

## **Sections in the report**

1. Corporate projects and corporate risks,
2. Updates on regeneration projects,
3. Impact of welfare benefit reform.
4. Medium term financial strategy,
5. Financial health-check.

## **List of appendices**

**Appendix 1** Corporate projects updates,

**Appendix 2** Corporate Risk Register 2021/22

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

**Appendix B** Capital programme monitoring,










**Appendix C** Treasury management update.



## Recovery and reset programme summary

Recovery & Reset Programme Highlight Report			
Completed by:	Tina Mustafa		Date Complete: 1 <sup>st</sup> July 2021
Projects	Project Lead	Due Date	Highlight
Economic & Regeneration	Anna Miller	16/03/2023	Significant progress made with AV and internal team to understand the scope of the work. Presentation of AV findings presented to the consulting group.
Building Requirements & Utilisation	Paul Weston	30/03/2023	Aspinall Verdi have confirmed cost assumptions around Marmion House, however, further deep dive into costs assumptions is progressing with internal finance teams
SMART Working	Zoe Wolicki	29/06/2022	SMART working based on opportunities to accelerate agile working is ongoing and on track. Options are continued to be developed and shared with ELT on a weekly basis.
Customer Services Offer (including front of house)	Zoe Wolicki	30/06/2022	On track with all project milestones. Waiting cabinet decision.
Service Re-design	Tina Mustafa	31/03/2023	Project kick off meeting completed and workstream leads allocated for year 1 of the project as per diagram in highlight report below.
Third Sector & Vulnerability	Jo Sands	31/03/2022	Draft EIA report to be shared
Financial Management & Commerciality	Lynne Pugh	31/12/2021	Commerciality strategy shared and feedback received. This is now under internal review.
Comms and Engagement	Linda Ram	-	Comms timeline is being developed for pre and post July
Achievements since last period		Planned Activities for next period	
<ul style="list-style-type: none"> <li>Workshops &amp; research ongoing across all projects</li> <li>Routine attendance at Trade Union Liaison Group and Heads of Service / wider leadership team meetings (held monthly)</li> <li>Programme level plan, dependency visual, track spend and timelines all in process of being updated</li> <li>Draft cabinet paper shared with ELT on 16<sup>th</sup> June</li> <li>Project headline statements from each AD for cabinet paper appendices</li> <li>Trueman change facilitated the 'what will be different' workshop on 9<sup>th</sup> June</li> <li>R&amp;R financial stress testing programme assumptions walkthrough 30<sup>th</sup> June</li> <li>Smart working financial assumptions to be reviewed</li> <li>Programme Review paper inc Change management recommendations to be discussed with Trueman change potentially 30<sup>th</sup> June</li> </ul>		<ul style="list-style-type: none"> <li>Internal sign off of cabinet paper</li> <li>Recording Vlog with key messages from leader</li> <li>Board and Consulting group</li> <li>Staff briefings 19<sup>th</sup>/20<sup>th</sup> July</li> <li>Share cabinet agenda 21/07</li> <li>Cabinet 29/07</li> <li>Staff consultation sessions on decision and next steps 30/7</li> </ul>	
Amber/Red Areas		Risks including Stakeholder Issues	
<ul style="list-style-type: none"> <li>None</li> </ul>		<ul style="list-style-type: none"> <li>As per programme control log and risk management tree</li> </ul>	
Recovery & Reset consulting and Board areas		Resourcing Requirements	
		<ul style="list-style-type: none"> <li>Resourcing funded through COVID LA allocation – current spend on track</li> </ul>	




Recovery & Reset Critical Path Milestones				
Area	Task	Start date	Planned completion date	Status
Programme	ELT approve programme structure	27/01/2021	27/01/2021	Complete
SmartWorking	Research stage for SMART Working	04/01/2021	16/06/2021	On track
Programme	Outline plan to TULG	09/02/2021	09/02/2021	Complete
Programme	R&R Governance consulting group and board starts	22/03/2021	22/03/2021	Complete
Third Sector	Third Sector continued response to pandemic supporting vulnerable people	04/01/2021	30/06/2022	On track
Service Re-design	ELT agree service redesign plan	20/01/2021	20/01/2021	Complete
Programme	July Cabinet decision to agree options	29/07/2021	29/07/2021	On track
SmartWorking	SW formal Consultation	30/07/2021	30/12/2021	Not started
SmartWorking	Appointments and staffing report	14/09/2021	14/09/2021	On track
Service Re-design	Service Re-design Phase 1	05/04/2021	31/03/2022	On track
Building Requirements	Begin to look for new premises	05/04/2021	30/06/2021	On track
Service Re-design	Service Re-design Phase 2	05/04/2021	31/03/2023	On track
Econ & Regen	Economy and Regen: Plan development and preparation - Commence Marmion house options appraisal	18/06/2021	16/03/2023	Not started
Finance	Finance start new budget process & include efficiencies	05/07/2021	31/12/2021	Not started
SmartWorking	Begin implementation phase of SMART WORKING	01/10/2021	31/03/2022	Not started
Reception & Customer	Implementation phase begins for Reception & Customer	01/10/2021	31/03/2022	Not started
Third Sector	Third sector deliver commissioning framework	03/01/2022	30/06/2022	Not started
Third Sector	Third Sector: Supplier chosen for Tamworth advice centre	31/03/2022	31/03/2022	Not started
Building Requirements	Possible Earliest Date to move out of Marmion House and into new premises	03/01/2022	31/03/2022	Not started
SmartWorking	SMART Working Go Live	01/04/2022	29/06/2022	Not started
Reception & Customer	Go Live Reception & Customer Meeting rooms	04/04/2021	30/06/2022	Not started
Service Re-design	Heritage Implementation year 2	31/03/2023	31/03/2023	Not started
Building Requirements	Closure of Marmion House	02/01/2023	30/03/2023	Not started

## Corporate Projects Summary

Corporate Project	Due Date	RAG Status	Commentary
Review of Corporate Capital Strategy	31 <sup>st</sup> December 2021 (was 31 <sup>st</sup> 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 30 <sup>th</sup> 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.  This project is part of the Reset & Recovery programme and, going forward, will be reported as part of it.
Priority Review - Leisure Services	31 <sup>st</sup> October 2022		This project is part of the Reset & Recovery programme and, going forward, will be reported as part of it.
Risk Management Strategy	31 <sup>st</sup> July 2020		CMT decided to push back the development of the new reporting layout until 1 <sup>st</sup> Quarter report of 2021-22
Implement Customer Portal	30 <sup>th</sup> November 2021		Portal launch date to Customer by end November, work continues to be on track to achieve this and testing currently ongoing
ICT Strategy			ICT Strategy approved by Cabinet in April 2021 and published in May 2021.  Project now completed
Organisational Development Strategy	31 <sup>st</sup> December 2021		Project on track
Welfare Reform	31 <sup>st</sup> December 2021		First draft Corporate Debt Strategy anticipated autumn/winter 2021
Leisure Strategy	30 <sup>th</sup> December		Project on track

Corporate Project	Due Date	RAG Status	Commentary
	2022		
Town Centre Programme	31st March 2022		
Net Zero Carbon	2050		Tender preparation is underway

**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

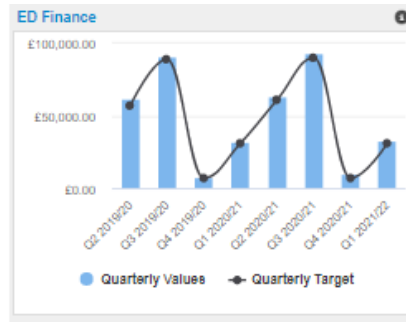
# General Fund – Actual Spend



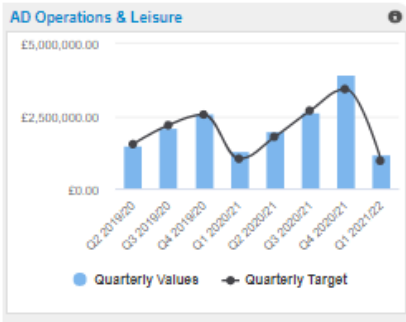
No material variances



No material variances.



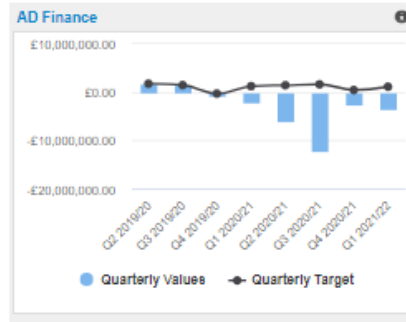
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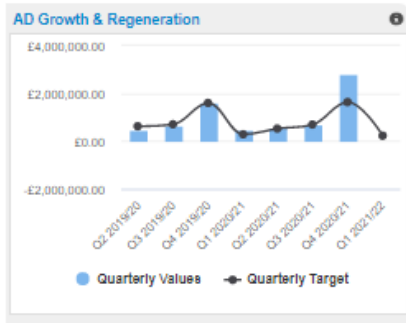
Due to vacancy allowances / no vacant posts



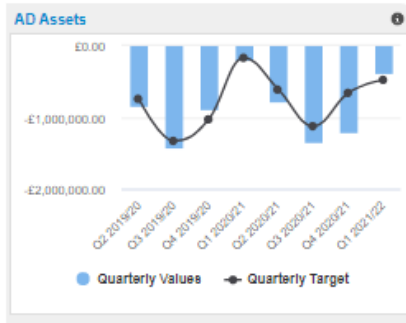
Due to vacancy allowances / no vacant posts



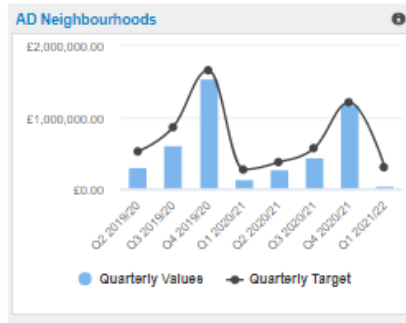
Additional covid-19 new burdens and SFC grants / returned Business rates levy 2020/21



Mainly due to lower Car park income



Windfall rental income



Vacant Community Wardens

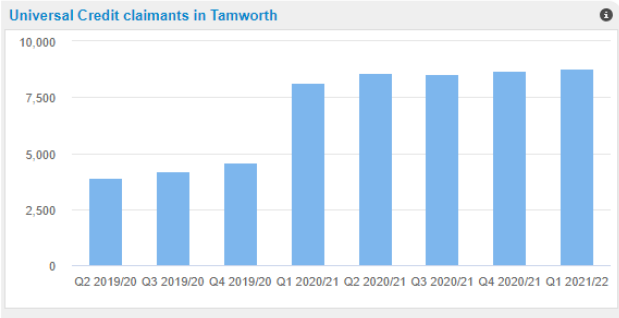


No material variances

## Key

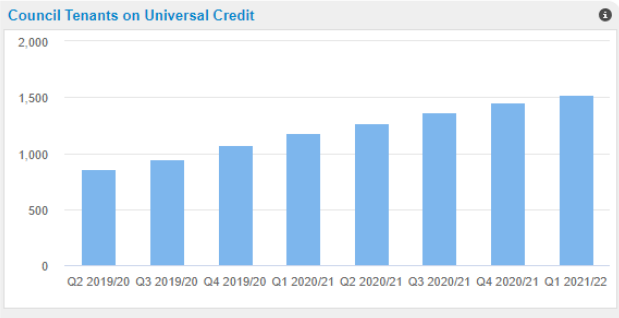
Quarterly Value is the year to date position  
 Quarterly Target is the year to date budget

# Universal Credit Summary



**Commentary**

There are 8,788 universal credit claimants in Tamworth.



**Commentary**

There are 1,519 council tenants on universal credit

## **1. Corporate projects and corporate risks**

The Executive Leadership Team identified projects from the Corporate Plan, the monitoring of which would form the basis for this section of the quarterly performance report. Project highlight reports for each of these are included at **Appendix 1**.

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

## **2. Regeneration project updates**

### **Solway**

In July 2018 Council approved the formation of Solway (Tamworth) Limited as a separate but wholly owned local authority trading company (LATC). This decision was made on the basis that the Council is having to look towards commercial activity in order to be more self-reliant and to find additional funding to support the medium term financial strategy (MTFS) in a climate of reduced central government funding against increased demand.

Progress on this project was restricted due to a number of other priorities and issues taking precedence including; purchase and master planning of the Gungate site, uncertain financial markets, the Future High Streets Fund (FHSF) process, internal corporate restructure and the ongoing COVID-19 pandemic.

Following a previous report to Corporate Scrutiny Committee on 25th August 2020, and as recommended by the Committee, Jones Lang Lasalle were appointed during 2020 to review and update the assumptions taking into account local and regional market trends to assess continued viability and the impact of the COVID-19 pandemic as far as that could be judged at the time of writing; which it confirmed.

On 11<sup>th</sup> March 2021, Corporate Scrutiny Committee considered the report and approved exploring in more detail the viability and financial implications of a private rental scheme will allow the Council to make a fully informed decision on how to develop the site.

In addition, the successful Future High Streets Fund bid (as well as the consultation and continuing work on the options for the Gungate site) will mean officer time will be restricted further. However, officers will benefit from the experience of procuring and managing a significant regeneration project in the coming months and years which could benefit the future plans for the Solway site depending on the review findings.

### **Future High Street Fund**

The current priority workload is the preparation of a tender for the appointment of a multi-disciplinary team to move the project forwards in the enabling phase. The tender will go live through the CCS framework on the 15 July 2021.

Other work underway includes the appointment of consultants/surveyors to undertake various surveys within the town centre including utilities, measured building surveys and topographical surveys.

Work continues on heads of terms for the various partnerships and acquisitions that are necessary for the project to progress.



## **Gungate**

Staffordshire County Council (SCC) approved a report at its Charities and Trusts committee on the 15th June 2021 to market the Tamworth Youth Centre. Further consent is required from the Charity Commission which is a six month process. Hopefully, by the end of the year this will be possible. A red book valuation process is jointly underway between Tamworth Borough Council (TBC) and SCC which seeks to evaluate TBC and SCC landholdings on Spinning School Lane North.

The new owners of the Police Station have asked for a meeting with the planning team to discuss proposals for the site.

## **Amington Local Centre**

The site was transferred back to TBC in June 2021. The Borough Council is now under a Section 106 obligation to develop the site as a local centre within five years.

One unexpected effect of the pandemic was to greatly increase the profitability of local convenience stores. There is therefore a good level of demand from convenience store operators for this site and the site is currently being marketed to establish the level of interest and likely values.

### **3. Impact of Welfare Benefit Reform on Council services**

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

#### Benefits

A reduction in the number of Discretionary Housing Payments (DHP) claims is reported - DHP claims paid are £28k (£46k at June 2020) with 60 successful claims from 82 applications (compared to 70 successful claims from 104 applications at June 2020). There is a 1.5 week backlog (1 week as at June 2020) of claims still to be processed.

Local Council Tax Reduction Scheme claims are lower than 2020/21 (5,345 claimants as at June 2021 compared to 5,671 at June 2020) with a total scheme cost of £4.7m (£4.6m in 2020/21).

Live caseload figures are 96 lower than 2020/21 – currently 5,575 which follows the significant increase to 5671 in June 2020 resulting from the pandemic (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 8.5 days to June 2020 (4.7 days to June 2020).

#### Revenues

Due to the pandemic, recovery actions were suspended for Quarter 1 of 2020 and so comparative figures relate to 2019 (as a result there was no court action or enforcement agent referrals during quarter 1 of 2020).

#### NNDR

Reminders (299 at June 2021) are at lower levels than 2019/20 levels (382 at June 2019) with summons and liability orders at lower levels than 2019/20. There has been 50 summons and 23 liability orders (compared to 62 and 38 respectively at June 2019). There have been no enforcement agent referrals to June 2021 (28 referrals to June 2019) due to the first court hearing for 2021/22 debts being delayed until 29<sup>th</sup> June. There have also been less cases for 2021/22 as the extended retail relief means some businesses received 100% relief up to 30<sup>th</sup> June.

Collection performance is above target - current year collection levels are at 28.1%, above target by 2.4% at 30 June (28.6% as at 30 June 2019), although are expect to taper towards target as the year progresses, due to the lower collection performance in quarter 1 of 2020. There may also be an impact on collection performance from 1<sup>st</sup> July following the removal of the 100% retail relief. Court costs are at the anticipated level of £6k.

Arrears collected for 2020/21 are 27.3% compared to a target of 2.9%, however, this is improved due to there being more extended arrangements relating to previous years debt due to the pandemic.

#### Council Tax

Reminders are just 45 lower than 2019/20 levels (6,249 at June 2021 compared to 6,204 at June 2019) with summonses and liability orders at higher levels (2,017 summonses

compared to 1,648 to June 2019 with 1,342 liability orders compared to 1,164 to June 2019). Attachment of earnings and enforcement agent referrals are at lower levels (45 attachments compared to 127 in quarter 1 of 2019/20 with 206 referrals compared to 256 at June 2019).

There is a significant backlog in processing of correspondence due to additional workload created by the payment of significant levels of grants and reliefs to local businesses arising from the pandemic.

Current year collection levels at 30.1% are higher than the target of 29.2%, however, this is in line with the 2019/20 collection performance (also 30.1%). Court cost income is ahead of that anticipated by £12k at £46k. Arrears collection for 2020/21 of 17.4% is higher than the target of 17.0%.

As at June 2021 there were 2,024 live Council Tax universal credit cases. The collection rate for universal credit cases was 29.3% (of a £716k collectable debit) compared to our overall collection rate of 30.1%. The difference shows universal credit collection approximately £6k behind where it would be if it reflected the overall figures.

Direct Debit take up for live universal credit cases is 27.8% compared to 70.8% overall, while roughly 9% are subject to arrangements compared to an overall figure of 2%. In addition, 53% of universal credit cases have been sent a reminder (17% overall). 21% of live 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 2018/19	Qtr 4 2019/20	Qtr 4 2020/21	Qtr 1 2021/22
live caseload figure	5,514	5,374	5,628	5,575
Number of Universal Credit claimants in Tamworth	2,682	4,594	8,687	8,788
Number of Council Tenants on Universal Credit	645	1,072	1,449	1,519
Number of Council Tenants on Universal Credit and in Rent Arrears	443	663	680	954
Percentage of Council Tenants on Universal Credit and in Rent Arrears	68.7%	61.9%	46.9%	62.80%
Number of Council Tenants on Universal Credit and not in Rent Arrears	202	409	769	565
Percentage of Council Tenants on Universal Credit and not in Rent Arrears	31.3%	38.2%	53.1%	37.20%

Total **Rent** arrears (excluding former tenants) at 30 June 2021 were £642k compared to £481k at 31 March 2021 – an increase of £161k (compared to a £188k increase as at 30 June 2020).

Total arrears (including former tenant arrears, recharges, court costs and garages etc.) are £1.9m at 30 June 2021, compared to £1.8m at 31 March 2021, an increase of £123k (compared to a £175k increase between 31 March 2020 and 30 June 2020).

Total arrears (including former tenant arrears, recharges, court costs and garages etc.) were £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).

There were no evictions during the quarter (none in 2020/21 / 9 to Quarter 4 of 2019/20), due to COVID-19 court action for evictions being on hold.

The outbreak of COVID19, which hit the UK in March 2020, has had a significant impact nationally and locally. More specifically for the Council’s Housing Revenue Account, rent levels have been put at risk. There was minimal impact on rent arrears levels in the first half of the year 2020-21 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.

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 first quarter of the financial year reported to Cabinet on 19<sup>th</sup> August 2021 is shown below.

<b>Type</b>	<b>01/04/21 – 30/06/21</b> <b>£ p</b>
Council Tax	£1,551.51
Business Rates	£0.00
Sundry Income	£802.72
Housing Benefit Overpayments	£7,416.53
Housing	£52,882.79

Whilst reported collection rates are marginally ahead of target at the moment, it is too early to know what effect the pandemic will ultimately have on the economy and residents ability to pay in the future.

The pandemic has affected people in a number of ways and many of our residents/customers continue to be financially impacted by the crisis but 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.

## 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 4 2020/21	Qtr 1 2021/22
live caseload figure	5,514	5,374	5,628	5,575
Number of Universal Credit claimants in Tamworth	2,682	4,594	8,687	8,788
Number of Council Tenants on Universal Credit	645	1,072	1,449	1,519
Number of Council Tenants on Universal Credit and in Rent Arrears	443	663	680	954
Percentage of Council Tenants on Universal Credit and in Rent Arrears	68.7%	61.9%	46.9%	62.80%
Number of Council Tenants on Universal Credit and not in Rent Arrears	202	409	769	565
Percentage of Council Tenants on Universal Credit and not in Rent Arrears	31.3%	38.2%	53.1%	37.20%
Number of Council Tax Payers on Universal Credit	745	1,254	1975	2,024
Number of Council Tax Payers on Universal Credit and in arrears with Council Tax payments	261	388	263	425
Percentage of Council Tax Payers on Universal Credit and in arrears with Council Tax payments	35.0%	30.9%	13.3%	21.0%
Number of Council Tax Payers on Universal Credit and not in arrears with Council Tax payments	484	866	1712	1,599
Percentage of Council Tax Payers on Universal Credit and not in arrears with Council Tax payments	65.0%	69.1%	86.7%	79.0%
Number of Universal Credit claimants nationally	1,736,431	2,933,218	6,038,764	6,010,269
Discretionary Housing Payments made – Year to date	140,303	135,782	171576	28,083
Amount of Discretionary Housing Payments made to Universal Credit claimants – Year to date	82,001	102,688	148625	24,317

#### **4. Medium Term Financial Strategy 2021/22 to 2025/26 monitoring**

When Council approved the 2021/22 Budget and Medium Term Financial Strategy (MTFS) on 23<sup>rd</sup> February 2021, the impact of the Covid-19 pandemic on the economy and ultimately the impact for the Council's finances was uncertain - including any lasting effects for individual businesses and their employees. Social distancing measures have continued impacting mainly on the Council's ongoing income receipts.

In addition, future levels of funding for the Council were uncertain pending the Government's planned reforms to Local Government funding. 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 pandemic, although no timescales have been released. In addition, the next planned national Business Rates Revaluation, planned for 2021 will take effect from 2023.

The Government had previously said it will keep an open dialogue with the local authorities on the best approach to the next financial year, including how to treat accumulated business rates growth of £2m p.a. (pending the planned business rates baseline reset) and the approach to the 2021/22 local government finance settlement.

It was announced, as part of the Spending Review in 2020 and confirmed as part of the settlement, that there would 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.

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 meeting future housing needs to sustain the HRA in the longer term.

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.

In light of the ongoing impact of Covid-19 on the Council's MTFS, managers have again been asked to review their budgets and identify all non-essential spending for 2021/22 as part of the quarter one projections at 30 June 2021 – as part of a managed underspend plan.

Cabinet on 22<sup>nd</sup> October 2020 approved the Recovery and Reset programme which aims to consider how we can tackle the financial challenges facing the council as a result of the coronavirus pandemic. This will include reviewing services, reducing waste demand on

services (basically this is any action or step in a process that does not add value to the customer), exploring opportunities for income generation and identifying any further savings. An update including recommendations for the next steps was approved at Cabinet 29<sup>th</sup> July 2021 including the continuing work the agreed actions to address the financial position in future years:

1. Financial Management and Commerciality – Seeking to remove historic underspends and adopt an in-service approach to rigorous and controlled spending.
2. Smart Working – Exploration of the business impacts around current levels of home working and what the future is for AGILE working.
3. Building Requirements and Utilisation – Consideration of the best use of all our property assets to ensure the council’s resources are focused on front line service delivery.
4. Front Reception and Customer Service Offer – Exploration of customer service models to assess the impact of front reception closing during the pandemic and how acceleration of digitising services can be delivered whilst ensuring our most vulnerable customers retain face to face services.
5. Service Re-design and Review – An organisational wide review of each service to identify short, medium and longer-term opportunities to improve delivery of services central to the council’s core purpose and strategic aims.
6. Third Sector Support and Vulnerability Strategy – Recognising that one of the most positive outcomes to the Pandemic is the overwhelming ability of ‘anchor organisations and communities’ to mobilise and support each other, this project will explore how the Council’s commissioning framework can be aligned to build on these foundations going forward and how we define and develop our vulnerability strategy, building on the baseline assessment commissioned over the summer.
7. Economy and Regeneration - Work has continued on the future of our high street and alongside this the economic recovery and regeneration of Tamworth is central to our future Recovery and Reset.

Together with any opportunities arising from the response to the Covid-19 pandemic, for Member consideration during the budget process.

The overriding goal is to make sure our organisation remains fit for the future, while protecting services to the most vulnerable in our community.

As a result of the updated forecast in July 2021, the projections now identify General Fund balances of £1.8m over three years – with a shortfall of £2m by 2024/25 and £5.7m over the five years to 2025/26, including the minimum approved level of £0.5m (compared to the five year projections within the approved MTFS of £0.5m over three years – with a shortfall of £3.3m by 2024/25 and £7m over the five years to 2025/26).

For the HRA, no major impact of the pandemic are forecast over 5 years at present, the current projections for the impact of Covid-19 on rent income levels is manageable within existing balances. The projections now identify HRA balances of £3.9m over three years, £3.6m by 2024/25 and £3.5m over the five years to 2025/26, including the minimum approved level of £0.5m (compared to the five year projections within the approved MTFS of £3.1m over three years, £2.8m by 2024/25 and £2.7m over the five years to 2025/26).

## General Fund

	General Fund					
MTFS Projections 2020/21 - 2025/26	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
	£'000	£'000	£'000	£'000	£'000	£'000
Projected Balances per MTFS Council February 2021	(6,753)	(6,547)	(3,845)	(526)	2,790	6,544
Revised Forecasts:						
Revised Forecast Balances - July 2021	(8,003)	(8,013)	(5,172)	(1,792)	1,469	5,169
Improvement	(1,250)	(1,466)	(1,327)	(1,266)	(1,321)	(1,375)

As a result of the updated forecast in July 2021, the projections now identify General Fund balances of £1.8m over three years – with a shortfall of £2m by 2024/25 and £5.7m over the five years to 2025/26, including the minimum approved level of £0.5m (compared to the five year projections within the approved MTFS of £0.5m over three years – with a shortfall of £3.3m by 2024/25 and £7m over the five years to 2025/26).

Further savings of around £1.1m p.a. will be required over the next five years (based on annual £5 increases in Council Tax). On an annualised basis this would equate to a year on year ongoing saving of £0.4m over five years.

The forecast has been updated to include:

### Change:

#### **Savings / increased income**

- The projected outturn underspend of £216k for 2021/22 (as at Period 3);
- Anticipated savings in contingency budgets
- Savings from the planned underspend review arising from the finance R&R workstream
- Forecast savings arising from lower pay award (1%)

#### **Additional costs / reduced income**

- Increased Waste disposal costs from 2022/23
- Reduction in council tax, business rates and court costs income due to ongoing effects of the pandemic

### Budget Impact

£(216)k for 2021/22 only

£(85)k p.a. from 2022/23

£(97)k p.a. from 2022/23

£c.(100)k p.a. from 2022/23

£53k p.a. from 2022/23

£52k p.a. from 2022/23



**Change:**

- Reduction in ongoing car parking income due to ongoing effects of the pandemic
- Reduced investment income due to continued low interest rates

**Budget Impact**

£225k p.a. for 2 years from 2022/23 (then £112k p.a. thereafter)

c.£80k p.a. for 2022/23 (£5k p.a. thereafter)

In addition, following finalisation of the 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**

	<b>Housing Revenue Account</b>					
<b>MTFS Projections 2020/21 - 2025/26</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b>Projected Balances per MTFS Council February 2021</b>	(4,866)	(4,523)	(3,160)	(3,069)	(2,790)	(2,665)
<b>Revised Forecasts:</b>						
Revised Forecast Balances - July 2021	(5,610)	(5,257)	(3,921)	(3,859)	(3,609)	(3,512)
Improvement	(744)	(733)	(761)	(789)	(819)	(848)

The projections now identify HRA balances of £3.9m over three years, £3.6m by 2024/25 and £3.5m over the five years to 2025/26, including the minimum approved level of £0.5m (compared to the five year projections within the approved MTFS of £3.1m over three years, £2.8m by 2024/25 and £2.7m over the five years to 2025/26).

The forecast has been updated to include a revised projected outturn overspend of £11k for 2021/22 (as at Period 3) and forecast savings arising from lower pay award of c.£30k p.a.

In addition, following finalisation of the outturn underspend for 2020/21 of £0.6m, additional balances of £0.75m are now reported (with closing balances of £5.6m).

## 5. Financial Healthcheck

### Executive Summary

This section to the report summarises the main issues identified at the end of June 2021.

### General Fund

#### Revenue

GENERAL FUND	YTD Budget £000	YTD Position £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Comment
Chief Executive	489	491	2	1,575	1,586	11	No material variances
AD Growth & Regeneration	230	(6)	(236)	1,345	1,488	143	Mainly due to lower Car park income
ED Organisation	182	164	(18)	478	485	7	No material variances
AD People	930	953	23	226	320	94	Due to vacancy allowances / no vacant posts
AD Operations & Leisure	960	1,192	232	3,156	3,292	136	Due to vacancy allowances / no vacant posts
ED Finance	31	33	2	-	9	9	No material variances
AD Finance	1,070	(3,512)	(4,582)	(7,738)	(8,309)	(571)	Additional covid-19 new burdens and SFC grants / returned Business rates levy 2020/21
AD Assets	(479)	(382)	97	(883)	(919)	(36)	Windfall rental income
AD Neighbourhoods	304	47	(257)	1,142	1,093	(49)	Vacant Community Wardens
AD Partnerships	275	178	(97)	958	996	38	No material variances
<b>Total</b>	<b>3,992</b>	<b>(842)</b>	<b>(4,834)</b>	<b>259</b>	<b>41</b>	<b>(218)</b>	

The General Fund has a favourable variance against budget at period three of £4.834m.

The projected full year position identifies a favourable variance against budget of £218k or 5.46%.

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

A balance of £169k was held in the General Contingency Budget at the end of June 2021 which, as part of the non-essential 'managed underspend' review, is forecast will not be required at present.

#### Capital

GENERAL FUND	Budget Reprofiled from 2020/21 (memo only) £000	YTD Budget £000	YTD Actual Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile to 2022/23 (memo only) £000	Outturn £000
Chief Executive	718	718	0	(718)	718	718	-	-	718
AD Growth & Regeneration	807	4,272	225	(4,047)	14,665	14,242	(424)	424	14,665
AD People	151	172	39	(133)	238	238	-	-	238
AD Operations & Leisure	669	793	342	(451)	1,164	1,164	-	-	1,164
AD Finance	12,131	12,131	-	(12,131)	12,131	8,131	(4,000)	4,000	12,131
AD Assets	817	998	541	(457)	1,542	1,467	(75)	-	1,467
AD Neighbourhoods	-	11	-	(11)	46	46	-	-	46
AD Partnerships	-	-	-	-	-	-	-	-	-
<b>GF Contingency</b>	<b>255</b>	<b>255</b>	<b>-</b>	<b>(255)</b>	<b>255</b>	<b>120</b>	<b>(135)</b>	<b>135</b>	<b>255</b>
<b>TOTAL GENERAL FUND</b>	<b>15,548</b>	<b>19,351</b>	<b>1,147</b>	<b>(18,204)</b>	<b>30,759</b>	<b>26,126</b>	<b>(4,634)</b>	<b>4,559</b>	<b>30,684</b>

Capital expenditure incurred was £1.147m compared to a profiled budget of £19.351m. It is predicted that £26.126m will be spent by the year-end compared to a full year budget of £30.759m (this includes re-profiled schemes from 2020/21 of £15.548m).

A summary of Capital expenditure is shown at **Appendix B**.

### Treasury Management

At the end of June 2021 the Authority had £71.942m invested in the money markets. The average rate of return on these investments is 0.24% though this may change if market conditions ease.

Borrowing by the Authority stood at £63.060m at the end of June 2021, all being long term loans from the Treasury Public Works Loans Board. The average rate payable on these borrowings equates to 4.05%.

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

### Balances

Balances on General Fund are projected to be in the region of £8.014m at the year-end from normal revenue operations compared to £6.548m projected within the 2021/22 budget report– additional balances of £1.466m.

### Housing Revenue Account (HRA)

#### Revenue

<b>HOUSING REVENUE ACCOUNT</b>	<b>YTD Budget £000</b>	<b>YTD Position £000</b>	<b>Variance £000</b>	<b>Budget £000</b>	<b>Predicted Outturn £000</b>	<b>Variance £000</b>
HRA Summary	(4,277)	(4,315)	(38)	(9,412)	(9,542)	(130)
ED Communities	23	30	7	-	9	9
AD Operations & Leisure	37	40	3	145	153	8
AD People	45	32	(13)	-	1	1
AD Assets	40	237	197	405	438	33
AD Neighbourhoods	313	317	4	3,413	3,502	89
Housing Repairs	1,499	1,526	27	5,792	5,792	-
<b>Total</b>	<b>(2,320)</b>	<b>(2,133)</b>	<b>187</b>	<b>343</b>	<b>353</b>	<b>10</b>

The HRA has an unfavourable variance against budget at period three of £187k.

The projected full year position identifies an unfavourable variance against budget of £10k or 0.43%. Individual significant budget areas reflecting the variance are detailed at **Appendix A**.

## Capital

HOUSING REVENUE ACCOU	Budget Reprofiled from 2020/21 (memo only) £000	YTD Budget £000	YTD Actual Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile to 2022/23 (memo only) £000	Outturn £000
AD Assets	11,897	14,262	6,969	(7,293)	21,358	14,287	(7,071)	6,542	20,828
HRA Contingency	100	100	-	(100)	100	100	-	-	100
<b>TOTAL HOUSING REVENUE</b>	<b>11,997</b>	<b>14,362</b>	<b>6,969</b>	<b>(7,393)</b>	<b>21,458</b>	<b>14,387</b>	<b>(7,071)</b>	<b>6,542</b>	<b>20,928</b>

Housing Capital expenditure of £6.969m has been incurred as at the end of Period 3 compared to a profiled budget of £14.362m.

It is predicted that £14.387m will be spent by the year-end compared to the full year budget of £21.458m (including £11.997m re-profiled from 2020/21);

A summary of Capital expenditure is shown at **Appendix B**.

### Balances

Balances on the Housing Revenue Account are projected to be in the region of £5.258m at the year-end compared to £4.522m projected within the 2021/22 budget report – additional balances of £736k.

## Corporate Plan Project Updates

## Corporate Capital Strategy highlight report



<b>Project due date</b>	31 <sup>st</sup> December 2021
<b>Overall Project Status</b> (Indicate by typing <b>yes</b> in the appropriately shaded box below)	
<b>3. On track and in control</b>	
<b>2. Not on track but in control</b>	✓
<b>1. Not on track</b>	
<b>Month &amp; Year of update</b>	June 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	December 2021	PW	
Review of Building Repairs Fund (BRF) and planned approach to be developed	December 2021	PW / LP	
Review of Commercial Property – monitoring of performance to be established	December 2021	PW / LP	

Key milestones achieved	Date milestone achieved
Capital Strategy included with Budget and MTFS presented to Cabinet 24 <sup>th</sup> January 2019 and Joint Scrutiny Cttee 30 <sup>th</sup> January 2019	January 2019
Feedback received from Link Asset Services and subsequent amendments/updates made to strategy 2019/20	2019/20
ASSG meetings scheduled 1/4ly in diaries starting 28/03/19 – and resumed September 2020 following cancellations due to Covid 19	
ASSG on 26/09/19 reviewed progress for Agreed Capital Programme; considered and agreed report on “Whole Life Costing” and reviewed progress on Capital Strategy Action Plan	September 2019
Draft Capital Budgets for 2020/21 onwards considered by CMT 16/10/19	
Draft Capital Budgets for 2020/21 onwards included in base budget report to Cabinet 28/11/19	November 2019
Initial assessment/baseline position for monitoring BRF and Commercial Property established December 2019	December 2019
2020/21 Draft Capital Strategy included with Budget and MTFS presented to Cabinet 22 <sup>nd</sup> January 2020 and Joint Scrutiny Cttee 29 <sup>th</sup> January 2020	January 2020
2020/21 Final Capital Strategy included with Corporate Vision, Priorities Plan, Budget & MTFS 2020/21 approved by Cabinet 20 <sup>th</sup> February 2020 and Council 25 <sup>th</sup> February 2020	February 2020
2021/22 Final Capital Strategy included with Corporate Vision, Priorities Plan, Budget & MTFS 2021/22 approved by Cabinet 18 <sup>th</sup> February 2021 and Council 23 <sup>rd</sup> February 2021	February 2021

## Cleaning Review highlight report

<b>Project due date</b>	TBA (was 30 <sup>th</sup> April 2020)
<b>Overall Project Status</b> (Indicate by typing <b>yes</b> in the appropriately shaded box below)	
<b>3. On track and in control</b>	
<b>2. Not on track but in control</b>	✓
<b>1. Not on track</b>	
<b>Month &amp; Year of update</b>	June 2021

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

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

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

# Leisure Services Review highlight report

<b>Project due date</b>	31 <sup>st</sup> October 2022
<b>Overall Project Status</b> (Indicate by typing <b>yes</b> in the appropriately shaded box below)	
<b>3. On track and in control</b>	✓
<b>2. Not on track but in control</b>	
<b>1. Not on track</b>	
<b>Month &amp; Year of update</b>	June 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"> <li>Covid 19 has had an impact on leisure services, the Council run gym had to close due to lockdown and a review of this was undertaken at that time:- Review of the viability of castle grounds activity centre gym resulting in staff made redundant from posts including cessation of IR35 gym instructor.</li> <li>Covid further impacted on Anker Valley football facilities and this was closed with Lockdown 1, reopened with reduced facilities in the late summer and is now closed again with Lockdown 3- Jan 2021, has reopened on 29<sup>th</sup> March 2021 for both Junior and senior football. Matches being played into June to meet league fixtures. Although guidance for 19<sup>th</sup> onwards permits full opening, we are keeping the changing rooms closed as there is no natural ventilation and the facilities are communal. However spectators are returned to the facility for the start of the season</li> <li>Review of current swimming provision, awaiting decision. Further legal view currently being consulted on options.</li> </ul> <p>Others area still require review, now the Council has been awarded the Future High Street funding, there is a requirement to align leisure provision in the town centre going forward and assessment of this has commenced. Options for inclusion in a new town centre Leisure centre are currently being appraised.</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>Sept 2021</p> <p>Aug 2021</p> <p>Aug 2021</p> <p>December 2021</p> <p>Oct 2021</p>	<p>SMcG/K M</p>	
Review Information- to meet with ED Communities and ED DCE, AD Partnerships to discuss options leisure requirements		AG/SMc G	

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

## Risk Management Strategy highlight report

<b>Project due date</b>	31 <sup>st</sup> July 2020
<b>Overall Project Status</b> (Indicate by typing <b>yes</b> in the appropriately shaded box below)	
<b>3. On track and in control</b>	
<b>2. Not on track but in control</b>	✓
<b>1. Not on track</b>	
<b>Month &amp; Year of update</b>	May 2021

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

<b>Workstreams</b>	<b>Due date</b>	<b>Lead</b>	<b>Workstream RAG status</b>
Review 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	

<b>Key milestones achieved</b>	<b>Date milestone achieved</b>
Appointment of consultants to assist with undertaking the review and project scoped	March 2019
Review of current risk undertaken and new grouping proposed(reduction to 14 categories) looking to reduce further	April 2019
Appointment of "Service Risk Champions"	September 2019
Collation of potential different reports from the system be considered	TBA
Meetings with Risk champions Scheduled in for November - rescheduled	Suspended
Due to the delay and loss of momentum in the project a revised timetable will be discussed – RB and risk consultant 14/2/20	February 2020
A revised draft of the new report to be presented to CMT in July for approval. If approved, discussions with relevant AD's and ED's will be held and a new report generated in Pentana. This will then be included in a future Risk report to A&G	July 2020
The new report layout is constructed and will be reviewed and refined in October by ED's and AD's ready for reporting to A&G at the 3 <sup>rd</sup> Qtr	Not Achieved
The new report layout is constructed and to be reviewed and refined by mid-December by ED's and AD's ready for reporting to A&G at the 3 <sup>rd</sup> Qtr – update from CMT 7/1/21 reschedule report for A&G 1 <sup>st</sup> Qtr 2021-22	
New layout discussed with ED's 18/11/20 and to be discussed with AD's 10/12/20 The meeting on the 10 <sup>th</sup> will also receive feedback and discussion on the ZM risk Horizon survey	10/12/2020
The new layout discussed ZM Horizon scanning review discussed. CMT members to feedback on the revised layout for the first CMT in the new year. The CMT decided to push back the development of the new reporting layout until 1 <sup>st</sup> Quarter report of 2021-22	08/07/2021



## Implement Customer Portal highlight report

<b>Project due date</b>	(31 <sup>st</sup> December 2020) Revised to 30 <sup>th</sup> November 2021
<b>Overall Project Status</b> (Indicate by typing <b>yes</b> in the appropriately shaded box below)	
<b>3. On track and in control</b>	
<b>2. Not on track but in control</b>	✓
<b>1. Not on track</b>	
<b>Month &amp; Year of update</b>	June 2021

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

Workstreams	Due date	Lead	Workstream RAG status
<b>CRM Activity</b> <ul style="list-style-type: none"> <li>Single Person Discount Process User Acceptance Completed by CST                             <ul style="list-style-type: none"> <li>Revenues – testing in progress</li> </ul> </li> </ul>	10/05/21 20/04/21	JSh	
<b>Dependency – Digital360 v29 Upgrade</b> <ul style="list-style-type: none"> <li><b>Acceptance is a pre-requisite of Portal Go Live</b> <ul style="list-style-type: none"> <li>Testing underway –                                     <ul style="list-style-type: none"> <li>Housing completed – Issues reported to Civica for resolution</li> <li>Planning – testing completed</li> <li>Benefits –testing completed as far as possible</li> <li>Revenues – testing completed as far as possible</li> <li>CST – testing completed as far as possible</li> </ul> </li> </ul> </li> </ul>	30/6/21	JSh	
<b>Portal – Portal 360</b> TBC controlled work <ul style="list-style-type: none"> <li>Post Upgrade Testing in final stages</li> <li>Volunteer testers testing Registration Process and UX</li> <li>Ongoing Portal styling and configuration workshops with Customer Service and Graphics Teams to amend content in live environment</li> <li>SPD Portal process UAT to be completed</li> <li>New Civica Project Manager – Project completion plan written and received                             <ul style="list-style-type: none"> <li>Being re-written to reflect Portal Go Live in Stages                                     <ul style="list-style-type: none"> <li>Stage 1 – Basic Portal   <ul style="list-style-type: none"> <li>Register and authenticate email and Ctax account</li> <li>Raise Report it Service Request</li> <li>Raise Complaint</li> <li>Amended plan received</li> <li>Now working towards this amended plan</li> </ul> </li> <li>Test registration and authentication process in Live environment</li> </ul> </li> <li>De-duplication testing and live</li> <li>LLPG data testing in test to be migrated to live</li> </ul> </li> </ul>	28/02/21 30/04/21 01/03/21 6/7/2021 19/03/21 31.3.21 30.4.21 30.4.21	Jsh	
<b>Portal – Portal 360</b> Civica controlled work <ul style="list-style-type: none"> <li>Pay360 process to be put into Portal                             <ul style="list-style-type: none"> <li>Require support from Capita</li> </ul> </li> <li>Academy Web Services in Portal                             <ul style="list-style-type: none"> <li>Require support from Capita</li> <li>Issues forwarded on to Capita for support</li> </ul> </li> <li>Move process to be completed for Move Out and Within Tamworth</li> <li>SPD Portal process work to be completed</li> <li>Complaints in portal testing corrections</li> <li>Scheduler</li> <li>Data work for LLPG synchronisation (Ian)</li> </ul>	06/01/21 17/02/21 15/02/21 20/4/21 21/4/21 30/4/21	JSh	
<b>Knowledge Transfer</b> <ul style="list-style-type: none"> <li>All sessions delivered</li> </ul>	19/08/20	JMcD	

Key milestones achieved	Date milestone achieved
<ul style="list-style-type: none"> <li>• Test Portal created and skinned to fit in with Tamworth.gov.uk website – Dec 2019</li> </ul>	31/12/19
<ul style="list-style-type: none"> <li>• Knowledge Transfer Session – System Admin – delivered w/c 16<sup>th</sup> December 2019</li> </ul>	16/12/19
<ul style="list-style-type: none"> <li>• Knowledge Transfer Session – Single Person Discount - Process Mapping &amp; Customer Journey – delivered 22/01/2020</li> </ul>	22/01/20
<ul style="list-style-type: none"> <li>• System Admin – Build Elements w/c 3<sup>rd</sup> Feb</li> </ul>	24/02/20
<ul style="list-style-type: none"> <li>• Customer Journey Build w/c 24<sup>th</sup> Feb</li> </ul>	02/06/20
<ul style="list-style-type: none"> <li>• Portal user authentication completed</li> </ul>	12/05/20
<ul style="list-style-type: none"> <li>• Outstanding documentation ratified and delivered back to Civica</li> </ul>	17/06/20
<ul style="list-style-type: none"> <li>• Move Process go Live</li> </ul>	17/07/20
<ul style="list-style-type: none"> <li>• Final Single Person Discount process build sessions delivered</li> </ul>	15/07/20
<ul style="list-style-type: none"> <li>• Address synchronisation implemented</li> </ul>	17/08/20
<ul style="list-style-type: none"> <li>• Final knowledge transfer session delivered</li> </ul>	19/08/20
<ul style="list-style-type: none"> <li>• Address synchronisation between Local Land and Property Gazetteer process implemented</li> </ul>	31/08/20
<ul style="list-style-type: none"> <li>• Single Person Discount user acceptance testing started</li> </ul>	01/09/20
<ul style="list-style-type: none"> <li>• Capita provide technical documentation to support development of Academy integration</li> </ul>	28/09/20
<ul style="list-style-type: none"> <li>• V29 Upgrade implemented in Test</li> </ul>	02/11/20
<ul style="list-style-type: none"> <li>• Portal Customer Journey Workshop with Civica consultants delivered</li> </ul>	16/12/20
<ul style="list-style-type: none"> <li>• Styling Workshop completed</li> </ul>	31/12/20
<ul style="list-style-type: none"> <li>• Live Portal Server software installed</li> </ul>	26/02/21
<ul style="list-style-type: none"> <li>• Portal infrastructure installed on Live server</li> </ul>	26/02/21
<ul style="list-style-type: none"> <li>• Service Desk to install certificate, register DNS name mytamworth.gov.uk and install Outlook on scheduler server</li> </ul>	12/03/21
<ul style="list-style-type: none"> <li>• New Civica Project Manager – Project revised completion plan written and received</li> </ul>	01/03/21
<ul style="list-style-type: none"> <li>• Handover of project management from Knowledge Performance &amp; Insight Manager to Digital Customer Experience Manager and Head of Customer Experience</li> </ul>	23/03/21
<ul style="list-style-type: none"> <li>• Revenues &amp; Benefits met testing deadline wc 10<sup>th</sup> May</li> </ul>	10/05/21
<ul style="list-style-type: none"> <li>• Report It into live</li> </ul>	03/06/20
<ul style="list-style-type: none"> <li>• Complaints into live</li> </ul>	24/05/21
<ul style="list-style-type: none"> <li>• Demo CMT 10<sup>th</sup></li> </ul>	10/06/21
<ul style="list-style-type: none"> <li>• Exploring reporting (Mas)</li> </ul>	10/06/21
<ul style="list-style-type: none"> <li>• Digital360 v29 upgrade implemented</li> </ul>	07/07/21
<ul style="list-style-type: none"> <li>• Updated complaints processes to reflect current structure – testing complete, issues identified and plan in place to rectify</li> </ul>	07/07/21

# Organisational Development Strategy highlight report



<b>Project due date</b>	31 <sup>st</sup> December 2021
<b>Overall Project Status</b> (Indicate by typing <b>yes</b> in the appropriately shaded box below)	
<b>3. On track and in control</b>	✓
<b>2. Not on track but in control</b>	
<b>1. Not on track</b>	
<b>Month &amp; Year of update</b>	June 2021

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

Work streams	Due date	Lead	Workstream RAG status
However the consultation work stream has paused due to Covid thus making the work stream amber as it isn't on track but is in control namely to restart when covid allows. The Recovery and Reset programme will contain a number of OD strands which will be clearly defined once the scoping of the programme is complete thus enabling the OD Strategy to be completed.			
**Project restarted June 2020**			
Review Draft Strategy, updated in line with R&R paper (cabinet 29 <sup>th</sup> July) finalise and present to ELT	August 2021	AG/ZW	
Consultation (employee focus group, HOS, TULG, ELT, CMT, Portfolio Holder)	October 2021	AG/ ZW	
Approval of Strategy by Cabinet	December 2021	AG/ ZW	
Action Plan commence and manage via Pentana	January 2022	AG/ ZW	

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
All cohorts (cohort 1-7) completed Modules 1-3. Cohorts 1 and 2 have completed Module 4.	April 2021
All cohorts (cohort 1-7 completed Module 1-3. Cohorts 1 – 5 have completed Module 4	May 2021

## Welfare Reform highlight report

Project due date	December 2021
Overall Project Status (Indicate by typing <b>yes</b> in the appropriately shaded box below)	
3. On track and in control	✓
2. Not on track but in control	
1. Not on track	
Month & Year of update	June 2021

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

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

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

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

# Leisure Strategy highlight report

<b>Project due date</b>	30 <sup>th</sup> December 2022
<b>Overall Project Status</b> (Indicate by typing <b>yes</b> in the appropriately shaded box below)	
<b>3. On track and in control</b>	✓
<b>2. Not on track but in control</b>	
<b>1. Not on track</b>	
<b>Month &amp; Year of update</b>	June 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)	Aug 2021	AG/SMcG	
Report to cabinet defining revised scope of the project with timelines for endorsement and delegation of contract award. Report to now include decision to postpone the completion of the leisure strategy at this time (			
Prepare tender brief for Indoor & Outdoor sports facilities assessment, to include a review of the open spaces assessment, together with a feasibility study 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 on 'Uniting the Movement' -Sport England's 10 year strategy Local consultation may be required on brief once completed.	Aug 2021	AG/SMcG/AM	
Prepare three phase tender for external consultants <ul style="list-style-type: none"> <li>• Phase 1 - new Indoor and Outdoor Leisure Facilities Assessment</li> <li>• Phase 2 - new open space assessment</li> <li>• Phase 3 - feasibility study for leisure facilities within the Gungate project</li> </ul>	Aug 2021	SMcG SmcG AM	
Appoint external consultants for all three phases combined	Oct 2021	AG/SMcG/AM	
Produce Indoor & Outdoor sports facilities assessment - this should inform leisure elements to be included in the new Gungate Development.  Produce Gungate Cost analysis for Leisure activities. Produce new open spaces assessment	Dec 2021  Dec 2021 Jan 2022	AG/SMcG/AM	

Key milestones achieved	Date milestone achieved

## Town Centre Programme highlight report

<b>Project due date</b>	31 <sup>st</sup> March 2022
<b>Overall Project Status</b> (Indicate by typing <b>yes</b> in the appropriately shaded box below)	
<b>3. On track and in control</b>	
<b>2. Not on track but in control</b>	✓
<b>1. Not on track</b>	
<b>Month &amp; Year of update</b>	June 2021

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

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

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

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



<b>Project due date</b>	2050
<b>Overall Project Status</b> (Indicate by typing <b>yes</b> in the appropriately shaded box below)	
<b>3. On track and in control</b>	✓
<b>2. Not on track but in control</b>	
<b>1. Not on track</b>	
<b>Month &amp; Year of update</b>	June 2021


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

Workstreams	Due date	Lead	Workstream RAG status
<p>The following workstreams and targets were approved at Cabinet on the 18 February 2021:</p> <p><b>STEP 1: Commission a study and research paper to provide the following initial requirements:</b></p> <ul style="list-style-type: none"> <li>a) Identify TBC's Carbon baseline</li> <li>b) Deliver against bullet points 2, 3 and 4 from the November 2019 climate change declaration recommendations namely to:                             <ul style="list-style-type: none"> <li>o Provide an approach to ensure that political and chief officer leadership teams embed the climate change agenda into all areas and take responsibility for reducing where practicable, as rapidly as possible, the carbon emissions resulting from the Council's activities;</li> <li>o Provide an approach that enables The Council (including the Executive and Scrutiny Committees) to consider the impact of climate change and the environment when adopting and reviewing Council policies and strategies; and</li> <li>o Provide supporting information regarding the level of investment in the fossil fuel industry that any of our investments have to facilitate a report to the relevant scrutiny committee;</li> </ul> </li> </ul>	Comp. by the end of 2021/2022	AM	
<p><b>STEP 2: Focussed research to:</b></p> <ul style="list-style-type: none"> <li>a) establish the feasibility of the solution(s)</li> <li>b) Provide a cost/benefit analysis assessing financial implications along with the effectiveness of potential solutions to inform future investment strategies.</li> <li>c) A timeline of how the Council will achieve its net-zero carbon status by 2050 indicating key decision milestones necessary to achieve Government Targets;</li> <li>d) Deliver against bullet points 1, 5 and 6 from the November 2019 climate change declaration recommendations namely to:                             <ul style="list-style-type: none"> <li>o Make the Council's activities net zero carbon by 2050 with an aspiration to achieve 2030 should the council be financially able to do so</li> <li>o Provide supporting information that will assist with future budget cycles and the investment strategy to take into account the actions the council will take to address this emergency.</li> </ul> </li> </ul>	2023/2024 (subject to review)	AM	

Key milestones achieved	Date milestone achieved
Cabinet approved the use of contingency money and appointment of specialist consultants for Step 1.	February 2021


Corporate Risk Register 2021/22

**Risk heading**  
Finance/Financial stability


Risk	Date Reviewed	Current Risk Severity	Current Risk Likelihood	Current Risk Rating	Current Risk Status
To ensure that the Council is financially sustainable as an organisation	08-July 2021	3	3	9	

**Risk heading**  
Modernisation and commercial agenda

Page 46


Risk	Date Reviewed	Current Risk Severity	Current Risk Likelihood	Current Risk Rating	Current Risk Status
Failure to Develop and implement Continuous Service improvement and develop employees to perform the right work	08-July 2021	2	2	4	

**Risk heading**  
Governance

Risk	Date Reviewed	Current Risk Severity	Current Risk Likelihood	Current Risk Rating	Current Risk Status
Avoid bad practices and contravention of legislative requirements and ensure the authority is held to account	08-July 2021	3	3	9	


**Risk heading**  
Community Focus

Risk	Date Reviewed	Current Risk Severity	Current Risk Likelihood	Current Risk Rating	Current Risk Status
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Risk	Date Reviewed	Current Risk Severity	Current Risk Likelihood	Current Risk Rating	Current Risk Status
Safety, health and wellbeing of the citizens of the borough	08-July 2021	3	3	9	


**Risk heading**




**Economic Growth and Sustainability**

Risk	Date Reviewed	Current Risk Severity	Current Risk Likelihood	Current Risk Rating	Current Risk Status
Lack of economic growth and sustainability in the Borough at the levels required	08-July 2021	3	3	9	

**Risk heading**

**Organisational Resilience**

Risk	Date Reviewed	Current Risk Severity	Current Risk Likelihood	Current Risk Rating	Current Risk Status
Failure to provide services or maintain the continued wellbeing and operations within the Borough	08-July 2021	3	3	9	

Risk Status	
	High Risk
	Medium Risk
	Low Risk

## General Fund – Main Variances

Service Area	Cost Centre	Account Code	Year to Date Position	Year to Date Budget	Year to Date Variance	Full Year Budget	Predicted Outturn Variance	Full Year Position Predicted Outturn	Comment
Operations & Leisure	ASSEMBLY ROOMS	SPLIT PROFIT EVENT TICKET SALE	0	54,930	(54,930)	219,750	(20,000)	199,750	Due to open end of July so no outturn to predict at present. Will keep under review
		SPLIT PROFIT EVENT INCOME	(27,044)	(73,260)	46,216	(293,000)	46,000	(247,000)	Not open in the first quarter and therefore predicting a reduction in the income target for the year
	ASSEMBLY ROOMS BAR	SALARIES	3,398	35,790	(32,392)	143,180	(45,000)	98,180	Not recruiting to bar supervisor role and accumulation of other vacancies
		CATERING SALES	0	(45,270)	45,270	(181,130)	0	(181,130)	To keep under review, due to open end of July
	PEAKS	SPORT DEVELPMT PROJECT FUNDING	74,620	25,890	48,730	103,560	0	103,560	High committed spend which is within full year budget
	PUBLIC SPACES	VACANCY ALLOWANCE	0	(92,570)	92,570	(92,570)	92,570	0	Vacancy allowance removed
		CONTRIB FROM STAFFS C C .	(27,495)	(143,690)	116,195	(143,690)	0	(143,690)	Not yet received income from SCC, will chase payment
	TBC HIGHWAYS MAINTENANCE	MAINTEN HIGHWAY RELATED ASSETS	(51,343)	30,330	(81,673)	121,290	0	121,290	Accruals for works relating to previous financial year, yet to receive invoices
		MAINTENANCE OF WATER COURSES	62,726	10,290	52,436	41,140	0	41,140	Large commitment on system, enough budget on cost centre overall to cover this if overspent at year end
AD People	CUSTOMER SERVICES	VACANCY ALLOWANCE	0	(9,660)	9,660	(38,680)	38,680	0	Vacancy allowance
AD Assets	INDUSTRIAL PROPERTIES	MISC CONTRIBUTIONS	(55,000)	0	(55,000)	0	(55,000)	(55,000)	Windfall income re deed of variation and extension of lease
	MARMION HOUSE	ELECTRICITY	73,615	12,360	61,255	49,390	0	49,390	Order not scheduled correctly - to be amended
		CONTRIBUTION-COMMON SERVICES	84,180	0	84,180	(33,540)	0	(33,540)	Invoices not yet raised

Service Area	Cost Centre	Account Code	Year to Date Position	Year to Date Budget	Year to Date Variance	Full Year Budget	Predicted Outturn Variance	Full Year Position Predicted Outturn	Comment
AD Neighbourhoods	HOMELESSNESS	GOVERNMENT GRANTS	(61,400)	0	(61,400)	0	0	0	Recruitment in process for the RSI project
		BED & BREAKFAST INCOME	(11,895)	(54,380)	42,485	(217,540)	0	(217,540)	Reduced use of B & B
	HOMELESSNESS STRATEGY	GOVERNMENT GRANTS	(245,757)	(50,000)	(195,757)	(65,000)	0	(65,000)	Homelessness Prevention grant
	COMMUNITY WARDENS	SALARIES	24,848	36,490	(11,642)	161,010	(46,570)	114,440	2 vacant posts
AD Partnerships	PRIVATE SECTOR LEASING SCHEMES	PRIVATE SECTOR LEASING SCHEME	3,070	16,710	(13,640)	66,780	(55,000)	11,780	Due to acquire properties shortly. Still to make some payments to landlords.
		PRIVATE SECTOR LEASING	(2,647)	(21,940)	19,293	(87,810)	84,000	(3,810)	Not expecting any tenants from now on. In the process of acquiring properties.
AD Growth & Regeneration	OUTSIDE CAR PARKS	RATES	0	140,800	(140,800)	140,800	0	140,800	Rates bill to be processed
		SHORT STAY CAR PARKING	(88,068)	(150,000)	61,932	(600,000)	100,000	(500,000)	Several car parking machines not in use. Currently evaluating tenders for new
	CASTLE & MUSEUM	SALARIES	0	66,413	(66,413)	265,700	(70,000)	195,700	Arts council funded 1st quarter & accumulation of vacant posts
	ARTS COUNCIL - CASTLE	GOVERNMENT GRANTS	(174,727)	(237,230)	62,503	(237,230)	0	(237,230)	About to submit final activity report to arts council to receive remaining funding
	ENVIRONMENTAL HEALTH	SALARIES	98,707	153,288	(54,581)	613,140	(152,490)	460,650	£230K funding received for covid 19 costs up to 2023, to carry forward spend to 2022/23
		CONT TO RESERVES	0	0	0	0	152,490	152,490	
	ECONOMIC DEVELOPMT & REGEN	TOWN CENTRE STRATEGY	33,341	1,500	31,841	22,060	0	22,060	Committments on system relating to Welcome Back fund, to use Town Centre retained fund
DEV. PLAN LOCAL & STRATEGIC	LOCAL DEVELOPMENT FRAMEWORK	3,000	42,490	(39,490)	50,000	0	50,000	Local plan work due to commence soon, therefore budget expected to be spent	

Service Area	Cost Centre	Account Code	Year to Date Position	Year to Date Budget	Year to Date Variance	Full Year Budget	Predicted Outturn Variance	Full Year Position Predicted Outturn	Comment
Page 50 AA Finance	BENEFITS	RENT ALLOWANCES	1,170,091	1,399,500	(229,409)	5,952,100	(938,510)	5,013,590	Based on DWP claim at P3
		COUNCIL TENANT RENT REBATES	1,854,841	2,039,830	(184,989)	7,531,900	(743,280)	6,788,620	
		COUNCIL TENANT GRANT	(1,823,687)	(2,019,030)	195,343	(7,454,920)	721,310	(6,733,610)	
		PRIVATE TENANT GRANT	(1,118,940)	(1,370,300)	251,360	(5,811,220)	965,740	(4,845,480)	
		DISCRETIONERY HSG PAYMT GRANT	(50,480)	(50,000)	(480)	(150,000)	49,000	(101,000)	DHP Contribution confirmed at £101k
	BENEFITS ADMINISTRATION	SALARIES	113,675	123,088	(9,413)	492,340	(35,000)	457,340	Vacant Head of Service post / interim arrangements in place
		VACANCY ALLOWANCE	0	(8,970)	8,970	(35,830)	35,830	0	Vacancy allowance
		GOVERNMENT GRANTS	(34,349)	0	(34,349)	0	(15,000)	(15,000)	Unbudgeted grants
	CORPORATE FINANCE	GENERAL CONTINGENCY	0	0	0	169,000	(169,000)	0	No plans to spend at present, subject to review during the year
		CONT TO RESERVES	0	0	0	150,000	6,204,600	6,354,600	Additional contribution to reserve to fund 2021/22 NNDR collection fund deficit arising from expanded retail relief scheme (which will be needed in 2022/23 due to the collection fund deficit being funded in the following financial year, as part of the budget setting process for 2022/23)
		NNDR LEVY PAYMENTS	45,449	0	45,449	687,230	738,930	1,426,160	Additional levy payable due to business rates forecast growth in 2021/22
		GOVERNMENT GRANTS	(4,678,306)	0	(4,678,306)	0	(6,943,530)	(6,943,530)	Additional Section 31 grant receivable due to expanded retail relief scheme for 2021/22 of c.£6m (TBC share)
		MISC CONTRIBUTIONS	0	0	0	0	(198,000)	(198,000)	2020/21 levy return expected from pool subject to finalisation of NNDR audits

Service Area	Cost Centre	Account Code	Year to Date Position	Year to Date Budget	Year to Date Variance	Full Year Budget	Predicted Outturn Variance	Full Year Position Predicted Outturn	Comment
AD Finance	TREASURY MANAGEMENT	MINIMUM REVENUE PROVISION GF	47,370	47,370	0	189,430	(31,840)	157,590	Reduced MRP due to slippage in 2020/21 capital programme
		MISC INTEREST & DIVIDENDS	(23,670)	(23,670)	0	(94,710)	(55,000)	(149,710)	Forecast investment interest income due to higher balances arising from capital programme slippage
		PROPERTY FUND DIVIDENDS	(26,633)	(75,000)	48,367	(300,000)	125,000	(175,000)	Delayed property fund investments
	COVID-19	GOVERNMENT GRANTS	(166,800)	(238,140)	71,340	(952,590)	(166,800)	(1,119,390)	New burdens grant for Business Grants process
		GOVERNMENT GRANTS	(206,656)	(106,800)	(99,856)	(427,150)	(167,000)	(594,150)	Additional SFC grant for Qtr 1 2021/22 (& balance of £67k from 2020/21)

### Housing Revenue Account – Main Variances

Service Area	Cost Centre	Account Code	Year to Date Position	Year to Date Budget	Year to Date Variance	Full Year Budget	Predicted Outturn Variance	Full Year Position Predicted Outturn	Comment
AD Assets	SERVICE CHARGES	SERVICE CHARGE - FLATS	200,172	(10,140)	210,312	(37,400)	0	(37,400)	Leaseholder Section 20 Invoices not yet issued
AD Neighbourhoods	HOUSING ADVICE	SALARIES	51,725	59,520	(7,795)	238,050	(30,000)	208,050	2 staff members working job share but their posts are budgeted full-time
Housing Repairs	REPAIRS CONTRACT	COVID 19 COSTS	52,134	307,140	(255,006)	307,140	0	307,140	Budget for additional Covid costs for 1st quarter, awaiting invoices from Engie
		RESPONSIVE REPAIRS	496,742	375,000	121,742	1,500,000	0	1,500,000	Commitments raised in advance of profiled budget, no outturn variance reported at this stage
		VOIDS	523,998	350,000	173,998	1,400,000	0	1,400,000	
		MISC. (NON SPECIFIC)	0	62,500	(62,500)	250,000	0	250,000	No commitments raised but no outturn variance reported as yet
		PERIODIC ELECTRICAL TESTING	(12,265)	100,000	(112,265)	400,000	0	400,000	
		PLANNED MAINTENANCE	188,588	62,500	126,088	250,000	0	250,000	Commitments raised in advance of profiled budget, no outturn variance reported at this stage
	REPAIRS - GENERAL	MISC. (NON SPECIFIC)	78,101	19,745	58,356	78,980	0	78,980	
HRA Summary	H R A SUMMARY	GENERAL CONTINGENCY	0	32,490	(32,490)	130,000	(130,000)	0	Possible savings at the year end - to be kept under review



## Capital Programme Monitoring

Service Area	Budget Reprofiled from 2020/21 (memo only) £000	YTD Budget £000	YTD Actual Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile to 2022/23 (memo only) £000	Outturn £000	Comments
<b>GENERAL FUND</b>										
<b>Chief Executive</b>										
Gungate Development	718	718	0	(718)	718	718	-	-	718	
<b>Service Area Total</b>	<b>718</b>	<b>718</b>	<b>0</b>	<b>(718)</b>	<b>718</b>	<b>718</b>	<b>-</b>	<b>-</b>	<b>718</b>	
<b>AD Growth</b>										
Castle Mercian Trail	96	96	57	(39)	96	96	-	-	96	Project almost finished, Waiting for retention payments to go through
Gateways	424	424	3	(421)	424	-	(424)	424	424	Discussions to be held with members on use of funds.
Cultural Quarter - Carnegie Centre	3	3	3	(0)	3	3	-	-	3	Almost complete. Lease for restaurant now signed.
Repairs to Castle Elevation	244	282	63	(219)	394	394	-	-	394	Works in line with action plan, due to start on site shortly.
Castle Lighting	40	40	40	(0)	40	40	-	-	40	All works complete, final 10% awaiting snagging.
Off Street Car Parking Infrastructure Update	-	13	-	(13)	50	50	-	-	50	Evaluating tenders currently.
FHSF Castle Gateway	-	688	18	(670)	2,750	2,750	-	-	2,750	
FHSF Middle Entry	-	531	15	(516)	2,125	2,125	-	-	2,125	
FHSF College Quarter	-	2,196	26	(2,170)	8,783	8,783	-	-	8,783	
<b>Service Area Total</b>	<b>807</b>	<b>4,272</b>	<b>225</b>	<b>(4,047)</b>	<b>14,665</b>	<b>14,242</b>	<b>(424)</b>	<b>424</b>	<b>14,665</b>	
<b>ED Organisation</b>										
<b>AD People</b>										
Replacement It Technology	26	41	11	(30)	86	86	-	-	86	Spend in line with capital appraisal
New Time Recording System 17/18	15	15	-	(15)	15	15	-	-	15	Funds re-profiled from 20/21 but commencement of project subject to Recovery & Reset
Self Service Customer Portal	45	45	24	(20)	45	45	-	-	45	Portal 'soft launch' planned for later this year

Service Area	Budget Reprofiled from 2020/21 (memo only) £000	YTD Budget £000	YTD Actual Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile to 2022/23 (memo only) £000	Outturn £000	Comments
Member Device Refresh	3	3	-	(3)	3	3	-	-	3	Remaining budget re-profiled from 20/21
Asset Management Database	42	42	-	(42)	42	42	-	-	42	Funds re-profiled for further stages of the project - ongoing and should be completed by the end of the year
Mobile Phone Contract	20	20	-	(20)	20	20	-	-	20	Funds earmarked for back-up system subject to approval
V13 Income Management Systems & 3D Secure	-	7	4	(3)	27	27	-	-	27	System upgrade - initial order raised
<b>Service Area Total</b>	<b>151</b>	<b>172</b>	<b>39</b>	<b>(133)</b>	<b>238</b>	<b>238</b>	<b>-</b>	<b>-</b>	<b>238</b>	
<b>AD Operations &amp; Leisure</b>										
Whigginton Park Section	10	10	-	(10)	10	10	-	-	10	Waiting for volunteers to start
Section 106										
Roadmeadow Nature Reserve	17	17	6	(10)	17	17	-	-	17	Waiting for volunteers to start
Public Open Space Section 106	10	10	-	(10)	10	10	-	-	10	Reviewing post covid
Street Lighting	79	79	41	(38)	79	79	-	-	79	In line with action plan
Local Nature Reserves	23	23	-	(23)	23	23	-	-	23	Waiting for volunteers
Community Woodland Cycleway	199	199	10	(189)	199	199	-	-	199	Finishing the design brief
Amington Community Woodland	232	232	20	(212)	232	232	-	-	232	Finishing the design brief
3G Sports Facility	-	-	(23)	(23)	-	-	-	-	-	Waiting to pay final retention payments
Replacement Castle Grounds Play Area	-	94	374	281	375	375	-	-	375	Project underway
Refurbishment Castle Grounds Tennis Courts	-	30	-	(30)	120	120	-	-	120	Tender specification being prepared
Indoor and Outdoor Sports Feasability	100	100	-	(100)	100	100	-	-	100	Currently being prepared
<b>Service Area Total</b>	<b>669</b>	<b>793</b>	<b>342</b>	<b>(451)</b>	<b>1,164</b>	<b>1,164</b>	<b>-</b>	<b>-</b>	<b>1,164</b>	

Service Area	Budget Reprofiled from 2020/21 (memo only) £000	YTD Budget £000	YTD Actual Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile to 2022/23 (memo only) £000	Outturn £000	Comments
<b>ED Finance</b>										
<b>AD Finance</b>										
Property Funds	8,131	8,131	-	(8,131)	8,131	8,131	-	-	8,131	Investment delayed until later in 2021 following planned review
Solway Tamworth LTD LATC	4,000	4,000	-	(4,000)	4,000	-	(4,000)	4,000	4,000	Review underway to confirm viability of scheme post pandemic
<b>Service Area Total</b>	<b>12,131</b>	<b>12,131</b>	<b>-</b>	<b>(12,131)</b>	<b>12,131</b>	<b>8,131</b>	<b>(4,000)</b>	<b>4,000</b>	<b>12,131</b>	
<b>ED Communities</b>										
<b>AD Assets</b>										
Disabled Facilities Grant	817	979	541	(438)	1,467	1,467	-	-	1,467	Contractor is starting to catch up on delays incurred through COVID. There is a large pipeline of work that would take up the full budget allocation.
Energy EFF Upgrade Commercial and Industrial Properties	-	19	-	(19)	75	-	(75)	-	-	Dependent on stock condition survey unlikely to be spent at this stage
<b>Service Area Total</b>	<b>817</b>	<b>998</b>	<b>541</b>	<b>(457)</b>	<b>1,542</b>	<b>1,467</b>	<b>(75)</b>	<b>-</b>	<b>1,467</b>	
<b>AD Neighbourhoods</b>										
CCTV Infrastructure	-	11	-	(11)	46	46	-	-	46	-
<b>Service Area Total</b>	<b>-</b>	<b>11</b>	<b>-</b>	<b>(11)</b>	<b>46</b>	<b>46</b>	<b>-</b>	<b>-</b>	<b>46</b>	
<b>GF Contingency</b>										
Gf Contingency	135	135	-	(135)	135	-	(135)	135	135	Not aware of any planned spend
Cont-Return On Investment	20	20	-	(20)	20	20	-	-	20	-
GF Contingency Plant and Equipment	100	100	-	(100)	100	100	-	-	100	-
<b>Service Area Total</b>	<b>255</b>	<b>255</b>	<b>-</b>	<b>(255)</b>	<b>255</b>	<b>120</b>	<b>(135)</b>	<b>135</b>	<b>255</b>	
<b>GENERAL FUND TOTAL</b>	<b>15,548</b>	<b>19,351</b>	<b>1,147</b>	<b>(18,204)</b>	<b>30,759</b>	<b>26,126</b>	<b>(4,634)</b>	<b>4,559</b>	<b>30,684</b>	

Service Area	Budget Reprofiled from 2020/21 (memo only) £000	YTD Budget £000	YTD Actual Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile to 2022/23 (memo only) £000	Outturn £000	Comments
<b>HOUSING REVENUE ACCOUNT</b>										
<b>ED Communities</b>										
<b>AD Assets</b>										
Structural Works	-	50	147	97	200	200	-	-	200	Contractors on site, works in progress and expect to fully spend by year end
Bathroom Renewals	94	148	20	(128)	312	312	-	-	312	Programme commenced and should be completed early September
Gas Central Heating Upgrades and Renewals	289	460	476	16	974	974	-	-	974	Planned works in progress, should be fully spent by year end
Kitchen Renewals	326	523	429	(94)	1,114	1,114	-	-	1,114	Split between Engie & Wates, both on track and should be completed by end December
Major Roofing Overhaul and Renewals	-	278	1,111	834	1,111	1,111	-	-	1,111	Projects identified and works in progress
Window and Door Renewals	43	143	273	131	441	441	-	-	441	Projects identified and works in progress
Neighbourhood Regeneration	477	602	350	(252)	977	400	(577)	-	400	Spend not likely to exceed £400k for the year at this stage
Disabled Facilities Adaptations	298	438	619	181	860	860	-	-	860	-
Rewire	-	38	150	113	150	150	-	-	150	Identified schemes for re-wire, expected spend Sept/Oct
CO2 / Smoke Detectors	60	76	64	(12)	124	124	-	-	124	Part of ongoing upgrades re boiler installs & contract with Fire Brigade
Insulation	18	18	-	(18)	18	18	-	-	18	Ad hoc budget to be utilised in line with roof upgrades where required - reactive budget
Renew High Rise Lifts	243	243	181	(62)	243	243	-	-	243	Tender completed and start date for on-site works beginning December
Replace High Rise Soil Stacks	-	438	-	(438)	1,750	1,750	-	-	1,750	Contractor lined up, to commence within next 3 to 4 weeks
Fire Upgrades To Flats 2012	100	100	-	(100)	100	100	-	-	100	Works have commenced, should be invoiced shortly

Service Area	Budget Reprofiled from 2020/21 (memo only) £000	YTD Budget £000	YTD Actual Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile to 2022/23 (memo only) £000	Outturn £000	Comments
Sheltered Schemes	84	109	102	(8)	184	184	-	-	184	Works generated from Housing Team request
Energy Efficiency Improvements	-	18	70	53	70	70	-	-	70	Ad hoc budget as works are identified, looking at alternative heating systems
Install Fire Doors High Rise	1,460	1,460	-	(1,460)	1,460	1,460	-	-	1,460	Wates have now commenced works
High Rise Ventilation System	-	30	-	(30)	120	120	-	-	120	Project Mgr appointed to draw up specification for tender
Retention of Garage Sites	-	188	357	169	750	750	-	-	750	Project will commence Sept 21, will run into 22/23 so any underspend will need to be re-profiled
Capital Salaries	-	50	-	(50)	200	200	-	-	200	-
Software Fire Safety Surveys	90	90	-	(90)	90	90	-	-	90	-
HRA Street Lighting	69	69	59	(10)	69	69	-	-	69	-
Asset Management Software HRA	69	69	24	(45)	69	69	-	-	69	Project ongoing and should be completed by the end of the year
Telecare System Upgrades	-	9	-	(9)	36	36	-	-	36	-
Tinkers Green	-	-	(3)	(3)	-	-	-	-	-	-
Kerria Estate Project	103	103	1	(101)	103	103	-	-	103	Final CPO settlements still being negotiated.
Other Acquisitions	599	599	647	48	599	647	48	-	647	Overspend if all committed purchases complete, but will be offset by underspends on other cost centres
Regeneration & Affordable Housing	7,475	7,538	1,892	(5,646)	7,725	2,691	(5,034)	5,034	7,725	Wilnecote scheme submitted to planning but works unlikely to commence until late 21/22 with most spend being in 2022/23.
Caledonian Depot New Build	-	377	-	(377)	1,508	-	(1,508)	1,508	1,508	Project in for planning. Unlikely to commence until late 21/22 with most spend being in 22/23.
<b>Service Area Total</b>	<b>11,897</b>	<b>14,262</b>	<b>6,969</b>	<b>(7,293)</b>	<b>21,358</b>	<b>14,287</b>	<b>(7,071)</b>	<b>6,542</b>	<b>20,828</b>	
<b>HRA Contingency</b>										
HRA Contingency	100	100	-	(100)	100	100	-	-	100	-
<b>Service Area Total</b>	<b>100</b>	<b>100</b>	<b>-</b>	<b>(100)</b>	<b>100</b>	<b>100</b>	<b>-</b>	<b>-</b>	<b>100</b>	
<b>HRA Total</b>	<b>11,997</b>	<b>14,362</b>	<b>6,969</b>	<b>(7,393)</b>	<b>21,458</b>	<b>14,387</b>	<b>(7,071)</b>	<b>6,542</b>	<b>20,928</b>	

**Treasury Management Update – Period 3 - 2021/22****Investments held as at 30<sup>th</sup> June 2021:**

Borrower	Deposit £	Rate %	From	To	Notice
Thurrock Council	5,000,000	0.65%	09-Oct-20	07-Oct-22	-
Thurrock Council	5,000,000	0.35%	15-Oct-20	15-Jul-21	-
Plymouth City Council	5,000,000	0.35%	30-Oct-20	29-Oct-21	-
Goldman Sachs	5,000,000	0.195%	12-Feb-21	12-Aug-21	-
Goldman Sachs	5,000,000	0.225%	29-Apr-21	29-Oct-21	-
Standard Chartered	10,000,000	0.13%	13-May-21	15-Nov-21	-
Lloyds Bank	8,000,559	0.05%	-	-	95 day
Santander	10,000,000	0.60%	-	-	180 day
MMF – Aberdeen	7,144,000	0.01%*	-	-	On call
MMF – PSDF	10,000,000	0.02%*	-	-	On call
MMF – Federated	1,797,000	0.01%*	-	-	On call
<b>Total</b>	<b>71.942</b>	<b>0.24 (avg)</b>			

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

External Borrowing as at 30<sup>th</sup> June 2021:

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

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