

Quarter 2 Performance Report

This report contains the following sections:

1. Recovery and Reset Programme Summary,
2. Corporate Projects Summary,
3. General fund – Actual Spend Summary,
4. Universal Credit Summary,
5. Corporate Plan Projects and Corporate Risk Register,
6. Regeneration Project Updates
7. Impact of Welfare Benefit Reform on Council services,
8. Medium Term Financial Strategy monitoring,
9. Financial Health-check

Appendices

1. Corporate Project Highlight Reports
2. Corporate Risk Register
- A. Budget Variances
- B. Capital Programme Monitoring
- C. Treasury Management Update

1. Recovery and Reset Programme Summary






Recovery & Reset Programme Highlight Report				
Completed by:	Tina Mustafa		Date Complete:	25 th October 2021
Projects	Project Lead	Due Date <i>Taken from Critical Path Milestones (see page 2)</i>	Highlight	
Economic & Regeneration	Anna Miller	16/03/2023	Marmion House Options Appraisal – Paper still in development, agreed with CEX to be presented to 25th October Board. Leader having initial discussions with Cabinet on MH Front Reception on the ground floor with flexible housing-led development above. Risks still to be mapped. Economic recovery – Baseline to be commissioned to support Economic intervention by January 2022.	
Building Requirements & Utilisation	Paul Weston	30/03/2023	Legal instructed to prepare lease terminations. Resource planning stage ongoing. As part of the SMART Working staff have been asked to identify storage and space requirements. See risks around MH options.	
SMART Working	Zoe Wolicki	29/06/2022	Smart working consultation approved at Appointments on Staffing on 140921. Discussions TULG underway and wider leadership discussions scheduled to review classifications.	
Customer Services Offer (including front of house)	Zoe Wolicki	30/06/2022	Paper being presented to the 27 th September Ops meeting on the citizen engagement and consultation plan. Explanation around the interdependencies with Building Requirements and MH options appraisal so that the critical timeline/path can be mapped.	
Service Re-design	Tina Mustafa	Phase 1: 31/03/2022	ELT support 3-phased approach following base line assessment 2020/2021. Year 1 around efficiency savings to be built into the budget setting review end of October following ELT review on 220921. Proposals around subsequent years to be aligned to the wider corporate planning process. Interdependency with Corporate Mapping which presents a resource risk.	
Third Sector & Vulnerability	Jo Sands	28/07/2022	Vulnerability and voluntary sector offer being mapped and linked to citizen engagement plan. Directory of services being collated to inform wider service mapping.	
Financial Management & Commerciality	Lynne Pugh	31/03/2022	Commerciality strategy shared and feedback received. This is now under internal review.	
Comms and Engagement	Linda Ram	-	Comms successfully launched pre-post cabinet and full council decisions. Clarity now required on Programme Comms vs Project Comms. Comms resourcing to be mapped once wider programme and project comms requirements scoped. Projects lead risks around not identifying comms requirements.	





Achievements since last period	Planned Activities for next period
<ul style="list-style-type: none"> • Board arrangements reviewed and implemented. • Bi monthly meetings scheduled. • Cabinet approval received 29/07 and 25/08. • Vlog with key messages from leader went live 30/07, full pre and post member comms. • SMART Working consultations commenced. • Service Redesign approaching endorsed by ELT. • Critical timeline requirements and visuals can now be pulled through for R&R implementation. 	<p>The Gantt chart displays a project timeline from 01/04/21 to 30/09/22. A green box labeled 'Today' is positioned at the end of September 2021. The chart includes several task bars: 'BU: Open discussions with tenants around their intention to move with us.' (06/04/21 - 31/12/21), 'R&C: Develop the vision for Reception...' (01/07/21 - 30/09/21), 'R&C: Development of prospectus and...' (01/10/21 - 31/12/21), 'BU: Commence lease negotiations' (01/02/22 - 27/04/22), 'BU: Governance to be agreed for oth...' (01/02/22 - 27/04/22), 'BU: Service of notices on...' (01/09/21 - ...), 'BU: Identification of ICT requirements for servers' (01/09/21 - 31/12/21), 'SW: Formal Consultation with staff begins 1:1 sessions to...' (15/09/21 - 31/01/22), and 'SRD: Demand Mapping' (01/10/21 - 28/09/22). Two milestones are marked: 'SRD: Full service review starts' on 16/09/21 and 'BU: Begin to look for new premises' on 27/04/22. Above the chart, 'R&R Board' meetings are noted for October (25/10/21) and February (23/02/22).</p>
Amber/Red Areas	Risks including Stakeholder Issues
<ul style="list-style-type: none"> • As above. These are reflected due to levels of interdependencies and a need to agree all documentation at Ops meeting in September. 	<ul style="list-style-type: none"> • As per programme control log and risk management tree
Recovery & Reset Board Issues	Resourcing Requirements
<ul style="list-style-type: none"> • Note Quality Assurance Audit in January 2022. 	<ul style="list-style-type: none"> • Resourcing funded through COVID LA allocation – current spend on track




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
SW	Research stage for SMART Working	04/01/2021	16/06/2021	Complete
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	16/09/2021	14/03/2023	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	Complete
SmartWorking	SW formal Consultation	30/07/2021	30/12/2021	On track
SmartWorking	Appointments and staffing report	14/09/2021	14/09/2021	Complete
Service Re-design	Service Re-design Phase 1 Financial Stability	05/02/2022	31/03/2022	On track
Building Requirements	Begin to look for new premises	31/01/2021	27/04/2022	Not started
Service Re-design	Service Re-design Phase 2 Targeted Service	01/04/2022	31/03/2023	Not started
Econ & Regen	Commence feasibility on Marmion House	26/08/2021	01/04/2022	On track
Finance	Finance start new budget process & include efficiencies	05/07/2021	31/03/2022	On track
SmartWorking	Begin implementation phase of SMART WORKING	01/10/2021	31/03/2022	On track
Reception & Customer	Implementation phase begins for Reception & Customer	01/10/2021	31/03/2022	On track
Third Sector	Third sector deliver commissioning framework	03/01/2022	28/07/2022	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	Service Re-design Phase 3 Root and Branch service review	01/04/2023	31/03/2026	Not started
Building Requirements	Closure of Marmion House	30/03/2023	30/03/2023	Not started

2. Corporate Projects Summary September 2021

Corporate Project	Due Date	RAG Status	Commentary
Review of Corporate Capital Strategy	31st March 2022		Timescales revisited, project on track and in control.
Priority Review - Cleaners	TBA (was 30th April 2020)		Implementation phase of the project delayed due to COVID-19. Further review will be required as part of the COVID-19 recovery phase.
Risk Management Strategy	31st Dec 2021		The parameters of this project completed by the presentation of the new format and Risk policy to the 1st quarter A&G committee. The revised strategic report to be presented to future quarterly A&G meetings. The risk review does not stop at this as the next step below the strategic level has been started with the meeting of the Risk champion. This Multi-disciplinary group will identify and review significant operational risk. They will meet quarterly to identify any operational risks that need to be flagged up to the strategic report.
Implement Customer Portal	30th Nov 2021		Work is progressing and on track for completion by 30 Nov 21.
Organisational Development Strategy	1 Apr 2022		Training delivery has concluded one to one coaching scheduled for November 21 External consultant appointed to produce the OD & People Strategy

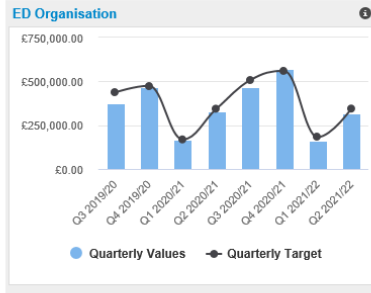
Welfare Reform	31st Mar 2022		Debt management group established Good housekeeping underway on former arrears and debt recover HQN Rent Accreditation submission of evidence prior to final assessment completed Targeted intelligence data gathering of customer insight (financial hardship) at first point of contact now developed and underway
Leisure Strategy	30th December 2022		Report to cabinet July 21. Tender to be published asap.
Leisure Services Review	31 st Oct 2022		Swimming review to be more detailed – work on-going Report to Cabinet July 21
Town Centre Programme	31st March 2022		Pre-application submitted for CRF3

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

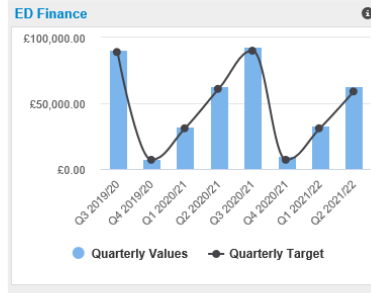
3. General Fund – Actual Spend



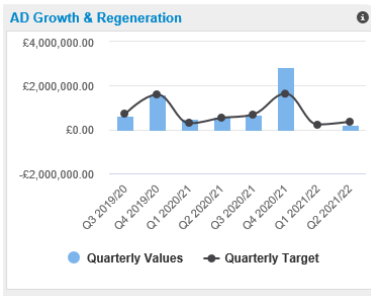
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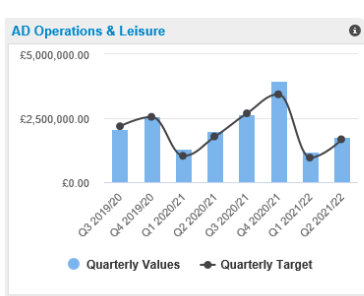
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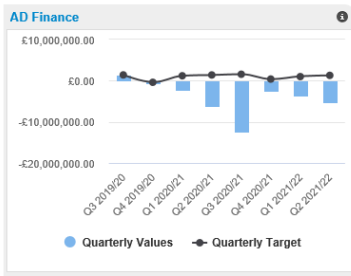
Shortfall in car parking income



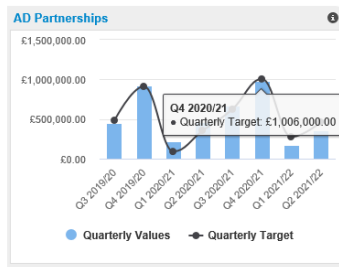
Vacancy allowance & application software costs



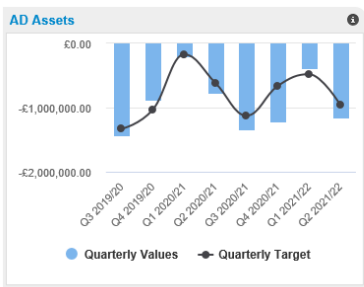
Vacancy allowance & shortfall in Assembly Rooms ticket sales and split profit event income



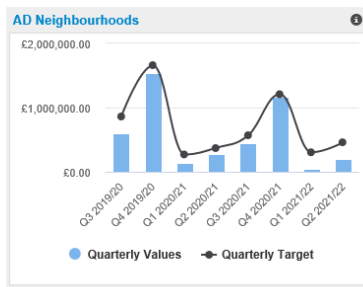
Government grants re Covid 19; NNDR levy return



Vacant posts

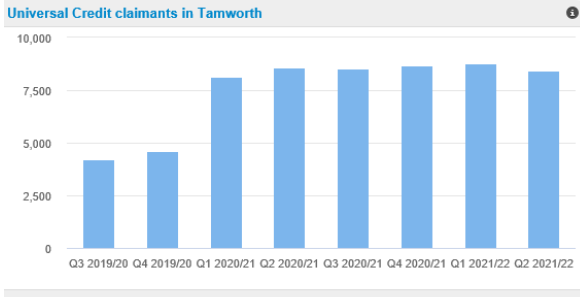


Reduction in bad debt provision plus windfall income

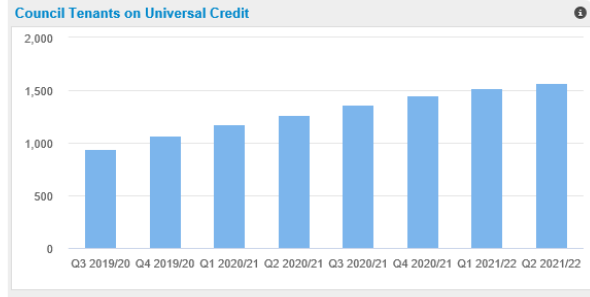


Shortfall in bed & breakfast income

4. Universal Credit Summary



There are 8423 universal credit claimants in Tamworth



There are 1571 council tenants on universal credit

5. Corporate Plan 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**

6. Regeneration Project updates

Solway

Progress on this project has been 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 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.

Corporate Scrutiny Committee on 11th March 2021 considered this 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.

An update on the progress made on this work is planned for the Corporate Scrutiny Committee in March 2022. This will include updated options for the site based on latest market demand, costing information, projected returns and assessment of the risks involved.

It should be noted that 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

Throughout August the tender for the appointment of a multi-disciplinary team to move the project forwards in the enabling phase was 'live' on the CCS procurement framework. The tender deadline was 20 August. Given the size and importance of the tender, interviews were held on the 7 September and appointment was immediately made. McBains are the successful construction and consultancy team, supplemented by the College and TBC incumbent architect firms ACG and Purcell.

Various surveys have been undertaken to better understand constraints 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.

Discussions are ongoing to achieve vacant possession of Middle Entry and the relocation of Julie Anne Florists.

A communications and engagement strategy has been developed including the new Transforming Tamworth webpages – to show case regeneration across Tamworth town centre and specifically the FHSF programme. This website will be up and running ahead of the 13th October evening meeting with businesses.

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A red book valuation process is jointly underway between TBC and SCC which seeks to evaluate TBC and SCC landholdings on Spinning School Lane North. The outputs of this should be available in October.

The Police Station owners have meet with TBC planning to outline at a high level, their plans for the site.

Discussions held with Homes England to assist the Borough Council in unlocking the potential of regeneration sites across the town has resulted in a Heads of Terms signed off by Cabinet on the 30th September. The next step is to prepare and agree to a Memorandum of Understanding. Work on a car park demand study is underway, financed by HE, the outputs of which will be available in November.

Amington Local Centre

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

The ED Team are working up options to determine the best way to market the site for a local centre at the front of the site.

7. 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 £62k (£92k at 30th Sep 2020) with 105 successful claims from 157 applications (compared to 118 successful claims from 175 applications at 30th Sep 2020). There is a 3 week backlog (1 week as at 30th Sep 2020) of claims still to be processed.

Local Council Tax Reduction Scheme claims are lower than 2020/21 (5,227 claimants as at 30th Sep 2021 compared to 5,393 at 30th Sep 2020) with a total scheme cost of £4.7m (£4.5m in 2020/21).

Discretionary council tax support totalling £5,272.58 has been granted up to 30th Sep 2021 by working closely with the Citizens Advice Bureau. An additional hardship scheme was in place throughout 2020/21, awarding up to £150 additional council tax support to recipients of less than 10% council tax support. This was in addition to the ongoing discretionary council tax support scheme therefore the total discretionary payments made up to 30th Sep 2020 was significantly higher, £426,342.75.

Central Government has recently announced a Household Support Fund, which is to be distributed by County Councils and Unitary Authorities in England. The funding will be made available from October 2021 to 31st March 2022.

Work and Pensions Secretary Therese Coffey said: "Our targeted Household Support Fund is here to help those vulnerable households with essential costs as we push through the last stages of our recovery from the pandemic."

There is discretion on exactly how this funding is utilised. However, the expectation is that it should primarily be used to support households in the most need with food, energy and water bills. It can also be used to support households with essential costs related to those items and with wider essential costs. In exceptional cases of genuine emergency, it can additionally be used to support housing costs where existing housing support schemes do not meet this exceptional need.

The funding to be provided to Staffordshire County Council is £5,506,547.99. At its Cabinet meeting on 20th October the County Council set out the anticipated spend as detailed in the table below. It is anticipated that they will liaise with ourselves and third sector agencies to formulate a policy for distribution of the £1million District & Borough Council Fund, ensuring that those most in need are provided for. They are seeking to facilitate conversations to further explore the delivery model to support families with Council Tax debt. The allocation for Tamworth is £143,200.

Funding	Anticipated Expenditure
Education Support Fund	£1,945,800
Targeted Support Fund	£206,325
District Assistance Grants	£1,000,000
Winter Warmth Project	£1,062,037
District & Borough Council Fund	£1,000,000
Administration Fees	£292,385.99
Total	£5,506,547.99

Live caseload figures are 161 lower than 2020/21 – currently 5,440 which follows the significant increase to 5,601 by 30th Sep 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 9.5 days to Sep 2021 (7 days to Sep 2020).

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Revenues

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Due to the pandemic, recovery actions were suspended for Quarters 1-2 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 (656 at Sep 2021) are at higher levels than 2019/20 levels (465 at June 2019) with summons and liability orders also at higher levels than 2019/20. There has been 158 summons and 90 liability orders (compared to 97 and 64 respectively at Sep 2019). There have been 17 enforcement agent referrals to Sep 2021 (36 referrals to Sep 2019) due to the first court hearing for 2021/22 debts being delayed until 29th June. There has been an increase in cases for 2021/22 as the extended retail relief reduced from 100% to 66% for many businesses from 1st July 2021.

Collection performance is above target - current year collection levels are at 48.2%, above target by 0.1% at 30th Sep (54.4% as at 30th Sep 2019). There has been an impact on collection performance from 1st July following the removal of the 100% retail relief though targets have been revised to take this additional charge into account. Court costs are £5k, above the anticipated level of £1k.

Arrears collected for 2020/21 are 30.0% compared to a target of 1%, however, this is improved due to there being more extended arrangements relating to previous years debt due to the pandemic.

Council Tax

Reminders are over 5% lower than 2019/20 levels (8,738 at Sep 2021 compared to 9,330 at Sep 2019) with summonses and liability orders at higher levels (2,522 summonses compared to 2,378 to Sep 2019 with 2,107 liability orders compared to 1,899 to Sep 2019). Attachment of earnings and enforcement agent referrals are at lower levels (160 attachments compared to 238 in quarters 1-2 of 2019/20 and 260 referrals compared to 1,106 at Sep 2019).

There remains a 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. The Revenues Billing Team backlog has reduced from 43 working days at the end of June 2021 to 9 working days at the start of October (4 working days in October 2019).

Current year collection levels at 58.1% are higher than the target of 57.9%, however, this is behind the 2019/20 collection performance of 58.5%. Court cost income is ahead of that anticipated by £70k at £129k. Arrears collection for 2020/21 of 30.1% is slightly behind the target of 31.3%.

As at Sep 2021 there were 2,010 live Council Tax universal credit cases. The collection rate for universal credit cases was 48.8% (of a £730k collectable debit) compared to our overall collection rate of 58.1%. The difference shows universal credit collection approximately £67k behind where it would be if it reflected the overall figures.

Direct Debit take up for live universal credit cases is 27.7% compared to 71.3% overall, while roughly 11% are subject to arrangements compared to an overall figure of 4%. In addition, 1,388 reminders have been sent in respect of the 2,010 universal credit cases (8,110 for 33,957 overall liabilities). 23% of live cases have received a summons for non-payment, compared to a figure of 5% overall.

Housing

Universal Credit

Summary information provided below explains the increase in numbers of tenants in receipt of Universal Credit as per 2020-21 and 2021-22.

Tenants in receipt of Universal Credit:

Indicator	Qtr 2 2020/21	Qtr 3 2020/21	Qtr 4 2020/21	Qtr 1 2021/22	Qtr 2 2021/22
Number of Council Tenants on Universal Credit	1,269	1,363	1,449	1519	1571
Number of Council Tenants on Universal Credit in Rent Arrears	877	980	680	954	987
Percentage of Council Tenants on Universal Credit in Rent Arrears	69.1%	71.9%	46.93%	62.8%	62.83%
Number of Council Tenants on Universal Credit not in Rent Arrears	392	383	769	565	584
Percentage of Council Tenants on Universal Credit not in Rent Arrears	30.9%	28.1%	53.07%	37.2%	37.17%

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Total **Rent** arrears (excluding former tenants) at 30th September 2021 were £628k compared to £481k at 31st March 2021 – an increase of £147k (compared to a £191k increase as at 30th September 2020).

Total arrears (including former tenant arrears, recharges, court costs and garages etc.) are £1.9m at 30th September 2021, compared to £1.8m at 31st March 2021, an increase of £119k (compared to a £178k increase between 31st March 2020 and 30th September 2020).

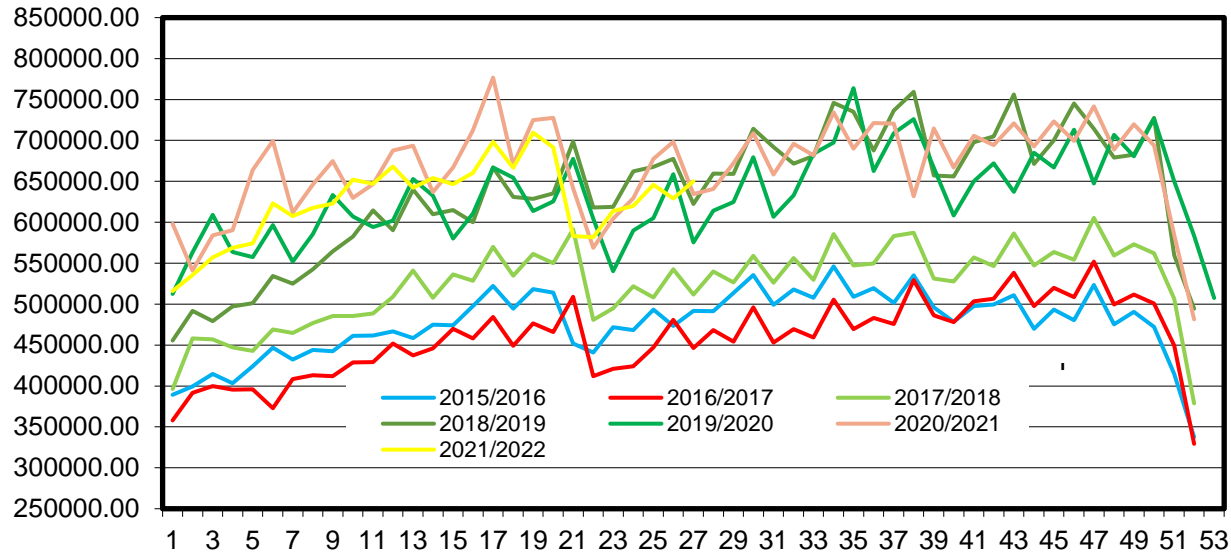
Total arrears (including former tenant arrears, recharges, court costs and garages etc.) were £1.8m at 31st March 2021, compared to £1.84m at 31st March 2020, a reduction of £64k (compared to an increase of £6k between 31st March 2019 and 31st March 2020).

Rent Arrears

End of Q1 arrears 2020/21	£693,688.32	End of Q1 arrears 2021/22	£642,298.51	Decrease of £51,389.81 between end of Q1 2020/21 to end of Q1 2021/22
End of Q2 arrears 2020/21	£698,096.99	End of Q2 arrears 2021/22	£628,819.07	Decrease of £69,277.92 between end of Q2 2020/21 to end of Q2 2021/22

Arrears Comparison Graph year on year performance

Current Tenant Arrears



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The comparison chart above clearly illustrates that whilst arrears do generally continue to increase, the general pattern of data across the years' remains consistent and at the current time there is a general reduction in overall rent arrears

LPI_BV66a Rent Collection and Arrears Recovery (Collection as a % of debit inclusive of arrears brought forward) Quarter 2	96.68%
<u>£9,889,063.83 Payments Total inc arrears bfd</u> £10,228,191.84 September Debit and arrears bf (x 100) = 96.68%	
End of Quarter 2 Arrears	£628,819.07
Total Arrears (2020/2021 end of year) £481,375.48	£481,375.48
Arrears as a % of debit	3.36%
<u>£628,819.07</u> End of quarter 2 arrears 2021-22	

£18,732,250 Annual Debit x 100 = 3.36%	
Collection as a % of debit (excludes arrears b/fwd)	101.46%
£9,889,063.83, Payments £9,746,816.36 September Debit x 100 = 101.46%	
Former tenant arrears - end of Quarter 2 2021-22	£721,783.81
2020/2021 FT End of year arrears - £720,102.50	
Garage rent arrears 2020-2021	£1615.96
2020-2021 - £1,615.96	
Number of Evictions end of Quarter 2 2021-22	1 Eviction (abandonment)
Corporate collection figure 2020-21: 100.14%	

COVID19

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 second quarter of the financial year reported to be reported to Cabinet on 2nd December 2021 is shown below.

Type	01/04/21 – 30/09/21
Council Tax	£4,469.48
Business Rates	£0.00
Sundry Income	£802.72
Housing Benefit Overpayments	£9,054.62
Housing	£67,526.64

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. It should also be noted that collection levels for prior year debts have returned close to normal levels.

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). In cases where extreme hardship has been identified discretionary housing payments and additional council tax reductions have been made as noted elsewhere in this report, as well as writing off accumulated previous year debt.

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	Qtr 2 2021/22
live caseload figure	5,514	5,374	5,628	5,575	5,440
Number of Universal Credit claimants in Tamworth	2,682	4,594	8,687	8,788	8,423
Number of Council Tenants on Universal Credit	645	1,072	1,449	1,519	1,571
Number of Council Tenants on Universal Credit and in Rent Arrears	443	663	680	954	987
Percentage of Council Tenants on Universal Credit and in Rent Arrears	68.7%	61.9%	46.9%	62.80%	62.83%
Number of Council Tenants on Universal Credit and not in Rent Arrears	202	409	769	565	584
Percentage of Council Tenants on Universal Credit and not in Rent Arrears	31.3%	38.2%	53.1%	37.20%	37.17%
Number of Council Tax Payers on Universal Credit	745	1,254	1975	2,024	2,010
Number of Council Tax Payers on Universal Credit and in arrears with Council Tax payments	261	388	263	425	458
Percentage of Council Tax Payers on Universal Credit and in arrears with Council Tax payments	35.0%	30.9%	13.3%	21.0%	23.0%
Number of Council Tax Payers on Universal Credit and not in arrears with Council Tax payments	484	866	1712	1,599	1,552
Percentage of Council Tax Payers on Universal Credit and not in arrears with Council Tax payments	65.0%	69.1%	86.7%	79.0%	77.0%
Number of Universal Credit claimants nationally	1,736,431	2,933,218	6,038,764	6,010,269	5,836,961
Discretionary Housing Payments made - Year to date	140,303	135,782	171576	28,083	61,532
Amount of Discretionary Housing Payments made to Universal Credit claimants - Year to date	82,001	102,688	148625	24,317	55,358

8. Medium Term Financial Strategy 2021/22 -2025/26 Monitoring, September 2021

General Fund

When Council approved the 2021/22 Budget and Medium Term Financial Strategy on 23rd 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 Governments 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 about the best approach to the next financial year, including how to treat accumulated business rates growth of £2m p.a. (pending the planned business rates baseline reset) and the approach to the 2021/22 local government finance settlement.

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

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.

Spending Review 2021

For two years, the government has only held single-year Spending Reviews, with 2019 being a single year due to the political turbulence around Brexit, and 2020 being a single year, given the COVID-19 pandemic. However, on 7th September 2021, the Chancellor wrote to Secretaries of State to confirm the government's intention to complete a multi-year Spending Review (SR2021), setting revenue and capital budgets for 2022/23 to 2024/25.

For Local Government, the government has indicated a projected Core Spending Power (CSP) increase of £3.3bn in 2021/22, a real-terms increase of 3.4% (i.e. a cash increase of 6.5%).

Although the spending review document notes that the Department for Levelling Up, Housing and Communities (DLUHC) "will set out full details of the council tax referendum principles", it states that the referendum threshold is expected to remain at 2% per year through the SR period, with an additional 1% per year for social care authorities.

The latest fundamental review of the business rates system has now been completed. The Chancellor's speech highlighted that the government does not intend to abolish business rates, though the review states that the government will launch a consultation on an Online Sales Tax.

There will be adjustments to business rates, including:

- a temporary relief of £1.7bn across 400,000 retail, hospitality and leisure properties in 2022/23 (this time at 50%, lower than the 66% currently applicable, with a cash cap of £110,000, up from the £105,000 cap applicable in 2021/22) - as the multiplier is not changing next year our best estimate will be equivalent to the 2021/22 award (66% relief for 9 months) at c. £1.9m reduced charge;
- a freeze on the business rates multiplier for 2022/23 (following a freeze for 2021/22) - gross business rates using the existing small business multiplier/ RV as at 01/10/2021 adjusted for anticipated developments would be £41.2m, if the multiplier increased by 3.1% it would be £42.3m which would mean a c.£1.1m reduced gross debit. The benefit of multiplier freeze will also increase nationally by inflation each year by c. 2% though the revaluation from 2023 could affect the regional impact. The above two factors combined would lead to net collectable debit of £32.2m compared to £35.2m with them not in place so £3m reduced net debit (£1.9M re retail relief, £1.1m re multiplier freeze); and
- a new business rates relief for investment in property improvements from 2023, which will allow businesses to benefit from 100% relief for 12 months from when they make improvements to a hereditament. As implementation of this will be subject to consultation in 2022, then it is too early to forecast any impact .

All of these measures (additional reliefs, multiplier freeze, and revaluations) have historically been implemented with a view to ensuring a neutral impact on local government finance, with s31 grants provided (or top up/tariff adjustments, in the case of revaluation) to cover the costs involved. There is no reason to believe that this would change for the SR21 announcements.

No announcement was made about the government's plans for funding reform or a **reset** of the Business Rates Retention (BRR) system, both of which were originally expected to be implemented in 2019/20, but which have been delayed a number of times.

However, the government has announced that it is expecting the BRR pilots to continue throughout the SR period. It was expected that the pilots would end when there was a reset, so the continuation represents a strong signal that a reset should not be expected during this SR period (and therefore this Parliament).

In addition, the Office for Budget Responsibility (OBR) tables for local government finance show that income from BRR is expected to increase through the SR period. There is only a fall in income expected for local government from BRR in 2025/26, and this fall is fully offset by an unusually large increase in grant funding. This looks like a reset, though the OBR do not specify how these figures were calculated. 2025/26 is expected to be the first year of the next Parliament, and so this could indicate that the OBR have been informed that there will not be a reset during this Parliament.

Updated Forecasts

Modelling contained within this updated forecast at Quarter 2 considers the impact of both scenarios – the central case scenario assumes a full reset from 2022/23 (in line with the previous quarterly projections) while the best case scenario assumes the reset will take place from 2025/26.

When the last update was prepared after quarter 1, still early into the new financial year, it showed a projected a shortfall of £2m by 2024/25 and £5.7m over the 5 years to 2025/26, including the minimum approved level of £0.5m (compared to the 5 year projections within the approved MTFS of £0.5m over 3 years – with a shortfall of £3.3m by 2024/25 and £7m over the 5 years to 2025/26). This would mean having to find savings of around £1.1m per annum – or ongoing year on year savings of £0.4m p.a.

In addition, in light of the ongoing impact of Covid-19 on the Council's Medium Term Financial Strategy, Managers were again asked to review their budgets and identify all non-essential spending for 2021/22 as part of the quarter 1 projections at 30th June 2021 – as part of a managed underspend plan. This has been repeated again for the Quarter 2 projections.

As a result of the updated forecast in October 2021, the Central case projections now identify a shortfall in General Fund balances of £1.7m over 3 years – with a shortfall of £5.4m by 2025/26 and £9.3m over the 5 years to 2026/27, including the minimum approved level of £0.5m (compared to the 5 year projections within the approved MTFS of £0.5m over 3 years – with a shortfall of £3.3m by 2024/25 and £7m over the 5 years to 2025/26). This does include additional policy change proposals of c.£2m over 5 years, however, it should be noted this central case General Fund (GF) forecast does not include:

- Potential unused reserves (including the transformation and other contingency reserves) to support the budget - a review of reserves is planned for December 2021;
- retained Business rates (net of levy payment / s.31 grant income) due to retention of the growth since 2013, which could realise c.£1m in 2022/23 should the reset be deferred again;
- any potential savings from the Phase 1 of the Recovery and Reset programme reviews.

Under the best case scenario, projections now identify General Fund balances of £2.1m over 3 years – with a shortfall of £2.1m by 2025/26 and £6.1m over the 5 years to 2026/27, including the minimum approved level of £0.5m.

Housing Revenue Account

With regard to the Housing Revenue Account, a 5 year MTFs was approved by Council including significant investment in meeting future housing needs to sustain the HRA in the longer term.

As a result, the updated forecast at quarter 1, over the three year period to 2023/24, projections for the Housing Revenue Account identified balances of £3.9m (compared with forecast balances remaining of £3.1m in the February MTFs) with balances of £3.6m over the four years to 2024/25 reducing to £3.5m in 2025/26 (balances were previously forecast at £2.8m in 2024/25, £2.7m in 2025/26).

This did not include the additional cost pressures of £5.6m over 5 years identified in the proposed HRA policy changes (& it does not include any additional debt financing costs pending finalisation of the 5 year HRA capital programme).

For the HRA, the updated projections at Quarter 2 now identify HRA balances of £1m over 3 years with a shortfall in balances of £0.6m by 2025/26 and £1.2m over the 5 years to 2026/27, including the minimum approved level of £0.5m (compared to the 5 year projections within the approved MTFs of £3.1m over 3 years, £2.8m by 2024/25 and £2.7m over the 5 years to 2025/26).

It would be worth noting that due to the increased cost pressures currently being experienced (although they may be temporary) this will also have an impact on the level of rent increase for 2022/23. The MTFs included a forecast increase of 3% p.a. based on the formula allowed under the Rent Setting Guidance of CPI plus 1%. Given the current level of CPI of 3.1% (September 2021), the forecast increase for 2022/23 will be 4.1% in line with the maximum allowed by the Government's Rent Standard (that social housing rents can increase to include 'up to' a factor of the consumer price index (CPI) measure of inflation (for September of the preceding year) plus 1% for five years from 2020) - in order to support the continued investment in the housing stock. Each 1% increase would equate to additional income of c.£200k p.a. (£1m over 5 years).

Recovery and Reset Programme

In light of the ongoing impact of Covid-19 on the Council's Medium Term Financial Strategy, Managers have again been asked to review their budgets and identify all non-essential spending for 2021/22 as part of the quarter 2 projections at 30th September 2021 – as part of a managed underspend plan.

Cabinet on 22nd October 2020 approved the Recovery and Reset programme which aims to consider how we can tackle the financial challenges facing the council as a result of the coronavirus pandemic. This will include reviewing services, reducing waste demand on services (basically this is any action or step in a process that does not add value to the customer), exploring opportunities for income generation and identifying any further savings.

An update including recommendations for the next steps was approved at Cabinet 29th 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.

General Fund

	General Fund						
MTFS Projections 2020/21 - 2025/26	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	£'000	£'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	-
Central Case Forecast Balances - October 2021	(8,003)	(8,630)	(5,309)	(2,086)	1,182	4,855	8,850
Best Case Forecast Balances - October 2021	(8,003)	(8,630)	(6,365)	(4,220)	(2,051)	1,622	5,617

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

In line with the approved timetable, work on the preparation of the detailed 5 year budget / forecast has progressed in order to inform the Base Budget Forecast for Cabinet on 3rd December.

As a result of the updated forecast in October 2021, the Central case projections now identify a shortfall in General Fund balances of £1.7m over 3 years – with a shortfall of £5.4m by 2025/26 and £9.3m over the 5 years to 2026/27, including the minimum approved level of £0.5m (compared to the 5 year projections within the approved MTFS of £0.5m over 3 years – with a shortfall of £3.3m by 2024/25 and £7m over the 5 years to 2025/26). This does include additional policy change proposals of c.£2m over 5 years, however, it should be noted this central case General Fund (GF) forecast does not include:

- Potential unused reserves (including the transformation and other contingency reserves) to support the budget - a review of reserves is planned for December 2021;
- retained Business rates (net of levy payment / s.31 grant income) due to retention of the growth since 2013, which could realise c.£1m in 2022/23 should the reset be deferred again;
- any potential savings from the Phase 1 of the Recovery and Reset programme reviews.

Under the best case scenario, projections now identify General Fund balances of £2.1m over 3 years – with a shortfall of £2.1m by 2025/26 and £6.1m over the 5 years to 2026/27, including the minimum approved level of £0.5m.

Further savings of around £1.9m p.a. will be required over the next 5 years (based on annual £5 increases in Council Tax). On an annualised basis this would equate to a year on year ongoing saving of £0.6m over 5 years.

The forecast has been updated to include:

Change:	Budget Impact
Savings / increased income	
<ul style="list-style-type: none"> The projected outturn underspend of £835k for 2021/22 (as at Period 6) as part of the managed underspend plan 	£(835)k for 2021/22 only
<ul style="list-style-type: none"> A revised Council Taxbase of 22,967 an additional increase of 273 band D properties 	£c.(53)k p.a. from 2022/23
<ul style="list-style-type: none"> Revised base budget projections including the Recovery and Reset workstream savings considered by Council in August 2021 	£(1.1)m over 5 years
Additional costs / reduced income	
<ul style="list-style-type: none"> Policy Changes proposals 	£2.2m over 5 years

Under the central case scenario, for future years, it has been assumed that the retained growth will be redistributed as part of a business rates reset and therefore business rates received will be equivalent to the tariff payable – meaning the Council will only retain the Government assessed Business Rates Baseline;

Under the best case scenario, should the Government let District Councils keep the accumulated growth in business rates (as they did last year) then that would benefit the MTFS for the 3 years of the spending review – but that would also be subject to the effect of the pandemic on future business rate income.

The previously approved policy changes are included within this forecast – Assistant Directors were issued with the provisional information in August to review, confirm & resubmit by the end of September;

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

Housing Revenue Account

	Housing Revenue Account						
MTFS Projections 2020/21 - 2025/26	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Projected Balances per MTFS Council February 2021	(4,866)	(4,523)	(3,160)	(3,069)	(2,790)	(2,665)	-
Revised Forecasts:							
Revised Forecast Balances - July 2021	(5,610)	(5,257)	(3,921)	(3,859)	(3,609)	(3,512)	-
Revised Forecast Balances - October 2021	(5,610)	(5,581)	(3,152)	(2,178)	(1,046)	88	661

As a result the updated forecast at quarter 1, over the three year period to 2023/24, projections for the Housing Revenue Account identified balances of £3.9m (compared with forecast balances remaining of £3.1m in the February MTFS) with balances of £3.6m over the four years to 2024/25 reducing to £3.5m in 2025/26 (balances were previously forecast at £2.8m in 2024/25, £2.7m in 2025/26).

This did not include the additional cost pressures of £5.6m over 5 years identified in the proposed HRA policy changes (& it does not include any additional debt financing costs pending finalisation of the 5 year HRA capital programme).

For the HRA, the updated projections at Quarter 2 now identify HRA balances of £1m over 3 years with a shortfall in balances of £0.6m by 2025/26 and £1.2m over the 5 years to 2026/27, including the minimum approved level of £0.5m (compared to the 5 year projections within the approved MTFS of £3.1m over 3 years, £2.8m by 2024/25 and £2.7m over the 5 years to 2025/26).

Further savings of around £0.2m p.a. will be required over the next 5 years.

The forecast has been updated to include:

Change:

Savings / increased income

- The projected outturn underspend of £313k for 2021/22 (as at Period 6) as part of the managed underspend plan
- Revised base budget projections including the additional rent income due to the current higher inflation levels

Additional costs / reduced income

- Policy Changes proposals

Budget Impact

£(313)k for 2021/22 only

£(1.3)m over 5 years

£5.6m over 5 years

9. Financial Healthcheck – Period 6 September 2021

Executive Summary

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

General Fund Revenue

GENERAL FUND	YTD Budget £000	YTD Position £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Comment
Chief Executive	974	948	(26)	1,575	1,569	(6)	No material variances
AD Growth & Regeneration	358	220	(138)	1,339	1,448	109	Shortfall in car parking income
ED Organisation	345	317	(28)	470	466	(4)	No material variances
AD People	1,541	1,596	55	226	313	87	Vacancy allowance & application software costs
AD Operations & Leisure	1,677	1,788	111	3,141	3,404	263	Vacancy allowance & shortfall in Assembly Rooms ticket sales and split profit event income
ED Finance	59	63	4	-	9	9	No material variances
AD Finance	1,293	(5,297)	(6,590)	(7,738)	(8,883)	(1,145)	Government grants re Covid 19; NNDR levy return expected from pool
AD Assets	(957)	(1,160)	(203)	(878)	(1,060)	(182)	Reduction in bad debt provision plus windfall income & additional rent income
AD Neighbourhoods	460	201	(259)	1,142	1,200	58	Shortfall in bed & breakfast income
AD Partnerships	464	357	(107)	982	957	(25)	Vacant posts
Total	6,214	(967)	(7,181)	259	(577)	(836)	

The General Fund has a favourable variance against budget at Period 6 of £7.181m (£6.202m as at Period 5).

The projected full year position identifies a favourable variance against budget of £836k (£316k as at Period 5).

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 September 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	-	(718)	813	813	-	-	813
AD Growth & Regeneration	807	7,736	498	(7,238)	14,665	4,155	(10,510)	10,510	14,665
AD People	151	194	75	(120)	238	212	(26)	26	238
AD Operations & Leisure	669	917	340	(576)	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	1,179	666	(513)	1,542	1,467	(75)	-	1,467
AD Neighbourhoods	-	23	46	23	46	46	-	-	46
AD Partnerships	-	-	-	-	-	-	-	-	-
GF Contingency	255	255	-	(255)	255	120	(135)	135	255
TOTAL GENERAL FUND	15,548	23,154	1,625	(21,529)	30,854	16,108	(14,746)	14,671	30,779

Capital expenditure incurred was £1.625m compared to a profiled budget of £23.154m (£1.243m compared to a profiled budget of £21.886m at Period 5). It is predicted that £16.108m will be spent by the year-end compared to a full year budget of £30.854m, including re-profiled schemes from 2020/21 of £15.548m (£26.097m projection compared to a full year budget of £30.759m at Period 5).

Re-profiling of budgets into 2022/23 is forecast at £14.671m – additional re-profiling with regard to Future High Streets Funds schemes totalling £9.8m is reported this month, in line with the revised spend profile submitted to DLUHC.

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

Treasury Management

At the end of September 2021 the Authority had £79.333m invested in the money markets. The average rate of return on these investments is 0.20% though this may change if market conditions ease.

The Authority also has property fund investments of £1.849m with Schroders UK Real Estate Fund and £2m with Threadneedle Property Unit Trust. The monthly return on these property fund investments for September was 3.11% and 3.12% respectively.

Borrowing by the Authority stood at £63.060m at the end of September 2021, all being long term loans from the Treasury Public Works Loans Board. The average rate payable on these borrowings equates to 4.65%.

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 £8.632m at the year-end from normal revenue operations (£8.112m as at Period 5) compared to £6.548m projected within the 2021/22 budget report– additional balances of £2.084m.

Housing Revenue Account (HRA)
Revenue

HOUSING REVENUE ACCOUNT	YTD Budget £000	YTD Position £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000
HRA Summary	(9,688)	(9,699)	(11)	(9,363)	(9,349)	14
ED Communities	55	60	5	-	9	9
AD Operations & Leisure	63	54	(9)	145	203	58
AD People	84	66	(18)	-	(13)	(13)
AD Assets	394	379	(15)	405	443	38
AD Neighbourhoods	685	645	(40)	3,365	3,445	80
Housing Repairs	2,690	1,538	(1,152)	5,792	5,292	(500)
Total	(5,717)	(6,957)	(1,240)	344	30	(314)

The HRA has a favourable variance against budget at Period 6 of £1.240m (£1.212m favourable as at Period 5).

The projected full year position identifies a favourable variance against budget of £314k (£154k unfavourable as at Period 5). Individual significant budget areas reflecting the variance are detailed at **APPENDIX A**.

Capital

HOUSING REVENUE ACCOUNT	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	16,627	7,372	(9,255)	21,358	12,281	(9,076)	8,484	20,765
HRA Contingency	100	100	-	(100)	100	100	-	-	100
TOTAL HOUSING REVENUE ACCOUNT	11,997	16,727	7,372	(9,355)	21,458	12,381	(9,076)	8,484	20,865

Housing Capital expenditure of £7.372m has been incurred as at the end of Period 6 compared to a profiled budget of £16.727m (£6.986m compared to a profiled budget of £15.939m at Period 5).

It is predicted that £12.381m will be spent by the year-end compared to the full year budget of £21.458m (including £11.997m re-profiled from 2020/21) (£14.384m projection compared to a full year budget of £21.458m as at Period 5).

Re-profiling of budgets into 2022/23 is forecast at £8.484m, including £5m for the Regeneration and Affordable Housing development at Wilnecote, and £1.5m for the Caledonian Depot New Build scheme.

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 £5.582m at the year-end (£5.114m as at Period 5) compared to £4.522m projected within the 2021/22 budget report – additional balances of £1.06m.

Corporate Plan Project Updates

Town Centre Programme - Monthly ELT project highlight report



Project due date	31 st March 2022
Overall Project Status (Indicate by typing yes in the appropriately shaded box below)	
3. On track and in control	Yes
2. Not on track but in control	
1. Not on track	
Month & Year of update	Sept 2021

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

Workstreams	Due date	Lead	Workstream RAG status
Town Centre Strategy	2021/22	MF	
Gungate Masterplan	2020/21	DH	
TIC		ZW	
Place Investment Strategy	2021/22	MF	
Car Parking Strategy	2021/22	MF	
Market re-tender	2020/21	MF	
Communications and Engagement		ZW	
Town Centre Funding Applications	Ongoing	MF	
Future High Streets Fund	Sep 2020	AM	

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

<p>Consultation findings presented to ISAG on 25th March and a way forwards set out in a Cabinet report on the 8th April.</p>	
<p>Place Investment Strategy</p> <ul style="list-style-type: none"> Place Investment Strategy Completed in draft Awaiting consultation 	<p>APRIL 2019</p>
<p>Car Parking Strategy</p> <ul style="list-style-type: none"> Benchmarking and baseline exercise completed. Further handover meeting with JS. <p>Since the handover of this service in April 2020 the focus has been on understanding the data that underpins the service including the need to address immediate car parking issues around the infrastructure.</p> <ul style="list-style-type: none"> Policy change submitted to renew car parking infrastructure. Approved in principle for £50K. Task and Finish Group established. Preparation of tender. Tender out to market to replace car parking machines. 3 Tenders received Award of Tender <p>Also agreed at Cabinet – to review fees and charges following 6 months of the new machines in situ – to derive a pricing strategy – workload will fall into 2022/23.</p> <p>Car park demand study underway with Homes England to further support regeneration initiatives.</p>	<p>September 2020</p> <p>October 2020</p> <p>October 2020 December 2020 February 2021 May 2021 June 2021 September Cabinet</p> <p>Draft by end of year</p>
<p>Market re-tender</p> <ul style="list-style-type: none"> Tender prepared and with procurement. Tender published. Contract awarded to LSD Promotions, the incumbent market operator. 	<p>October 2020 March 2021 Contract started Mid May.</p>
<p>Town Centre Funding Applications</p> <ul style="list-style-type: none"> FHSF: £21,652,555. To structurally transform the town centre through three distinct projects. ACHIEVED RHSS funding: £67,455. To re-open the high street and specifically to prepare a town centre action plan. ACHIEVED Cultural Recovery Fund (Castle): £250K. Castle Team delivering various digital and online improvements to castle activities. ACHIEVED Cultural Recovery Fund (Assembly rooms): £126,150 ACHIEVED LGA funding: £14,000. To better understand 1) barriers to innovation and evolution of small and new businesses in the town centre and 2) empowerment of businesses to drive town centre improvements. ACHIEVED Bid to GBSLEP: £60K for delivery of an inclusive growth strategy to deliver reset and recovery. This is Borough-wide and not TC focused but will include the town centre. Not Successful Cultural Recovery Fund (Castle): £125K ACHIEVED will support costs and also deliver improvement to support the visitor experience. Pre-application form submitted for CRF 3 	<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>Sept 2021</p>
<p>Future High Streets Fund</p> <ul style="list-style-type: none"> Full Business Case sign off and submission to MHCLG Clarifications around calculations requested by MHCLG and submitted (for all bidders). Successful award made. 	<p>Council 21 July October 2020 December 2020</p>

Potential issues (Include any current or upcoming issues which require action)

Decisions needed (Include any decisions required from ELT)

Consideration be given that any underspend in Town Centre programme budget is retained to support FHSF and other relevant TC activities.

Financial monitoring update

- Retained fund TC programme budget: approx. £117,000.00

Other comments

- Legal services to support regeneration work procured.

Net Zero Carbon - Monthly ELT project highlight report

Project due date	2050
Overall Project Status (Indicate by typing yes in the appropriately shaded box below)	
3. On track and in control	Yes
2. Not on track but in control	
1. Not on track	
Month & Year of update	September 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 18th February 2021:</p> <p>STEP 1: Commission a study and research paper to provide the following initial requirements:</p> <ul style="list-style-type: none"> a) Identify TBC's Carbon baseline 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"> 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; 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 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; • Preparation of tender underway • Tender Live • Appointment of consultant • Draft report to be available by the end of 21/22 corporate year. • Cabinet/ISAG 	<p>Comp. by the end of 2021/2022</p> <p>July 21 September 21 October 21 Spring 22</p>	AM	
<p>STEP 2: Focussed research to:</p> <ul style="list-style-type: none"> a) establish the feasibility of the solution(s) b) Provide a cost/benefit analysis assessing financial implications along with the effectiveness of potential solutions to inform future investment strategies. 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; 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"> 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 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. 	<p>2023/2024 (subject to review)</p>	AM	

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

Potential issues (Include any current or upcoming issues which require action)

Decisions needed (Include any decisions required from ELT)

Financial monitoring update

Other comments

Organisational Development Strategy - Monthly ELT project highlight report

Project due date	1 st April 2022
Overall Project Status (Indicate by typing yes in the appropriately shaded box below)	
3. On track and in control	✓
2. Not on track but in control	
1. Not on track	
Month & Year of update	September 2021

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

Work streams	Due date	Lead	Workstream RAG status
Project restarted June 2020			
The service redesign element of the recovery and reset programme will have major impact on the Organisational Development Strategy. Due to current capacity consultant support will be procured to support the development of the OD Strategy, consultant to be appointed by end September 2021	September 2021	AG/ ZW	
Development phase October – December 2021	December 2021		
Consultation (employee focus group, HOS, TULG, ELT, CMT, Portfolio Holder)	January/ February 2022	AG/ ZW	
Approval of Strategy by Cabinet	March 2022	AG/ ZW	
Action Plan commence and manage via pentana	April 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

All training has been delivered. 121 coaching for CMT and Heads of Service scheduled for November 2021	July 2021
External consultant appointed to produce the OD & People Strategy. Consultant has commenced reading relevant corporate documents as background reading.	September 2021

Potential issues (Include any current or upcoming issues which require action)

No issues identified.

Decisions needed (Include any decisions required from ELT)

None.

Financial monitoring update

Cost of programme met by allocated budgets

Other comments

Implement Customer Portal - Monthly ELT project highlight report

Project due date	30 th November 2021
Overall Project Status (Indicate by typing yes in the appropriately shaded box below)	
3. On track and in control	
2. Not on track but in control	Yes
1. Not on track	
Month & Year of update	September 2021

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

Workstreams	Due date	Lead	Workstream RAG status
CRM Activity <ul style="list-style-type: none"> Single Person Discount Process User Acceptance Completed by CST <ul style="list-style-type: none"> Revenues – tested 	COMPLETE	JSh	
Dependency – Digital360 v29 Upgrade <ul style="list-style-type: none"> Acceptance is a pre-requisite of Portal Go Live <ul style="list-style-type: none"> Testing – <ul style="list-style-type: none"> Housing completed – Issues reported to Civica for resolution Planning – testing completed Benefits –testing completed Revenues – testing completed CST – testing completed as far as possible 	COMPLETE	JSh	
Portal – Portal 360 TBC controlled work <ul style="list-style-type: none"> SPD Portal process UAT to be completed LLPG testing in live De-Duplication Testing New Civica Project Manager – Project completion plan written and received <ul style="list-style-type: none"> Re-written to reflect Portal Go Live in Stages <ul style="list-style-type: none"> Stage 1 – Basic Portal <ul style="list-style-type: none"> Register and authenticate email and Ctax account Raise Report it Service Request Raise Complaint Test registration and authentication process in Live environment 	20/10/21	Jsh	
Portal – Portal 360 Civica controlled work <ul style="list-style-type: none"> Pay360 process to be put into Portal <ul style="list-style-type: none"> Require support from Capita Academy Web Services in Portal <ul style="list-style-type: none"> Require support from Capita Issues forwarded on to Capita for support Complaints in portal testing corrections Data work for LLPG synchronisation (Ian) 	26/11/21 26/11/21	JSh	
Knowledge Transfer <ul style="list-style-type: none"> All sessions delivered Self-sufficiency achieved in process building One day training owed to TBC – booked for 2022 	COMPLETE	JSh	

Key milestones achieved	Date milestone achieved
<ul style="list-style-type: none"> • Test Portal created and skinned to fit in with Tamworth.gov.uk website • Knowledge Transfer Session – System Admin • Knowledge Transfer Session – Single Person Discount - Process Mapping & Customer Journey – delivered 22/01/2020 • System Admin – Build Elements w/c 3rd Feb • Customer Journey Build w/c 24th Feb • Portal user authentication completed • Outstanding documentation ratified and delivered back to Civica • Move Process go Live • Final Single Person Discount process build sessions delivered • Address synchronisation implemented • Final knowledge transfer session delivered • Address synchronisation between Local Land and Property Gazetteer process implemented • Single Person Discount user acceptance testing started • Capita provide technical documentation to support development of Academy integration • V29 Upgrade implemented in Test • Portal Customer Journey Workshop with Civica consultants delivered • Styling Workshop completed • Live Portal Server software installed • Portal infrastructure installed on Live server • Service Desk to install certificate, register DNS name mytamworth.gov.uk and install Outlook on scheduler server • New Civica Project Manager – Project revised completion plan written and received • Handover of project management from Knowledge Performance & Insight Manager to Digital Customer Experience Manager and Head of Customer Experience • Revenues & Benefits met testing deadline wc 10th May • Report It into live • Complaints into live • Demo CMT 10th June • Exploring reporting (Mas) • Digital360 v29 upgrade implemented • Updated complaints processes to reflect current structure – testing complete, issues identified and plan in place to rectify • Post Upgrade Testing complete • Testing of payments process • Data work for LLPG synchronisation (Ian) • Payments facility installed 	<p>31/12/19 16/12/19 22/01/20</p> <p>24/02/20 02/06/20 12/05/20 17/06/20 17/07/20 15/07/20 17/08/20 19/08/20 31/08/20 01/09/20 28/09/20 02/11/20 16/12/20 31/12/20 26/02/21 26/02/21</p> <p>12/03/21 01/03/21 23/03/21</p> <p>10/05/21 03/06/20 24/05/21 10/06/21 10/06/21 07/07/21 07/07/21</p> <p>23/07/21 24/09/21 30/09/21 30/09/21</p>

Potential issues (Include any current or upcoming issues which require action)
<ul style="list-style-type: none"> • Civica working on a 'bug' in complaints system. Developers at Civica working on this, for mitigation this can be resolved via an upgrade but we are working on avoiding the need for an upgrade
Decisions needed (Include any decisions required from ELT)
<p>N/A at present</p>

Financial monitoring update

On track residual budget available for development of additional processes in portal

Next Activities – by 30/11/21

- **LLPG into Live & sign off**
- **De-duplication into Live & sign off**
- **CTax viewers into live & sign off**
- **Finalise Layout of Registration Page (based on user feedback) & sign off**
- **Moves into Live**
- **SPD into Live**
- **Complaints into Live**

Corporate Capital Strategy - Monthly ELT project highlight report

Project due date	31 st March 2022
Overall Project Status (Indicate by typing yes in the appropriately shaded box below)	
3. On track and in control	✓
2. Not on track but in control	
1. Not on track	
Month & Year of update	September 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	March 2022	PW / LP	

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

Potential issues (Include any current or upcoming issues which require action)
<ul style="list-style-type: none"> It was recognised that a detailed capital strategy meeting all the requirements of the Prudential Code/MHCLG guidance would not be fully completed by the time of initial reporting in Feb 2019, however, an action plan to achieve this with specific timescales is in place, and an updated capital strategy has been reported with the MTFS in Feb 2020 and in Feb 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 access to properties which has been restricted due to ongoing Covid 19 measures. The survey is currently in progress with the contractor out on site (subject to access to properties being made available by tenants). Our existing strategy has been reviewed and a gap analysis produced. The results of the survey will inform the asset management strategy; 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.

Decisions needed (Include any decisions required from ELT)

- None at this stage

Financial monitoring update

- £3.5k re Link Asset Services capital strategy support and guidance funded from BRF PM0594 B0101 (2019/20)
- Costs of asset management plan update/condition survey identified (policy change included with MTFS).

Other comments

Timescales revisited and project now on track and in control.

Workstreams originally due to be completed March 2021 have been pushed back due to Covid 19 restrictions impacting on stock condition survey and asset management plan. Capital strategy required on an ongoing annual basis.

Leisure Strategy

Project due date	30 th December 2022
Overall Project Status (Indicate by typing yes in the appropriately shaded box below)	
3. On track and in control	Yes
2. Not on track but in control	
1. Not on track	
Month & Year of update	September 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) 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 (complete)	Aug 2021	AG/SMcG	
Tender for Indoor & Outdoor sports facilities assessment, including a review of the open spaces assessment, together with the feasibility study for Gungate Leisure provision has been delayed but has now been published for consideration by the market. 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.	Oct 2021	AG/SMcG/AM	
Three phase tender for external consultants <ul style="list-style-type: none"> • Phase 1 - new Indoor and Outdoor Leisure Facilities Assessment • Phase 2 - new open space assessment • Phase 3 – feasibility study for leisure facilities within the Gungate project Submissions to be returned by mid November 2021	Oct 2021	SMcG SmcG AM	
Appoint external consultants for all three phases combined	Dec2021	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	July 2022 May 2022 July 2022	AG/SMcG/AM	

Key milestones achieved	Date milestone achieved
Report to Cabinet complete	July 2021
Tender published	October 2021

Potential issues (Include any current or upcoming issues which require action)

The production of the Leisure Strategy in its entirety has been delayed due to a number of factors including COVID and the Councils major Reset & Recovery as well its regeneration programmes. As a result of which the dates are now as detailed as above.

Impact of COVID 19 lockdown has pushed the project back by a further 12 months and may change scope of review in light of new consultations.

Results from the tender stage may also impact on the above dates

Decisions needed (Include any decisions required from ELT)

None currently

Financial monitoring update

Section 106 monies have been allocated for external consultants to produce assessments/. Cabinet approval sought in July 2021 to award contract.

Other comments

Decision taken to postpone this for 12 months , staff advised

Welfare Reform - Monthly ELT project highlight report

Project due date	End March 2022
Overall Project Status (Indicate by typing yes in the appropriately shaded box below)	
3. On track and in control	✓
2. Not on track but in control	
1. Not on track	
Month & Year of update	Sep 21

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

Workstreams	Due date	Lead	Workstream RAG status
Establish Corporate Project group – workstreams mapped as below <ul style="list-style-type: none"> Bi monthly meeting planner sent out for all meetings throughout 2021 		LB	Completed
Transition of Former Tenant Arrears to Mike Buckland's Team in Finance <ul style="list-style-type: none"> Post holder in place from end of September 2021 Management of housekeeping/write offs in addition to former arrears recovery Bi monthly review meetings to track progress and to report on performance 		MB/LP	Completed
Development of a corporate `Welfare Reform Customer Insight, Impact & Performance Data Intelligence` <ul style="list-style-type: none"> Data on all types of welfare benefits across all applicable council departs including UC, HB, DHP, Under Occupation, Council tax reduction, Working tax credit, child tax credit , PIP, benefit cap, state pension, referrals/third sector etc. Customer Experience – capturing customers intelligence; financial hardship, CRM targeting, mosaic data Rents Team – end of financial year rent arrears report & welfare reform impact data Benefits & Council Tax – end of year report for Housing Benefit & Council Tax 	Ongoing	ALL	Completed
To identify third sector commission opportunities and update group monthly <ul style="list-style-type: none"> Personal budgeting/resident support opportunities with County Describe/train/promote on service offer and referrals Opportunities for commissioning – what's offered now and in planning 	Ongoing	KC	Completed
HQN Income Management Accreditation & Annual Workplan <ul style="list-style-type: none"> Refreshing accreditation action plan and service improvement plan informed by HQN ongoing health check commencing April 2021 Delivery of annual Income Management Workplan 2021/22 	November 2021	LB/LL/JC	On track
Development Corporate Debt Strategy including external supported to be procured Dec 2021 <ul style="list-style-type: none"> Quick quote specification to be completed and published on Intend Nov 2021 First draft Corporate Debt Strategy anticipated Spring 2022 	Dec 2021	TMM/ALL	On track

Key milestones achieved	Date milestone achieved
Corporate Project Group established	Bi monthly meetings
Key work-streams identified linked to team work plans	Workplans refreshed at the beginning of each new financial year
Policy change agreed to facilitate FTA transfer to MB's team Debt management group established Good housekeeping underway on former arrears and debt recover	Completed Sep 2021
Invitation to quote for the Corporate Debt Strategy drafted and ready to go out on intend Nov 2021	Completed Oct 2021
Third Sector Commissioning; TAC, retendering closing date 25/10/21 Bet the Cold, Winter Relief – funding available and teams trained on how to make referrals. TAM CAM, 84 Families who receive free school meals now identified to have breakfast with Santa Heart of Tamworth, Christmas Day hot meals HomeStart, Christmas present funding Foodbanks & Scared Heart food shop HomeStart, furniture offer	Ongoing
HQN Rent Accreditation submission of evidence prior to final assessment completed	September 2021
Targeted intelligence data gathering of customer insight (financial hardship) at first point of contact now developed and underway	September 2021

Potential issues (Include any current or upcoming issues which require action)
<ul style="list-style-type: none"> Please refer to risk assessment – to be discussed at each project group meeting

Decisions needed (Include any decisions required from ELT)

Financia update
The government may be issuing additional funding for families that are financial struggling – Chris Roe to give an update at the next meeting.

Other comments
Group agreed to invite key speakers to each bi monthly meeting; with the aim of sharing valuable updates on key services in Tamworth which can support our customers with multiple debts and/or facing financial difficulties.

Risk Management Strategy - Monthly ELT project highlight report

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

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

Workstreams	Due date	Lead	Workstream RAG status
Review of current reporting process / format	July 2021	LP	
Rationalize and Co-ordinate mitigating actions	Dec 2021	LP	
Identification of Corporate Risks- ensure all captured, aligned and reported	Dec 2021	LP	

Key milestones achieved	Date milestone achieved
Appointment of consultants to assist with undertaking the review and project scoped	March 2019
Review of current risk undertaken and new grouping proposed(reduction to 14 categories) looking to reduce further	April 2019
Appointment of "Service Risk Champions"	September 2019
Collation of potential different reports from the system be considered	TBA
Meetings with Risk champions Scheduled in for November - rescheduled	Suspended
Due to the delay and loss of momentum in the project a revised timetable will be discussed – RB and risk consultant 14/2/20	February 2020
A revised draft of the new report to be presented to CMT in July for approval. If approved, discussions with relevant AD's and ED's will be held and a new report generated in Pentana. This will then be included in a future Risk report to A&G	July 2020
The new report layout is constructed and will be reviewed and refined in October by ED's and AD's ready for reporting to A&G at the 3 rd Qtr	Not Achieved
The new report layout is constructed and to be reviewed and refined by mid-December by ED's and AD's ready for reporting to A&G at the 3 rd Qtr – update from CMT 7/1/21 reschedule report for A&G 1 st Qtr 2021-22	
New layout discussed with ED's 18/11/20 and to be discussed with AD's 10/12/20 The meeting on the 10 th will also receive feedback and discussion on the ZM risk Horizon survey	10/12/2020
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 st Quarter report of 2021-22	08/07/2021
A&G received 2021/22 1 st Quarter report in new format in July 2021. The report to committee also included an updated Risk Policy which extended the responsibility for risk to all staff and included a number of findings from the latest Internal Audit review which have been addressed as part of this review.	28/07/2021

Potential issues (Include any current or upcoming issues which require action)

- Limited Knowledge of Pentana
- Resource available during final accounts period
- Time
- Impact of COVID-19 this may lead to a re-think of the risk structure in some areas
- The project due date is unlikely to be achieved
- Lack of feedback from CMT

Decisions needed (Include any decisions required from ELT)

- The revised groupings when ready, the use of targets, and the suggested report layout will need to be approved by CMT when ready.
- OA to discuss with each ED and AD
- Confirmation from CMT

Financial monitoring update

- None

Other comments

Work had been stalled on this project but being progressed now that Roger is back in the office.

Delayed due to set up in Pentana – This still needs work

Further Delays due to increase in workloads for key staff due to COVID 19

Apart from one element (exceptional departmental risk escalation to CMT level) the policy is, subject to approval, ready to be released to A&G

A revised format is being developed in to a report in Pentana. The revised layout and headline grouping also discussed with ZM for feedback and guidance.

Following the Horizon scan workshop presented by ZM a copy of the latest executive briefing of the Global risk report published in January 2021 was circulated to CMT for information.

Internal audit have completed a review of the risk arrangements and gives reasonable assurance to management. The recommendations include only low and medium level actions which will be reviewed and where appropriate incorporated in this project moving forward.

Work continuing to develop the reporting format to ensure remaining workstreams completed before year-end.

The parameters of this project have now been completed by the presentation of the new format and Risk policy to the 1st quarter A&G committee. The revised strategic report will now be presented to future quarterly A&G meetings.

The risk review does not stop at this as the next step below the strategic level has been started with the meeting of the Risk champion. This Multi-disciplinary group will identify and review significant operational risk. They will meet quarterly to identify any operational risks that need to be flagged up to the strategic report.

Corporate Risk Register 2021/22



Risk heading					
Finance/Financial stability					


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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-Oct-2021	3	3	9	


Risk heading					
Modernisation and commercial agenda					

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	05-Oct-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	05-Oct-2021	3	3	9	

Risk heading
Community Focus


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-Jul-2021	3	3	9	




Risk heading
Economic Growth and Sustainability

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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-Oct-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-Jul-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
AD Operations & Leisure	ASSEMBLY ROOMS	SALARIES	93,639	153,912	(60,273)	301,834	0	301,834	Underspend to be used to fund temp staff/new structure. Posts now recruited.
		PRIVATE HIRE TICKET SALES EXP	0	25,020	(25,020)	50,000	(30,000)	20,000	Theatre programme does not reach full capacity until October, shut for Q1 due to Covid guidance
		SPLIT PROFIT EVENT TICKET SALE	14,374	109,860	(95,486)	219,750	(128,855)	90,895	
		TICKET SALES	(25,899)	(67,680)	41,781	(135,300)	101,700	(33,600)	
		SPLIT PROFIT EVENT INCOME	(73,004)	(146,520)	73,516	(293,000)	177,901	(115,099)	
	ASSEMBLY ROOMS BAR	CATERING SALES	(4,846)	(90,540)	85,694	(181,130)	0	(181,130)	
	PLEASURE GROUNDS	SALARIES	0	16,340	(16,340)	31,910	(31,910)	0	Not expecting to recruit - offsetting shortfall against income target.
	COMMUNITY LEISURE	CONT TO RESERVES	0	0	0	0	49,130	49,130	Cont to QBR reserve at year end to fund shows next financial year
	PUBLIC SPACES	SALARIES	586,012	617,160	(31,148)	1,234,330	(33,000)	1,201,330	Accumulation of vacant posts
		VACANCY ALLOWANCE	0	(92,570)	92,570	(92,570)	92,570	0	Vacancy allowance
CONTRACT PAYMENTS (BASIC)		109,721	70,000	39,721	110,270	0	110,270	Large commitment on system but spend within full year budget	

Service Area	Cost Centre	Account Code	Year to Date Position	Year to Date Budget	Year to Date Variance	Full Year Budget	Predicted Outturn Variance	Full Year Position Predicted Outturn	Comment
AD Operations & Leisure	TBC HIGHWAYS MAINTENANCE	MAINTEN HIGHWAY RELATED ASSETS	(23,920)	60,660	(84,580)	121,290	0	121,290	Accruals for works relating to previous financial year, yet to receive invoices
		MAINTENANCE OF WATER COURSES	71,276	20,580	50,696	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	ICT	APPLICATION SOFTWARE	86,097	50,160	35,937	50,160	36,000	86,160	Overspend offset by software maintenance budget
	CUSTOMER SERVICES	VACANCY ALLOWANCE	0	(19,320)	19,320	(38,680)	38,680	0	Vacancy allowance
Page 67 AD Assets	COMMERCIAL PROPERTY MANAGEMENT	PROVISION FOR BAD DEBTS	49,443	2,790	46,653	5,580	43,863	49,443	Monthly invoices since May 2020 for National Car Parks not paid
		BAD DEBT PROVISION	(116,914)	0	(116,914)	0	(116,914)	(116,914)	Cancellation of invoice re MARS retail £111k
	INDUSTRIAL PROPERTIES	MISC CONTRIBUTIONS	(55,000)	0	(55,000)	0	(55,000)	(55,000)	Windfall/one off income received for Kingdom Hall and 7A Apollo
		RENTS	(580,161)	(540,000)	(40,161)	(808,780)	(40,000)	(848,780)	Additional income expected
AD Neighbourhoods	HOMELESSNESS	PROVISION FOR BAD DEBTS	(1,094)	71,350	(72,444)	142,700	0	142,700	Write -offs for pre 2018 arrears on B&B, work to clear these will be carried out in September
		BED AND BREAKFAST COST	61,096	108,780	(47,684)	217,550	(95,000)	122,550	Reduction in use of B&B
		BED & BREAKFAST INCOME	(21,035)	(108,760)	87,725	(217,540)	172,000	(45,540)	Reduction in use of B&B, partially offset by underspend above
	HOMELESSNESS STRATEGY	GOVERNMENT GRANTS	(245,757)	(77,450)	(168,307)	(102,900)	0	(102,900)	Homelessness Prevention grant, amount received to date in excess of current budget but anticipated to be spent in full
	COMMUNITY WARDENS	SALARIES	49,688	77,980	(28,292)	161,010	(60,000)	101,010	Two vacant posts

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 Partnerships	PRIVATE SECTOR LEASING SCHEMES	PRIVATE SECTOR LEASING SCHEME	4,507	33,420	(28,913)	66,780	(62,200)	4,580	No further payments to be made
		PRIVATE SECTOR LEASING	(3,808)	(43,880)	40,072	(87,810)	84,000	(3,810)	Not expecting any tenants from now on. In the process of acquiring properties.
	DDCPP BUSINESS SUPPORT	SALARIES	118,900	151,380	(32,480)	302,750	(36,000)	266,750	Due to vacant posts
	CAR PARKING ENFORCEMENT COSTS	SALARIES	0	31,620	(31,620)	63,260	(63,260)	0	Vacant posts - to be used to fund temp staff
		PAYMENTS FOR TEMPORARY STAFF	28,600	0	28,600	0	63,260	63,260	Temp staff funded from salaries underspend pending review
	STRATEGIC HOUSING	SALARIES	50,023	63,900	(13,877)	128,990	(45,000)	83,990	Vacant posts, under review and some allocated to temp staff
Chief Executive	ELECTORAL PROCESS	CONT TO RESERVES	0	0	0	0	30,000	30,000	Underspends at year end to be transferred to reserve to fund additional costs re electoral legislation changes and potential Covid costs next year
AD Growth & Regeneration	OUTSIDE CAR PARKS	SHORT STAY CAR PARKING	(219,344)	(300,000)	80,656	(600,000)	100,000	(500,000)	Several car parking machines not in use. One car park occupied as Covid testing centre.
	MARKETS & STREET DISPLAYS	STREET TRADERS LICENCE INCOME	(2,433)	(18,240)	15,807	(36,460)	30,000	(6,460)	Budget does not reflect current street trading policy, which is in process of being reviewed
	CASTLE & MUSEUM	SALARIES	66,899	128,588	(61,689)	258,476	(50,000)	208,476	Arts Council funded 1st quarter & accumulation of vacant posts
	ARTS COUNCIL – CASTLE	GOVERNMENT GRANTS	(174,727)	(237,230)	62,503	(237,230)	20,000	(217,230)	Final activity report to be submitted to Arts Council to receive remaining funding
	ENVIRONMENTAL HEALTH	SALARIES		192,325	306,575	(114,250)	613,140	(187,000)	426,140
CONT TO RESERVES			0	0	0	0	187,000	187,000	

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	BENEFITS	PROVISION FOR BAD DEBTS	0	0	0	50,000	(50,000)	0	Based on position at end September, bad debt provision budget not likely to be required
		RENT ALLOWANCES	2,307,192	2,799,000	(491,808)	5,952,100	(980,700)	4,971,400	Based on DWP claim at P6
		COUNCIL TENANT RENT REBATES	3,520,341	3,922,750	(402,409)	7,531,900	(840,250)	6,691,650	
		COUNCIL TENANT GRANT	(3,453,239)	(3,882,750)	429,511	(7,454,920)	824,700	(6,630,220)	
		PRIVATE TENANT GRANT	(2,241,306)	(2,740,600)	499,294	(5,811,220)	956,550	(4,854,670)	
		PT OVERPAYMENT RECOVERY	23,929	0	23,929	0	47,860	47,860	Based on position at end September
		CT OVERPAYMENT RECOVERY	15,554	0	15,554	0	31,110	31,110	
	BENEFITS ADMINISTRATION	SALARIES	220,072	246,175	(26,103)	492,340	(35,000)	457,340	Vacant Head of Service post / interim arrangements in place
		VACANCY ALLOWANCE	0	(17,940)	17,940	(35,830)	35,830	0	Vacancy allowance
		GOVERNMENT GRANTS	(55,700)	0	(55,700)	0	(55,700)	(55,700)	Government grant not budgeted
	CORPORATE FINANCE	GENERAL CONTINGENCY	0	0	0	169,000	(169,000)	0	No plans at present, subject to review during the year
		CONT TO RESERVES	0	0	0	150,000	2,227,990	2,377,990	Additional contribution to reserve to fund 2021/22 NNDR collection fund deficit arising from expanded retail reliefs 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)

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	CORPORATE FINANCE	NNDR LEVY PAYMENTS	87,532	0	87,532	687,230	549,120	1,236,350	Additional levy payable due to business rates forecast growth in 2021/22
		GOVERNMENT GRANTS	(6,584,157)	(476,295)	(6,107,862)	(952,590)	(2,777,110)	(3,729,700)	Additional Section 31 grant receivable due to expanded retail relief scheme for 2021/22 of c.£6m (TBC share)
		MISC CONTRIBUTIONS	(3,794)	0	(3,794)	0	(437,590)	(437,590)	2020/21 levy return expected from pool subject to finalisation of NNDR audits
	TREASURY MANAGEMENT	MINIMUM REVENUE PROVISION GF	94,740	94,740	0	189,430	(31,840)	157,590	Reduced MRP due to slippage in 2020/21 capital programme
		MISC INTEREST & DIVIDENDS	(87,279)	(47,340)	(39,939)	(94,710)	(79,880)	(174,590)	Forecast investment interest income due to higher balances arising from capital programme slippage
		PROPERTY FUND DIVIDENDS	(68,635)	(150,000)	81,365	(300,000)	0	(300,000)	Delayed property fund investments
	COVID-19	GOVERNMENT GRANTS	(166,800)	0	(166,800)	0	(166,800)	(166,800)	New burdens grant for Business Grants process
		GOVERNMENT GRANTS	(284,075)	(213,600)	(70,475)	(427,150)	(276,340)	(703,490)	Additional SFC grant for Qtr 1 2021/22 (& balance of £67k from 2020/21)
	RECOVERY AND RESET	CONSULTANTS FEES	102,400	146,300	(43,900)	292,600	0	292,600	Further funds released from reserve, no outturn variance projected

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 Operations & Leisure	CARETAKERS	SALARIES	40,270	42,120	(1,850)	84,290	50,000	134,290	Extra temp staff as agreed from business case to support housing works
Housing Repairs	REPAIRS CONTRACT	RESPONSIVE REPAIRS	397,735	750,000	(352,265)	1,500,000	(200,000)	1,300,000	Responsive service - outturn based on current forecast
		VOIDS	284,919	700,000	(415,081)	1,400,000	(300,000)	1,100,000	
		GAS HEATING SYSTMS MAINTENANCE	218,809	250,000	(31,191)	500,000	0	500,000	Expected to spend, potentially required for disrepair claims
		MISC. (NON SPECIFIC)	0	100,000	(100,000)	225,000	0	225,000	
		PERIODIC ELECTRICAL TESTING	(11,522)	200,000	(211,522)	400,000	0	400,000	Job cards issued, not yet invoiced
		PLANNED MAINTENANCE	188,267	125,000	63,267	250,000	0	250,000	No outturn variance reported at this stage, expect budget to be spent in full
HRA Summary	H R A SUMMARY	RENTS	(9,751,721)	(9,715,605)	(36,116)	(18,650,700)	0	(18,650,700)	Potential over-recovery but impossible to predict based on the range of variables.

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
GENERAL FUND										
Chief Executive										
Gungate Development	718	718	-	(718)	718	718	-	-	718	
Joint Waste Service Additional Bins	-	-	-	-	95	95	-	-	95	
Service Area Total	718	718	-	(718)	813	813	-	-	813	
AD Growth										
Castle Mercian Trail	96	96	61	(35)	96	96	-	-	96	Proposal to be submitted to HLF on final project spend by end of October.
Gateways	424	424	27	(397)	424	27	(397)	397	424	Funds to be spent on Gateways, however unlikely until next year
Cultural Quarter - Carnegie Centre	3	3	2	(1)	3	3	-	-	3	Almost complete. Lease for restaurant now signed.
Repairs to Castle Elevation	244	319	63	(257)	394	144	(250)	250	394	Reviewing estimated costs with architect, tender not issued until review has completed.
Castle Lighting	40	40	40	(0)	40	40	-	-	40	Now Complete
Off Street Car Parking Infrastructure Update	-	25	-	(25)	50	22	(29)	29	50	Cabinet approved preferred tender 9/9/21
FHSF Castle Gateway	-	1,375	59	(1,316)	2,750	267	(2,483)	2,483	2,750	Revised spending profile submitted to DLUHC
FHSF Middle Entry	-	1,062	27	(1,035)	2,125	34	(2,091)	2,091	2,125	Revised spending profile submitted to DLUHC
FHSF College Quarter	-	4,392	220	(4,172)	8,783	3,522	(5,261)	5,261	8,783	Revised spending profile submitted to DLUHC
Service Area Total	807	7,736	498	(7,238)	14,665	4,155	(10,510)	10,510	14,665	

ED Organisation								-		
AD People								-		
Replacement It Technology	26	56	36	(19)	86	86	-	-	86	It's possible that previously planned spend eg on network refresh may be delayed pending R & R/Marmion House de-commissioning.
New Time Recording System 17/18	15	15	-	(15)	15	-	(15)	15	15	Funds to be re-profiled as commencement of project subject to Recovery & Reset

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
Self Service Customer Portal	45	45	34	(11)	45	34	(11)	11	45	Portal 'soft launch' planned for later this year, remaining funds to be c/f for further development of portal
Member Device Refresh	3	3	-	(3)	3	3	-	-	3	Remaining budget re-profiled from 20/21 to be used for purchase of replacement kit
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, Cabinet report being prepared
N13 Income Management Systems & 3D Secure	-	14	4	(9)	27	27	-	-	27	System upgrade and move to Cloud
Service Area Total	151	194	75	(120)	238	212	(26)	26	238	
AD Operations & Leisure								-		
Wigginton Park Section Section 106	10	10	-	(10)	10	10	-	-	10	Volunteers returning to site, management plans being reviewed, spend anticipated within next 6 months
Broadmeadow Nature Reserve	17	17	6	(10)	17	17	-	-	17	Volunteers returning to site, management plans being reviewed, spend anticipated within next 6 month
Public Open Space Section 106	10	10	-	(10)	10	10	-	-	10	Currently reviewing spend on street furniture for 2022/23
Street Lighting	79	79	41	(38)	79	79	-	-	79	40 year plan, extension to scheme being submitted
Local Nature Reserves	23	23	-	(23)	23	23	-	-	23	Volunteers returning to site, management plans being reviewed, spend anticipated within next 6 month
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	-	188	374	187	375	375	-	-	375	Completed - awaiting invoice
Refurbishment Castle Grounds Tennis Courts	-	60	-	(60)	120	120	-	-	120	Specification final checks before tendering
Assembly Rooms Development	-	-	(88)	(88)	-	-	-	-	-	Waiting for final retention payments and evaluation tender closes 15/10/21 & meeting with NLHF on 19/10/21 to provide update
Indoor and Outdoor Sports Feasibility	100	100	-	(100)	100	100	-	-	100	Specification final checks before tendering
Service Area Total	669	917	340	(576)	1,164	1,164	-	-	1,164	

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
ED Finance										
AD Finance										
Property Funds	8,131	8,131	-	(8,131)	8,131	8,131	-	-	8,131	Investment delayed until later in 2021 following review, currently planning to invest £4m at the end October
Solway Tamworth LTD PLATC	4,000	4,000	-	(4,000)	4,000	-	(4,000)	4,000	4,000	Review underway to confirm viability of scheme post pandemic
Service Area Total	12,131	12,131	-	(12,131)	12,131	8,131	(4,000)	4,000	12,131	
ED Communities										
AD Assets										
Disabled Facilities Grant	817	1,142	666	(476)	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	-	38	-	(38)	75	-	(75)	-	-	Dependent on stock condition survey unlikely to be spent at this stage
Service Area Total	817	1,179	666	(513)	1,542	1,467	(75)	-	1,467	
AD Neighbourhoods										
CCTV Infrastructure	-	23	46	23	46	46	-	-	46	-
Service Area Total	-	23	46	23	46	46	-	-	46	
GF Contingency										
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	-
Service Area Total	255	255	-	(255)	255	120	(135)	135	255	
GENERAL FUND TOTAL	15,548	23,154	1,625	(21,529)	30,854	16,108	(14,746)	14,671	30,779	

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
HOUSING REVENUE ACCOUNT										
ED Communities										
AD Assets										
Structural Works	-	100	170	70	200	235	35	-	235	Predicted overspend, as this is reactive work
Bathroom Renewals	94	203	154	(49)	312	262	(50)	-	262	Underspend based on current predicted workload
Gas Central Heating Upgrades and Renewals	289	631	476	(155)	974	974	-	-	974	Planned works in progress, should be fully spent by year end
Kitchen Renewals	326	720	366	(354)	1,114	994	(120)	-	994	Underspend based on current predicted workload
Major Roofing Overhaul and Renewals	-	556	1,111	556	1,111	1,111	-	-	1,111	Expected to be spent in full
Window and Door Renewals	43	242	324	81	441	441	-	-	441	Expected to be spent in full
Neighbourhood Regeneration	477	727	366	(362)	977	400	(577)	-	400	At this stage spend not likely to exceed £400k for the year
Disabled Facilities Adaptations	298	579	700	121	860	700	(160)	160	700	Expected underspend to be re-profiled into 2022/23
Rewire	-	75	150	75	150	150	-	-	150	Awaiting programme updates
CO2 / Smoke Detectors	60	92	64	(28)	124	124	-	-	124	Awaiting contract start date, it's expected that the budget will be spent in full
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	-	875	9	(866)	1,750	350	(1,400)	1,400	350	Contractor lined up to commence soon, but not expected to spend the whole budget, will need reprofiling
Fire Upgrades To Flats 2012	100	100	-	(100)	100	100	-	-	100	Works have commenced, should be invoiced shortly

Sheltered Schemes	84	134	102	(33)	184	154	(30)	-	154	Predicted underspend based on current workload
Energy Efficiency Improvements	-	35	70	35	70	70	-	-	70	Ad hoc budget as works are identified, looking at alternative heating systems and planning spend in December
Install Fire Doors High Rise	1,460	1,460	8	(1,452)	1,460	1,460	-	-	1,460	Wates have now commenced works

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
High Rise Ventilation System	-	60	-	(60)	120	120	-	-	120	Project Mgr appointed to draw up specification for tender, spend expected towards the end of the year.
Retention of Garage Sites	-	375	366	(9)	750	366	(384)	384	366	Project to run into 22/23 so any underspend will need to be re-profiled
Capital Salaries	-	100	-	(100)	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	42	(28)	69	69	-	-	69	Project ongoing and should be completed by the end of the year
Telecare System Upgrades	-	18	-	(18)	36	36	-	-	36	-
Tinkers Green	-	-	(3)	(3)	-	-	-	-	-	-
Kerria Estate Project	103	103	5	(97)	103	97	(5)	-	97	Final CPO settlements still being negotiated.
Other Acquisitions	599	599	754	155	599	754	155	-	754	Overspend if all committed purchases complete, but will be offset by underspends on other cost centres
Regeneration & Affordable Housing	7,475	7,600	1,897	(5,703)	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	-	754	2	(752)	1,508	2	(1,506)	1,508	1,510	Project in for planning. Unlikely to commence until late 21/22 with most spend being in 22/23.
Service Area Total	11,897	16,627	7,372	(9,255)	21,358	12,281	(9,076)	8,484	20,765	
HRA Contingency										
HRA Contingency	100	100	-	(100)	100	100	-	-	100	-
Service Area Total	100	100	-	(100)	100	100	-	-	100	
HRA Total	11,997	16,727	7,372	(9,355)	21,458	12,381	(9,076)	8,484	20,865	

Treasury Management Update – Period 6 - 2021/22**Investments held as at 30th September 2021:**

Borrower	Deposit £	Rate %	From	To	Notice
Thurrock Council	5,000,000	0.65%	09-Oct-20	07-Oct-22	-
Plymouth City Council	5,000,000	0.35%	30-Oct-20	29-Oct-21	-
Goldman Sachs	5,000,000	0.23%	29-Apr-21	29-Oct-21	-
Thurrock Council	5,000,000	0.20%	15-Jul-21	15-Jul-22	
Standard Chartered	10,000,000	0.13%	13-May-21	15-Nov-21	-
Goldman Sachs	5,000,000	0.16%	12-Aug-21	14-Feb-22	-
Lloyds Bank	8,003,529	0.05%	-	-	95 day
Santander	10,000,000	0.6%	-	-	180 day
MMF – Aberdeen	10,000,000	0.01%*	-	-	On call
MMF – PSDF	10,000,000	0.02%*	-	-	On call
MMF – Federated	6,329,000	0.01%*	-	-	On call
Total	79,332,529	0.20%	-	-	-
Schroders UK Real Estate Fund	1,848,933	3.08%	-	-	On call
Threadneedle Property Unit Trust	2,000,249	3.83%	-	-	On Call
Total	83,181,711	0.35%	-	-	-

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

Property Fund Investments held as at 30th September 2021:

Fund	Initial Investment	Fund Value 30/9/21	2021/22 Return (to Sept 21)	
Schroders UK Real Estate Fund	£1,848,933.03	£1,970,286.90	£28,483.26	3.08%
Threadneedle Property Unit Trust	£2,000,248.90	£1,917,789.91	£38,291.88	3.83%
Total	£3,849,181.93	£3,888,076.81	£66,775.14	3.47%

External Borrowing as at 30th September 2021:

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