

## **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,

## Corporate Projects Summary

Corporate Project	Due Date	RAG Status	Commentary
Review of Corporate Capital Strategy	31st March 2021		Review of Asset Management Strategy incorporating Stock Condition Survey – it was intended that a draft strategy would be available by March 2021 but this has been dependent on the contractor gaining access to properties to complete survey work which has been restricted due to ongoing Covid 19 measures. This delay will also impact on the Review of the BRF and development of a planned approach; and Review of Commercial Property and performance monitoring to be established – completed in part but further work needed. Target dates around this element of the project, and the development of a Corporate Asset Management risk register, have been re-scheduled to June 2021
Priority Review - Cleaners	TBA (was 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		CMT decided to push back the development of the new reporting layout until 1st Quarter report of 2021-22.
Implement Customer Portal	31st July 2021		CMT considered on 21 Jan 2021 and agreed the option to plan resources with Civica to deliver remainder of project from week commencing 10th May 2021.
ICT Strategy	TBA		ICT Strategy approved by Cabinet 8th April
Organisational Development Strategy	TBA		
Completion of new council housing at Tinkers Green and Kerria	31st December 2020		Project completed
Welfare Reform	31st December 2021		
Leisure Strategy	30th December 2022		
Town Centre Programme	31st March 2022		

**Key to Symbols**

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

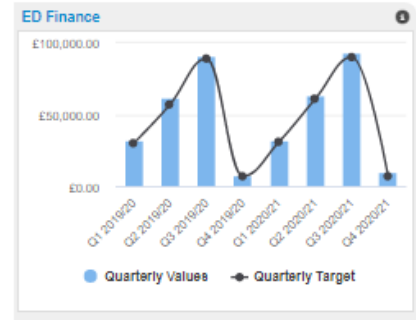
# General Fund – Actual Spend



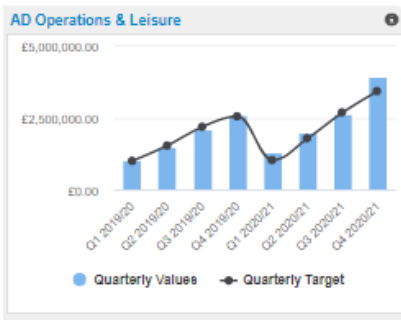
Underspend re Joint Waste Arrangements



Minor overspend



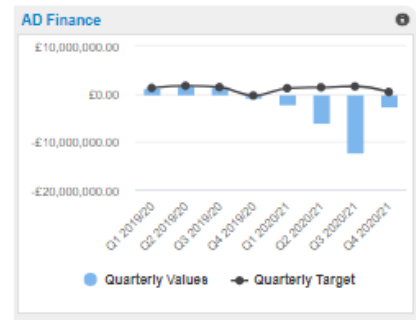
Minor overspend



Increased Staffordshire County Council reverse agency works and shortfall in Cemeteries income.



Underspend IT software maintenance



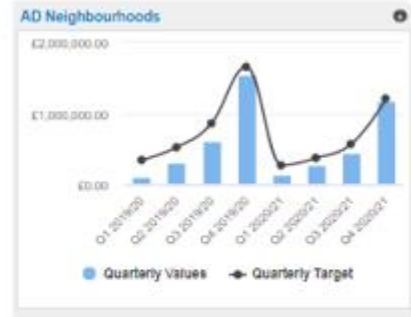
S31 Grant Covid 19 retail relief, Covid 19 income support grant



Shortfall in Car Parking income, other fees & charges



Increased rental income



Community Wardens vacant posts

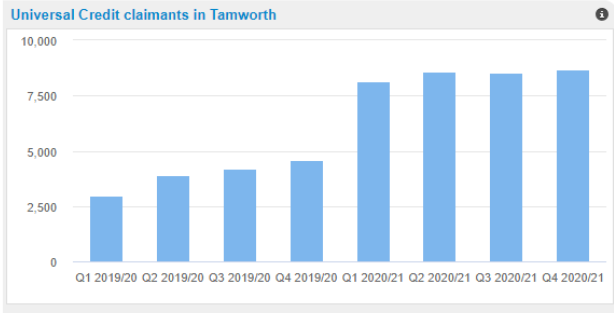


Vacant posts

## Key

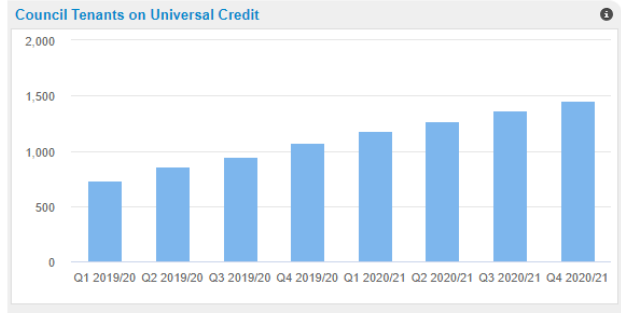
Quarterly Value is the year to date position  
 Quarterly Target is the year to date budget

# Universal Credit Summary



**Commentary**

There are 8,687 universal credit claimants in Tamworth.



**Commentary**

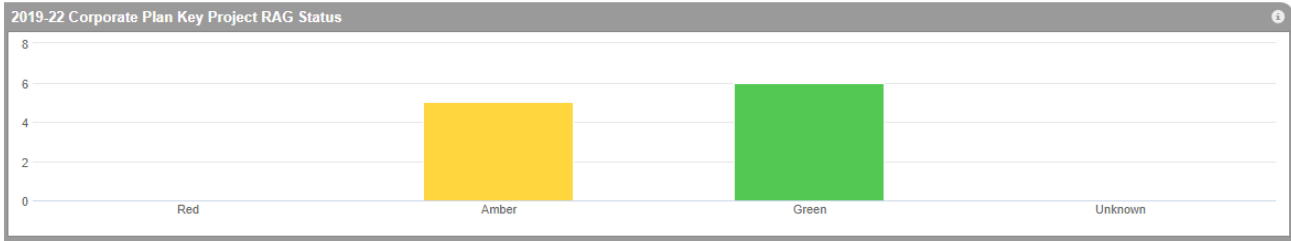
There are 1,449 council tenants on universal credit

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

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

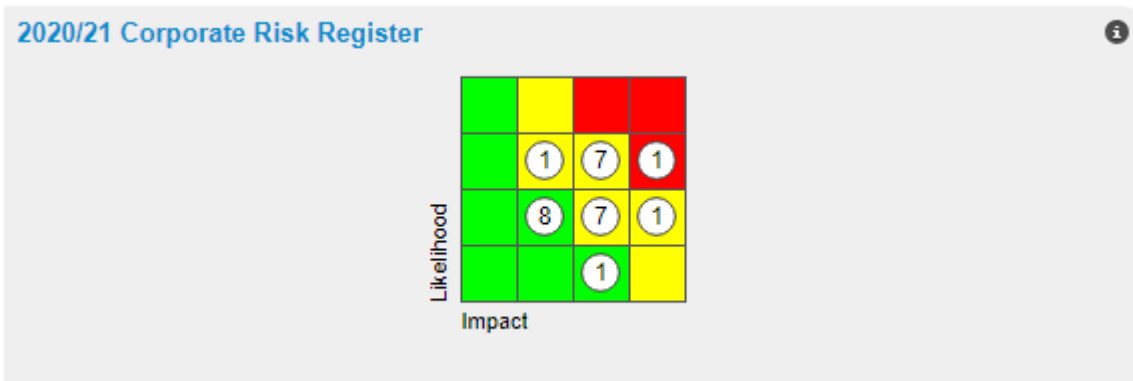
Project highlight reports for each of these are included at **Appendix 1**.

### Current RAG status of the key projects



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

### Corporate Risk Register 2020/21 heatmap



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

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

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

### Benefits

A small reduction in the number of Discretionary Housing Payment (DHP) claims is reported but DHP claims paid are higher at £172k (£47k higher than March 2020) with 236 successful claims from 336 applications (compared to 243 successful claims from 361 applications at March 2020). There is a one week backlog (one week as at March 2020) of claims still to be processed.

Local Council Tax Reduction Scheme (LCTS) claims are at a higher level than 2019/20 (5,462 claimants as at March 2021 compared to 5,351 at March 2020 – although the

working age claimants proportion is 5% higher) but have seen a projected cost increase across all claims within the scheme of £0.4m to £4.5m.

Live caseload figures are 254 higher than 2019/20 – currently 5,628 (following a reducing annual trend – at March 2020 caseload was 5,374 which was 140 lower than the previous year). The average time taken to process new Housing Benefit/Council Tax Benefit claims and change events was 6.4 days to March 2021 (5.2 days to March 2020).

The Benefits team have seen increased claims and change of circumstances during the year due to the effects of the pandemic (arising from the furlough scheme and further Universal Credit (UC) claimants) and should be commended for their hard work in managing the increased demands and also providing support to the most vulnerable affected by the pandemic through test and trace grant payments to 259 individuals as at 31 March 2021.

## Revenues

The Revenues Team have reported a remarkable income collection performance for the 2020/21 year, given the current circumstances – 97.4% for Council tax, 97.7% for Business Rates and 95.8% for Sundry Debt – which supports the budget for the Council and its preceptors like the Government, Staffordshire County Council and the Police and Fire Services.

Their hard work is acknowledged in achieving those high returns, as well as supporting local residents and businesses through the payment of nearly £40million in business support grants and additional reliefs during the year.

## 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 (501 at March 2021) are therefore at lower levels than 2019/20 levels (630 at March 2020) with summons and liability orders at lower levels than 2019/20 as the Courts were not able to take cases until December 2020. There have been 87 summons and 52 liability orders (compared to 147 and 95 respectively at March 2020). There have been 18 enforcement agent referrals (61 referrals to March 2020).

Collection performance is subsequently below target - current year collection levels are at 97.7%, below target by 1.4% at 31 March equating to additional arrears of just £0.25m (from £18m due to 31 March), despite the added pressures faced during the year. Court costs are £1k below the anticipated level of £5k.

Arrears collected for 2019/20 are 61.3% compared to a target of 50%.

## 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 continued to engage 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 4,364 lower than 2019/20 levels (8,830 at March 2021 compared to 13,194 at March 2020) with summonses, liability orders, attachment of earnings (c.50% reduction) and enforcement agent referrals also at lower levels (68 referrals to March 2021 compared to 1,619 at March 2020).

Current year collection levels at 97.4% are lower than the target of 98% for the 2020/21 financial year, equating to additional arrears of just £0.24m (from £39m due to 31 March 2020). Court cost income is lower than anticipated by £167k at £109k. Arrears collection for 2019/20 of 37.6% is below the target of 50%.

As at March 2021 there were 1,975 live Council Tax UC cases. The collection rate for UC cases was 79.6% (of a £562k collectable debit) compared to our overall collection rate of 97.4%. The difference shows UC collection approximately £100k behind where it would be if it reflected the overall figures.

Direct Debit take up for live UC cases is 26.6% compared to 70.3% overall. In addition, 54% of UC cases have been sent a reminder (25% overall). 13% of live UC cases have received a summons for non-payment, compared to a figure of 4% overall.

## Housing

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

Indicator	Qtr 4 2019/20	Qtr 1 2020/21	Qtr 2 2020/21	Qtr 3 2020/21	Qtr 4 2020/21
Number of Council Tenants on Universal Credit	1,072	1,179	1,269	1,363	1,449
Number of Council Tenants on Universal Credit in Rent Arrears	663	777	877	980	680
Percentage of Council Tenants on Universal Credit in Rent Arrears	61.8%	65.9%	69.1%	71.9%	46.9%
Number of Council Tenants on Universal Credit not in Rent Arrears	409	402	392	383	769
Percentage of Council Tenants on Universal Credit not in Rent Arrears	38.2%	34.1%	30.9%	28.1%	53.1%

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

It should be recognised that despite pressures with working from home, increases in benefit take-up, moving to telephone based contact and putting in place new government guidance around court processes – rent collection and arrears recovery levels at 100% remain top quartile when compared with others and best in class.



Total Rent arrears (excluding former tenants) at 31 March 2021 were £481k compared to £507k at 31 March 2020 – a reduction of £26k (compared to an increase of £13k as at 31 March 2020).

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

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 2020/21 (9 to Quarter 4 of 2019/20), due to COVID-19 court action for evictions being on hold. The following measures have also been put in place.

#### Covid19

There was minimal impact on rent arrears levels in the first half of the year but this position has been continually kept under review. Outstanding rents may be reclaimed, but over a significantly longer period because of the commitment the Council made, in accordance with government announcements, not to evict any tenants in which rent arrears could be contributed to COVID19.

#### Hardship Fund

The Hardship Fund, within the Income budget, had not been used for a period of time prior to the pandemic outbreak. During 2020/21 the team was able to access this fund and try and help some tenants that had been directly affected by COVID-19 and were suffering financial hardship as a consequence.

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

#### As at 31.03.2021

Total number of Hardship Fund Applications	Apps approved	Apps rejected	Apps cancelled	Apps waiting on supporting evidence	New Apps waiting to be assessed
25	11	2	2	10	2
<ul style="list-style-type: none"> <li>• Annual Hardship Fund Budget: <b>£20,000</b></li> <li>• Monies spent following a review of the Hardship Fund Policy in 2020: <b>£5,946.41</b></li> </ul>					

## 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 financial year is shown below.

Type	01/04/20 – 31/03/21 £
Council Tax	£112,269.74
Business Rates	£215,814.66
Sundry Income	£151.44
Housing Benefit Overpayments	£26,516.48
Housing	£102,399.13

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 reported collection rates are marginally 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 in the future.

Magistrates Courts are now considering cases and it is hoped that this will encourage outstanding 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. **Page 26**

## 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	Qtr 4 2020/21
live caseload figure	5,514	5,374	5,671	5,601	5,518	5,628
Number of Universal Credit claimants in Tamworth	2,682	4,594	8,132	8,594	8,537	8,687
Number of Council Tenants on Universal Credit	645	1,072	1,179	1,269	1,363	1,449
Number of Council Tenants on Universal Credit and in Rent Arrears	443	663	777	877	980	680
Percentage of Council Tenants on Universal Credit and in Rent Arrears	68.7%	61.9%	65.9%	69.1%	71.9%	46.9%
Number of Council Tenants on Universal Credit and not in Rent Arrears	202	409	402	392	383	769
Percentage of Council Tenants on Universal Credit and not in Rent Arrears	31.3%	38.2%	34.1%	30.9%	28.1%	53.1%
Number of Council Tax Payers on Universal Credit	745	1,254	1,655	1,723	1,826	1,975

Number of Council Tax Payers on Universal Credit and in arrears with Council Tax payments	261	388	N/A*	N/A*	161	263
Percentage of Council Tax Payers on Universal Credit and in arrears with Council Tax payments	35.0%	30.9%	N/A*	N/A*	9%	13.3%
Number of Council Tax Payers on Universal Credit and not in arrears with Council Tax payments	484	866	N/A*	N/A*	1,665	1712
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%	86.7%
Number of Universal Credit claimants nationally	1,736,431	2,933,218	5,275,248	5,688,095	5,830,557	6,038,764
Discretionary Housing Payments made – Year to date	140,303	135,782	45,860	91,883	120,879	171576
Amount of Discretionary Housing Payments made	82,001	102,688	34,480	68,556	94,145	148625

to Universal Credit claimants - Year to date						
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\* As court action was suspended until December, these figures are not available.

### **3. Medium Term Financial Strategy 2020/21 to 2025/26 monitoring**

When Council approved the 2020/21 Budget and Medium Term Financial Strategy (MTFS) on 25<sup>th</sup> February 2020, 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.

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.

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 administrations' 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) would grow in real terms across the CSR period and that the government would 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 would 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 were also 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 would keep an open dialogue with the local authorities about the best approach to the next financial year, including how to treat accumulated business rates growth of £2m p.a. (pending the planned business rates baseline reset) and the approach to the 2021/22 local government finance settlement. It was announced as part of the Spending Review, and has now been confirmed as part of the settlement, 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 are consulting on proposals prior to implementation. In the longer-term, the Government remains committed to reform and want to take time to work with local authorities to make sure that the approach is right following the planned reviews.

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, 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 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.

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 continue and were in place for most of the financial year – impacting mainly on the Council's ongoing income receipts.

Measures taken to control Covid-19 are leading to heavy economic losses and this has and will continue to affect collection rates, as some individuals and businesses experience financial effects of the pandemic. The uncertainties created by the pandemic have also significantly increased volatility and uncertainty in markets. This applies not only to non-current operational and non-operational property assets held by authorities, but also to investment properties, financial assets and many assets held by pension funds.

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 MHCLG of the income and expenditure pressures that Councils face. Ministry of Housing, Communities and Local Government (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 it is impossible to draw any conclusions about how long any 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. 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 22<sup>nd</sup> October 2020 approved the Recovery and Reset programme which aims to consider how we can tackle the financial challenges

facing the council as a result of the coronavirus pandemic. This will include reviewing services, reducing waste demand on services (basically this is any action or step in a process that does not add value to the customer), exploring opportunities for income generation and identifying any further savings.

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 seven 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 identified savings of £1.2m towards the projected lost income anticipated from the impact of Covid-19. In addition to the unringfenced grant of £1.25m, it is also expected that in excess of £1.2m will be received from the projected fees and charges income support grant.

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 Local Government Finance Settlement and the updated forecast in February 2021, the projections now identify General Fund balances of £0.5m over 3 years – with a shortfall of £3.3m 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 five 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
<b>Projected Balances per MTFS Council February 2020</b>	(6,644)	(5,570)	(3,139)	(506)	2,850	6,423	-
<b>Revised Forecasts:</b>							
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
Revised Forecast Balances - February 2021	(6,882)	(6,753)	(6,548)	(3,846)	(526)	2,790	6,544

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

On 10<sup>th</sup> 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 the MTFS on a quarterly basis within the Quarterly Performance Report.

In line with the approved timetable, work on the preparation of the detailed five year budget / forecast progressed in order to inform the Base Budget Forecast for Cabinet on 3<sup>rd</sup> December and the draft MTFS for Cabinet and Joint Scrutiny Committee in January 2021. The Budget and MTFS for 2021/22 was approved by Council on 23<sup>rd</sup> February 2021.

As a result the updated forecast, the forecast projections identify General Fund balances of £0.5m over 3 years (compared with forecast balances at Quarter 3 of £0.6m) – with a shortfall of £3.3m to 2024/25 increasing to £7m over 5 years, 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**

- The revised projected outturn underspend of £947k for 2020/21 (as at Period 9);

### Budget Impact

£(341)k for 2020/21 only

**Change:****Budget Impact**

- |  |   |
|--|---|
| <ul style="list-style-type: none"> <li>• Reduced Business Rates levy following revised forecast January 2021</li> </ul>                                      | <p>£(250)k for 2021/22 only</p>         |
| <ul style="list-style-type: none"> <li>• Section 31 Grant income for Business Rates, Council Tax and Sales, Fees and Charges compensation schemes</li> </ul> | <p>£(587)k for 2021/22 only</p>         |
| <ul style="list-style-type: none"> <li>• Section 31 Grant income for Business Rates Reliefs</li> </ul>   | <p>£(953)k for 2021/22 only</p>         |
| <ul style="list-style-type: none"> <li>• Final recharge and inflationary adjustments</li> </ul>  | <p>£(44)k p.a. (£220k over 5 years)</p> |

**Additional costs / reduced income**

- |   |   |
|---|---|
| <ul style="list-style-type: none"> <li>• Reduced business rates – following revised forecast January 2021</li> </ul>  | <p>£1.471m for 2021/22 only</p>                                       |
| <ul style="list-style-type: none"> <li>• Forecast Collection Fund deficit 2020/21 - Business Rates, £783k spread over 3 years</li> </ul>                                | <p>£261k p.a. for 3 years from 2021/22</p>                            |
| <ul style="list-style-type: none"> <li>• Forecast Collection Fund deficit 2020/21 – Council Tax, £190k spread over 3 years (offset by surplus b/fwd of £91k)</li> </ul> | <p>£(27)k surplus 2021/22 then £63k p.a. for 2 years from 2022/23</p> |
| <ul style="list-style-type: none"> <li>• Christmas Lights Event</li> </ul>  | <p>c.£5k p.a. (£25k over 5 years)</p>                                 |

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

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

## Housing Revenue Account

	Housing Revenue Account						
MTFS Projections 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
<b>Projected Balances per MTFS Council February 2020</b>	(4,764)	(3,424)	(3,013)	(1,586)	(1,447)	(1,131)	-
<b>Revised Forecasts:</b>							
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)
Revised Forecast Balances - February 2021	(6,252)	(4,866)	(4,522)	(3,158)	(3,067)	(2,788)	(2,662)

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

As a result the updated forecast, over the three year period to 2023/24, balances of £3.1m are projected with balances of £2.8m over the four years to 2024/25 reducing to £2.7m in 2025/26 (balances were previously forecast at £2.5m in 2023/24, £2.1m in 2024/25 and £1.8m in 2025/26).

The forecast has been updated to include a revised projected outturn underspend of £49k for 2020/21 (as at Period 9) and increased income from revised recharges of £158k p.a.

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

No impact of the delay in acquisitions / spend of one for one receipts has been included - MHCLG have now confirmed an extension of time to five years to spend such receipts (previously three years).

In addition, following finalisation of the provisional outturn underspend for 2020/21 of £0.6m, additional balances of £0.65m are now reported (with closing balances of £5.5m).

## 4. Financial Healthcheck

### Executive Summary

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

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

### General Fund

#### Revenue

GENERAL FUND	YTD Budget £000	YTD Position £000	Variance £000	Comment
Chief Executive	1,391	1,292	(99)	Underspend re Joint Waste Arrangements
AD Growth & Regeneration	1,634	2,826	1,192	Shortfall in Car Parking income, other fees & charges
ED Organisation	560	569	9	Minor overspend
AD People	178	92	(86)	Underspend IT software maintenance
AD Operations & Leisure	3,433	3,948	515	Increased SCC reverse agency works, shortfall in Cemeteries income
ED Finance	7	10	3	Minor overspend
AD Finance	395	(2,753)	(3,148)	S31 Grant Covid 19 retail relief, Covid 19 income support grant
AD Assets	(661)	(1,213)	(552)	Increased rental income
AD Neighbourhoods	1,209	1,171	(38)	Community Wardens vacant posts
AD Partnerships	1,006	981	(25)	Vacant posts
<b>Total</b>	<b>9,152</b>	<b>6,923</b>	<b>(2,229)</b>	

The projected full year position identifies a favourable variance against budget of £2.229m (£1.482m reported at period 11). This projection has highlighted several budget areas with significant variances (detailed at **Appendix A**).

## Capital

GENERAL FUND	Budget £000	Actual Spend £000	Variance £000	Reprofile to 2021/22 £000	Outturn £000
Chief Executive	718	-	(718)	718	718
AD Growth & Regeneration	1,039	280	(760)	807	1,087
AD People	374	144	(230)	151	295
AD Operations & Leisure	1,439	611	(828)	669	1,281
AD Finance	12,131	-	(12,131)	12,131	12,131
AD Assets	1,036	25	(1,012)	817	841
AD Neighbourhoods	103	73	(30)	-	73
GF Contingency	286	-	(286)	255	255
<b>TOTAL GENERAL FUND</b>	<b>17,127</b>	<b>1,133</b>	<b>(15,995)</b>	<b>15,548</b>	<b>16,681</b>

- The provisional outturn on capital schemes spend is £1.133m (£1.188m projected at period 11) compared to a full year budget of £17.127m (this budget includes re-profiled schemes from 2019/20 of £15.077m).
- At this point it is proposed that £15.548m should be re-profiled into 2021/22 (£15.394m projected at period 11) which will be subject to Cabinet approval.
- A summary of Capital expenditure by Directorate can be found at **Appendix B**.

## Balances

Balances on General Fund are projected to be in the region of £8.037m at the year-end from normal revenue operations (£7.29m projected at Period 11) compared to £6.753m projected within the 2021/22 budget report – additional balances of £1.284m.

The change in the predicted out-turn variance since that predicted at period 11 (a favourable change of £747k) has been investigated and significant items identified that make up this change are listed and tabled later in this report.

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

## Housing Revenue Account

### Revenue

HOUSING REVENUE ACCOUNT	YTD Budget £000	YTD Position £000	Variance £000
HRA Summary	(2,843)	(3,394)	(551)
ED Communities	-	14	14
AD Operations & Leisure	178	167	(11)
AD People	167	141	(26)
AD Assets	389	245	(144)
AD Neighbourhoods	3,447	3,561	114
Housing Repairs	-	-	-
<b>Total</b>	<b>1,338</b>	<b>734</b>	<b>(604)</b>

- The projected full year position identifies a favourable variance against budget of £604k (£600k reported at period 11). Individual significant budget areas reflecting the variance are detailed at **Appendix A**.

### Capital

HOUSING REVENUE ACCOUNT	Budget £000	Actual Spend £000	Variance £000	Reprofile to 2021/22 £000	Outturn £000
AD Assets	22,150	8,396	(13,754)	11,897	20,293
HRA Contingency	100	-	(100)	100	100
<b>TOTAL HOUSING REVENUE ACCOUNT</b>	<b>22,250</b>	<b>8,396</b>	<b>(13,854)</b>	<b>11,997</b>	<b>20,393</b>

- The provisional outturn on programmed capital schemes is projected to be £8.396m (£8.658m projected at period 11) compared to a budget of £22.25m. It is also proposed that £11.997m be re-profiled into 2021/22 (£10.25m at period 11) in relation to delayed schemes, which will be subject to Cabinet approval.

### Total Capital Programme

- The provisional outturn on programmed capital schemes is projected to be £9.529m (£9.846m projected at period 11) compared to a budget of £39.377m. It is also proposed that £27.545m be re-profiled into 2020/21 (£25.644m at period 11) in relation to delayed schemes, which will be subject to Cabinet approval.
- A summary of Capital expenditure by Directorate can be found at **Appendix B**.

## Balances

- Balances on the Housing Revenue Account are projected to be in the region of £5.518m at the year-end (£5.514m projected at period 11) compared to £4.865m projected within the 2021/22 budget report – additional balances of £0.653m.

The change in the predicted out-turn variance since that predicted at period 11 (a favourable change of £4k) has been investigated and significant items identified that make up this change are listed and tabled later in this report.

## Corporate Plan Project Updates

## Corporate Capital Strategy

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

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

Workstreams	Due date	Lead	Workstream RAG status
MTFS to include consideration of Capital Expenditure	October 2019	LP	
Monthly Capital Monitoring Reports	From June 2019	LP	
Review Capital Appraisal Process	October 2019	LP	
Review Asset Management Strategy – incorporating revised Stock Condition Survey	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 <sup>th</sup> January 2019 and Joint Scrutiny Cttee 30 <sup>th</sup> January 2019	January 2019
Feedback received from Link Asset Services and subsequent amendments/updates made to strategy 2019/20	2019/20
ASSG meetings scheduled 1/4ly in diaries starting 28/03/19 – and resumed September 2020 following cancellations due to Covid 19	
ASSG on 26/09/19 reviewed progress for Agreed Capital Programme; considered and agreed report on “Whole Life Costing” and reviewed progress on Capital Strategy Action Plan	September 2019
Draft Capital Budgets for 2020/21 onwards considered by CMT 16/10/19	
Draft Capital Budgets for 2020/21 onwards included in base budget report to Cabinet 28/11/19	November 2019
Initial assessment/baseline position for monitoring BRF and Commercial Property established December 2019	December 2019
2020/21 Draft Capital Strategy included with Budget and MTFS presented to Cabinet 22 <sup>nd</sup> January 2020 and Joint Scrutiny Cttee 29 <sup>th</sup> January 2020	January 2020
2020/21 Final Capital Strategy included with Corporate Vision, Priorities Plan, Budget & MTFS 2020/21 approved by Cabinet 20 <sup>th</sup> February 2020 and Council 25 <sup>th</sup> February 2020	February 2020



## Cleaning Review

Project due date	TBA (was 30 <sup>th</sup> April 2020)
<b>Overall Project Status</b>	
3. On track and in control	
2. Not on track but in control	✓
1. Not on track	
Month & Year of update	March 2021

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

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

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

## Leisure Services Review

<b>Project due date</b>	31 <sup>st</sup> October 2022
<b>Overall Project Status</b>	
<b>3. On track and in control</b>	✓
<b>2. Not on track but in control</b>	
<b>1. Not on track</b>	
<b>Month &amp; Year of update</b>	March 2021

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

<b>Workstreams</b>	<b>Due date</b>	<b>Lead</b>	<b>Workstream RAG status</b>
<p>Aspects of the Councils leisure provision have been reviewed:-</p> <ul style="list-style-type: none"> <li>Covid 19 has had an impact on leisure services, the Council run gym had to close due to lockdown and a review of this was undertaken at that time:- Review of the viability of castle grounds activity centre gym resulting in staff made redundant from posts including cessation of IR35 gym instructor.</li> <li>Covid further impacted on Anker Valley football facilities and this was closed with Lockdown 1, reopened with reduced facilities in the late summer and is now closed again with Lockdown 3- Jan 2021, has reopened on 29<sup>th</sup> March 2021 for both Junior and senior football. Matches being played into June to meet league fixtures.</li> <li>Review of current swimming provision, awaiting decision.</li> </ul> <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>July 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>	

<b>Key milestones achieved</b>	<b>Date milestone achieved</b>
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
<b>Overall Project Status</b>	
3. On track and in control	
2. Not on track but in control	✓
1. Not on track	
Month & Year of update	March 2021

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

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

Key milestones achieved	Date milestone achieved
Appointment of consultants to assist with undertaking the review and project scoped	March 2019
Review of current risk undertaken and new grouping proposed(reduction to 14 categories) looking to reduce further	April 2019
Appointment of "Service Risk Champions"	September 2019
Collation of potential different reports from the system be considered	TBA
Meetings with Risk champions Scheduled in for November - rescheduled	Suspended
Due to the delay and loss of momentum in the project a revised timetable will be discussed – RB and risk consultant 14/2/20	February 2020
A revised draft of the new report to be presented to CMT in July for approval. If approved, discussions with relevant AD's and ED's will be held and a new report generated in Pentana. This will then be included in a future Risk report to A&G	July 2020
The new report layout is constructed and will be reviewed and refined in October by ED's and AD's ready for reporting to A&G at the 3 <sup>rd</sup> 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 <sup>rd</sup> Qtr – update from CMT 7/1/21 reschedule report for A&G 1 <sup>st</sup> 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 <sup>th</sup> 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 <sup>st</sup> Quarter report of 2021-22	

# Implement Customer Portal



<b>Project due date</b>	31 <sup>st</sup> December 2020 Revised to July 2021
<b>Overall Project Status</b>	
<b>3. On track and in control</b>	
<b>2. Not on track but in control</b>	✓
<b>1. Not on track</b>	
<b>Month &amp; Year of update</b>	March 2021

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

Workstreams	Due date	Lead	Workstream RAG status
<b>CRM Activity</b> <ul style="list-style-type: none"> <li>Single Person Discount Process User Acceptance Completed by CST                             <ul style="list-style-type: none"> <li>Revenues – testing suspended until 10<sup>th</sup> May</li> <li>Updated complaints processes to reflect current structure – currently testing</li> </ul> </li> </ul>	10/05/21 20/04/21	JSh	
<b>Dependency – Digital360 v29 Upgrade</b> <ul style="list-style-type: none"> <li><b>Acceptance is a pre-requisite of Portal Go Live</b></li> <li>Digital360 v29 upgrade implemented                             <ul style="list-style-type: none"> <li>Testing underway –                                     <ul style="list-style-type: none"> <li>Housing completed – Issues reported to Civica for resolution</li> <li>Planning – testing completed</li> <li>Benefits –testing suspended until 10<sup>th</sup> May</li> <li>Revenues – testing suspended until 10<sup>th</sup> May</li> <li>CST – testing completed as far as possible</li> </ul> </li> </ul> </li> </ul>	30/6/21	JSh	
<b>Portal – Portal 360</b> TBC controlled work <ul style="list-style-type: none"> <li>Portal testing underway – Staff Volunteers Testing Group established 4 Registration workshops with volunteer testers testing Registration Process and UX</li> <li>Ongoing Portal styling and configuration workshops with Customer Service and Graphics Teams to amend content in live environment</li> <li>SPD Portal process UAT to be completed</li> <li>New Civica Project Manager – Project completion plan written and received                             <ul style="list-style-type: none"> <li>Being re-written to reflect Portal Go Live in Stages                                     <ul style="list-style-type: none"> <li>Stage 1 – Basic Portal   <ul style="list-style-type: none"> <li>Register and authenticate email and Ctax account</li> <li>Raise Report it Service Request</li> <li>Raise Complaint</li> <li>Amended plan received</li> <li>Now working towards this amended plan</li> </ul> </li> <li>Test registration and authentication process in Live environment</li> </ul> </li> <li>De-duplication testing and live</li> <li>LLPG data testing in test to be migrated to live</li> <li>Built report it, and complaints with new structure currently testing</li> <li>Demo CMT 13<sup>th</sup> May</li> <li>Exploring reporting</li> </ul> </li> </ul>	28/02/21 30/04/21 01/03/21 6/7/2021 19/03/21 31.3.21 30.4.21 30.4.21 13.5.21 1.5.21	Jsh	
<b>Portal – Portal 360</b> Civica controlled work <ul style="list-style-type: none"> <li>Pay360 process to be put into Portal                             <ul style="list-style-type: none"> <li>Require support from Capita</li> </ul> </li> <li>Academy Web Services in Portal                             <ul style="list-style-type: none"> <li>Require support from Capita</li> <li>Issues forwarded on to Capita for support</li> </ul> </li> <li>Move process to be completed for Move Out and Within Tamworth</li> <li>SPD Portal process work to be completed</li> <li>Complaints in portal testing corrections</li> <li>Report it migrate to live</li> <li>Scheduler</li> </ul>	28/02/21 06/01/21 17/02/21 15/02/21 20/4/21 21/4/21 30/4/21	JSh	

<b>Knowledge Transfer</b> <ul style="list-style-type: none"> <li>All sessions delivered</li> </ul>	19/08/20	JMCD	
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Key milestones achieved	Date milestone achieved
<ul style="list-style-type: none"> <li>Test Portal created and skinned to fit in with Tamworth.gov.uk website – Dec 2019</li> <li>Knowledge Transfer Session – System Admin – delivered w/c 16<sup>th</sup> December 2019</li> <li>Knowledge Transfer Session – Single Person Discount - Process Mapping &amp; Customer Journey – delivered 22/01/2020</li> <li>System Admin – Build Elements w/c 3<sup>rd</sup> Feb</li> <li>Customer Journey Build w/c 24<sup>th</sup> Feb</li> <li>Portal user authentication completed</li> <li>Outstanding documentation ratified and delivered back to Civica</li> <li>Move Process go Live</li> <li>Final Single Person Discount process build sessions delivered</li> <li>Address synchronisation implemented</li> <li>Final knowledge transfer session delivered</li> <li>Address synchronisation between Local Land and Property Gazetteer process implemented</li> <li>Single Person Discount user acceptance testing started</li> <li>Capita provide technical documentation to support development of Academy integration</li> <li>V29 Upgrade implemented in Test</li> <li>Portal Customer Journey Workshop with Civica consultants delivered</li> <li>Styling Workshop completed</li> <li>Live Portal Server software installed</li> <li>Portal infrastructure installed on Live server</li> <li>Service Desk to install certificate, register DNS name mytamworth.gov.uk and install Outlook on scheduler server</li> <li>New Civica Project Manager – Project revised completion plan written and received</li> <li>Handover of project management from Knowledge Performance &amp; Insight Manager to Digital Customer Experience Manager and Head of Customer Experience</li> </ul>	<p>31/12/19 16/12/19 22/01/20  24/02/20 02/06/20 12/05/20 17/06/20 17/07/20 15/07/20 17/08/20 19/08/20 31/08/20 01/09/20 28/09/20 02/11/20 16/12/20 31/12/20 26/02/21 26/02/21  12/03/21 1/3/21 23.3.21</p>

Project due date	TBA
<b>Overall Project Status</b>	
3. On track and in control	✓
2. Not on track but in control	
1. Not on track	
Month & Year of update	March 2021

(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> <p>March 21 – final SIP testing scheduled for this month with go live scheduled early April</p> <p>April 21 - No further progress due to delays at supplier end. Target implementation date now May 21</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 WiFi 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>April 21 – Gardiff training delivered, system live in upper lodge.</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>	March 2021	GY	

<p>April 21 - Awaiting dates for Oracle and Assure upgrade from Northgate before testing in Planning can continue.</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 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> <p>March 21 – decommissioned, complete.</p>			
Draft Strategy developed	February 2020	GY/ ZW	
<p>Consult with stakeholders including CMT, Officers and elected members Report to be presented to IS&amp;G Scrutiny Meeting on 27<sup>th</sup> February 2020 – this was postponed at the request of the Scrutiny chair, date has not yet been agreed</p> <p>Consultation still in progress, further feedback from AD's/service heads required. Member working group to be arranged by Cllr Goodall/Chesworth for consultation with members.</p> <p>Further development of ICT strategy required to meet the challenges of Covid recovery phase and general workplace strategies when information becomes available. Strategy discussed at ISG Scrutiny 16<sup>th</sup> 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 (25/02/21) as part of final consultation process.</p> <p>Jan/Feb 21 – Members working group formed to consult on Strategy. Initial meeting/discussion held 11/02/21</p> <p>April 21 – ICT Strategy approved by Cabinet 8<sup>th</sup> April</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
Members working group presentation/discussion	Feb 21
AD Direct Reports/ICT Team presentations	Feb 21

Project due date	TBA
<b>Overall Project Status</b>	
3. On track and in control	✓
2. Not on track but in control	
1. Not on track	
Month & Year of update	March 2021

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



## Completion of new homes at Tinkers Green & Kerria

Project due date	Project now complete
<b>Overall Project Status</b>	
3. On track and in control	✓
2. Not on track but in control	
1. Not on track	
Month & Year of update	March 2021

(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
Kerria site complete and all properties ready for let.	January 2021

## Welfare Reform

Project due date	December 2021
<b>Overall Project Status</b>	
3. On track and in control	✓
2. Not on track but in control	
1. Not on track	
Month & Year of update	March 2021

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

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

<b>Project due date</b>	30 <sup>th</sup> December 2022
<b>Overall Project Status</b>	
<b>3. On track and in control</b>	✓
<b>2. Not on track but in control</b>	
<b>1. Not on track</b>	
<b>Month &amp; Year of update</b>	March 2021

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

<b>Workstreams</b>	<b>Due date</b>	<b>Lead</b>	<b>Workstream RAG status</b>
Review evidence from the Leisure Services priority review in conjunction with Future High Street proposals and Gungate consultation (currently underway)	July 2021	AG/SMc G	
Prepare brief for Leisure Strategy and Indoor & Outdoor sports strategy, to include a review of the open spaces assessment and play provision, together with cost analysis for Gungate Leisure Provision  This may include widening the brief to health and wellbeing Post covid the 'leisure' requirement may look very different National consultation under way – LGA,CLOA and APSE leading Local consultation may be required on brief once complied	Aug 2021	AG/SMc G	
Prepare three phase tender for external consultants <ul style="list-style-type: none"> <li>• Phase 1 Indoor and Outdoor Leisure Strategy</li> <li>• Phase 2 PPG open space assessment and cost analysis for Gungate project</li> <li>• Phase 3 preparation of borough wide leisure Strategy</li> </ul>			
Appoint external consultants for all three phases	Sept 2021	AG/SMc G	
Produce Indoor & Outdoor sports strategy	Dec 2021	AG/SMc G	
Produce Gungate Cost analysis	Dec 2021		
Produce Leisure Strategy	Nov 2022		
Endorse Leisure Strategy	Dec 2022	AG/SMc G	

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

Project due date	31 <sup>st</sup> March 2022
<b>Overall Project Status</b>	
3. On track and in control	
2. Not on track but in control	✓
1. Not on track	
Month & Year of update	March 2021

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

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

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







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

## 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	17-May-2021	3	3	9	
Business Rates Retention	17-May-2021	3	3	9	
New Homes Bonus	17-May-2021	3	2	6	
Welfare and Benefit Reform	17-May-2021	4	3	12	
Failure to manage budgets	17-May-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	17-May-2021	2	2	4	
Management of Assets	20-May-2021	2	3	6	
New Revenue Streams	17-May-2021	3	3	9	
Workforce Planning Challenges	21-May-2021	3	2	6	
Continuous Improvement	06-Apr-2021	2	2	4	
Partnerships fail	20-May-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	06-Apr-2021	3	2	6	
Legislation	06-Apr-2021	2	2	4	
Policies & Procedures	20-May-2021	3	2	6	
Ethics	20-May-2021	2	2	4	

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

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Risk	Date Reviewed	Current Risk Severity	Current Risk Likelihood	Current Risk Rating	Current Risk Status
Community Cohesion & Engagement	20-May-2021	3	3	9	
Safeguarding Children & Adults (including Modern Slavery)	25-May-2021	2	2	4	
Emergency Planning	28-May-2021	2	2	4	




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	23-Mar-2021	3	1	3	
Housing Needs	25-May-2021	3	3	9	
Economic Changes	23-Mar-2021	3	3	9	



Title	Description
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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	20-May-2021	3	2	6	
Cyber Security	20-May-2021	4	2	8	
Business Continuity	27-May-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	17-May-2021	2	2	4	
The Impact of Brexit upon the Council	27-May-2021	2	2	4	

Risk Status	
	High Risk
	Medium Risk
	Low Risk

## General Fund – Main Variances

DIRECTORATE	COST CENTRE	ACCOUNT CODE	ACTUAL	BUDGET	VARIANCE	COMMENT	
Page 58 AD Operations & Leisure	Arts Council - Assembly Rooms	Equipment, Furn & Material	38,844	86,950	(48,106)	Grant funding c/f to 21/22	
		Government Grants	(69,109)	(126,150)	57,041	Grant income in advance c/f to 21/22	
	Peaks	Sport Development Project Funding	40,999	101,530	(60,531)	Options paper for discussion.	
	Cemeteries	Fees & Charges	(107,706)	(137,840)	30,134	Burials down this year, not had as many as previous years.	
	Public Spaces	Salaries	1,163,148	1,213,080	(49,932)	Due to accumulation of vacancies within team that are to be filled	
		Cont to Reserves	83,820	0	83,820	SCC additional works funds to be used towards landscaping as part of FHSF bid + £37k for temp funds due to covid delays	
		Misc Contributions	(43,058)	(7,110)	(35,948)	SCC additional works funds to be used towards landscaping as part of FHSF bid	
	TBC Highways Maintenance	Maint Highway Related Assets	220,593	118,910	101,683	More SCC reverse agency works than anticipated	
		Maintenance of Water Courses	372,740	466,330	(93,590)	Offset with overspend on highway related assets	
		Cont to Reserves	90,000	0	90,000	To contribute to A5 balancing ponds. works delayed due to covid	
		Maintenance of Roads (HRA)	0	53,720	(53,720)	To contribute to A5 balancing ponds. works delayed due to covid	
	AD People	ICT	Other Hardware Maintenance	35,976	80,910	(44,934)	Underspend used to cover overspend on MFT Licence
			Software Maintenance	3,258	34,520	(31,262)	Underspend - budget transferred from HRA

DIRECTORATE	COST CENTRE	ACCOUNT CODE	ACTUAL	BUDGET	VARIANCE	COMMENT	
AD Assets	Commercial Property Management	House Conditions Survey	0	50,000	(50,000)	Further survey work delayed due to COVID so remaining budget will need to be carried forward to next year	
		Cont to Reserves	45,000	0	45,000	Reserve to deliver AccessAble project and remainder of survey work in new financial year	
	Industrial Properties	House Conditions Survey	0	50,000	(50,000)	Further survey work delayed due to COVID so remaining budget will need to be carried forward to next year	
		Provision for Bad Debts	15,993	94,820	(78,827)	Budget amended in Q1 review to reflect anticipated impact of COVID 19 on rental income	
		Cont to Reserves	30,000	0	30,000	Reserve to deliver remainder of survey work in new financial year	
		Rents	(905,817)	(808,780)	(97,037)	Income is currently above budget but likely long term impact of COVID on income levels is still unknown	
	Marmion House	Rents	(64,845)	(31,330)	(33,515)	Delay to SCC vacating 5th Floor	
		Contribution Common Services	(89,428)	(41,080)	(48,348)	Delay to SCC vacating 5th Floor	
	AD Neighbourhoods	Homelessness	Bed & Breakfast Income	(33,037)	(100,270)	67,233	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.

DIRECTORATE	COST CENTRE	ACCOUNT CODE	ACTUAL	BUDGET	VARIANCE	COMMENT
AD Neighbourhoods	Homelessness Strategy	Cont to Reserves	72,850	0	72,850	Remaining grant money moved 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)	Remaining grant money to be utilised once new spending priorities have been agreed (report to cabinet November 2020)
	Community Wardens	Salaries	111,594	146,160	(34,566)	Estimated savings from vacant posts due to freeze on recruitment
AD Partnerships	Business Support	Salaries	247,351	292,420	(45,069)	Due to accumulation of vacant posts that it is hoped will be filled soon
	Car Parking Enforcement Costs	Standard Charges	(23,569)	(67,770)	44,201	Enforcement has been suspended due to Covid, lost first quarter income.
	Safer Stronger Communities Fund	External Funding Opportunities	50,750	84,808	(34,058)	Not due to spend all of LDF allocation this year.
Chief Executive	Joint Waste Arrangement	Refuse Joint Arrangements	1,103,973	1,501,980	(398,007)	Based on outturn figures from LDC
		Misc Contributions	(4,463)	(36,770)	32,307	Based on outturn figures from LDC
		Fees & Charges	0	(263,830)	263,830	Based on outturn figures from LDC - now combined in contract figure
AD Growth & Regeneration	Outside Car Parks	Short Stay Car Parking	(331,093)	(400,000)	68,907	Reduced income - impact of Covid 19 & free parking until June 15th
	Castle & Museum	Wages	62,797	16,990	45,807	Casual average monthly pay ended in Dec 20

DIRECTORATE	COST CENTRE	ACCOUNT CODE	ACTUAL	BUDGET	VARIANCE	COMMENT
AD Growth & Regeneration	Arts Council - Castle	Government Grants	(137,773)	(250,000)	112,227	Grant income in advance, c/f to 2021/22
	Environmental Health	Salaries	330,401	400,406	(70,005)	Underspend to be c/f to 21/22 to cover backlog of work/covid requirements
		Cont to Reserves	85,000	0	85,000	Underspend to be c/f to 21/22 to cover backlog of work/covid requirements
	Taxi & Private Hire Vehicles	Combined HC & PH Drivers Licence	(4,181)	(36,540)	32,360	Budget is a reflection of last years' 3 year renewal cycle
	Development Control	Fees & Charges Planning App	(217,383)	(174,710)	(42,673)	Received two large applications in P11 & another in March.
	Economic Development & Regen	Cont to Reserves	44,585	0	44,585	Town centre retained fund & skills officer grant funds & ARG retained fund
	Dev. Plan Local & Strategic	Local Development Framework	10,655	115,000	(104,345)	Local plan on hold pending results of planning white paper from government
		Cont to Reserves	104,345	0	104,345	Local plan on hold pending results of planning white paper from government
AD Finance	Benefits	Provision for Bad Debts	(28,739)	50,000	(78,739)	Reduction rather than increase in bad debt provision required
		Rent Allowances	5,575,777	5,846,370	(270,593)	Based on est final claim
		Non-HRA Rent Rebates	16,243	74,190	(57,948)	Based on est final claim
		Council Tenant Grant	(7,006,689)	(7,153,750)	147,061	Based on est final claim
		Private Tenant Grant	(5,425,846)	(5,757,080)	331,234	Based on est final claim
		PT Overpayment Recovery	47,618	97,460	(49,842)	Did not achieve budgeted target

DIRECTORATE	COST CENTRE	ACCOUNT CODE	ACTUAL	BUDGET	VARIANCE	COMMENT
AD Finance	Benefits Administration	Cont to Reserves	126,067	0	126,067	Government Grant above budget to retained fund
		Government Grants	(119,846)	(33,160)	(86,686)	Government Grant above budget to retained fund
	Corporate Finance	NNDR Levy Payments	565,823	1,011,740	(445,917)	Reduced business rates income 2020/21 mainly due to increased provision for appeals
		Government Grants	(8,590,263)	(1,095,550)	(7,494,713)	S31 grant for additional Covid19 retail relief in 2020/21
		Cont to Reserves	8,831,316	1,255,000	7,576,316	Contribution to Reserves offsetting income above
		Misc Contributions	(54,401)	0	(54,401)	Uncertainty over business rates collection levels for Staffordshire pool over the coming months
	Treasury Management	Minimum Revenue Provision	110,449	167,070	(56,621)	Reduced due to reprofiling in capital programme
		Impairment - Investments	53,198	0	53,198	Property fund fair value write down
		Misc Interest & Dividends	(377,364)	(331,560)	(45,804)	Higher investment balances than budgeted
		Property Fund Dividends	(128,350)	(95,000)	(33,350)	Projected income to year end above budget
	COVID-19	Equipment, Furn & Material	1,663	39,750	(38,087)	Expenditure below budget
		Consultants' Fees	16,377	57,000	(40,623)	Recovery & Reset costs recoded
		Discretionary Covid Grant	1,464,267	0	1,464,267	Various ARG & Discretionary Covid Grant Payments
		Cont To Reserves	141,000	0	141,000	
		Contrib to Council Tax Benefit	491,835	0	491,835	

	Government Grants	(2,817,853)	(1,156,940)	(1,660,913)	Covid19 grant income
	Government Grants	(1,448,356)	(340,000)	(1,108,356)	Covid 19 income support grant scheme
Recovery and Reset	Consultants' Fees	44,000	0	44,000	Costs originally coded on Corporate Finance

Significant variances identified resulting in an increase in net under-spend of £747k

DIRECTORATE	COST CENTRE	ACCOUNT CODE	VARIANCE	PERIOD 11 PREDICTED OUTTURN VARIANCE	CHANGE IN PREDICTED OUTTURN VARIANCE P11 TO P13	COMMENT
AD Operations Leisure	Arts Council - Assembly Rooms	Equipment, Furn & Material	(48,106)	0	(48,106)	Grant funding c/f to 21/22
		Government Grants	57,041	0	57,041	Grant income in advance c/f to 21/22
	Public Spaces	Misc Contributions	(35,948)	(75,900)	39,952	SCC additional works funds to be used towards landscaping as part of FHSF bid
	TBC Highways Maintenance	Maint Highway Related Assets	101,683	0	101,683	More SCC reverse agency works than anticipated
		Maintenance of Water Courses	(93,590)	(30,500)	(63,090)	Offset with overspend on highway related assets
		Cont to Reserves	90,000	30,500	59,500	To contribute to A5 balancing ponds. works delayed due to covid
		Maintenance of Roads (HRA)	(53,720)	0	(53,720)	To contribute to A5 balancing ponds. works delayed due to covid
AD Assets	Commercial Property Management	Provision for Bad Debts	83,330	0	83,330	Budget amended in Q1 review to reflect anticipated impact of COVID 19 on rental income
	Industrial Properties	Provision for Bad Debts	(78,827)	0	(78,827)	Budget amended in Q1 review to reflect anticipated impact of COVID 19 on rental income
		Rents	(97,037)	0	(97,037)	Income currently above budget but likely impact of COVID on income levels is still unknown
AD Assets	Marmion House	Contribution Common Services	(48,348)	0	(48,348)	Delay to SCC vacating 5th Floor



DIRECTORATE	COST CENTRE	ACCOUNT CODE	VARIANCE	PERIOD 11 PREDICTED OUTTURN VARIANCE	CHANGE IN PREDICTED OUTTURN VARIANCE P11 TO P13	COMMENT
Chief Executive	Joint Waste Arrangement	Refuse Joint Arrangements	(398,007)	(50,000)	(348,007)	Based on outturn figures from LDC
		Misc Contributions	32,307	0	32,307	Based on outturn figures from LDC
		Fees & Charges	263,830	0	263,830	Based on outturn figures from LDC - now combined in contract figure
AD Growth & Regeneration	Arts Council Castle	Cont to Reserves	0	71,000	(71,000)	Grant income in advance, c/f to 2021/22
		Government Grants	112,227	0	112,227	
AD Finance	Benefits	Rent Allowances	(270,593)	(303,570)	32,977	Based on est final claim
		Non-HRA Rent Rebates	(57,948)	(9,160)	(48,788)	Based on est final claim
		Council Tenant Rent Rebate	(21,436)	(166,460)	145,024	Based on est final claim
		Private Tenant Grant	331,234	300,370	30,864	Based on est final claim
	Benefits Administration	Cont to Reserves	126,067	23,210	102,857	Increased Government grant available to transfer to reserve
		Government Grants	(86,686)	(23,210)	(63,476)	Additional New Burdens/Government Grant
	Corporate Finance	Cont to Reserves	7,576,316	41,000	7,535,316	Government Grant re Covid 19
		NNDR Levy Payments	(445,917)	(339,210)	(106,707)	Uncertainty over business rates as economy recovers
		Government Grants	(7,494,713)	9,340	(7,504,053)	S31 grant for additional Covid19 retail relief in 2020/21
		Misc Contributions	(54,401)	(250,000)	195,599	Uncertainty over business rates collection levels for Staffordshire pool

DIRECTORATE	COST CENTRE	ACCOUNT CODE	VARIANCE	PERIOD 11 PREDICTED OUTTURN VARIANCE	CHANGE IN PREDICTED OUTTURN VARIANCE P11 TO P13	COMMENT
Page 66 AD Finance	Treasury Management	Impairment - Investments	53,198	0	53,198	Property fund fair value write down
		Treasury Management Recharge to HRA	(695)	30,000	(30,695)	Anticipated due to reduction in internal borrowing
	COVID-19	Equipment, Furn & Material	(38,087)	0	(38,087)	Expenditure below budget
		Consultants' Fees	(40,623)	0	(40,623)	Recovery & Reset costs recoded
		Discretionary Covid Grant/ARG Grants	1,464,267	0	1,464,267	Various ARG & Discretionary Covid Grant Payments
		Cont To Reserves	141,000	300,000	(159,000)	
		Contrib to Council Tax Benefit	491,835	0	491,835	
		Government Grants	(1,660,913)	(300,000)	(1,360,913)	Covid19 grant income
		Government Grants	(1,108,356)	(500,000)	(608,356)	Covid 19 income support grant scheme
	Recovery & Reset	Consultants' Fees	44,000	0	44,000	Costs originally coded on Corporate Finance
Various		(1,065,559)	(239,410)	(826,149)	Other minor variances	

## Housing Revenue Account – Main Variances

DIRECTORATE	COST CENTRE	ACCOUNT CODE	ACTUAL	BUDGET	VARIANCE	COMMENT
AD Assets	Service Charges	Service Charge - Flats	(198,306)	(37,400)	(160,906)	Accrual raised at Year End Sec 20 Leaseholder Service Chgs due
	Repairs Contract	Consultants Fees	0	33,000	(33,000)	All services originally required have now been completed so budget not required in this financial year
AD Operations & Leisure	HRA Cleaners	Salaries	215,460	250,220	(34,760)	Due to staff vacancies
AD Neighbourhoods	General - Operations	House Conditions Survey	0	209,000	(209,000)	Relates to a one year policy change approved for carrying out various Stock Conditions but due to Covid restrictions these are now unlikely to commence until Summer 2021 and therefore a reserve is required to carry the funding forward to the new financial year
		Cont to Reserves	209,000	0	209,000	Relates to a one year policy change approved for carrying out various Stock Conditions but due to Covid restrictions these are now unlikely to commence until Summer 2021 and therefore a reserve is required to carry the funding forward to the new financial year
	Income Management	Salaries	358,916	401,130	(42,214)	Revenues Former Tenancy Arrears post not yet recruited so funding will need to be reserved in order to fund the post in the new financial year. An additional reserve will be required to use the remaining savings to continue to fund the temporary agency placement who is covering a return to work and other vacant hours until recruitment can take place

DIRECTORATE	COST CENTRE	ACCOUNT CODE	ACTUAL	BUDGET	VARIANCE	COMMENT
AD Neighbourhoods	Income Management	Council Tax Payments	34,917	4,530	30,387	Full years C/Tax paid on void properties, credits are being processed as and when properties are let
		Cont to Reserves	40,000	0	40,000	Reserve request to carry forward funding for FTA post as unable to recruit at present and funding only provided for 1 year. A further reserve request is being made to use further salary savings for the continuation of temporary cover for vacant hours and a return to work.
	Estate Management	Maintenance of CCTV	40,730	0	40,730	Committee decision to increase HRA contribution to CCTV not built in to HRA budget
	General - Business Support	Capital Financed from Revenue	33,876	0	33,876	Capital Financed from Revenue - software
Housing Repairs	Repairs Contract	Pensions	15,000	65,000	(50,000)	Anticipate underspend based on previous year outturn due to reducing liability
		COVID 19 Costs	1,001,429	0	1,001,429	These costs relate to payments made under the Government guidance note PPN02/20 in response to COVID19.
		Responsive Repairs	1,276,449	1,830,000	(553,551)	The initial months of the repairs contract have been impacted by the COVID 19 outbreak with access to property being restricted.
		Voids	1,419,676	1,336,830	82,846	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. It is anticipated that there will be some backlog of work to be carried forward into next year

DIRECTORATE	COST CENTRE	ACCOUNT CODE	ACTUAL	BUDGET	VARIANCE	COMMENT
Housing Repairs	Repairs Contract	Lift Maintenance	44,866	180,000	(135,134)	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
		Stairlift Maintenance	32,965	0	32,965	Works accrued at year end
		Gas Heating Systems Maintenance	472,701	650,000	(177,300)	The initial months of the repairs contract have been impacted by the COVID 19 outbreak with access to properties restricted
		Periodic Electrical Testing	12,265	350,000	(337,735)	Periodic testing programme has commenced but there are issues around gaining access to properties
		Planned Maintenance	53,971	250,000	(196,029)	New schedule of work being agreed and expected to start before the end of the year
		Communal TV Aerials	0	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	38,527	100,000	(61,473)	Annual servicing work not yet invoiced
		Water Treatment/Testing	21,438	55,000	(33,562)	Annual programme of works usually completed and invoiced at year end
		Misc. (Non Specific)	44,782	200,000	(155,218)	This budget is used on an ad-hoc basis to deal with unforeseen issues that may arise during the course of the year. It is anticipated that a proportion of this will be needed to pay compensation and fees associated with a number of pending disrepair claims.
		Asbestos Removal	5,260	75,000	(69,740)	Annual programme of works usually completed and invoiced at year end

DIRECTORATE	COST CENTRE	ACCOUNT CODE	ACTUAL	BUDGET	VARIANCE	COMMENT
HRA Summary	H R A Summary	General Contingency	0	130,000	(130,000)	No issues identified
		Rents	(18,082,136)	(18,118,510)	36,374	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

**Significant variances identified resulting in a favourable change in net underspend of £4k**

DIRECTORATE	COST CENTRE	ACCOUNT CODE	VARIANCE	PERIOD 11 PREDICTED OUTTURN VARIANCE	CHANGE IN PREDICTED OUTTURN VARIANCE P11 TO P13	COMMENT
AD Assets	Service Charges	Service Charge - Flats	(160,906)	-	(160,906)	Accrual raised at Year End Sec 20 Leaseholder Service Chgs due
AD Neighbourhoods	General - Business Support	Capital Financed From Revenue	33,876	-	33,876	Capital Financed from Revenue - software
Housing Repairs	Repairs Contract	COVID 19 Costs	1,001,429	784,315	217,114	These costs relate to payments made under the Government guidance note PPN02/20 in response to COVID19.
		Responsive Repairs	(553,551)	(430,000)	(123,551)	The initial months of the repairs contract have been impacted by the COVID 19 outbreak with access to property being restricted.
		Voids	82,846	(295,000)	377,846	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. It is anticipated that there will be some backlog of work to be carried forward into next year

DIRECTORATE	COST CENTRE	ACCOUNT CODE	VARIANCE	PERIOD 11 PREDICTED OUTTURN VARIANCE	CHANGE IN PREDICTED OUTTURN VARIANCE P11 TO P13	COMMENT
Page 71 Housing Repairs	Repairs Contract	Lift Maintenance	(135,134)	(50,000)	(85,134)	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
		Stairlift Maintenance	32,965	-	32,965	Works accrued at year end
		Gas Heating Systems Maintenance	(177,300)	(120,000)	(57,300)	The initial months of the repairs contract have been impacted by the COVID 19 outbreak with access to properties restricted
		Periodic Electrical Testing	(337,735)	(250,000)	(87,735)	Periodic testing programme has commenced but there are issues around gaining access to properties
		Planned Maintenance	(196,029)	(80,000)	(116,029)	New schedule of work being agreed and expected to start before the end of the year
	Repairs - General	Fire Fighting Equipment	(61,473)	-	(61,473)	Annual servicing work
		Water Treatment/Testing	(33,562)	-	(33,562)	Annual programme of works usually completed and invoiced at year end
		Misc. (Non Specific)	(155,218)	-	(155,218)	This budget is used on an ad-hoc basis to deal with unforeseen issues that may arise during the course of the year. It is anticipated that a proportion of this will be needed to pay compensation and fees associated with a number of pending disrepair claims.
		Asbestos Removal	(69,740)	-	(69,740)	Annual programme of works usually completed and invoiced at year end

DIRECTORATE	COST CENTRE	ACCOUNT CODE	VARIANCE	PERIOD 11 PREDICTED OUTTURN VARIANCE	CHANGE IN PREDICTED OUTTURN VARIANCE P11 TO P13	COMMENT
HRA Summary	HRA Summary	Repairs & Maintenance Compensation	45,310	-	45,310	Costs of compensation/disrepair claims previously coded to Housing Repairs
		Provision For Bad Debts	(77,041)	-	(77,041)	Provision required at year end less than budgeted
		Cont To Reserves	275,000	-	275,000	Contribution to Reserve Fire Safety re High Rise Buildings
Various			(117,236)	(159,010)	49,382	Other minor variances



## Capital Programme Monitoring

GENERAL FUND	Budget £000	Actual Spend £000	Variance £000	Reprofile to 2021/22 £000	Outturn £000	Comments
<b>Chief Executive</b>						
Gungate Development	718	-	(718)	718	718	This project will need to be re-profiled into 2021/22
<b>Directorate Total</b>	<b>718</b>	<b>-</b>	<b>(718)</b>	<b>718</b>	<b>718</b>	
<b>AD Growth</b>						
Castle Mercian Trail	310	214	(96)	96	310	Delay due to Castle closure, contractors are now on site and HLF exhibition planned to finish in Feb 21.
Gateways	434	10	(424)	424	434	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	3	(3)	3	6	No spend likely this financial year
Repairs to Castle Elevation	250	6	(244)	244	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.
Castle Lighting	40	-	(40)	40	40	Have now appointed following tender exercise.
Future High Streets	-	47	47	-	47	Project included in 2021/22 Capital Programme - some expenditure incurred in advance to get project ready to start in new year
<b>Directorate Total</b>	<b>1,039</b>	<b>280</b>	<b>(760)</b>	<b>807</b>	<b>1,087</b>	
<b>AD People</b>						
Replacement It Technology	105	79	(26)	26	105	Remaining budget to be reprofiled to 2021/22.
EDRMS (Electronic Document Records Management System)	-	-	-	-	-	Budget vired to Customer Portal scheme
New Time Recording System 17/18	15	-	(15)	15	15	Dependent on recovery/reset programme and unlikely to be spent now this year

Self Service Customer Portal	54	10	(45)	45	54	Funds vired from EDRMs for further development of the portal. To be reprofiled to 2021/22.
Member Device Refresh	20	17	(3)	3	20	Remaining budget to be reprofiled to 2021/22.
Endpoint & Web E-Mail Filter	40	38	(2)	-	39	Scheme now completed and remaining budget will not be required.

GENERAL FUND	Budget £000	Actual Spend £000	Variance £000	Reprofile to 2021/22 £000	Outturn £000	Comments
Asset Management Database	120	-	(120)	42	42	Underspend as a result of HRA contribution to software - £42k only required from this budget but now will need to be re-profiled into 20/21.
Mobile Phone Contract	20	-	(20)	20	20	Budget released from capital contingency as approved Cabinet 10/9/20. To be reprofiled to 2021/22 to fund back up system subject to approval.
<b>Directorate Total</b>	<b>374</b>	<b>144</b>	<b>(230)</b>	<b>151</b>	<b>295</b>	
<b>AD Operations &amp; Leisure</b>				-		
Wigginton Park Section Section 106	10	-	(10)	10	10	Plans to deliver scheme in line with Wigginton Park Management Plan.
Broadmeadow Nature Reserve	17	-	(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	-	(10)	10	10	Spend in line with work plan. Work required is seasonal / weather dependant.
Street Lighting	79	-	(79)	79	79	Works to be delivered in line with 30 year project plan
Local Nature Reserves	23	-	(23)	23	23	Works ongoing to deliver items from management plan for various LNRs.
Community Woodland Cycleway	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	-	(337)	232	232	Consultation and design complete however, delay in delivery phase due to new work timeline from developer.

3G Sports Facility	665	611	(53)	-	611	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
Indoor and Outdoor Sports Feasibility	100	-	(100)	100	100	Linked with review of Gungate site and strategy for the whole borough. Delayed due to Covid 19.
<b>Directorate Total</b>	<b>1,439</b>	<b>611</b>	<b>(828)</b>	<b>669</b>	<b>1,281</b>	

GENERAL FUND	Budget £000	Actual Spend £000	Variance £000	Reprofile to 2021/22 £000	Outturn £000	Comments
<b>AD Finance</b>						
Property Funds	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 SATC	4,000	-	(4,000)	4,000	4,000	Scheme review planned following Covid-19 pandemic
<b>Directorate Total</b>	<b>12,131</b>	<b>-</b>	<b>(12,131)</b>	<b>12,131</b>	<b>12,131</b>	
<b>AD Assets</b>						
Disabled Facilities Grant	840	24	(817)	817	840	No further invoice payments expected to be made now this year, underspend £222,553 reflects amount previously accrued which will not now be invoiced. Remaining budget is required to be re-profiled as there is plenty of work in the pipeline. Due to Covid restrictions much of the planned works have not completed as generally these residents are vulnerable and have been shielding.
Agile Working Phase 2	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	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	1	(6)	-	1	Final invoice now received, remaining budget will be underspend.
<b>Directorate Total</b>	<b>1,036</b>	<b>25</b>	<b>(1,012)</b>	<b>817</b>	<b>841</b>	
<b>AD Neighbourhoods</b>						
Homelessness Reduction Act	30	-	(30)	-	-	There are no immediate plans to spend these funds and they can be returned to balances
CCTV Infrastructure	73	73	0	-	73	Budget for upgrades to CCTV network - projected outturn to be reviewed.
<b>Directorate Total</b>	<b>103</b>	<b>73</b>	<b>(30)</b>	<b>-</b>	<b>73</b>	

GENERAL FUND	Budget £000	Actual Spend £000	Variance £000	Reprofile to 2021/22 £000	Outturn £000	Comments
GF Contingency						
GF Contingency	135	-	(135)	135	135	No requirement identified as yet - to be re-profiled
Grant-Return On Investment	20	-	(20)	20	20	No requirement identified as yet - to be re-profiled
GF Contingency Plant and Equipment	100	-	(100)	100	100	Subject to VFM assessment - budget for potential plant and equipment purchases over leasing - to be re-profiled
Refurbishment of Marmion House Reception (Contingency)	-	-	-	-	-	Budget vired into CQ1001 GF General Contingency
GDPR Compliance (Contingency)	31	-	(31)	-	-	Not likely to be required
Mobile Phone Contract (Contingency)	-	-	-	-	-	Funds released following Cabinet approval September 2020
<b>Directorate Total</b>	<b>286</b>	<b>-</b>	<b>(286)</b>	<b>255</b>	<b>255</b>	
<b>GENERAL FUND TOTAL</b>	<b>17,127</b>	<b>1,133</b>	<b>(15,995)</b>	<b>15,548</b>	<b>16,681</b>	

HOUSING REVENUE ACCOUNT	Budget £000	Actual Spend £000	Variance £000	Reprofile to 2021/22 £000	Outturn £000	Comments

<b>AD Assets</b>						
Structural Works	246	299	53	-	299	Budget for ad hoc repairs as identified during the year - overspend due to additional works carried out at Masefield Drive whilst roofing work was being completed, to be offset by underspends on other schemes.
Bathroom Renewals	568	474	(94)	94	568	Projected outturn based on latest position from Engie.
Gas Central Heating Upgrades and Renewals	833	544	(289)	289	833	Projected outturn based on latest position from Engie.
Kitchen Renewals	1,038	711	(326)	326	1,038	Projected outturn based on latest position from Engie.
Major Roofing Overhaul and Renewals	1,006	1,006	-	-	1,006	Scheme now complete and budget spent in full

<b>HOUSING REVENUE ACCOUNT</b>	<b>Budget £000</b>	<b>Actual Spend £000</b>	<b>Variance £000</b>	<b>Reprofile to 2021/22 £000</b>	<b>Outturn £000</b>	<b>Comments</b>
Window and Door Renewals	649	606	(43)	43	649	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.
Neighbourhood Regeneration	695	218	(477)	477	695	Budget likely to be underspent.
Disabled Facilities Adaptations	325	27	(298)	298	325	Likely to underspend due to impact of Covid
Rewire	362	7	(356)	-	7	An underspend against this budget is now predicted, as there are less rewires required than had been originally anticipated.
CO2 / Smoke Detectors	64	4	(60)	60	64	Subject to electrical/void inspections and based on latest position from Engie
Insulation	18	-	(18)	18	18	Ad hoc spend, budget not expected to be spent
Renew High Rise Lifts	243	(2)	(245)	243	240	Tender re lift renewal in progress, will not be spent this year and budget required to be re-profiled to 21/22. Underspend reflects accrual adjustment re 2019/20.

Fire Upgrades To Flats 2012	150	1	(149)	100	101	Budget to fund additional works linked with CR4023 Installation of Fire Doors. Requirement to re-profile £100k to 2021/22, remainder will be underspent.
Sheltered Schemes	100	16	(84)	84	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	70	-	(70)	-	-	Project reviewed and no longer required.
Install Fire Doors High Rise	1,460	-	(1,460)	1,460	1,460	Project has commenced but minimal spend expected this year. Remaining budget to be re-profiled.
High Rise Balconies	20	(8)	(28)	-	(8)	Budget re-profiled from 2019/20
Works to High Rise Flats	605	6	(599)	-	6	Scheme no longer required and budget to be offered up
Retention of Garage Sites	879	26	(854)	-	26	Consultant's' first report received and options will be subject to member decision. No further spend likely this year and new scheme proposed as part of 21/22 capital programme.
<b>HOUSING REVENUE ACCOUNT</b>	<b>Budget £000</b>	<b>Actual Spend £000</b>	<b>Variance £000</b>	<b>Reprofile to 2021/22 £000</b>	<b>Outturn £000</b>	<b>Comments</b>
Capital Salaries	200	196	(4)	-	196	-
Software Fire Safety Surveys	90	-	(90)	90	90	Tenders now received and contractor appointed for surveys. Software to be progressed, budget required to be re-profiled to 2021/22.
HRA Street Lighting	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	108	39	(69)	69	108	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	2,106	310	-	2,106	Completed in December, subject to final account/retention accrual, with any unspent budget to be re-profiled.

Kerria Estate Project	1,068	655	(413)	103	758	Completed in January, subject to final account/retention accrual, with any unspent budget to be re-profiled.
Regeneration General	-	-	-	-	-	Re-profiled from 2019/20, to be combined with CR7005
Other Acquisitions	1,407	808	(599)	599	1,407	Unlikely to complete on all planned purchases by 31st March, underspent budget to be re-profiled
Regeneration & Affordable Housing	8,081	606	(7,475)	7,475	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, remaining budget to be re-profiled.
Caledonian Depot New Build	-	52	52	-	52	Council approval to bring forward £6m from provisional capital programme budgets re new-build scheme at Wilnecote.
<b>Directorate Total</b>	<b>22,150</b>	<b>8,396</b>	<b>(13,754)</b>	<b>11,897</b>	<b>20,293</b>	
<b>HRA Contingency</b>						
HRA Contingency	100	-	(100)	100	100	No requirement identified as yet - to be re-profiled
<b>Directorate Total</b>	<b>100</b>	<b>-</b>	<b>(100)</b>	<b>100</b>	<b>100</b>	
<b>HRA Total</b>	<b>22,250</b>	<b>8,396</b>	<b>(13,854)</b>	<b>11,997</b>	<b>20,393</b>	

