

Sections in the report

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

List of appendices

Appendix 1 2019 to 2022 Corporate Plan actions update,











Appendix 2 Corporate Risk Register 2020/21,


Appendix A General Fund & Housing Revenue Account main variances,

Appendix B Capital programme monitoring,




Appendix C Additional information requests from Corporate Scrutiny Committee and areas that should be brought to Cabinet's attention

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 | |  | ICT Strategy approved by Cabinet in April 2021 and published in May 2021. Project now completed |
| Organisational Development Strategy | 31 st December 2021 |  | |
| Completion of new council housing at Tinkers Green and Kerria | 31st December 2020 |  | Project completed |
| Welfare Reform | 31st December 2021 |  | |
| Leisure Strategy | 30th December |  | |

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

Key to Symbols

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

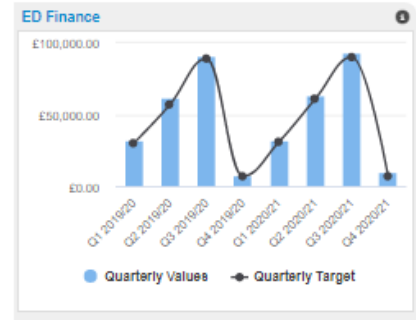
General Fund – Actual Spend



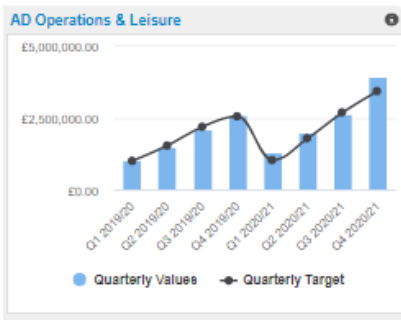
Underspend re Joint Waste Arrangements



Minor overspend



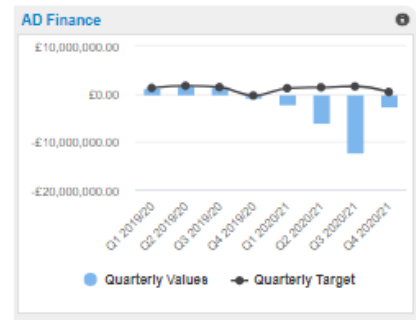
Minor overspend



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

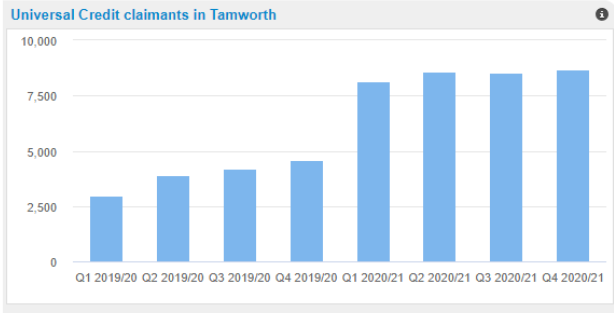


Vacant posts

Key

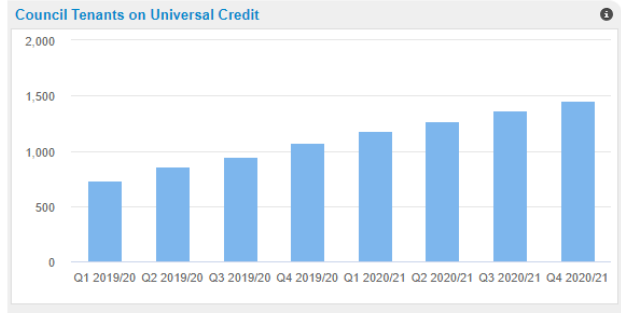
Quarterly Value is the year to date position
 Quarterly Target is the year to date budget

Universal Credit Summary



Commentary

There are 8,687 universal credit claimants in Tamworth.



Commentary

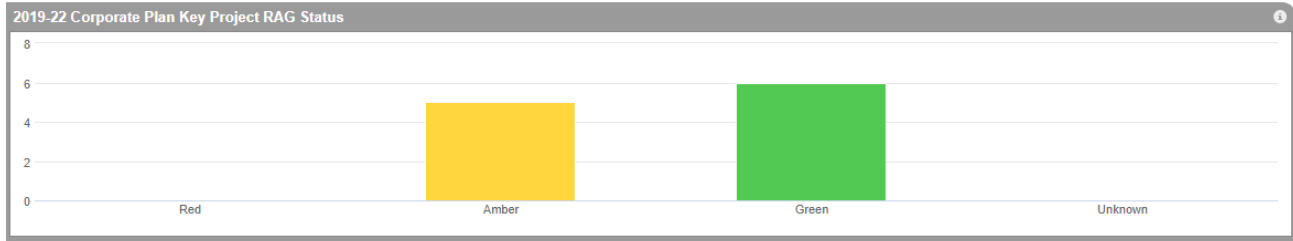
There are 1,449 council tenants on universal credit

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.

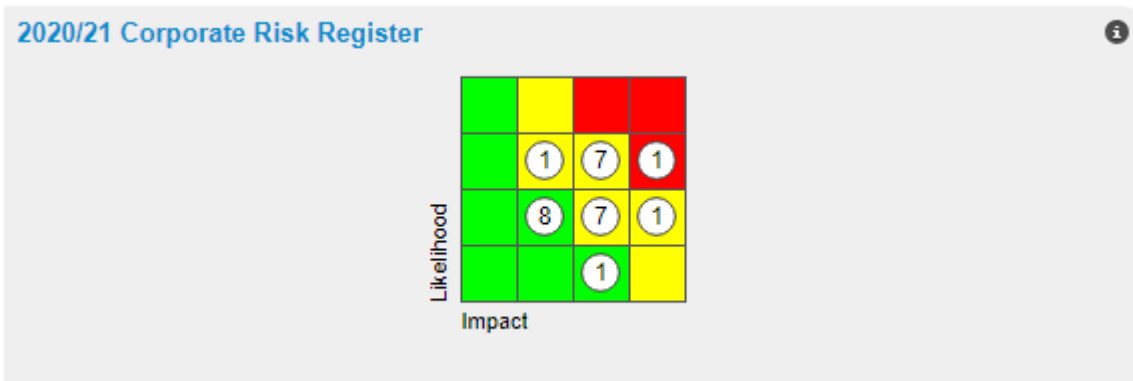
Project highlight reports for each of these are included at **Appendix 1**.

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 1st 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 |

- Annual Hardship Fund Budget: **£20,000**
- Monies spent following a review of the Hardship Fund Policy in 2020: **£5,946.41**

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 24**

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 | | | | | | |
|--|--|--|--|--|--|--|

* 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 25th 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 22nd October 2020 approved the Recovery and Reset programme which aims to consider how we can tackle the financial challenges

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

The overriding goal is to make sure our organisation remains fit for the future, while protecting services to the most vulnerable in our community. The Recovery and Reset programme outlines that this work be split into 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 |
| Projected Balances per MTFS Council February 2020 | (6,644) | (5,570) | (3,139) | (506) | 2,850 | 6,423 | - |
| Revised Forecasts: | | | | | | | |
| Revised Forecast Balances - July 2020 | (6,882) | (5,673) | (2,787) | 27 | 3,585 | 7,476 | - |
| Revised Forecast Balances - October 2020 | (6,882) | (6,413) | (4,219) | (1,854) | 1,123 | 4,417 | 8,144 |
| Revised Forecast Balances - January 2021 | (6,882) | (6,413) | (6,083) | (3,666) | (632) | 2,721 | 6,514 |
| Revised Forecast Balances - February 2021 | (6,882) | (6,753) | (6,548) | (3,846) | (526) | 2,790 | 6,544 |

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

On 10th September, Cabinet considered an update to the MTFS for the General Fund (GF) and Housing Revenue Account (HRA) - as part of the agreed process to provide an update 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 3rd 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 23rd 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"> Reduced Business Rates levy following revised forecast January 2021 | £(250)k for 2021/22 only |
| <ul style="list-style-type: none"> Section 31 Grant income for Business Rates, Council Tax and Sales, Fees and Charges compensation schemes | £(587)k for 2021/22 only |
| <ul style="list-style-type: none"> Section 31 Grant income for Business Rates Reliefs | £(953)k for 2021/22 only |
| <ul style="list-style-type: none"> Final recharge and inflationary adjustments | £(44)k p.a. (£220k over 5 years) |

Additional costs / reduced income

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

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 |
| Projected Balances per MTFS Council February 2020 | (4,764) | (3,424) | (3,013) | (1,586) | (1,447) | (1,131) | - |
| Revised Forecasts: | | | | | | | |
| Revised Forecast Balances - July 2020 | (6,252) | (4,771) | (4,329) | (2,869) | (2,668) | (2,260) | - |
| Revised Forecast Balances - October 2020 | (6,252) | (4,819) | (4,291) | (2,743) | (2,468) | (2,005) | (1,695) |
| Revised Forecast Balances - January 2021 | (6,252) | (4,819) | (4,317) | (2,795) | (2,546) | (2,109) | (1,825) |
| 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 |
| Total | 9,152 | 6,923 | (2,229) | |

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 |
| | | | | | |
| TOTAL GENERAL FUND | 17,127 | 1,133 | (15,995) | 15,548 | 16,681 |

- 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 | - | - | - |
| Total | 1,338 | 734 | (604) |

- 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 |
| TOTAL HOUSING REVENUE ACCOUNT | 22,250 | 8,396 | (13,854) | 11,997 | 20,393 |

- 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 2021/22 (£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 st March 2021 |
| Overall Project Status | |
| 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 th January 2019 and Joint Scrutiny Cttee 30 th January 2019 | January 2019 |
| Feedback received from Link Asset Services and subsequent amendments/updates made to strategy 2019/20 | 2019/20 |
| ASSG meetings scheduled 1/4ly in diaries starting 28/03/19 – and resumed September 2020 following cancellations due to Covid 19 | |
| ASSG on 26/09/19 reviewed progress for Agreed Capital Programme; considered and agreed report on “Whole Life Costing” and reviewed progress on Capital Strategy Action Plan | September 2019 |
| Draft Capital Budgets for 2020/21 onwards considered by CMT 16/10/19 | |
| Draft Capital Budgets for 2020/21 onwards included in base budget report to Cabinet 28/11/19 | November 2019 |
| Initial assessment/baseline position for monitoring BRF and Commercial Property established December 2019 | December 2019 |
| 2020/21 Draft Capital Strategy included with Budget and MTFS presented to Cabinet 22 nd January 2020 and Joint Scrutiny Cttee 29 th January 2020 | January 2020 |
| 2020/21 Final Capital Strategy included with Corporate Vision, Priorities Plan, Budget & MTFS 2020/21 approved by Cabinet 20 th February 2020 and Council 25 th February 2020 | February 2020 |

Cleaning Review

| | |
|--------------------------------|---------------------------------------|
| Project due date | TBA (was 30 th April 2020) |
| Overall Project Status | |
| 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

| | |
|---------------------------------------|-------------------------------|
| Project due date | 31 st October 2022 |
| Overall Project Status | |
| 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>Aspects of the Councils leisure provision have been reviewed:-</p> <ul style="list-style-type: none"> 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. 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 29th March 2021 for both Junior and senior football. Matches being played into June to meet league fixtures. Review of current swimming provision, awaiting decision. <p>Others area still require review, now the Council has been awarded the Future High Street funding, there is a requirement to align leisure provision in the town centre going forward and assessment of this has commenced.</p> <p>All leisure services will be considered in line with the R and R project. Uncertain of what leisure provision will 'look like' following pandemic, far too early to see the longer term impact- full review pushed back to October 2022.</p> <p>Preparation of project plan, to include scrutiny committee consultation on recommendations as required</p> <p>Further preparatory work to look a wider health and wellbeing benefit to community following the pandemic.</p> | <p>July 2021</p> <p>December 2021</p> <p>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> | |

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

Risk Management Strategy

| | |
|--------------------------------|------------|
| Project due date | July 2020 |
| Overall Project Status | |
| 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 rd Qtr | Not Achieved |
| The new report layout is constructed and to be reviewed and refined by mid-December by ED's and AD's ready for reporting to A&G at the 3 rd Qtr – update from CMT 7/1/21 reschedule report for A&G 1 st Qtr 2021-22 | |
| New layout discussed with ED's 18/11/20 and to be discussed with AD's 10/12/20 The meeting on the 10 th will also receive feedback and discussion on the ZM risk Horizon survey | 10/12/20 |
| The new layout discussed ZM Horizon scanning review discussed. CMT members to feedback on the revised layout for the first CMT in the new year. The CMT decided to push back the development of the new reporting layout until 1 st Quarter report of 2021-22 | |

Implement Customer Portal



| | |
|---------------------------------------|--|
| Project due date | 31 st December 2020 Revised to July 2021 |
| Overall Project Status | |
| 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 |
|---|--|------|-----------------------|
| CRM Activity <ul style="list-style-type: none"> Single Person Discount Process User Acceptance Completed by CST <ul style="list-style-type: none"> Revenues – testing suspended until 10th May Updated complaints processes to reflect current structure – currently testing | 10/05/21 20/04/21 | JSh | |
| Dependency – Digital360 v29 Upgrade <ul style="list-style-type: none"> Acceptance is a pre-requisite of Portal Go Live Digital360 v29 upgrade implemented <ul style="list-style-type: none"> Testing underway – <ul style="list-style-type: none"> Housing completed – Issues reported to Civica for resolution Planning – testing completed Benefits –testing suspended until 10th May Revenues – testing suspended until 10th May CST – testing completed as far as possible | 30/6/21 | JSh | |
| Portal – Portal 360 TBC controlled work <ul style="list-style-type: none"> Portal testing underway – Staff Volunteers Testing Group established 4 Registration workshops with volunteer testers testing Registration Process and UX Ongoing Portal styling and configuration workshops with Customer Service and Graphics Teams to amend content in live environment SPD Portal process UAT to be completed New Civica Project Manager – Project completion plan written and received <ul style="list-style-type: none"> Being re-written to reflect Portal Go Live in Stages <ul style="list-style-type: none"> Stage 1 – Basic Portal <ul style="list-style-type: none"> Register and authenticate email and Ctax account Raise Report it Service Request Raise Complaint Amended plan received Now working towards this amended plan Test registration and authentication process in Live environment De-duplication testing and live LLPG data testing in test to be migrated to live Built report it, and complaints with new structure currently testing Demo CMT 13th May Exploring reporting | 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 | |
| Portal – Portal 360 Civica controlled work <ul style="list-style-type: none"> Pay360 process to be put into Portal <ul style="list-style-type: none"> Require support from Capita Academy Web Services in Portal <ul style="list-style-type: none"> Require support from Capita Issues forwarded on to Capita for support Move process to be completed for Move Out and Within Tamworth SPD Portal process work to be completed Complaints in portal testing corrections Report it migrate to live Scheduler | 28/02/21 06/01/21 17/02/21 15/02/21 20/4/21 21/4/21 30/4/21 | JSh | |

| | | | |
|--|----------|------|--|
| Knowledge Transfer <ul style="list-style-type: none"> All sessions delivered | 19/08/20 | JMCD | |
|--|----------|------|--|

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

| | |
|--------------------------------|------------|
| Project due date | TBA |
| Overall Project Status | |
| 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&G Scrutiny Meeting on 27th February 2020 – this was postponed at the request of the Scrutiny chair, date has not yet been agreed</p> <p>Consultation still in progress, further feedback from AD's/service heads required. Member working group to be arranged by Cllr Goodall/Chesworth for consultation with members.</p> <p>Further development of ICT strategy required to meet the challenges of Covid recovery phase and general workplace strategies when information becomes available. Strategy discussed at ISG Scrutiny 16th Sept, members fully supportive of draft and will be forming a working group to feed in from an elected member perspective.</p> <p>Dec 20 - ICT Strategy on forward plan for Cabinet approval at April's meeting. Strategy will be shared with heads of service at next meeting (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 8th 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 | 31 st December 2021 |
| Overall Project Status | |
| 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 |
| Overall Project Status | |
| 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 |
| Overall Project Status | |
| 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"> Bi monthly meeting planner sent out for all meetings throughout 2021 | | 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"> Data on all types of welfare benefits across all applicable council departs including UC, HB, DHP, Under Occupation, Council tax reduction, Working tax credit, child tax credit, PIP, benefit cap, state pension, referrals/third sector etc. | Monthly | AL/MB/LB ALL | |
| To identify third sector commission opportunities and update group monthly <ul style="list-style-type: none"> Personal budgeting/resident support opportunities with County Describe/train/promote on service offer and referrals Opportunities for commissioning – what's offered now and in planning | Monthly | KC | |
| HQN Income Management Accreditation & Annual Workplan <ul style="list-style-type: none"> Refreshing accreditation action plan and service improvement plan informed by HQN ongoing health check commencing April 2021 Delivery of annual Income Management Workplan 2021/22 | April 2021 2021/22 | LB/LL/JC | |
| Development Corporate Debt Strategy including external supported to be procured July 2021 <ul style="list-style-type: none"> Quick quote specification to be completed and published on Intend July 2021 First draft Corporate Debt Strategy anticipated autumn/winter 2021 | Dec 2021 | TMM/ALL | |

| Key milestones achieved | Date milestone achieved |
|--|---|
| Corporate Project Group established | Bi monthly meetings take place first week of the month (Feb, April, June, Aug, Oct, Dec 2021) |
| Key work-streams identified linked to team work plans | Workplans refreshed at the beginning of each new financial year, due March 2021 |
| Policy change agreed to facilitate FTA transfer to MB's team | Completed Sept 2019 |

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

| | |
|---------------------------------------|--------------------------------|
| Project due date | 30 th December 2022 |
| Overall Project Status | |
| 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 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"> • Phase 1 Indoor and Outdoor Leisure Strategy • Phase 2 PPG open space assessment and cost analysis for Gungate project • Phase 3 preparation of borough wide leisure Strategy | | | |
| 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 | |

| Key milestones achieved | Date milestone achieved |
|--------------------------------|--------------------------------|
| | |
| | |

| | |
|--------------------------------|-----------------------------|
| Project due date | 31 st March 2022 |
| Overall Project Status | |
| 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>Town Centre Strategy</p> <p>The FHSF bid which has been in preparation since January 2019 has in part provided the strategy. The RHSS and LGA work coupled with the reset and recovery inclusive growth strategy will assist in delivery of the rest. The FHSF included a town centre masterplan which formed part of the bid submission.</p> <p>Awaiting £14K LGA money received – work to be concluded July 2021 £67K RHSS money received - work to be concluded February 2021 Awaiting SEP money from GBSLEP – work to be concluded March 2022 – not successful £67K Welcome back funding – business case to be submitted to government.</p> | <p>Not achieved in the form envisaged.</p> |
| <p>Gungate Masterplan</p> <p>Masterplan completed</p> <ul style="list-style-type: none"> Member consultation completed. <p>Delay to public consultation for three reasons 1) workload diverted towards Gungate land assembly (PCC, SCC, Buzz Bingo and Atik) 2) workload diverted towards private sector engagement and potential sig. interest from McCarthy and Stone and 3) need to address concerns that Masterplan duplicates FHSF submission particularly around college/Covid 19 has led to re-thinking of the end uses.</p> <ul style="list-style-type: none"> Minor amends to Masterplan underway. Public consultation. <p>Public Consultation completed February 28 2021.</p> <p>Consultation findings will be presented to ISAG on 25th March and a way forwards set out in a Cabinet report on the 8th April.</p> | <p>OCTOBER 2019</p> <p>June/July 2020</p> <p>Dec/Jan February 2021</p> <p>March/April</p> |
| <p>Place Investment Strategy</p> <ul style="list-style-type: none"> Place Investment Strategy Completed in draft Awaiting consultation | <p>APRIL 2019</p> |

| | |
|--|---|
| <p>Car Parking Strategy</p> <ul style="list-style-type: none"> Benchmarking and baseline exercise completed. Further handover meeting with JS. <p>Since the handover of this service in April 2020 the focus has been on understanding the data that underpins the service including the need to address immediate car parking issues around the infrastructure.</p> <ul style="list-style-type: none"> Policy change submitted to renew car parking infrastructure. Approved in principle for £50K. Task and Finish Group established. Preparation of tender. Tender out to market. | <p>September 2020 October 2020</p> <p>October 2020 December 2020 February 2021 April 2021</p> |
| <p>Market re-tender</p> <ul style="list-style-type: none"> Tender prepared and with procurement. Tender published. | <p>October 2020 March 2021</p> |
| <p>Town Centre Funding Applications</p> <ul style="list-style-type: none"> FHSF: £21,652,555. To structurally transform the town centre through three distinct projects. ACHIEVED RHSS funding: £67,455. To re-open the high street and specifically to prepare a town centre action plan. ACHIEVED Cultural Recovery Fund (Castle): £250K. Castle Team delivering various digital and online improvements to castle activities. ACHIEVED Cultural Recovery Fund (Assembly rooms): £126,150 ACHIEVED LGA funding: £14,000. To better understand 1) barriers to innovation and evolution of small and new businesses in the town centre and 2) empowerment of businesses to drive town centre improvements. ACHIEVED 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. Cultural Recovery Fund (Castle): £125K ACHIEVED will support costs and also deliver improvement to support the visitor experience. | <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>Future High Streets Fund</p> <ul style="list-style-type: none"> Full Business Case sign off and submission to MHCLG Clarifications around calculations requested by MHCLG and submitted (for all bidders). Successful award made. | <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 |
|-------|-------------|
|-------|-------------|

| 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 56 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 |

| 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 64 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 | Cabinet 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 69 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 |
|---|----------------|-------------------------|------------------|------------------------------------|-----------------|--|
| Chief Executive | | | | | | |
| Gungate Development | 718 | - | (718) | 718 | 718 | This project will need to be re-profiled into 2021/22 |
| Directorate Total | 718 | - | (718) | 718 | 718 | |
| AD Growth | | | | | | |
| 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 |
| Directorate Total | 1,039 | 280 | (760) | 807 | 1,087 | |
| AD People | | | | | | |
| 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. |
| Directorate Total | 374 | 144 | (230) | 151 | 295 | |
| AD Operations & Leisure | | | | - | | |
| 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. |
| Directorate Total | 1,439 | 611 | (828) | 669 | 1,281 | |

| GENERAL FUND | Budget £000 | Actual Spend £000 | Variance £000 | Reprofile to 2021/22 £000 | Outturn £000 | Comments |
|---|----------------|----------------------|------------------|---------------------------------|-----------------|--|
| AD Finance | | | | | | |
| 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 ATC | 4,000 | - | (4,000) | 4,000 | 4,000 | Scheme review planned following Covid-19 pandemic |
| Directorate Total | 12,131 | - | (12,131) | 12,131 | 12,131 | |
| AD Assets | | | | | | |
| 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. |
| Directorate Total | 1,036 | 25 | (1,012) | 817 | 841 | |
| AD Neighbourhoods | | | | | | |
| 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. |
| Directorate Total | 103 | 73 | (30) | - | 73 | |

| GENERAL FUND | Budget £000 | Actual Spend £000 | Variance £000 | Reprofile to 2021/22 £000 | Outturn £000 | Comments |
|--|----------------|----------------------|------------------|---------------------------------|-----------------|---|
| GF Contingency | | | | | | |
| Of 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 |
| Directorate Total | 286 | - | (286) | 255 | 255 | |
| GENERAL FUND TOTAL | 17,127 | 1,133 | (15,995) | 15,548 | 16,681 | |

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

| AD Assets | | | | | | |
|---|-------|-------|-------|-----|-------|---|
| 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 |

| HOUSING REVENUE ACCOUNT | Budget £000 | Actual Spend £000 | Variance £000 | Reprofile to 2021/22 £000 | Outturn £000 | Comments |
|---------------------------------|--------------------|--------------------------|----------------------|----------------------------------|---------------------|---|
| 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. |
| HOUSING REVENUE ACCOUNT | Budget £000 | Actual Spend £000 | Variance £000 | Reprofile to 2021/22 £000 | Outturn £000 | Comments |
| 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. |
| Directorate Total | 22,150 | 8,396 | (13,754) | 11,897 | 20,293 | |
| HRA Contingency | | | | | | |
| HRA Contingency | 100 | - | (100) | 100 | 100 | No requirement identified as yet - to be re-profiled |
| Directorate Total | 100 | - | (100) | 100 | 100 | |
| HRA Total | 22,250 | 8,396 | (13,854) | 11,997 | 20,393 | |

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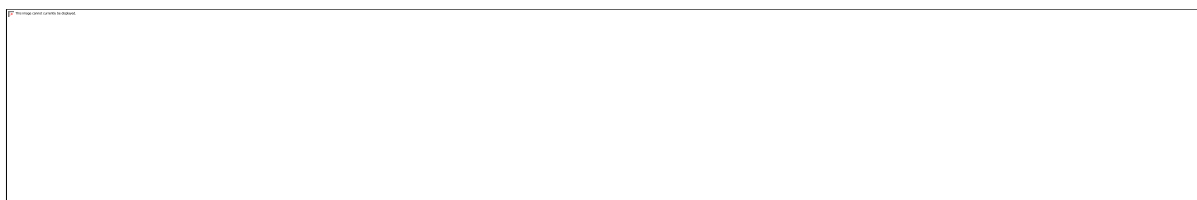
Corporate Scrutiny Committee23rd June 2021**Quarter Four 2020/21 Performance Report****Additional information requests****1. How do we assess the award of Discretionary Housing payments? (including any relationship to Universal Credit)**

There are a number of key factors that are taken into consideration when looking to award Discretionary Housing Payments (DHP). Firstly, we try to determine the reason why the applicant is looking for support i.e. is it an ongoing shortfall, rent arrears or a deposit to help move on.

We compare income with outgoings considering reasonable expenses, which vary according to the applicant's circumstances. The amount of DHP paid is based on level of arrears, future affordability of property and the likelihood of them moving and or changes in their current circumstances.

We also look to see what other options could be available to assist the applicant i.e. are they eligible/currently claiming for the Council Tax Reduction Scheme or if they are a council tenant we liaise with Housing to support and identify any other funding available to them. We advise the applicant where appropriate to inform the Department of Works and Pensions of any changes in circumstances so that their Universal Credit (UC) is calculated on the most accurate and up to date information available.

Below is a snap shot of the level of applications and awards for DHP made during 2020/21.

**2. Have the supplier issues been resolved regarding the ICT strategy and what is the project due date?**

The ICT strategy was approved by Cabinet in April 2021 and as such the project is closed.

There were some issues in the final testing of the SIP trunks project to which this question relates consequently, the Head of Technology and Information Services is not happy to sign it off for live migration yet. However, it is believed that the issues are known. Testing with Daisy will take place again in the week commencing 28th June 2021 and, if successful, the numbers will be ported as soon as possible after that; target completion for that is now the end of July 2021.

3. What is the project due date for the Organisational Development Strategy?

The project due date is 31st December 2021.

4. When will Staffordshire County Council be vacating the 5th floor?

A formal notice has not yet been received from Staffordshire County Council although they have made it clear to us that they are intending on compressing into a single floor. They have advised us that their plans were put on hold due to the social distancing requirements arising from Covid; the inference is that as soon as social distancing requirements are lifted they will commence the process of compressing.

5. CCTV project money transferred. Who approved the transfer?

It was confirmed that Cabinet approved the decision to increase the HRA contribution to CCTV not built in to the HRA budget.

Tamworth entered into a shared service for its CCTV provision on 31st March 2021 following cabinet approval on 4th July 2019. It has also been the subject of several IS&G Scrutiny committee discussions to monitor and support the improvement plan; both during the review phases and since. The financing of the shared service remains as reported to cabinet in July 2019, with a scheme of delegation approved May 2021 adding the Castle to the shared service and setting out the financing arrangements and variation to the agreement.

6. Can the Gateway Development go ahead before we build the new college?

Works planned for implementation during this financial year (2021/22) are improvements to the paths in St Editha's Churchyard that provide a connection between the Corporation Street Bus Station and the Gungate Regeneration Zone. These works are to be funded solely by Staffordshire County Council. (SCC)

Phase 3 (Corporation Street bus station) and Phase 4 (Tamworth Rail Station) are currently in the development stage. In terms of Phase 3 a detailed design for a new bus station layout on Corporation Street has been produced: in terms of Phase 4 negotiations are ongoing between Railtrack, a private sector landowner, the rail operator, Staffordshire County Council and Tamworth Borough Council for a revised layout at Tamworth rail station for buses, taxis, cars and car parking.

We are currently awaiting SCC's future funding proposals for future phases of the gateways programme.

7. How many bids have there been for the market tender, should it be retendered in light of the changing circumstances brought about by the pandemic and can the end of the contract tie in with the start of the revamped town centre? Corporate Scrutiny Committee also sought assurances that any successful tenderer would still be required to deliver on the specifics which the council wanted in terms of the markets.

There was one bid. The contract went live in May. The duration of the contract is five years plus an option to extend for a further two.

The market tender specifically and clearly referenced the importance of the Market developing over the course of the new contract. 50% of the score for the tender was based on developing the market.

It was clarified in detail, what the vision and the ambition of the council was for the market, what it expected in terms of development, what this would look like and how this would be monitored.

The successful contract, as part of the tender had to evidence how they would meet all of the above. Performance monitoring will be held quarterly to ensure all targets and ambitions are met.

Areas that Corporate Scrutiny Committee felt should be brought to Cabinet's attention

1. Corporate capital strategy deferred to June 2021.

This has been affected by the Asset Management Strategy which now won't be completed until December 2021.

2. The final outturn figure was £2.2m. At period 11 it was £1.4m. Why is there a large difference in the final month of the financial year?

This was attributed to Covid related factors, the way the NNDR system works regarding appeals and differences in sales, fees and charges.

3. Has the retail unit now been let at Kerria?

It was confirmed that it had now been let.

4. Disabled Facilities Grants

It was questioned that Tamworth's DFG grant from Government passported via Staffordshire County Council was £546k which is less than half of that received by other District Councils in Staffordshire.

It was noted that the allocation was based on an outdated historic allocation formula and that significant representations had been made by not only the Council but also by national bodies representing District Councils (District Council Network, Local Government Associations etc.) as well as representation to the MP.

Members asked for a report setting out the position at the August meeting of the Committee (including details of representations made to date and any further information available on the basis of the historic allocation) – to inform their considerations in developing proposals for Cabinet.

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