workloads will increase steadily but may not return to full levels in the current year.
		Voids	903,827	1,002,623	(98,795)	1,336,830	-	1,336,830	
		Lift Maintenance	51,857	135,000	(83,143)	180,000	-	180,000	The service programme is on track but there has been less spend on maintenance than in previous years. The maintenance element is ad-hoc and delivered on demand as and when issues are found during service visits
		Gas Heating Systems Maintenance	384,607	487,500	(102,893)	650,000	-	650,000	The initial months of the repairs contract have been impacted by the COVID 19 outbreak with access to properties restricted
Service Area	Cost Centre	Account Code	Year to Date Position	Year to Date Budget	Year to Date Variance	Full Year Budget	Predicted Outturn Variance	Predicted Outturn	Comment

Housing Repairs	Repairs Contract	Periodic Electrical Testing	163,097	262,500	(99,403)	350,000	-	350,000	Periodic testing programme has commenced but there are issues around gaining access to properties
		Planned Maintenance	27,838	187,500	(159,662)	250,000	-	250,000	New schedule of work being agreed and expected to start before the end of the year
	Repairs - General	Communal Tv Aerials	-	33,750	(33,750)	45,000	-	45,000	System installs and surveys are underway. A review is to be done to identify if works are being coded to the correct budgets
		Fire Fighting Equipment	28,657	75,000	(46,343)	100,000	-	100,000	Annual servicing work not yet invoiced
		Asbestos Removal	5,260	56,250	(50,990)	75,000	-	75,000	Programme of Asbestos surveys still to be agreed
HRA Summary	H R A Summary	Rents	(13,877,343)	(13,966,353)	89,010	(18,118,510)	-	(18,118,510)	Rent income is currently under recovered due to a higher number of voids and a halt to the work on the Tinkers Green and Kerria developments during lockdown. Lettings have now resumed and it is anticipated that rent income levels should even out going forward

Capital Programme Monitoring

GENERAL FUND

Service Area	Budget Reprofiled from 2019/20	YTD Budget £000	YTD Actual Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile to 2021/22 £000	Outturn £000	Comments
Chief Executive										
Gungate Development	718	539	5	(534)	718	5	(713)	713	718	This project will need to be re-profiled into 2021/22
Service Area Total	718	539	5	(534)	718	5	(713)	713	718	
RD Growth										
Castle Mercian Trail	280	210	265	55	280	280	-	-	280	Delay due to Castle closure, contractors are now on site and HLF exhibition planned to finish in Feb 21.
Gateways	244	325	13	(312)	434	14	(420)	400	414	Funds for Phase 3 (Corporation St), linked to bid for Government funds under accelerated projects, with SCC. Expected spend of £10-£20k for design stage of the project, remaining amount to be c/f to 21/22
Cultural Quarter - Carnegie Centre	6	4	5	1	6	6	-	-	6	-
Repairs to Castle Elevation	-	188	1	(186)	250	50	(200)	200	250	Project delayed due to Covid 19, but work has now commenced. Not likely to be spent in full this year, underspend to be carried forward to 21/22.

Service Area	Budget Reprofiled from 2019/20	YTD Budget £000	YTD Actual Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile to 2021/22 £000	Outturn £000	Comments
Castle Lighting	-	30	40	10	40	40	-	-	40	Have now appointed following tender exercise.
Service Area Total	529	757	324	(433)	1,009	389	(620)	600	989	
AD People								-		
Replacement It Technology	45	79	70	(8)	105	105	-	-	105	To be spent in line with capital appraisal, plus replacement laptops & technology
EDRMS (Electronic Document Records Management System)	30	-	-	-	-	-	-	-	-	Budget vired to Customer Portal scheme
New Time Recording System 17/18	15	11	-	(11)	15	-	(15)	15	15	Dependent on recovery/reset programme and unlikely to be spent now this year
Self Service Customer Portal	24	48	30	(18)	54	54	-	-	54	Funds vired from EDRMs for further development of the portal.
Member Device Refresh	-	15	17	2	20	20	-	-	20	Expected to be fully spent
Endpoint & Web E-Mail Filter	-	30	38	8	40	40	-	-	40	Budget almost fully spent
Asset Management Database	-	113	-	(113)	150	42	(108)	42	84	Underspend as a result of HRA contribution to software. The remaining funds may be re-profiled dependent on progress of the project
Mobile Phone Contract	-	15	-	(15)	20	20	-	-	20	Budget released from capital contingency as approved Cabinet 10/9/20
Service Area Total	114	311	156	(155)	404	281	(123)	57	338	
Service Area	Budget Reprofiled from 2019/20	YTD Budget £000	YTD Actual Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile to 2021/22 £000	Outturn £000	Comments

Service Area	Budget Reprofiled from 2019/20	YTD Budget £000	YTD Actual Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile to 2021/22 £000	Outturn £000	Comments
AD Operations & Leisure								-		
Wigginton Park Section Section 106	10	7	-	(7)	10	-	(10)	10	10	Plans to deliver scheme in line with Wigginton Park Management Plan.
Broadmeadow Nature Reserve	17	13	-	(13)	17	17	-	-	17	Works to complete management plan and HLS agreement, tenders came in at more than budget so we are now in process of retendering with budget guidance.
Public Open Space Section 106	10	7	-	(7)	10	-	(10)	10	10	Spend in line with work plan. Work required is seasonal / weather dependant.
Street Lighting	33	60	2	(58)	79	-	(79)	79	79	Works to be delivered in line with 30 year project plan
Local Nature Reserves	23	17	-	(17)	23	-	(23)	23	23	Works ongoing to deliver items from management plan for various LNRs.
Community Woodland Cycleway	199	149	10	(139)	199	-	(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	253	17	(235)	337	-	(337)	337	337	Consultation and design complete however, delay in delivery phase due to new work timeline from developer.

3G Sports Facility	193	617	551	(65)	665	555	(110)	110	665	Agreement with Sport England & FA grant of £472k awarded. Project is now complete, may still receive some bills over coming months. Funds to be used if capital bid approved for resurface of tennis court
Assembly Rooms Development	-	-	19	19	-	-	-	-	-	Borrowing has been agreed
Indoor and Outdoor Sports Feasibility	100	75	-	(75)	100	-	(100)	100	100	Linked with review of Gungate site and strategy for the whole borough. Delayed due to Covid 19.
Service Area Total	921	1,197	600	(598)	1,439	572	(868)	868	1,439	
AD Finance										
Property Funds	8,131	6,098	-	(6,098)	8,131	-	(8,131)	8,131	8,131	Planned investment in Property Funds delayed by Covid-19 pandemic - future investment subject to review but unlikely to be before 21/22
Solway Tamworth LTD LATC	4,000	3,000	-	(3,000)	4,000	-	(4,000)	4,000	4,000	Scheme review planned following Covid-19 pandemic
Service Area Total	12,131	9,098	-	(9,098)	12,131	-	(12,131)	12,131	12,131	
AD Assets										
Disabled Facilities Grant	190	630	435	(195)	840	618	(223)	-	618	Now recommenced and working through programme, underspend reflects amount previously accrued which will not now be invoiced.
Service Area	Budget Reprofiled from 2019/20	YTD Budget £000	YTD Actual Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile to 2021/22 £000	Outturn £000	Comments

Agile Working Phase 2	114	86	-	(86)	114	-	(114)	-	-	No decisions have yet been made with regard to this scheme which is dependent on future plans for Marmion House/Covid 19 recovery. However it is not currently expected to be spent this year.
Energy EFF Upgrade Commercial and Industrial Properties	-	56	1	(56)	75	-	(75)	75	75	Ad hoc spend to upgrade units, not expected to spend this year but requested to re-profile as will be informed by the results of the stock condition survey.
Castle Grounds Toilet Refurbishment	7	5	1	(4)	7	1	(6)	-	1	Final invoice now received, remaining budget will be underspend.
Service Area Total	311	777	437	(341)	1,036	619	(418)	75	694	
Ad Neighbourhoods										
Homelessness Reduction Act	30	23	-	(23)	30	-	(30)	-	-	There are no immediate plans to spend these funds
CCTV Infrastructure	16	55	49	(6)	73	73	-	-	73	Budget for upgrades to CCTV network - anticipate full spend at this stage
Service Area Total	46	77	49	(28)	103	73	(30)	-	73	
GF Contingency										
Gf Contingency	35	26	-	(26)	135	-	(135)	135	135	No requirement identified as yet - to be re-profiled
Cont-Return On Investment	20	15	-	(15)	20	-	(20)	20	20	No requirement identified as yet - to be re-profiled
GF Contingency Plant and Equipment	100	75	-	(75)	100	-	(100)	100	100	Subject to VFM assessment - budget for potential plant and equipment purchases over leasing - to be re-profiled
Service Area	Budget Reprofiled from 2019/20	YTD Budget £000	YTD Actual Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile to 2021/22 £000	Outturn £000	Comments
Refurbishment of Marmion House	100	-	-	-	-	-	-	-	-	Budget vired into CQ1001 GF General Contingency

Reception (Contingency)										
GDPR Compliance (Contingency)	31	23	-	(23)	31	-	(31)	-	-	Not likely to be required
Mobile Phone Contract (Contingency)	20	-	-	-	-	-	-	-	-	Funds released following Cabinet approval September 2020
Service Area Total	306	139	-	(139)	286	-	(286)	255	255	
GENERAL FUND TOTAL	15,077	12,896	1,570	(11,325)	17,127	1,939	(15,188)	14,699	16,638	

HOUSING REVENUE ACCOUNT

Service Area	Budget Reprofiled from 2019/20	YTD Budget £000	YTD Actual Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile to 2021/22 £000	Outturn £000	Comments
Ad Assets										
Structural Works	-	185	131	(53)	246	196	(50)	-	196	Budget for ad hoc repairs as identified during the year - not expected to be spent in full.
Bathroom Renewals	-	426	101	(325)	568	568	-	-	568	At the moment it is anticipated that the budget will be fully spent in line with the programme, subject to potential impact of any possible further restrictions due to Covid 19.
Service Area	Budget Reprofiled from 2019/20	YTD Budget £000	YTD Actual Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile to 2021/22 £000	Outturn £000	Comments
Gas Central Heating Upgrades and Renewals	147	625	89	(535)	833	833	-	-	833	At the moment it is anticipated that the budget will be fully spent in line with the programme, subject to

Kitchen Renewals	-	778	135	(643)	1,038	1,038	-	-	1,038	potential impact of any possible further restrictions due to Covid 19.
Major Roofing Overhaul and Renewals	95	755	1,006	252	1,006	1,006	-	-	1,006	
Window and Door Renewals	-	487	433	(54)	649	649	-	-	649	
Neighbourhood Regeneration	-	521	153	(368)	695	695	-	-	695	
Disabled Facilities Adaptations	112	244	(14)	(258)	325	325	-	-	325	It is expected that this will be fully spent, assuming full access to properties
Rewire	-	272	7	(265)	362	180	(182)	-	180	An underspend against this budget is now predicted, as there are less rewires required than had been originally anticipated.
CO2 / Smoke Detectors	-	48	4	(44)	64	64	-	-	64	Subject to electrical/void inspections
Insulation	-	13	-	(13)	18	18	-	-	18	Ad hoc spend
Service Area	Budget Reprofiled from 2019/20	YTD Budget £000	YTD Actual Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile to 2021/22 £000	Outturn £000	Comments
Renew High Rise Lifts	243	182	(2)	(184)	243	123	(120)	120	243	Tender re lift renewal in progress, will not be spent in full this year although works expected to be in progress on site and remaining budget required to be re-profiled to 21/22 to complete.

Fire Upgrades To Flats 2012	150	113	0	(112)	150	50	(100)	100	150	Budget to fund additional works linked with CR4023 Installation of Fire Doors. Expected to re-profile £100k to 2021/22.
Sheltered Schemes	-	75	-	(75)	100	-	(100)	100	100	Flooring & decoration works identified but have been delayed due to Covid 19, now required to be re-profiled into 2021/22.
Energy Efficiency Improvements	-	53	-	(53)	70	-	(70)	-	-	Project reviewed and no longer required.
Install Fire Doors High Rise	-	1,095	-	(1,095)	1,460	1,460	-	-	1,460	Underway with Wates, not likely to be spent in full this year, awaiting confirmation from Wates.
High Rise Balconies	20	15	22	7	20	20	-	-	20	Budget re-profiled from 2019/20
Works to High Rise Flats	605	454	53	(401)	605	53	(552)	-	53	Scheme no longer required and budget to be offered up
Retention of Garage Sites	179	659	26	(634)	879	26	(854)	-	26	Consultant's' first report received and options will be subject to member decision. No spend likely this year and new scheme proposed as part of 21/22 capital programme.
Service Area	Budget Reprofiled from 2019/20	YTD Budget £000	YTD Actual Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile to 2021/22 £000	Outturn £000	Comments
Capital Salaries	-	150	-	(150)	200	200	-	-	200	-
Software Fire Safety Surveys	-	68	-	(68)	90	90	-	-	90	Tenders now received and contractor appointed for surveys. Software to be progressed.
HRA Street Lighting	-	52	-	(52)	69	-	(69)	69	69	Works to be carried out by E-On in line with 30 year plan but delayed due to Covid and

										budget to be re-profiled.
Asset Management Software HRA	-	81	62	(19)	108	62	(46)	46	108	HRA contribution - budget established following Cabinet approval of virements from CR2001 & CR2007. At this stage it is anticipated that £46k will be re-profiled for further stages of the project in the new financial year.
Tinkers Green	1,796	1,347	1,618	271	1,796	1,796	-	-	1,796	Completed in December.
Kerria Estate Project	1,068	801	364	(437)	1,068	1,068	-	-	1,068	Planned completion date 25th January.
Regeneration General	81	-	-	-	-	-	-	-	-	Re-profiled from 2019/20, to be combined with CR7005
Other Acquisitions	1,407	1,055	1,370	314	1,407	1,407	-	-	1,407	Expected to spend in full, subject to achieving completion by 31st March
Regeneration & Affordable Housing	-	7,561	1,268	(6,293)	8,081	3,081	(5,000)	5,000	8,081	Council approval to bring forward £6m from provisional capital programme budgets re new-build scheme at Wilnecote, has been committed but now unlikely to be spent until 2021/22, therefore funds will need to be re-profiled.
Service Area Total	5,904	18,112	6,826	(11,286)	22,150	15,007	(7,143)	5,435	20,442	
Service Area	Budget Reprofiled from 2019/20	YTD Budget £000	YTD Actual Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile to 2021/22 £000	Outturn £000	Comments
HRA Contingency										
HRA Contingency	100	75	-	(75)	100	100	-	-	100	-
Service Area Total	100	75	-	(75)	100	100	-	-	100	
HRA Total	6,004	18,187	6,826	(11,361)	22,250	15,107	(7,143)	5,435	20,542	

Treasury Management Update – Period 9 - 2020/21Investments held as at 31st December 2020:

Borrower	Deposit £	Rate %	From	To	Notice
North Tyneside Council	5,000,000	1.20%	06-Dec-19	07-Jun-21	-
Bank of Scotland	2,000,000	1.10%	03-Jan-20	04-Jan-21	-
Bank of Scotland	2,000,000	1.10%	03-Jan-20	04-Jan-21	-
Coventry City Council	4,000,000	0.90%	29-Apr-20	28-Apr-21	-
Standard Chartered	5,000,000	0.20%	12-Aug-20	12-Feb-21	-
Thurrock Council	5,000,000	0.65%	09-Oct-20	07-Oct-22	-
Thurrock Council	5,000,000	0.35%	15-Oct-20	15-Jul-21	-
Plymouth City Council	5,000,000	0.35%	30-Oct-20	29-Oct-21	-
Lloyds Bank	2,000,000	0.10%	-	-	95 day
Santander	10,000,000	0.60%	-	-	180 day
MMF – PSDF	9,258,000	0.04%*	-	-	On call
MMF – Federated	10,000,000	0.11%*	-	-	On call
Total	64.258	0.76 (avg)			

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

External Borrowing as at 31st December 2020:

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