

# Quarter 1 Performance Report

## **This report contains the following sections:**

1. Recovery and Reset Programme Summary
2. Corporate Projects Summary – June 2022
3. Key Projects at Red or Amber – June 2022
4. Corporate Projects by Priority – June 2022
5. General fund – Actual Spend Summary
6. Universal Credit Summary
7. Corporate Risk Register
8. Impact of Welfare Benefit Reform and COVID19 on Council services
9. Medium Term Financial Strategy 2022/23 -2026/27 Monitoring, June 2022
10. Financial Health check - Period 3 June 2022

## **Appendices**

1. Corporate Projects Highlight Report
  - 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:	01 <sup>st</sup> August 2022
Projects	Project Lead	Highlight		
<b>Programme Overview</b>	<b>Tina Mustafa/ Trueman Change</b>	<p>Board met 29<sup>th</sup> June, clear political steer resulting in ELT update 04<sup>th</sup> July. ELT agreed 20/7/22 that the R&amp;R programme continue until End of the financial year (March 31<sup>st</sup> 2023).                      Regeneration Project to be moved outside of the R&amp;R programme. This will include all related future Gungate/longer term public sector home/proposals .                      Other project impacts described below as agreed at ELT.                      Timeline to be reviewed as requested by R&amp;R board 29/6/22.                      All projects and workstreams to be reviewed as per the Board steer and agreed at the next Ops meeting 22<sup>nd</sup> August.                      Cabinet update planned for October/November to coincide with Levelling Up funding announcements.</p>		
<b>Economic &amp; Regeneration</b>	<b>Anna Miller</b>	<p>Once Cabinet confirms Board position above project implementation review to be conducted by AM from a programme perspective.                      (Project outside of R&amp;R and Levelling Up bid submitted to DLuCH end July and MH prospectus underway – future reporting to be determined by AM).</p>		
<b>Building Requirements &amp; Utilisation</b>	<b>Paul Weston</b>	<p>Rationalisation of MH to be workshopped with officers on 03<sup>rd</sup> August to review decommissioning, investment spending, mothballing to reduce space requirements and overheads.</p>		
<b>SMART Working</b>	<b>Zoe Wolicki</b>	<p>Removed from Programme June 2022. Post Implementation Review received July and discussion at R&amp;R Ops meeting 22<sup>nd</sup> August planned.</p>		
<b>Customer Services Offer (including front of house)</b>	<b>Zoe Wolicki</b>	<p>workshop 03<sup>rd</sup> August to map principles, Town Centre reception options and necessary governance required. Political steer was for a small kiosk type reception facility within the Town Centre.</p>		
<b>Service Re-design</b>	<b>Tina Mustafa</b>	<p>ELT received detailed update on the 27<sup>th</sup> July. Cabinet to agree the 3 phased approach to Service Redesign.</p>		
<b>Third Sector &amp; Vulnerability</b>	<b>Jo Sands</b>	<p>Next phase of activity – scoping, designing and delivering a VCSE offer requires key decisions around premises and customer services offer. To inform the workshop on the 03<sup>rd</sup> August.</p>		
<b>Financial Management &amp; Commerciality</b>	<b>Joanne Goodfellow</b>	<p>To consider the realignment of this project with Service Redesign framework. AD to present proposals to the Ops meeting on 22<sup>nd</sup> August.</p>		
<b>Comms and Engagement</b>	<b>Tania Phillips</b>	<p>Tania Phillips recruited. Comms scoping session planned for 02<sup>nd</sup> August to revisit comms headlines, resourcing and updates to various R&amp;R channels. Proposals to Ops meetings 22<sup>nd</sup> August.</p>		
Achievements since last period		Planned Activities for next period		
<ul style="list-style-type: none"> <li>SMART Working moved to continuous activity for delivery of policy reviews. Post Implementation Review process completed.</li> <li>07<sup>th</sup> April Cabinet paper produced. DLuCH announced Levelling Up rounds in May, resulting in changes to the needs for interim back office accommodation and a clear political steer from the Board on 29<sup>th</sup> June to delay interim moves in favour of a smaller reception facility/vulnerability offer pending that longer term opportunity at Gungate.</li> <li>Trueman Change successfully repocured.</li> <li>Planned activities mapped →</li> <li>Detailed Service Redesign proposals underway.</li> </ul>		29 <sup>th</sup> Jun	R&R Board – clear political steer	
		20 <sup>th</sup> Jul	ELT refresh of programme workstreams agreed	
		27 <sup>th</sup> Jul	ELT consider Service Redesign approach	
		02 <sup>nd</sup> Aug	Communications workshop to review stakeholder messages	
		03 <sup>rd</sup> Aug	Officer workshop to map project workstreams impacting on MH, reception and vulnerability	
		22 <sup>nd</sup> Aug	R&R Ops meeting	
		31 <sup>st</sup> Aug	ELT to agree potential Cabinet recommendations to deal with MH, reception and vulnerability	
		26 <sup>th</sup> Sep	R&R Board to consider above refreshed proposals	
		Oct /Nov	Indicative dates for Levelling Up bids/awards to be announced	
Oct / Nov	Recovery & Reset Cabinet paper to update on programme plans and Service Redesign.			
Amber/Red Areas		Risks including Stakeholder Issues		

<ul style="list-style-type: none"> <li>Stakeholder communications being revisited given the change in Government landscape around funding and the impact on the programme.</li> <li>The projects are red/amber until all the project workstreams have been remapped and agreed at the 22<sup>nd</sup> August meeting.</li> </ul>	<ul style="list-style-type: none"> <li>As per programme control log and risk management tree which continues to be shared with Audit and Governance Scrutiny committee.</li> <li>External audit have given substantial assurance around the programme discipline and management.</li> </ul>
<b>Recovery &amp; Reset Board Issues</b>	<b>Resourcing Requirements</b>
<ul style="list-style-type: none"> <li>September Board to be diarised.</li> </ul>	<ul style="list-style-type: none"> <li>Resourcing plan to be refreshed once the programme/project workstreams have been updated.</li> </ul>

The programme remains in control, The red/amber areas are as a result of the R&R Board political steer to pause an interim whilst further investigations take place. The programme milestones are in the process of being reviewed and an updated timeline and project(s) map under way for discussion at the September board, with a view to updating Cabinet on the Recovery & Reset Programme in October 2022. This will feature options around continued de-commissioning of Marmion, town centre interim reception arrangements, support for vulnerable citizens and service re-design proposals and approach once updated the programme milestones status will change.

## 2. Corporate Projects Summary – June 2022

Project	Project Status	Due Date	Managed By	Overall Project Comments
Building Requirements		31-Mar-2023	Paul Weston	.
FHSF		31-Mar-2023	Anna Miller	The programme is on track however the Market Street properties are causing issues which if not resolved soon, will lead to programme delays for that specific project.
Marmion House		31-Mar-2023	Anna Miller	.
Place Investment Strategy		31-Mar-2024	Anna Miller	Project completion date 2024
Assure		31-Mar-2023	Anna Miller; Zoe Wolicki	This project is always on the side-lines due to other work commitments however it is actually fundamental to the delivery of statutory services.
Corporation Street (Gateway Project)		31-Mar-2023	Anna Miller	Following on from LUF and work undertaken, this project needs a re-think and substantial partnership working with Arriva.
Future arrangements for the delivery of DFG		31-Mar-2023	Paul Weston	. There is a project plan in place and matters are being progress but at this time the formal agreement is not in place and as such there remain unmitigated risks within the project
Net Zero		31-Mar-2023	Anna Miller	. The Baseline Net Zero report is due to be considered at ISAG on 14/09/2022
ICT Strategy Implementation Plan		31-Mar-2023	Zoe Wolicki	.
Digital Forward Plan		31-Mar-2023	Zoe Wolicki	.
Land Charges		31-Mar-2023	Zoe Wolicki	.
New TBC Website		31-Mar-2023	Zoe Wolicki	.




Project	Project Status	Due Date	Managed By	Overall Project Comments
Communication Strategy	✔	31-Mar-2024	Zoe Wolicki	.
OD Strategy	✔	31-Mar-2024	Zoe Wolicki	.
EV charging	✔	31-Mar-2023	Anna Miller	.
Solway	✔	31-Mar-2023	Anna Miller	.
Town Centre Masterplan	✔	31-Mar-2023	Anna Miller	.
Amington Local Centre	✔	31-Mar-2023	Anna Miller	.
Car park machines installation	✔	31-Mar-2024	Anna Miller	.
Self-Assessment Compliance Framework (housing)	✔	31-Mar-2023	Tina Mustafa	.
B&B Review	✔	31-Mar-2023	Tina Mustafa	.
HRA Business Plan including Resident's Survey (STAR)	✔	31-Mar-2024	Tina Mustafa	.
Implementation of Housing Repairs Policy	✔	31-Mar-2023	Paul Weston	.
Continued consideration of implementation of Price Per Property	✔	31-Mar-2023	Paul Weston	.
Fire Risk project for High Rise/Building Safety	✔	31-Mar-2023	Paul Weston	.

Project	Project Status	Due Date	Managed By	Overall Project Comments
Garage Site Development Caledonian regeneration	✔	31-Mar-2023	Paul Weston	.
Wilnecote Cornerstone Housing Development	✔	31-Mar-2023	Paul Weston	.
Asset management Strategy	✔	31-Mar-2023	Paul Weston	.
Town Hall	✔	31-Mar-2023	Paul Weston	.
Corporate Capital Strategy	✔	31-Mar-2023	Joanne Goodfellow	.
Local Plan	✔	31-Mar-2023	Anna Miller	
Gungate	✔	31-Mar-2023	Anna Miller	.
Local Government Boundary Review (early flag – project commences Autumn 2022)	n/a	31-Mar-2024	Zoe Wolicki	Project not started
Indoor & Outdoor Sports Feasibility Study	✔	31-Mar-2023	Sarah McGrandle	.
QBR and Commonwealth Games Live Site	✔	31-Mar-2023	Sarah McGrandle	.
Review of swimming subsidy and future options	✔	31-Mar-2023	Sarah McGrandle	.
R&R Vulnerability and VCSE strand	✔	31-Mar-2023	Joanne Sands	.
Empty Homes Strategy	✔	31-Mar-2023	Joanne Sands	.





Project	Project Status	Due Date	Managed By	Overall Project Comments
Housing strategy action plans	✔	31-Mar-2023	Joanne Sands	.
Review of Partnership Policy and Database	✔	31-Mar-2023	Joanne Sands	.
Local Council Tax Reduction Banded Scheme – Review (2022/23)	✔	31-Mar-2024	Joanne Goodfellow	After discussions it has been established that to change the Local Council Tax Reduction scheme would not benefit the residents for the next financial year. We have reviewed arrangements, but it makes sense to stay as we are due to the current economic situation. We plan to undertake a review of our scheme for the financial year 2024/25. This will involve financial modelling with an options appraisal from December 2022 until March 2023 with scrutiny, member involvement and a consultation with stakeholders if approved later in 2023.
R&R Customer Engagement and CS delivery (including reception)	✔	31-Mar-2023	Zoe Wolicki	.
Smart Working	✔	31-Mar-2023	Zoe Wolicki	..
Service Redesign	✔	31-Mar-2023	Zoe Wolicki	.
Finance & Commerciality Project within R&R	✔	31-Mar-2023	Joanne Goodfellow	.
Reset and Recovery management of overall programme	⚠	31-Mar-2023	Tina Mustafa	.
Wellbeing Strategy	✔	31-Mar-2023	Joanne Sands	.

The corporate plan project highlight reports can be found at Appendix 1

### 3. Key Projects at Red or Amber

Project	Key Workstream	Assigned To	Key Workstream Status	Note
Digital Forward Plan	Digital Mailroom solution	Ali Millard		<p>Potential solution demo taken place – focus on reduction of traditional mail usage in review of postal requirements project – include training 'high volume users' within the organisation</p> <p>Postal budget significantly reduced under R&amp;R programme by £20,000</p> <hr/> <p>Developing a digital first approach to mail distribution realising cost savings and support the drive towards net carbon zero</p>
Assure	Environmental Health	Anna Miller		<p>The EH team are working on moving the Taxi licensing process to Civica and if that is successful, the rest of licensing will potentially go the same way. This has an impact on Assure timing for EH – going live with Assure means licencing has to be done via Assure (can no longer be done in M3) so is effectively a prerequisite. So, if EH intend to move licensing from M3 to Civica, this will have to be completed before any Assure go live.</p> <p>ICT have asked NEC to put together a package to support us with a move to Assure for EH based on licensing not being included.</p> <p>NEC have said it's likely M3 with be de-supported in around 12 months.</p> <hr/> <p>31-May-2022 The EH team reviewed their templates in 2019 but no further work on making them Assure compliant has been undertaken. There is significantly more work in the EH workstream than in the planning workstream.</p>
Corporation Street (Gateway Project)	Implementation	David Hunter		Discussions have been ongoing with Staffordshire County Council and Arriva. The delivery of this



Project	Key Workstream	Assigned To	Key Workstream Status	Note
				gateway needs to be reconsidered and alternative solutions identified
Future arrangements for the delivery of DFG	Shared Service Agreement	Paul Weston		Legal working on documents.
				Report to Cabinet in February 2022 setting out proposals
#Corporate Plan 2022-25	Building Requirements	Paul Weston		Initial phase of property identification completed. Further work likely to be needed following review of plans.
Net Zero	Scope 4	Anna Miller		As set out in the PID Scope 4 cannot be completed. This workstream was assigned after the relevant budget process had been concluded.
				It is not possible to deliver against scope 4 due to the time that has passed. Cabinet approved a 2 stage approach to Net Zero in March 2021. The delivery of an action plan which forms the second stage of the project will prioritise work streams and council investment.
Reset and Recovery management of overall programme		Tina Mustafa		The programme remains in control, The red/amber areas are as a result of the R&R Board political steer to pause an interim move for the Councils back office function, seizing opportunities presented via the Governments agenda for Levelling Up and the Councils subsequent bid for Gungate (including a council public sector hub) which was submitted at the end July 2022. The programme milestones are in the process of being reviewed and an updated timeline and project(s) map under way for discussion at the September board, with a view to updating Cabinet on the Recovery & Reset Programme in October 2022. This will feature options around continued de-commissioning of Marmion, town centre interim reception arrangements, support for vulnerable citizens and service re-

Project	Key Workstream	Assigned To	Key Workstream Status	Note
				design proposals and approach once updated the programme milestones status will change

## 4. Corporate Projects by Priority

### Priority

#### 1 Environment

Project	Project Type	Due Date	Assigned To	Managed By
EV charging	Corporate Plan 2022- 2025 Project Delivery	31-Mar-2023	Anna Miller	Anna Miller
Local Plan	Corporate Plan 2022- 2025 Project Delivery	31-Mar-2023	Anna Miller	Anna Miller
Net Zero	Corporate Plan 2022- 2025 Transformation & Change Project	31-Mar-2023	Anna Miller	Anna Miller
Reset and Recovery management of overall programme	Corporate Plan 2022- 2025 Transformation & Change Project	31-Mar-2023	Tina Mustafa	Tina Mustafa
Wellbeing Strategy	Corporate Plan 2022- 2025 Transformation & Change Project	31-Mar-2023	Joanne Sands	Joanne Sands

### Priority

#### 2 Economy

Project	Project Type	Due Date	Assigned To	Managed By
Solway	Corporate Plan 2022- 2025 Project Delivery	31-Mar-2023	Anna Miller	Anna Miller
Empty Homes Strategy	Corporate Plan 2022- 2025 Project Delivery	31-Mar-2023	Joanne Sands	Joanne Sands
Housing strategy action plans	Corporate Plan 2022- 2025 Project Delivery	31-Mar-2023	Joanne Sands	Joanne Sands
Implementation of Housing Repairs Policy	Corporate Plan 2022- 2025 Project Delivery	31-Mar-2023	Paul Weston	Paul Weston
Wilnecote Cornerstone Housing Development	Corporate Plan 2022- 2025 Project Delivery	31-Mar-2023	Paul Weston	Paul Weston
Local Plan	Corporate Plan 2022- 2025 Project Delivery	31-Mar-2023	Anna Miller	Anna Miller
Reset and Recovery management of overall programme	Corporate Plan 2022- 2025 Transformation & Change Project	31-Mar-2023	Tina Mustafa	Tina Mustafa

### Priority

#### 3 Infrastructure

Project	Project Type	Due Date	Assigned To	Managed By
ICT Strategy Implementation Plan	Corporate Plan 2022- 2025 Project Delivery	31-Mar-2023	Zoe Wolicki	Zoe Wolicki
Digital Forward Plan	Corporate Plan 2022- 2025 Project Delivery	31-Mar-2023	Zoe Wolicki	Zoe Wolicki
New TBC Website	Corporate Plan 2022- 2025 Project Delivery	31-Mar-2023	Zoe Wolicki	Zoe Wolicki
EV charging	Corporate Plan 2022- 2025 Project Delivery	31-Mar-2023	Anna Miller	Anna Miller
Amington Local Centre	Corporate Plan 2022- 2025 Project Delivery	31-Mar-2023	Anna Miller	Anna Miller
Indoor & Outdoor Sports Feasibility Study	Corporate Plan 2022- 2025 Project Delivery	31-Mar-2023	Sarah McGrandle	Sarah McGrandle
Garage Site Development Caledonian regeneration	Corporate Plan 2022- 2025 Project Delivery	31-Mar-2023	Paul Weston	Paul Weston
Corporate Capital Strategy	Corporate Plan 2022- 2025 Project Delivery	31-Mar-2023	Joanne Goodfellow	Joanne Goodfellow
Local Plan	Corporate Plan 2022- 2025 Project Delivery	31-Mar-2023	Anna Miller	Anna Miller
Reset and Recovery management of overall programme	Corporate Plan 2022- 2025 Transformation & Change Project	31-Mar-2023	Tina Mustafa	Tina Mustafa

## Priority

### 4 Living in Tamworth

Project	Project Type	Due Date	Assigned To	Managed By
Solway	Corporate Plan 2022- 2025 Project Delivery	31-Mar-2023	Anna Miller	Anna Miller
Corporation Street (Gateway Project)	Corporate Plan 2022- 2025 Project Delivery	31-Mar-2023	Anna Miller	Anna Miller
Place Investment Strategy	Corporate Plan 2022- 2025 Project Delivery	31-Mar-2024	Anna Miller	Anna Miller
Indoor & Outdoor Sports Feasibility Study	Corporate Plan 2022- 2025 Project Delivery	31-Mar-2023	Sarah McGrandle	Sarah McGrandle
QBR and Commonwealth Games Live Site	Corporate Plan 2022- 2025 Project Delivery	31-Mar-2023	Sarah McGrandle	Sarah McGrandle
Review of swimming subsidy and future options	Corporate Plan 2022- 2025 Project Delivery	31-Mar-2023	Sarah McGrandle	Sarah McGrandle
R&R Vulnerability and VCSE strand	Corporate Plan 2022- 2025 Project Delivery	31-Mar-2023	Joanne Sands	Joanne Sands
Empty Homes Strategy	Corporate Plan 2022- 2025 Project Delivery	31-Mar-2023	Joanne Sands	Joanne Sands
Housing strategy action plans	Corporate Plan 2022- 2025 Project Delivery	31-Mar-2023	Joanne Sands	Joanne Sands
Review of Partnership Policy and Database	Corporate Plan 2022- 2025 Project Delivery	31-Mar-2023	Joanne Sands	Joanne Sands
Self-Assessment Compliance Framework (housing)	Corporate Plan 2022- 2025 Project Delivery	31-Mar-2023	Tina Mustafa	Tina Mustafa
B&B Review	Corporate Plan 2022- 2025 Project Delivery	31-Mar-2023	Tina Mustafa	Tina Mustafa
HRA Business Plan including Resident's Survey (STAR)	Corporate Plan 2022- 2025 Project Delivery	31-Mar-2024	Tina Mustafa	Tina Mustafa
Implementation of Housing Repairs Policy	Corporate Plan 2022- 2025 Project Delivery	31-Mar-2023	Paul Weston	Paul Weston
Continued consideration of implementation of Price Per Property	Corporate Plan 2022- 2025 Project Delivery	31-Mar-2023	Paul Weston	Paul Weston
Future arrangements for the delivery of DFG	Corporate Plan 2022- 2025 Project Delivery	31-Mar-2023	Paul Weston	Paul Weston
Fire Risk project for High Rise/Building Safety	Corporate Plan 2022- 2025 Project Delivery	31-Mar-2023	Paul Weston	Paul Weston
Wilnecote Cornerstone Housing Development	Corporate Plan 2022- 2025 Project Delivery	31-Mar-2023	Paul Weston	Paul Weston
Asset management Strategy	Corporate Plan 2022- 2025 Project Delivery	31-Mar-2023	Paul Weston	Paul Weston
Corporate Capital Strategy	Corporate Plan 2022- 2025 Project Delivery	31-Mar-2023	Joanne Goodfellow	Joanne Goodfellow
Local Council Tax Reduction Banded Scheme - Review (2022/23)	Corporate Plan 2022- 2025 Project Delivery	31-Mar-2024	Joanne Goodfellow	Joanne Goodfellow
Local Plan	Corporate Plan 2022- 2025 Project Delivery	31-Mar-2023	Anna Miller	Anna Miller
Reset and Recovery management of overall programme	Corporate Plan 2022- 2025 Transformation & Change Project	31-Mar-2023	Tina Mustafa	Tina Mustafa
Wellbeing Strategy	Corporate Plan 2022- 2025 Transformation & Change Project	31-Mar-2023	Joanne Sands	Joanne Sands

## Priority

### 5 Town Centre

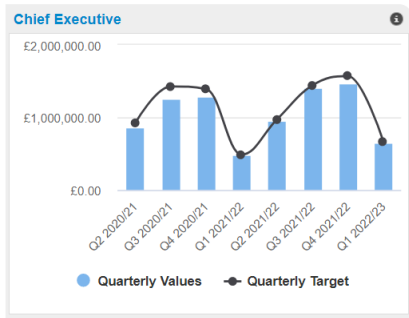
Project	Project Type	Due Date	Assigned To	Managed By
Town Centre Masterplan	Corporate Plan 2022- 2025 Project Delivery	31-Mar-2023	Anna Miller	Anna Miller
Car park machines installation	Corporate Plan 2022- 2025 Project Delivery	31-Mar-2024	Anna Miller	Anna Miller
Town Hall	Corporate Plan 2022- 2025 Project Delivery	31-Mar-2023	Paul Weston	Paul Weston
Local Plan	Corporate Plan 2022- 2025 Project Delivery	31-Mar-2023	Anna Miller	Anna Miller
FHSF	Corporate Plan 2022- 2025 Transformation & Change Project	31-Mar-2023	Anna Miller	Anna Miller
Gungate	Corporate Plan 2022- 2025 Transformation & Change Project	31-Mar-2023	Anna Miller	Anna Miller
Reset and Recovery management of overall programme	Corporate Plan 2022- 2025 Transformation & Change Project	31-Mar-2023	Tina Mustafa	Tina Mustafa

**Priority**

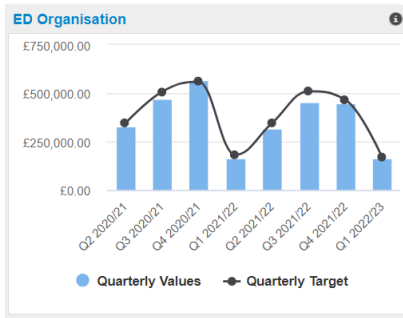
**Organisation**

Project	Project Type	Due Date	Assigned To	Managed By
Assure	Corporate Plan 2022- 2025 Project Delivery	31-Mar-2023	Anna Miller; Zoe Wolicki	Anna Miller; Zoe Wolicki
Land Charges	Corporate Plan 2022- 2025 Project Delivery	31-Mar-2023	Gareth Youlden	Zoe Wolicki
Communication Strategy	Corporate Plan 2022- 2025 Project Delivery	31-Mar-2024	Zoe Wolicki	Zoe Wolicki
OD Strategy	Corporate Plan 2022- 2025 Project Delivery	31-Mar-2024	Zoe Wolicki	Zoe Wolicki
Local Government Boundary Review (early flag – project commences Autumn 2022)	Corporate Plan 2022- 2025 Project Delivery	31-Mar-2024	Zoe Wolicki	Zoe Wolicki
R&R Customer Engagement and CS delivery (including reception)	Corporate Plan 2022- 2025 Transformation & Change Project	31-Mar-2023	Zoe Wolicki	Zoe Wolicki
Smart Working	Corporate Plan 2022- 2025 Transformation & Change Project	31-Mar-2023	Zoe Wolicki	Zoe Wolicki
Service Redesign	Corporate Plan 2022- 2025 Transformation & Change Project	31-Mar-2023	Zoe Wolicki	Zoe Wolicki
Marmion House	Corporate Plan 2022- 2025 Transformation & Change Project	31-Mar-2023	Anna Miller	Anna Miller
Finance & Commerciality Project within R&R	Corporate Plan 2022- 2025 Transformation & Change Project	31-Mar-2023	Joanne Goodfellow	Joanne Goodfellow
Reset and Recovery management of overall programme	Corporate Plan 2022- 2025 Transformation & Change Project	31-Mar-2023	Tina Mustafa	Tina Mustafa

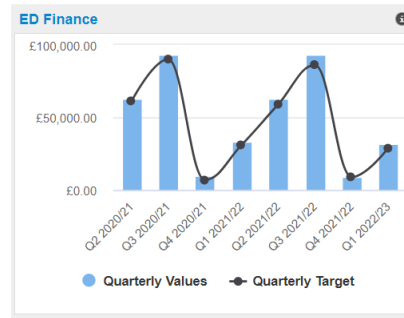
# 5. General Fund – Actual Spend Summary



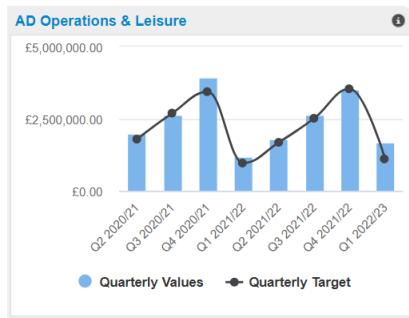
Minor variance, vacancy allowance



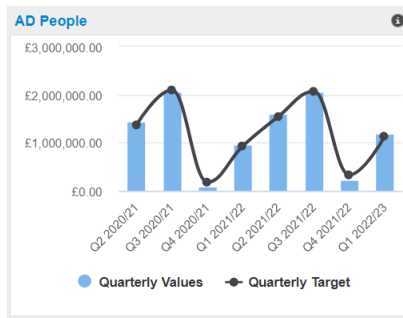
Minor variance, vacancy allowance



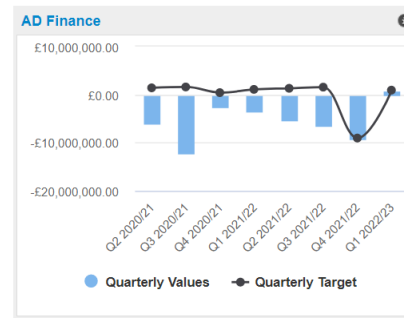
Vacancy allowance



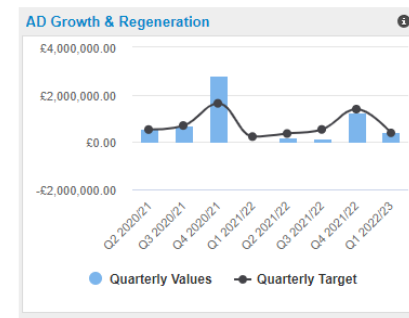
Shortfall on catering sales and ticket sales income re Castle Summer Fest & Streetscene vacancy allowance



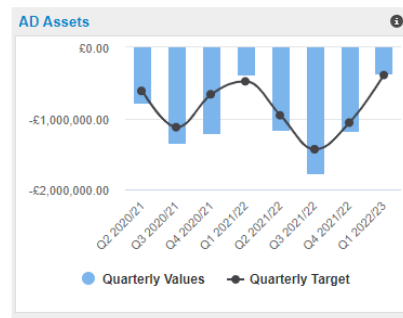
Vacancy allowance, other minor overspends



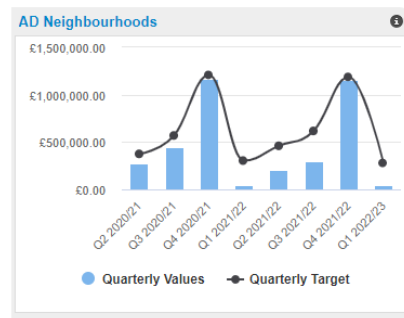
Increased treasury management investment income



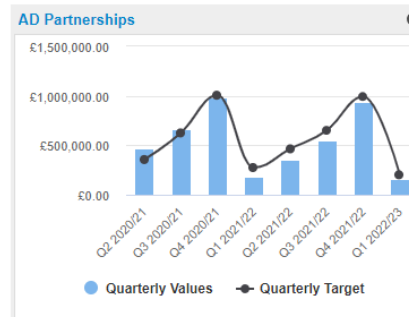
Minor variances



Minor underspend

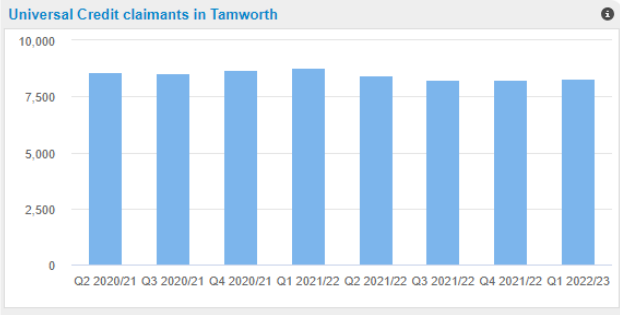


Minor overspend



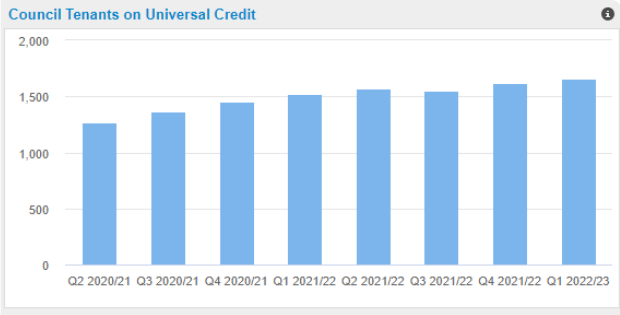
# 6. Universal Credit Summary

## Corporate Scrutiny Committee - Universal Credit Summary



**Commentary**

There are 8297 universal credit claimants in Tamworth.



**Commentary**

There are 1655 council tenants on universal credit

# 7. Corporate Risk Register

## Corporate Risks Summary Page

Corporate Risk Heading	Status	Status	Current Risk Matrix	Executive Leadership Team
Finance/Financial stability		Warning		Stefan Gamer
Modernisation and commercial agenda		Warning		Anica Goodwin
Governance		Warning		Anica Goodwin
Community Focus		Warning		Rob Barnes
Economic Growth and Sustainability		Warning		Stefan Gamer
Organisational Resilience		Warning		Rob Barnes



## Finance/Financial Viability

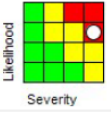
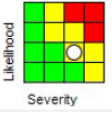
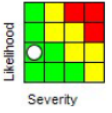
Corporate Risk		To ensure that the Council is financially sustainable as an organisation			
Original Matrix		Current Risk Matrix		Target Risk Matrix	
Severity	4	Severity	3	Severity	3
Likelihood	4	Likelihood	3	Likelihood	2
Risk Score	16	Risk Score	9	Risk Score	6
		Date Reviewed	21-Jul-2022	Target Date	
<b>Causes</b>	<ul style="list-style-type: none"> <li>* Austerity cuts/Major variances to the level of grant/subsidy</li> <li>* The uncertainty and financial disruption from External economic influences - mainly on income levels and current cost / inflationary pressures (and potential contractual cost increases)</li> <li>* Poor Procurement practices and weak or ineffective Contract Management meaning VFM not maximised and TBC exposed to unnecessary liabilities.</li> </ul>		<b>Consequences</b>	<ul style="list-style-type: none"> <li>* Inability to plan long term due to uncertainty over future Local Government funding. The planned funding reforms, Fair Funding Review, business rates reset and the revised business rates retention scheme has been deferred again although no timescales have been released.</li> <li>* Unplanned cost reductions / savings requirements</li> <li>* Financial issues leading to the Authority being taken over by Government appointed officers</li> </ul>	
<b>Risk Control Measure</b>	<b>Risk Control Measure Due Date</b>	<b>Risk Control Measure Status</b>	<b>Risk Control Measure Note</b>	<b>Assistant Director</b>	
Monthly budget management	31-Mar-2023			Joanne Goodfellow	
Robust monitoring process for MTFS in place and Quarterly Healthcheck update to Members	31-Mar-2023			Joanne Goodfellow	
Recovery and Reset Programme	31-Mar-2025		Highlight reports shared with corporate scrutiny as part of wider R&R reporting arrangements	Tina Mustafa	
<b>Latest Note</b>	The impact of the current cost pressures will be monitored and updates reported to Members on a Quarterly basis within the Quarterly Performance Report.				
<b>Corporate Priority affected</b>	<ul style="list-style-type: none"> <li>The Economy</li> <li>Infrastructure</li> <li>Living in Tamworth</li> <li>Town Centre</li> </ul>				

## Modernisation and Commercialisation Agenda

Corporate Risk		Failure to Develop and implement Continuous Service improvement and develop employees to perform the right work			
Original Matrix		Current Risk Matrix		Target Risk Matrix	
Severity	2	Severity	3	Severity	1
Likelihood	2	Likelihood	2	Likelihood	2
Risk Score	4	Risk Score	6	Risk Score	2
		Date Reviewed	21-Jul-2022	Target Date	
<b>Causes</b>	<ul style="list-style-type: none"> <li>* Slow or no progress on commercial investment strategy</li> <li>* Under utilisation of Assets</li> <li>* The uncertainty and financial disruption from External Economic influences and current cost / inflationary pressures (and potential contractual cost increases.</li> <li>* Failure to have the organisational structure and a skilled and motivated workforce</li> </ul>		<b>Consequences</b>	<ul style="list-style-type: none"> <li>* Tamworth not seen as a positive place to live or invest in</li> <li>* Lack of economic and commercial growth</li> <li>* General community malaise</li> <li>* Unable to deliver agreed strategies</li> </ul>	
<b>Risk Control Measure</b>	<b>Risk Control Measure Due Date</b>	<b>Risk Control Measure Status</b>	<b>Risk Control Measure Note</b>	<b>Assistant Director</b>	
Delivery of Planned Commercialisation Strategy	31-Mar-2023			Joanne Goodfellow	
Management of Assets – deliver Corporate Capital Strategy and Asset Management Strategy actions	31-Dec-2022			Paul Weston	
Workforce Planning	31-Mar-2023			Zoe Wolicki	
<b>Latest Note</b>	Severity level increased following discussion held at the A&G Cttee on the 08/06/22				
<b>Corporate Priority affected</b>	<ul style="list-style-type: none"> <li>The Environment</li> <li>The Economy</li> <li>Infrastructure</li> <li>Living in Tamworth</li> <li>Town Centre</li> </ul>				

## Governance

<b>Corporate Risk</b>	<b>Avoid bad practices and contravention of legislative requirements and ensure the authority is held to account</b>
-----------------------	--

Original Matrix		Current Risk Matrix		Target Risk Matrix	
Severity	4	Severity	3	Severity	1
Likelihood	3	Likelihood	2	Likelihood	2
Risk Score	12	Risk Score	6	Risk Score	2
		Date Reviewed	21-Jul-2022	Target Date	
<b>Causes</b>	<ul style="list-style-type: none"> <li>* Failure of democratic process</li> <li>* Non-adherence to legislation - Ultra-vires actions and decisions</li> <li>* Cyber Attack due to lack of preparedness</li> <li>* No horizon scanning of legislative changes</li> </ul>		<b>Consequences</b>	<ul style="list-style-type: none"> <li>* Prosecution of individuals</li> <li>* Loss of reputation</li> <li>* Authority taken over by Government appointed officers</li> <li>* Increase in costs, Legal and settlement</li> </ul>	

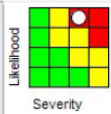
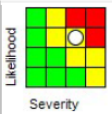
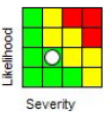
Risk Control Measure	Risk Control Measure Due Date	Risk Control Measure Status	Risk Control Measure Note	Assistant Director
Audit and Scrutiny Committees	31-Mar-2023			Joanne Goodfellow
Cyber Security	31-Mar-2023			Zoe Wolicki
Data Protection	31-Mar-2023			Zoe Wolicki
Policies and Procedures	31-Mar-2023			Zoe Wolicki

Latest Note

Corporate Priority affected	<ul style="list-style-type: none"> <li>The Economy</li> <li>Living in Tamworth</li> <li>Town centre</li> </ul>
-----------------------------	--

## Community Focus

<b>Corporate Risk</b>	<b>Safety, health and wellbeing of the citizens of the borough</b>
-----------------------	--

Original Matrix		Current Risk Matrix		Target Risk Matrix	
Severity	3	Severity	3	Severity	2
Likelihood	4	Likelihood	3	Likelihood	2
Risk Score	12	Risk Score	9	Risk Score	4
		Date Reviewed	21-Jul-2022	Target Date	
<b>Causes</b>	<ul style="list-style-type: none"> <li>* Lack of Community cohesion and engagement</li> <li>* Children &amp; Adults at Risk of Abuse &amp; Neglect</li> <li>* Modern Slavery</li> <li>* Lack of Affordable homes</li> </ul>		<b>Consequences</b>	<ul style="list-style-type: none"> <li>* Increase in crime and disorder</li> <li>* Increased tensions in the community</li> <li>* Death or serious injury</li> <li>* Poor and overcrowded housing</li> <li>* Increased demand for social housing</li> </ul>	

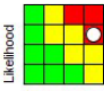
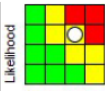
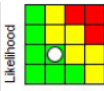
Risk Control Measure	Risk Control Measure Due Date	Risk Control Measure Status	Risk Control Measure Note	Assistant Director
Training for Staff and Members	31-Mar-2023			Zoe Wolicki

Latest Note

Corporate Priority affected	<ul style="list-style-type: none"> <li>The Environment</li> <li>Infrastructure</li> <li>Living in Tamworth</li> <li>Town centre</li> </ul>
-----------------------------	--

# Economic Growth and Sustainability

**Corporate Risk** Lack of economic growth and sustainability in the Borough at the levels required

Original Matrix		Current Risk Matrix		Target Risk Matrix	
Severity	4	Severity	3	Severity	2
Likelihood	3	Likelihood	3	Likelihood	2
Risk Score	12	Risk Score	9	Risk Score	4
		Date Reviewed	21-Jul-2022	Target Date	
<b>Causes</b>	<ul style="list-style-type: none"> <li>* Lack of investment in the Borough</li> <li>* General downturn in the economy due to factors beyond our control</li> <li>* Failure to recognise economic changes</li> </ul>		<b>Consequences</b>	<ul style="list-style-type: none"> <li>* Economic prosperity declines</li> <li>* Deprivation</li> <li>* Reduced Business Rates income</li> </ul>	

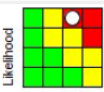
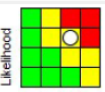
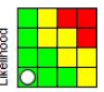
Risk Control Measure	Risk Control Measure Due Date	Risk Control Measure Status	Risk Control Measure Note	Assistant Director
Develop a Master plan for the Town Centre & delivery of a co-ordinated Town Centre Programme	31-Mar-2023			Anna Miller
Longterm Investment / Prepare a viable deliverable plan that delivers the regeneration of Gungate	31-Mar-2023			Anna Miller

**Latest Note** *The project for the town centre regeneration financed by the Future High street fund and being undertaken in conjunction with the Tamworth College represents a major contribution to the town centre programme and therefore a high profile risk area*

<b>Corporate Priority affected</b>	<ul style="list-style-type: none"> <li>The economy</li> <li>Infrastructure</li> <li>Living in Tamworth</li> <li>Town Centre</li> </ul>
------------------------------------	--

# Organisational Resilience

**Corporate Risk** Failure to provide services or maintain the continued wellbeing and operations within the Borough

Original Matrix		Current Risk Matrix		Target Risk Matrix	
Severity	3	Severity	3	Severity	1
Likelihood	4	Likelihood	3	Likelihood	1
Risk Score	12	Risk Score	9	Risk Score	1
		Date Reviewed	21-Jul-2022	Target Date	
<b>Causes</b>	<ul style="list-style-type: none"> <li>* Significant event outside of our control e.g. major disaster, pandemic etc.</li> <li>* Staff not aware of action to be taken in the event of an emergency/disaster</li> <li>* Lack of sufficient agile operational options</li> </ul>		<b>Consequences</b>	<ul style="list-style-type: none"> <li>* Services not delivered</li> <li>* Life and property put in harms way</li> <li>* Reduced 'economic attractiveness'</li> <li>* Loss of reputation</li> </ul>	

Risk Control Measure	Risk Control Measure Due Date	Risk Control Measure Status	Risk Control Measure Note	Assistant Director
Business Continuity Planning	31-Mar-2023			Paul Weston
Emergency Planning	31-Mar-2023			Tina Mustafa

**Latest Note**

<b>Corporate Priority affected</b>	<ul style="list-style-type: none"> <li>The Environment</li> <li>The Economy</li> <li>Infrastructure</li> <li>Living in Tamworth</li> <li>Town centre</li> </ul>
------------------------------------	---

## 8. Impact of Welfare Benefit Reform and COVID19 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. COVID19 has inevitably also had an impact on these matters

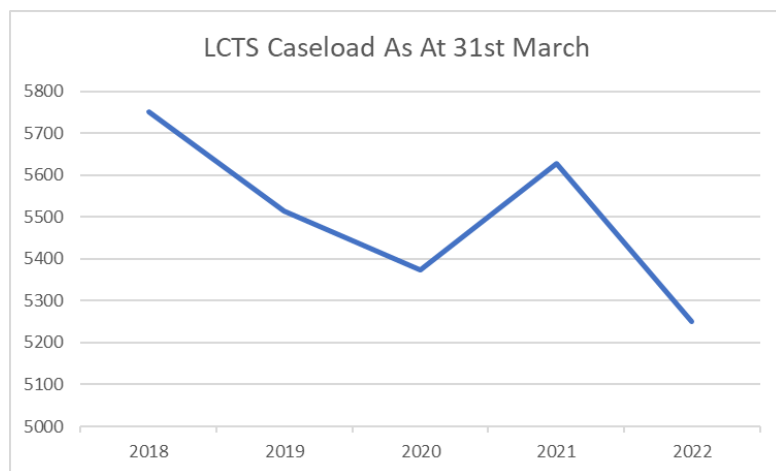
### Benefits

A reduction in the number of Discretionary Housing Payments (DHP) claims is reported - DHP claims paid are £19k (£28k at 30<sup>th</sup> June 2021) with 43 successful claims from 98 applications (compared to 60 successful claims from 82 applications at 30<sup>th</sup> June 2021). There is a 1.5 week backlog (3 weeks as at 30<sup>th</sup> June 2021) of claims still to be processed.

Local Council Tax Reduction Scheme claims are lower than 2021/22 (4,916 claimants as at 30th June 2022 compared to 5,345 at 30th June 2021) with a total scheme cost of £4.6m (£4.7m in 2021/22).

Live caseload figures are currently 5,198 compared to 5,575 at 30<sup>th</sup> June 2021, 5,628 at 31<sup>st</sup> March 2021, 5,374 at 31<sup>st</sup> March 2020 and 5,514 at 31<sup>st</sup> March 2019. This reflects the general downwards trend aside from the increase in 2021 due to the pandemic.

The average time taken to process new Housing Benefit/Council Tax Benefit claims and change events was 10.3 days to June 2022 (8.5 days to June 2021).

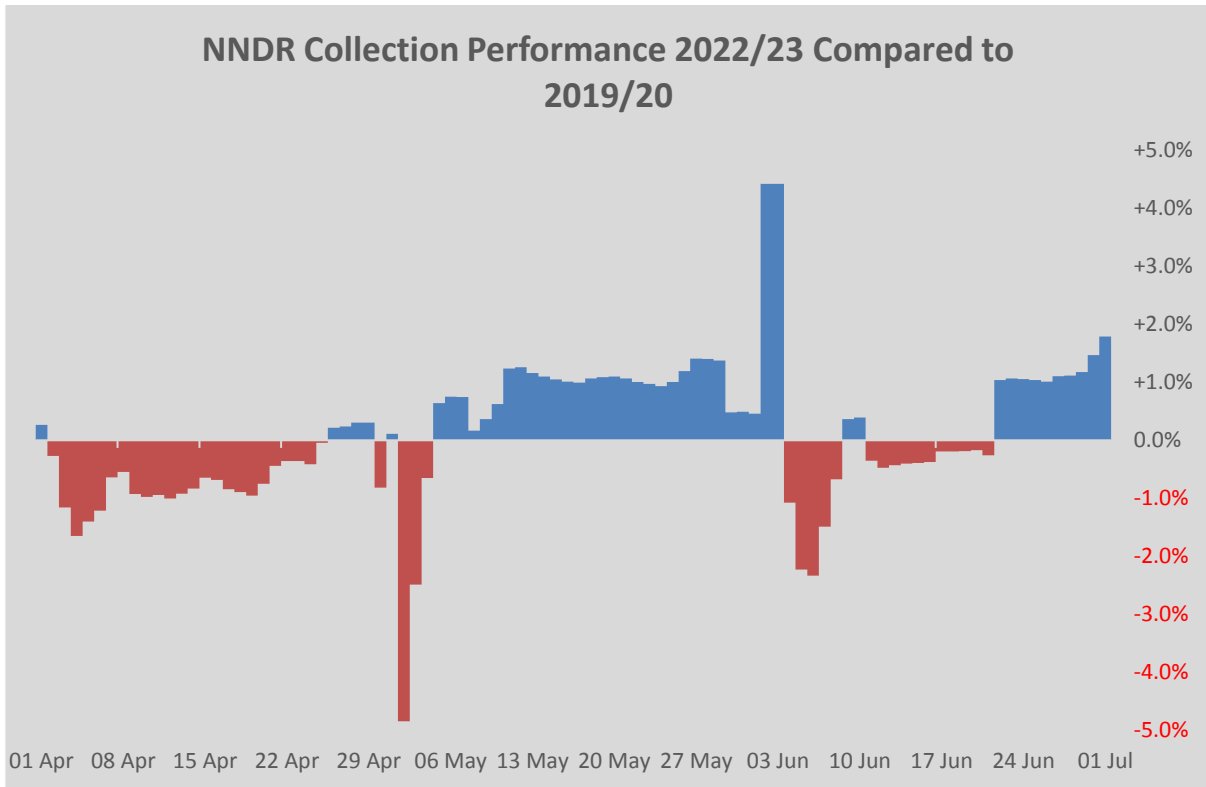


### Revenues

Recovery actions have been eased to a degree due to the pandemic with a more generous approach to arrangements to pay. Also court time has been limited so instead of one hearing per month there were just four hearings in 2020/21 commencing in December and nine hearings in 2021/22. In addition recovery in Q1 of 2022/23 was delayed while energy rebate payments were administered.

## NDR

Collection performance is ahead of target - current year collection levels are at 30.4%, above target by 2.5% at 30<sup>th</sup> June (25.4% as at 30<sup>th</sup> June 2020 and 28.1% as at 30<sup>th</sup> June 2021), indeed collection levels as at 30<sup>th</sup> June are the highest they have been since 2010/11. Court costs are £1.1k, slightly above the anticipated level of £1.0k.



**NB** The extreme variance at the start of May and June is due to the dates direct debit collection has been reported in each year

Reminders (423 for Q1 of 2022/23) are at higher levels than 2019/20 levels (382) with summons also at higher levels than 2019/20. There have been 73 summons compared to 62. The first major court of 2022/23 was delayed to 5 July due to ongoing difficulties in being allocated court time. There have been 5 enforcement agent referrals in Q1 of 2022/23 (28 referrals in 2019/20) due to the first court hearing for 2022/23 debts being delayed as mentioned above as well as a more generous approach adopted for arrangements.

In December 2021 the Department for Levelling Up, Housing & Communities announced funding for an additional relief in respect of 2021/22 business rates, called the COVID-19 Additional Relief Fund (CARF) an amount of £1.6M has been made available for Tamworth Borough Council to grant as rates relief to businesses that have been adversely affected by COVID-19 that have not received relief under the existing rates relief schemes. The scheme is devised locally and has been reported on separately.

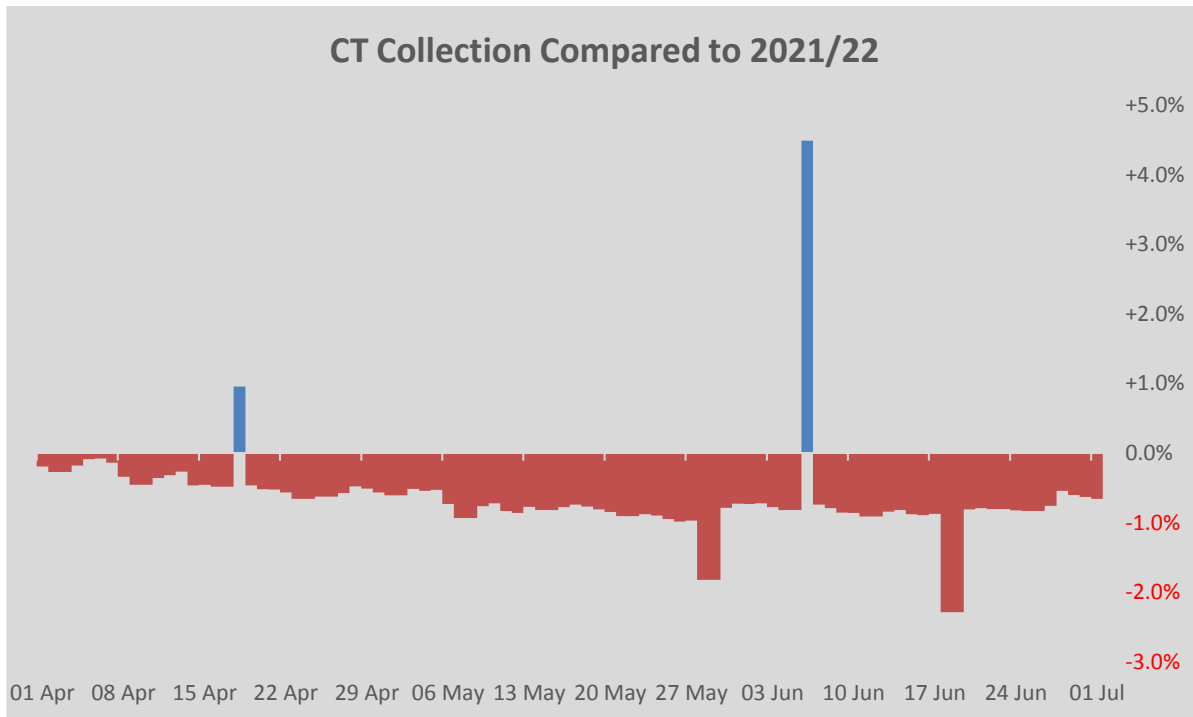
Arrears reduction in respect of 2021/22 debt stands at 31.0% compared to a target of 27.0%.

## Council Tax

Reminders are significantly lower than 2019/20 levels due to delayed recovery while the energy rebate is administered (2,114 at 30<sup>th</sup> June 2022 compared to 6,204 for Q1 of 2019/20) with summonses and liability orders also at lower levels (1,118 summonses compared to 1,648 in Q1 of 2019/20 with 173 liability orders compared to 1,164, due to the first major court of the year being delayed to 05<sup>th</sup> July). Attachment of earnings and enforcement agent referrals are at also lower levels (27 attachments compared to 127 in Q1 of 2019/20 and 71 referrals compared to 256 in Q1 of 2019/20) however there were also 153 cases passed to Enforcement Agents for pre-compliance action which may have subsequently led to further action by the agents.

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 as well as reduced resources within Revenues due to illness and vacant posts. The Revenues Billing Team backlog has increased from 32 working days at the end of March 2022 to 41 working days at the end of June 2022 (3 working days at 0<sup>th</sup> June 2020).

The current year collection level of 29.5% is lower than the target of 30.2%, this is also behind the 2019/20 collection performance of 30.1%.



**NB** the extreme variance shown in the above chart reflect Direct Debit collection being reflected on different dates due to weekends and Bank Holidays.

Court cost income is behind that anticipated by £15k at £29k. Arrears collection in respect of 2021/22 of 17.8% is ahead of the Q1 target of 12.8%.

As at 30<sup>th</sup> June 2022 there were 1,976 live Council Tax universal credit cases. The collection rate for universal credit cases was 25.6% (of a £628k collectable debit) compared to our overall collection rate of 29.5%. The difference shows universal credit collection approximately £24k behind where it would be if it reflected the overall figures.

Direct Debit take up for live universal credit cases is 29.9% compared to 74.0% overall, while roughly 2% are subject to arrangements compared to an overall figure of 1%. In addition, 122 reminders have been sent in respect of the 1,976 universal credit cases (1,974 for 34,155 overall liabilities). 2% of live cases have received a summons for non-payment, compared to a figure of 2% overall.

## Housing

Summary information provided below explains the increase in numbers of tenants in receipt of Universal Credit.

### **Tenants in receipt of Universal Credit:**

Indicator	Qtr 4 2020/21	Qtr 1 2021/22	Qtr 2 2021/22	Qtr 3 2021/22	Qtr 4 2021/22	Qtr 1 2022/23
Number of Council Tenants on Universal Credit	1,449	1,519	1571	1556	1617	1655
Number of Council Tenants on Universal Credit in Rent Arrears	680	954	987	1077	749	1063
Percentage of Council Tenants on Universal Credit in Rent Arrears	46.9%	62.8%	62.8%	69.2%	46.3%	64.2%
Number of Council Tenants on Universal Credit not in Rent Arrears	769	565	584	479	868	592
Percentage of Council Tenants on Universal Credit not in Rent Arrears	53.1%	37.2%	37.2%	30.8%	53.7%	35.8%

Total **Rent** arrears (excluding former tenants) at 30<sup>th</sup> June 2022 were £731k compared to £519k at 31<sup>st</sup> March 2022 – an increase of £212k (compared to a £161k decrease in Quarter 1 of the preceding year).

Total arrears (including former tenant arrears, recharges, court costs and garages etc.) are £2.07m at 30<sup>th</sup> June 2022, compared to £1.83m at 31<sup>st</sup> March 2022, an increase of £241k (compared to a £123k increase between 31<sup>st</sup> March 2021 and 30<sup>th</sup> June 2022).

Total arrears (including former tenant arrears, recharges, court costs and garages etc.) were £1.83m at 31 March 2022, compared to £1.78m at 31<sup>st</sup> March 2021, an increase of £45k (compared to a reduction of £64k between 31<sup>st</sup> March 2020 and 31<sup>st</sup> March 2021).

There have been 2 evictions since 1<sup>st</sup> April 2022. No applications for hardship funding have been received to 30<sup>th</sup> June 2022.

## 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 fourth quarter of the financial year reported to Cabinet on 21<sup>st</sup> July 2022 is shown below together with the position for the first quarter of 2022/23.

Type	01/04/21-31/03/22	01/04/22 – 30/06/22
Council Tax	£37,232.71	£6,263.35
Business Rates	£2,581.53	(£51.02)
Sundry Income	£802.72	£0.00
Housing Benefit Overpayments	£30,579.02	£1,924.56
Housing	£103,457.08	(£188.51)

It is still 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	Qtr 3 2021/22	Qtr 4 2021/22	Qtr 1 2022/23
live caseload figure	5,514	5,374	5,628	5,575	5,465	5,288	5,055	5,198
Number of Universal Credit claimants in Tamworth	2,682	4,594	8,687	8,788	8,423	8,263	8,228	8,297
Number of Council Tenants on Universal Credit	645	1,072	1,449	1,519	1,571	1,556	1,617	1,655
Number of Council Tenants on Universal Credit and in Rent Arrears	443	663	680	954	987	1,077	749	1,063
Percentage of Council Tenants on Universal Credit and in Rent Arrears	68.7%	61.9%	46.9%	62.8%	62.8%	69.2%	46.3%	64.2%
Number of Council Tenants on Universal Credit and not in Rent Arrears	202	409	769	565	584	479	868	592
Percentage of Council Tenants on Universal Credit and not in Rent Arrears	31.3%	38.2%	53.1%	37.2%	37.2%	30.8%	53.7%	35.8%
Number of Council Tax Payers on Universal Credit	745	1,254	1975	2,024	2,010	1,986	1,973	1,976
Number of Council Tax Payers on Universal Credit and in arrears with Council Tax payments	261	388	263	425	458	507	420	33
Percentage of Council Tax Payers on Universal Credit and in arrears with Council Tax payments	35.0%	30.9%	13.3%	21.0%	22.8%	25.5%	21.3%	1.67%
Number of Council Tax Payers on Universal Credit and not in arrears with Council Tax payments	484	866	1712	1,599	1,552	1,479	1,553	1,943
Percentage of Council Tax Payers on Universal Credit and not in arrears with Council Tax payments	65.0%	69.1%	86.7%	79.0%	77.2%	74.5%	78.7%	98.3%
Number of Universal Credit claimants nationally	1,736,431	2,933,218	6,038,764	6,010,269	5,836,961	5,731,629	5,627,616	5,594,314
Discretionary Housing Payments made - Year to date	140,303	135,782	171576	28,083	61,532	105,690	138,331	19,107
Amount of Discretionary Housing Payments made to Universal Credit claimants - Year to date	82,001	102,688	148625	24,317	58,695	92,536	121,294	16,019

## 9. Medium Term Financial Strategy 2022/23 -2026/27 Monitoring, June

When Council approved the 2022/23 Budget and Medium Term Financial Strategy in February 2022, the ongoing 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.

It also outlined that the government has only held single-year Spending Reviews over the past 2 years, with 2019 being a single year due to the political turbulence around Brexit, and 2020 being a single year, given the COVID-19 pandemic. 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.

However, as part of the Spending Review carried out in 2021, 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.

The 2022/23 local government finance settlement was published in December 2021 (& confirmed in February 2022), is for one year only and is based on the Spending Review 2021 (SR21) funding levels. This is the first time since 2015 that, in the context of a multi-year Spending Review, the government has only provided local authorities with a single-year settlement.

No detailed announcements are made on funding reform, though the following statement was made:

*Government is committed to ensuring that funding allocations for councils are based on an up-to-date assessment of their needs and resources. The data used to assess this has not been updated in a number of years, dating from 2013-14 to a large degree, and even as far back as 2000.*

***Over the coming months, we will work closely with the sector and other stakeholders to update this and to look at the challenges and opportunities facing the sector before consulting on any potential changes.***

*As part of this we will look at options to support local authorities through transitional protection. Councils should note the one-off 2022/23 Services Grant provided in the Local Government Finance Settlement in 2022/23 will be excluded from potential transitional protections.*

While this means the Council will be able to retain its business rate growth for 2022/23, it also means that the uncertainty continues and potentially the Council still faces losing this growth from 2023/24 as, over the coming months, the Government have stated that they will work with the sector before consulting on funding reform.

### Latest Update

On 28 June 2022, the then Secretary of State for Levelling Up, Housing & Communities gave an address at the Local Government Association conference.

Along with thanking the sector and highlighting various key policies relating to and delivered by local government, the speech confirmed that from next year there will be a two-year settlement (assumed to mean for 2023/24 and 2024/25), **and that a consultation would follow over the summer.** We wait to hear if this will now take place.

There is also an intention to reduce the number of individual and bid based funding streams.

The speech also confirms that further devolution deals will be offered to all parts of England that want them by 2030. These will be under a new "coherent" framework, offering counties and districts a chance to agree a deal, and suggests that these will not necessarily require an elected mayor:

"While I'm an unabashed admirer of the mayoral model, I also recognise it won't be right everywhere."

In addition, the speech announced the creation of a new Office for Local Government. This is intended to "shine a light on how local authorities are performing and delivering", covering key services, progress towards net zero and so on."

There are also further uncertainties arising from the finalisation of the Brexit process following the transition period. The national shortage of HGV drivers has had a direct impact on services but it is likely that it could

compound the likely price increases for supplies that are required for building or construction/maintenance works – which both the Government and the Bank of England consider to be a temporary issue.

There are also likely to be price rises for the Council's energy supplies. This will not have an immediate effect as supplies are bought in market price 'baskets' negotiated between Oct and March for units rates charged for the year commencing April. It is likely that the basket rates will experience a significant increase unless the current situation changes.

Energy efficiency is likely to be a significant future across all of our property portfolio including Council Housing. The commitment to achieve zero carbon within our own operations will present difficulties when considering our historic buildings like the Assembly Rooms, Castle and Town Hall. It is likely that investment in the property portfolio will be needed which has not yet been quantified and will need to be considered in future, in line with the Corporate Capital Strategy objectives.

It is anticipated that amendments to the Decent Homes Standard will look at building safety and energy efficiency for Council Housing. The cost is likely to be significant and could mean exploration of new ways of funding such as the application of service charges and as included within the 2022/23 capital programme, through grants available.

An increase in the cost of repairs has been included in the MTFs due to the current market cost pressures. The RICS through their BCIS cost indicator service are predicting increasing tender prices over the next 5 years so this is likely to impact on existing contracts. There is the risk that if costs continue to increase in excess of CPI contractors will seek further uplifts. The impact on planned work is that less work will be done, this will extend the renewal period for key components which will increase demand on responsive. The volume of responsive repairs is unlikely to change.

Income from the commercial/industrial portfolio has held up during the pandemic, but underlying market issues and the increase in online shopping (increased by the pandemic) mean that there is an immediate risk in relation to the income achievable from the Council's commercial property portfolio including the Ankerside Shopping Centre and NCP car park, while not known at present, could result in a significant loss of income.

## **Recovery and Reset Programme**

Cabinet on 22<sup>nd</sup> October 2020 approved the Recovery and Reset programme which aims to consider how we can tackle the financial challenges facing the council as a result of the coronavirus pandemic. An update including recommendations for the next steps was approved at Cabinet 29<sup>th</sup> July 2021 including the continuing work the agreed actions to address the financial position in future years:

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

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

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

As a result of the updated forecast in July 2022, the Central Case forecast projections now identify General Fund balances of £2.1m over 3 years – with a shortfall of £1.6m by 2025/26 and £5.2m 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, following receipt of the Local Government Finance Settlement and the updated forecast in February 2022, the MTFS projections identified General Fund balances of £2.8m over 3 years – with a shortfall of £1m by 2025/26 and £4.6m 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.

For the HRA, the Central Case forecast projections at July 2022 now identify HRA balances of £1.9m over 3 years, £1.3m by 2025/26 and £0.9m 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 approved by Council in February 2022, which identified HRA balances of £2.4m over 3 years with a balances of £2m over the 4 years to 2025/26 reducing to £1.8m in 2026/27, including the minimum approved level of £0.5m).

## General Fund

	General Fund					
MTFS Projections 2022/23 - 2026/27	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	£'000	£'000	£'000	£'000	£'000	£'000
<b>Projected Balances per MTFS Council February 2022</b>	(8,691)	(8,434)	(5,669)	(2,796)	488	4,104
<b>Revised Stress Tested Forecasts:</b>						
Best Case Revised Forecast Balances - July 2022	(9,158)	(8,507)	(6,186)	(4,109)	(906)	2,646
Worse Case Revised Forecast Balances - July 2022	(9,158)	(8,507)	(4,774)	(891)	3,317	7,968
Central Case Revised Forecast Balances - July 2022	(9,158)	(8,507)	(5,186)	(2,109)	1,094	4,646
Central Case (Improvement) / deterioration - July 2022	(467)	(73)	483	687	606	542

As a result of the updated forecast in July 2022, the Central Case forecast projections now identify General Fund balances of £2.1m over 3 years – with a shortfall of £1.6m by 2025/26 and £5.2m 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, following receipt of the Local Government Finance Settlement and the updated forecast in February 2022, the MTFS projections identified General Fund balances of £2.8m over 3 years – with a shortfall of £1m by 2025/26 and £4.6m over the 5 years to 2026/27, including the minimum approved level of £0.5m). Under the Worse Case forecast, there would be a shortfall in balances of £4.3m in 2025/26 rising to £9m by 2026/27.

**Further savings of around £1.1m 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 £0.4m over 5 years.**

The forecast has been updated to include:

Change:

**Savings / increased income**

Budget Impact

**Change:**

- Additional balances brought forward due to a higher than projected outturn underspend of £467k for 2021/22;
- Anticipated savings arising from a review of underspent budgets
- Additional interest from Treasury management investments due to rising interest rates (earlier than forecast)
- Forecast savings arising from lower pensions cost increases following actuarial review

**Additional costs / reduced income**

- The projected outturn overspend of £31k for 2022/23 (as at Period 3);
- Anticipated continued impact on car parking and events income levels for 2023/24 only
- Reduction in council tax & court costs income due to ongoing effects of the current cost pressure
- Delay in achieving anticipated savings from decommissioning of Marmion House
- Delay in implementation of recovery and reset savings targets
- Allowance for Inflationary cost pressures arising from current high inflation levels
- Cost of indicative pay award for 2022/23

**Budget Impact**

£(467)k for 2021/22 only

£(250)k p.a. from 2023/24

£(483)k over 3 years from 2023/24

c.£2m over 4 years from 2023/24

£31k for 2022/23 only

£200k for 2023/24

£45k p.a. from 2023/24

£160k p.a. for 2 years from 2023/24

c.£135k in 2023/24 (£115k p.a. thereafter)

£250k p.a. from 2023/24

c.£400k p.a. from 2023/24

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 2022/23 - 2026/27	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	£'000	£'000	£'000	£'000	£'000	£'000
Projected Balances per MTFS Council February 2022	(5,335)	(3,384)	(2,875)	(2,401)	(2,041)	(1,833)
<b>Revised Stress Tested Forecasts:</b>						
Best Case Revised Forecast Balances - July 2022	(5,717)	(3,458)	(2,635)	(1,905)	(1,332)	(908)
Worse Case Revised Forecast Balances - July 2022	(5,717)	(3,458)	(2,485)	(1,605)	(882)	(308)

Central Case Revised Forecast Balances - July 2022	(5,717)	(3,458)	(2,635)	(1,905)	(1,332)	(908)
Central Case (Improvement) / deterioration - July 2022	(382)	(74)	240	496	709	925

For the HRA, the Central Case forecast projections at July 2022 now identify HRA balances of £1.9m over 3 years, £1.3m by 2025/26 and £0.9m 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 approved by Council in February 2022, which identified HRA balances of £2.4m over 3 years with a balance of £2m over the 4 years to 2025/26 reducing to £1.8m in 2026/27, including the minimum approved level of £0.5m). Under the Worse Case forecast, balances would be reduced to just £309k by 2026/27.

The forecast has been updated to include:

**Change:**

**Savings / increased income**

- Additional balances brought forward due to a higher than projected outturn underspend of £382k for 2021/22;
- Anticipated savings arising from a review of underspent budgets
- Additional interest from Treasury management investments due to rising interest rates (earlier than forecast)
- Forecast savings arising from lower pensions cost increases following actuarial review

**Additional costs / reduced income**

- The projected outturn overspend of £189k for 2022/23 (as at Period 3);
- Reduction in rent income due to ongoing effects of the current cost pressure
- Allowance for Inflationary cost pressures arising from current high inflation levels
- Cost of indicative pay award for 2022/23

**Budget Impact**

£(382)k for 2021/22 only

£(50)k p.a. from 2023/24

£(114)k over 3 years from 2023/24

c.£0.6m over 4 years from 2023/24

£189k for 2022/23 only

£100k p.a. from 2023/24

£250k p.a. from 2023/24

c.£130k p.a. from 2023/24

## 10. Financial Health check – Period 3 June 2022

### Executive Summary

This section to the report summarises the main issues identified at the end of June 2022.

### General Fund

#### Revenue

GENERAL FUND	YTD Budget £000	YTD Position £000	YTD Variance £000	Full Year Budget £000	Predicted Outturn £000	Outturn Variance £000	Comment
Chief Executive	669	659	(10)	2,023	2,054	31	Minor variance, vacancy allowance
AD Growth & Regeneration	386	442	56	1,359	1,359	-	
ED Organisation	171	165	(6)	492	510	18	Minor variance, vacancy allowance
AD People	1,132	1,184	52	207	340	133	Vacancy allowance, other minor overspends
AD Operations & Leisure	1,103	1,671	568	3,338	3,703	365	Shortfall on catering sales and ticket sales income re Castle Summer Fest & Streetscene vacancy allowance
ED Finance	29	32	3	-	9	9	Vacancy allowance
AD Finance	915	789	(126)	(1,679)	(2,192)	(513)	Increased treasury management investment income
AD Assets	(390)	(365)	25	(874)	(903)	(29)	Minor underspend
AD Neighbourhoods	279	49	(230)	959	976	17	Minor overspend
AD Partnerships	202	157	(45)	755	755	-	
Total	4,496	4,783	287	6,580	6,611	31	

The General Fund has an unfavourable variance against budget at Period 3 of £287k.

The projected full year position identifies an unfavourable variance against budget of £31k or 0.47%.

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

A balance of £169k was held in the General Contingency Budget at the end of June 2022 which, as part of the non-essential 'managed underspend' review, is forecast will not be required at present.

## Capital

GENERAL FUND	Budget Reprofiled from 2021/22 (memo only) £000	YTD Budget £000	YTD Actual Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile to 2023/24 (memo only) £000	Outturn £000
Chief Executive	95	95	-	(95)	95	95	-	-	95
AD Growth & Regeneration	12,864	1,303	490	(813)	22,859	15,259	(7,600)	7,600	22,859
AD People	132	309	40	(270)	842	842	-	-	842
AD Operations & Leisure	1,169	610	58	(552)	1,204	1,204	-	-	1,204
AD Finance	4,000	-	-	-	4,000	4,000	-	-	4,000
AD Assets	849	1,068	170	(898)	1,724	1,724	-	-	1,724
AD Neighbourhoods	-	11	-	(11)	46	46	-	-	46
<b>GF Contingency</b>	120	-	-	-	250	250	-	-	250
<b>TOTAL GENERAL FUND</b>	<b>19,230</b>	<b>3,397</b>	<b>757</b>	<b>(2,640)</b>	<b>31,020</b>	<b>23,420</b>	<b>(7,600)</b>	<b>7,600</b>	<b>31,020</b>

Capital expenditure incurred was £757k compared to a profiled budget of £3.397m. At this point it is predicted that £23.42m will be spent by year end against a full year budget of £31.02m (this includes re-profiled schemes from 2021/22 of £19.23m). Re-profiling of £7.6m into 2023/24 with regard to FHSF schemes is predicted, in line with the latest spend projections reported to DLUHC.

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

### Treasury Management

At the end of June 2022 the Authority had £73.967m invested in the money markets. The average rate of return on these investments is 0.69% though this may change if market conditions ease (1.10% when combined with property funds).

The Authority also has property fund investments of £1.849m with Schroders UK Real Estate Fund, £6.057m with Threadneedle Property Unit Trust, and £4.056m with Hermes Federated Property Unit Trust. The year to date returns on the property fund investments are 3.73% for Schroders, 3.68% for Threadneedle and estimated 3.42% for Hermes. Quarter 1 Hermes returns have not yet been received so the estimated return percentage is based off the 21-22 figures.

Borrowing by the Authority stood at £63.060m at the end of June 2022, all being long term loans from the Treasury Public Works Loans Board. The average rate payable on these borrowings equates to 4.05%.

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

### Balances

Balances on General Fund are projected to be in the region of £8.867m at the year-end from normal revenue operations compared to £8.434m projected within the 2022/23 budget report– additional balances of £433k.



## Housing Revenue Account (HRA)

### Revenue

HOUSING REVENUE ACCOUNT	YTD Budget £000	YTD Position £000	YTD Variance £000	Full Year Budget £000	Predicted Outturn £000	Outturn Variance £000
HRA Summary	(5,136)	(5,088)	48	(9,371)	(9,305)	66
ED Communities	30	31	1	-	-	-
AD Operations & Leisure	73	58	(15)	280	280	-
AD People	48	35	(13)	-	-	-
AD Assets	229	546	317	414	414	-
AD Neighbourhoods	568	635	67	3,478	3,601	123
Housing Repairs	1,596	827	(769)	7,149	7,149	-
<b>Total</b>	<b>(2,592)</b>	<b>(2,956)</b>	<b>(364)</b>	<b>1,950</b>	<b>2,139</b>	<b>189</b>

The HRA has a favourable variance against budget at Period 3 of £364k.

The projected full year position identifies an unfavourable variance against budget of £189k or 9.7%. 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	5,241	11,797	12,319	523	21,912	21,912	-	-	21,912
HRA Contingency	-	-	-	-	100	100	-	-	100
<b>TOTAL HOUSING REVENUE ACCOUNT</b>	<b>5,241</b>	<b>11,797</b>	<b>12,319</b>	<b>523</b>	<b>22,012</b>	<b>22,012</b>	<b>-</b>	<b>-</b>	<b>22,012</b>

Housing Capital expenditure of £12.319m has been incurred as at the end of Period 3 compared to a profiled budget of £11.797m.

At this point it is predicted that the full year budget of £22.012m will be spent by the year-end (including £5.241m re-profiled from 2021/22).


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 £3.577m at the year-end compared to £3.384m projected within the 2022/23 budget report – additional balances of £193k.


**Corporate Projects Highlight Report****Amington Local Centre**


Generated on: 04 August 2022

<b>Amington Local Centre</b>	Purpose: Planning obligation for the Borough Council to provide a local centre to comply with Section 106 agreement resulting from the development of the former golf course for housing by Redrow Homes Scope: The Section 106 agreement stipulated the following: `The Borough Council agrees to construct or procure the construction of a local centre on the Local Centre Land no later than five years from the date of the transfer of the Local Centre Land to the Borough Council in accordance with Paragraph 1 of this Schedule`.	Overall Project Status		Managed By	Anna Miller
Activities since last period		Planned Activities for next period	A business case will be going to committee in October setting out progress made on delivering the site.	Amber/Red Areas	None
Risks including Stakeholder Issues, budget and timing	An offer has been made for part of the site.	Resourcing Requirements	Site marketing will be required Legal advice on any sale will be required. David Hunter was leading on this project and he left the authority in May. It has been difficult to move forwards as a result.	Decisions required from CMT	None

Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Business case for convenience store owner / operator			Business case going to October Cabinet 2022.


Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Business case for remaining site		Matthew Fletcher; <del>David Hunter</del>	This will be covered in the October Cabinet report. An offer has been received from a later living provider.


Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Market testing of development opportunities/red book valuation		Matthew Fletcher; <del>David Hunter</del>	The EDR team have been in discussions regarding potential future uses including a GP surgery and local convenience store. Soft market testing, using consultant LSP, specialists in the sector, has identified significant interest in a convenience store. A red book valuation is underway based on an assumed use of a convenience store at 4,000 sq ft, as per the masterplan for the site and consultant recommendations.  Red book valuation due to be completed December 2021.


Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Transfer of land to TBC		Matthew Fletcher; <del>David Hunter</del>	Completed May 21


# Asset management Strategy

Generated on: 04 August 2022

<b>Asset management Strategy</b>	Purpose: Development of Asset Management Strategy to guide future of built assets owned by the council. Scope: Review of existing strategy, costed stock condition survey, development of overarching strategy, development of asset management plans.	Overall Project Status		Managed By	Paul Weston
Activities since last period	Surveys completed Gap analysis completed Additional surveys quoted	Planned Activities for next period	Draft strategy document Draft plans	Amber/Red Areas	None
Risks including Stakeholder Issues, budget and timing	None	Resourcing Requirements	External resource in place for surveys	Decisions required from CMT	None

Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Costed condition survey		Paul Weston	Condition survey of housing and non-housing complete. Additional surveys of high-rise and non-traditional properties complete.

Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Development of new Strategy and Plans		Paul Weston	Draft documents produced and circulated to Asset Strategy Steering Group for discussion at October meeting.

Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Review of existing Strategy		Paul Weston	Review completed by external consultants with Gap Analysis produced.

<b>Assure</b>	Purpose: To upgrade from M3 to Assure which is the latest version by December 2022 Scope: Upgrade the planning and environmental health software to the latest version of Assure which will deliver process efficiencies and create a better end user experience. As the system is web based there is potential for additional functionality to support improved service delivery. Planning and EH modules.	Overall Project Status		Managed By	Anna Miller; Zoe Wolicki
Activities since last period		Planned Activities for next period		Amber/Red Areas	
Risks including Stakeholder Issues, budget and timing	The current planning M3 system is GIS based. It is extremely out of date and is no longer supported by Northgate/NEC	Resourcing Requirements	This project needs a dedicated project manager to move it forwards. Capacity does not exist within either EH or planning to make any significant progress.	Decisions required from CMT	Dedicated project management and officer resource required to manage across both workstreams

Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Environmental Health		Anna Miller	<p>The EH team are working on moving the Taxi licensing process to Civica and if that is successful, the rest of licensing will potentially go the same way. This has an impact on Assure timing for EH - going live with Assure means licencing has to be done via Assure (can no longer be done in M3) so is effectively a prerequisite. So, if EH intend to move licensing from M3 to Civica, this will have to be completed before any Assure go live.</p> <p>ICT have asked NEC to put together a package to support us with a move to Assure for EH based on licensing not being included.</p> <p>NEC have said it's likely M3 with be de-supported in around 12 months.</p>

Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Planning		Anna Miller	Planning were due to have a training session on the new Assure document production system a few weeks ago but NEC cancelled due to an issue with the test system.

			ICT have chased so hopefully we will be able to reschedule the training soon.
--	--	--	---

## B&B Review

Generated on: 04 August 2022

<b>B&amp;B Review</b>	Purpose: To write off former B&B arrears and collect former B&B tenant arrears since 2018 Scope: To prepare a report for Cabinet/ Full Council as agreed with TM and RB	<b>Overall Project Status</b>		<b>Managed By</b>	Tina Mustafa
<b>Activities since last period</b>	Preliminary legal advice on B&B – need for specialist support	<b>Planned Activities for next period</b>	Commission specialist advice around HB regs and B&B charging going forward to inform policy development	<b>Amber/Red Areas</b>	Risks of writing legacy
<b>Risks including Stakeholder Issues, budget and timing</b>	nONE	<b>Resourcing Requirements</b>	Specialist legal advice	<b>Decisions required from CMT</b>	None


Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Data Cleanse of system Collect former arrears from 2018		Sarah Finnegan	

Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Desk top review of current position		Sarah Finnegan	HB, legal, accountants advice

Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Report for Cabinet/ Full Council		Sarah Finnegan	Write off likely to be a recommendation surrounding legacy arrears estimated at c£250K

## Building Requirements


Generated on: 04 August 2022


Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Building Requirements		Paul Weston	Initial phase of property identification completed. Further work likely to be needed following review of plans.





## Car park machines installation


Generated on: 04 August 2022


<b>Car park machines installation</b>	Purpose: To upgrade current car parking infrastructure Scope: Procurement and delivery of new payment machines.	Overall Project Status		Managed By	Anna Miller
Activities since last period	Contract signed November 2021	Planned Activities for next period	Installation of machines	Amber/Red Areas	None
Risks including Stakeholder Issues, budget and timing	None	Resourcing Requirements	None	Decisions required from CMT	None

Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Installation of new payment machines		Matthew Fletcher; Michael Osborne	Machine install was completed in May 2022

<b>Communication Strategy</b>	Purpose: Create a new Communications and Engagement Strategy to inform our work for the 2022-25 period. Scope: A corporate strategy for the whole council, this project will ensure we have a consistent, centralised approach to promote the work of the council and its services and protect/enhance the authority's reputation. The strategy will set out our goals and ambitions and how we can go about achieving them. How we communicate and engage with our customers, residents, partners and stakeholders is a key ingredient to the success of our corporate communications and our approach to this will be included in the strategy. This will be underpinned by the data and insight we already hold as a council, how we can ensure this is centralised and best utilised to inform the work of the council and how we gather and co-ordinate this intelligence going forward.	Overall Project Status		Managed By	Zoe Wolicki
Activities since last period	Initial meeting of new insight/engagement group established.	Planned Activities for next period	Analyse what data sets we already have. Identify some objectives for what we want from our data. Continue to gather background information and research.	Amber/Red Areas	None
Risks including Stakeholder Issues, budget and timing	Resource capacity to carry out the work needed.	Resourcing Requirements	None	Decisions required from CMT	None


Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Communication s •Compiling background information •Identify goals		Tania Phillips	Continue process of gathering data to set the scene for 'where we are now'. Collate information from the Residents' Survey to help define goals we want to achieve over the strategy period.  This to include a campaign diary, social media stats, outline of existing PR and marketing activity and major project work.


Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Engagement •A framework for engagement •How insight will be gathered		Tania Phillips	To become a more 'listening' council where conversation is two-way, we need to establish clearer, centralised means of communication. This will involve looking at our current approach and setting out how this can evolve in the future. To include exploration of software and solutions to create a possible 'consultation hub'  Also identify approach to consulting with stakeholders and partners.


Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Insight •Identify how we will gather data and what we want from it.		Gareth Youlden	It is recognised that different departments across the council hold different data sets, which could lead to duplication of work, or projects being carried out without key insight being considered. This workstream will seek to identify what data we need and how we will collect/store and analyse it to ensure intelligence can be fed into all decision making.


# Digital Forward Plan

Generated on: 04 August 2022

<b>Digital Forward Plan</b>	Purpose: To continue to drive the digital first agenda utilising the most appropriate technology to enhance customer experience and reduce waste in processes. Scope: Moving high volume low value tasks to a self-service platform where possible for both customer facing and back office tasks. Build resilience and support business continuity by developing access channels to meet the differing needs of our community Further develop the customer portal to support service areas in improving services by the use of technology Improve telephony provision utilising the latest technology to enhance the customer experience Re-procure digital mailroom solution to meet the changing needs of the organisation and realise savings by more effective use of postage.	<b>Overall Project Status</b>		<b>Managed By</b>	Zoe Wolicki
<b>Activities since last period</b>	Audit of postage usage carried out	<b>Planned Activities for next period</b>	Develop PID for each workstream to identify objectives, responsibilities, risks and time scales	<b>Amber/Red Areas</b>	Not at present
<b>Risks including Stakeholder Issues, budget and timing</b>	Not at present	<b>Resourcing Requirements</b>	Within current resources	<b>Decisions required from CMT</b>	None at present

Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Digital Mailroom solution		Ali Millard	Demo of potential solution - focus on reduction of traditional mail usage in review of postal reqts project - include training 'high volume users' within the organisation  Budget significantly reduced under R&R programme

Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Portal Development		Ali Millard	Digital Dev Working Group established since Jan 22 and meet every 2 wks  over 500 accounts registered to date  Identified and resolved issue with document upload on housing apps  Next priorities - digital taxi licensing process, anti social behaviour case management and tenancy changes - alongside this we continue to identify high volume processes for portal development across the organisation

Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Telephony Development			

# ICT Strategy Implementation Plan

Generated on: 04 August 2022

<b>ICT Strategy Implementation Plan</b>	Purpose: Delivery of the 5-year ICT Strategy Scope: Implementation of associated activities to deliver the ICT Strategy 5 key strategic themes.	<b>Overall Project Status</b>	✔	<b>Managed By</b>	Zoe Wolicki
<b>Activities since last period</b>	N/A	<b>Planned Activities for next period</b>	As above	<b>Amber/Red Areas</b>	None
<b>Risks including Stakeholder Issues, budget and timing</b>	Graphics Team availability to deliver Drupal 9	<b>Resourcing Requirements</b>	ICT, Graphics team and 3rd party support required.	<b>Decisions required from CMT</b>	None

Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Modernisation of Infrastructure and Application estate	✔	Gareth Youlden	New backup solution implementation scheduled for 11th – 12th January. Drupal 9 website upgrade in progress (timeline TBA) Home working equipment upgrades nearing completion Dec 22 Redundant SIP and Internet connectivity provisioned, implementation planned Feb 22

Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Office 365 and Cloud Services Adoption	✔	Gareth Youlden	All mailboxes moved to cloud.

Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Stronger Security and Governance	✔	Gareth Youlden	Implementation of Microsoft Intune device management for home working devices in progress. Allows security patches and updates to desktop software remotely improving security compliance for remote working – Feb 22 Quarterly internal vulnerability testing now carried out to improve cyber security posture and reduce effort required for PSN compliance. On-going/Dec 22 (PSN renewal)

## Land Charges

Generated on: 04 August 2022


<b>Land Charges</b>	-- enter action details here --	<b>Overall Project Status</b>		<b>Managed By</b>	Zoe Wolicki
Activities since last period	N/A	Planned Activities for next period	Resolution of expiry dates issue identified with LC/planning records	Amber/Red Areas	None
Risks including Stakeholder Issues, budget and timing	Budget required for Assure/M3/Oracle upgrades	Resourcing Requirements	Possible reliance on Assure Planning implementation and associated resource requirements in Planning.	Decisions required from CMT	None

Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Data preparation/cleaning and testing		Laura Gilbert	Training has been delivered to enable work to be carried out system updates and testing ongoing

Key Workstream	Key Workstream Status	Workstream Lead	Highlights
M3/Assure application and database upgrades and HMLR tools installation/testing		Gareth Youlden	work has been completed and in live


## New TBC Website


Generated on: 04 August 2022


<b>New TBC Website</b>	<p>Purpose: The current software which the TBC main corporate website runs on (Drupal 7) reaches the end of its life in Nov 28, 22. Therefore the site needs to be upgraded to the latest version – Drupal 9. This will be more accessible, more mobile-friendly and more user-friendly.</p> <p>Scope: This upgrade is a significant project which requires a new website to be built in order to meet the requirements of Drupal 9. The current TBC website was launched in Nov 2013 and is therefore long overdue an upgrade. This provides the opportunity to carry out an in-depth audit of the content to see what's needed, what can be removed, whether accessibility requirements are being met and how user friendly it is. It can also be given a fresh new look and design.</p> <p>To ensure the website meets the needs of residents, in support of the digital first agenda, is accessible to all and easy to use and navigate.</p>	<b>Overall Project Status</b>		<b>Managed By</b>	Zoe Wolicki
<b>Activities since last period</b>	Test template installed	<b>Planned Activities for next period</b>	Explore/test template Choose theme/branding Set up project group to begin	<b>Amber/Red Areas</b>	None




			scoping content requirements.		
Risks including Stakeholder Issues, budget and timing	Resource/impact on the communications and IT teams to deliver this project. Lack of co-operation from other teams in providing required information/input. Content transfer needs to be quick to avoid having to enter information onto two websites. Website security will be at risk beyond Nov 28, 2022, if upgrade is not completed in time. Security and other upgrades will not be possible. Current site does not meet 100% of accessibility requirements.	Resourcing Requirements	content transfer window – will require resource from all departments along with possible suspension of webupdates other than urgent items. Dedicated resource required for duration of project	Decisions required from CMT	None

Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Accessibility			Develop accessibility guide for staff to ensure documents are accessible. Although Drupal 9 does automate more of the accessibility requirements and processes. Engage with relevant stakeholder groups (eg disability forums) to ensure new site is accessible to all.


Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Content audit – what can go, what should stay, what needs to be added.			Create project group of key influencers – Comms, IT and CS – to ensure content/design meets needs of other departments.  Consult with managers/teams/CS on content audit.  Incorporate feedback from Residents Survey to ensure content/design meets needs of residents.


Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Install new Drupal 9 on server – choose themes and templates for new-look.			RV has created test template, need to explore and test, before installing version that we will use.  TBC graphics and web team to have a look at designs and themes available.


Key Workstream	Key Workstream Status	Workstream Lead	Highlights
User Testing			<p>Arrange focus groups and user testing. Internally first and then with stakeholder groups/vulnerability partners, those with additional needs/special accessibility requirements.</p> <p>Community Champions/Citizens Panel.</p>


## OD Strategy

Generated on: 04 August 2022

<b>OD Strategy</b>	<p>Purpose: To ensure that our employees have the right skills, knowledge and culture to support our residents, visitors, businesses and stakeholders to deal with the challenges we currently face and those we are likely to encounter in the future</p> <p>Scope: The People and Organisational Development Strategy is a new strategy that is designed to recognise the Smart Working Model.</p>	<b>Overall Project Status</b>		<b>Managed By</b>	Zoe Wolicki
<b>Activities since last period</b>	Consultant carried out organisational research Stakeholder Meetings carried out with CE, ELT, AD's and AD Direct Reports	<b>Planned Activities for next period</b>	HR Workshop by end November Consultant review meeting with ED Organisation, AD People and Head of HR and OD by 7th December Development of draft strategy by 31st December	<b>Amber/Red Areas</b>	None
<b>Risks including Stakeholder Issues, budget and timing</b>	Impact of R&R – development of implementation plan is achievable assuming a smooth transition to Smart Working	<b>Resourcing Requirements</b>	None	<b>Decisions required from CMT</b>	None


Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Consultation and Approval of Strategy		Zoe Wolicki	Consultation meetings took place with stakeholders to inform the strategy. Draft has been circulated to AD Direct reports, CMT and HR for final feedback

Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Design & Development of Strategy		Jackie Noble	


Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Implementation Plan		Jackie Noble	Plan developed Activities contained within HR business plan 2022-25

# Place Investment Strategy

Generated on: 04 August 2022


<b>Place Investment Strategy</b>	To set out how the Council intends to use its services, influence and relationships to promote Tamworth as a place for people and businesses to visit, live and invest in Scope: To deliver a strategy to encourage investment and development in Tamworth by setting a framework of activity and messages so that the Council is clear on what it will deliver and the associated outcomes, with all services working towards the same coordinate objectives.	<b>Overall Project Status</b>		<b>Managed By</b>	Anna Miller
<b>Activities since last period</b>		<b>Planned Activities for next period</b>	Commission a consultant to deliver a tourist strategy that also includes place investment. This will be undertaken by March 2023.	<b>Amber/Red Areas</b>	
<b>Risks including Stakeholder Issues, budget and timing</b>		<b>Resourcing Requirements</b>	UK SPF will pick up the costs of delivering the strategy.	<b>Decisions required from CMT</b>	

Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Approve and adopt strategy?		Matthew Fletcher	Strategy not formally approved through corporate Governance structures.

Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Write and consult on a place investment strategy		Matthew Fletcher	The due date for this work is March 2024.


## QBR and Commonwealth Games Live Site

Generated on: 04 August 2022

Key Workstream	Key Workstream Status	Workstream Lead	Highlights
QBR and Commonwealth Games Live Site		Sarah McGrandle	


**R&R Customer Engagement and CS delivery (including reception)**

Generated on: 04 August 2022

Key Workstream	Key Workstream Status	Workstream Lead	Highlights
R&R Customer Engagement and CS delivery (including reception)		Zoe Wolicki	

## R&R Vulnerability and VCSE strand


Generated on: 04 August 2022

Key Workstream	Key Workstream Status	Workstream Lead	Highlights
R&R Vulnerability and VCSE strand		Joanne Sands	




## Reset and Recovery management of overall programme

Generated on: 04 August 2022

Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Reset and Recovery management of overall programme		Tina Mustafa	Comprehensive reported via Recovery & reset Board and appropriate scrutiny committees


## Review of Partnership Policy and Database

Generated on: 04 August 2022

Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Review of Partnership Policy and Database		Joanne Sands	


## Review of swimming subsidy and future options


Generated on: 04 August 2022


Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Review of swimming subsidy and future options		Sarah McGrandle	

## Self-Assessment Compliance Framework (housing)


Generated on: 04 August 2022

<b>Self-Assessment Compliance Framework (housing)</b>	Purpose: To evidence how the Council is currently performing against the Regulatory Standards and how it needs to improve to streamline compliance across the Council, whilst ensuring delivery of high quality housing that responds to the local needs in Tamworth. Scope: To ensure a prioritised and risk based assessment of the councils housing service	Overall Project Status		Managed By	Tina Mustafa
Activities since last period	QQ out on intend Savills presented to Housing & Homelessness committee and CMT (presentation available)	Planned Activities for next period	Evaluation of QQ Selection of contractors Commencement of Corporate team Review and document request	Amber/Red Areas	Resource intensive; organisational commitment prerequisite
Risks including Stakeholder Issues, budget and timing	Ownership and accountability – no single point of contact	Resourcing Requirements	Consultancy support required	Decisions required from CMT	None

Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Commission Consultancy support for self-assessment – phase 1			Procurement of housing based specialists to complete desk top / gap analysis across all consumer standards as referenced above. Corporate Project team to be established and evaluation to be completed Jan 2022

Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Delivery of 3-year improvement plan		Lee Birch	Resources to be detailed once extent of the improvement plan is known

Key Workstream	Key Workstream Status	Workstream Lead	Highlights

Gap Analysis and improvement plan produced and agreed – phase 1		Lee Birch	Cabinet and member review of action plan ensuring corporate ownership across all key areas
---	---	-----------	--


## Service Redesign

Generated on: 04 August 2022

Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Service Redesign		Zoe Wolicki	

## Smart Working

Generated on: 04 August 2022

Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Smart Working		Jackie Noble; Zoe Wolicki	research complete. Staff assigned, consulted and new contracts are in place. Circa 15 draft policies are being consulted on. Outstanding actions - wellbeing policy and implement draft policies once consultation complete and approved by A&S. Review of SMART Working scheduled at 6 and 12 months post implementation.

<b>Solway</b>	Purpose: To deliver development using the Borough Council's trading company at Solway Close. Scope: To investigate the potential for delivering Private Rented Sector (PRS) housing on the Solway Close site and to determine the approach for the delivery/disposal of the site.	Overall Project Status		Managed By	Anna Miller
Activities since last period	Corporate Scrutiny Paper/Cabinet March have recommended that Solway is disposed of and that the receipts are used to support regeneration.	Planned Activities for next period	The regen team are looking at a framework/procurement route for the disposal of the site.	Amber/Red Areas	None
Risks including Stakeholder Issues, budget and timing	There is potential to package the site with MH - there may be VFM in doing so, however the value may exceed procurement thresholds therefore Solway may have to be disposed of separately, which may cost more money.	Resourcing Requirements		Decisions required from CMT	


Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Corporate Scrutiny recommendations from March 2021: •Assessment of Private Rented Sector development (operating mechanisms and costs of managing) •soft market testing		Matthew Fletcher; Joanne Goodfellow	




with local agents •soft market testing with a house builder			
--	--	--	--

# Town Centre Masterplan


Generated on: 04 August 2022


<b>Town Centre Masterplan</b>	Purpose: Preparation of a plan which seeks to coordinate physical regeneration activity across the town centre and sets out the general principles for how that area should be developed. Scope: Key town centre regeneration sites	Overall Project Status		Managed By	Anna Miller
Activities since last period	Further discussions with Homes England. Meeting in July clarified that a masterplan prepared jointly to capture wider town centre regeneration activity would be useful.	Planned Activities for next period	Further discussions with Homes England	Amber/Red Areas	
Risks including Stakeholder Issues, budget and timing		Resourcing Requirements	No allocated budget.	Decisions required from CMT	


Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Preparation of Masterplan.		Matthew Fletcher; Anna Miller	This work will form part of a regeneration masterplan that includes the town centre. This work will be completed with Homes England.


## Town Hall

Generated on: 04 August 2022

<b>Town Hall</b>	Purpose: Bring the Town Hall back into use as the main Civic Building. Scope: Review of space within Town Hall and development of a scheme to bring it back into use as the Council's main Civic Building.	<b>Overall Project Status</b>		<b>Managed By</b>	Paul Weston
<b>Activities since last period</b>	Initial meeting has taken place with consultants and Members to scope out essential and desirable items Initial set of proposals received and reviewed. More work to be done.	<b>Planned Activities for next period</b>	Prepare costed report for Members to consider. Develop budget proposal for scheme	<b>Amber/Red Areas</b>	None
<b>Risks including Stakeholder Issues, budget and timing</b>	No budget has been identified for this project beyond the initial consultancy work. Planning and heritage issues could impact on deliverability.	<b>Resourcing Requirements</b>	External consultants already appointed	<b>Decisions required from CMT</b>	None

Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Communications		Tania Phillips	Consultation with Cabinet Members and production of draft proposals complete.

Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Construction phase delivery		Alan Marshall	Dependent upon scheme and budgets being approved


Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Development of maintenance plan for building.		Alan Marshall	Costed condition survey received. Maintenance plan will take account of condition survey and any works that take place.

Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Development of project brief.	✔	Paul Weston	Designs agreed with Members and with consultants for pricing in readiness for future capital bids.

Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Procurement	✔	Paul Weston	Dependent upon scheme and budgets being approved


## Wellbeing Strategy

Generated on: 04 August 2022

Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Wellbeing Strategy		Joanne Sands	


# Wilnecote Cornerstone Housing Development

Generated on: 04 August 2022

<b>Wilnecote Cornerstone Housing Development</b>	Purpose: Acquire new homes on the former Wilnecote Day Centre Site Scope: Work with developer to bring forward and acquire the land and properties on the former Wilnecote Day Centre site	Overall Project Status		Managed By	Paul Weston
Activities since last period	Initial report approved by Full Council Legal appointed to work through formal agreements. Planning consent obtained by developer Budget in place	Planned Activities for next period	Formalise contract with developer	Amber/Red Areas	None
Risks including Stakeholder Issues, budget and timing	Contract not yet formalised Potential for costs to increase Step-in arrangements to be included in contract but if invoked would impact on resources.	Resourcing Requirements	External legal support in place. External developer delivering project.	Decisions required from CMT	None

Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Lettings			Lettings to commence upon handover of properties in 2023

Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Negotiate terms of agreement.		Paul Weston	Legal agreement complete and project on site.

Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Oversight of construction phase and timing of transfers, payments and acquisition.		Paul Weston	Contract on site and progressing.

**APPENDIX A**

**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	PRIVATE HIRE TICKET SALES	(47,937)	(13,140)	(34,797)	(52,530)	0	(52,530)	Income above year to date budget
		SPLIT PROFIT EVENT INCOME	(149,250)	(73,260)	(75,990)	(293,000)	0	(293,000)	Income above year to date budget
	ASSEMBLY ROOMS BAR	CATERING SALES	(11,630)	(46,410)	34,780	(185,660)	0	(185,660)	Sales below current target
	SUMMER ACTIVITY 2022	CONTRIBUTION FROM RESERVES	0	0	0	(81,000)	(500,000)	(581,000)	Contribution from transformation reserve.
		CATERING SALES	0	(16,125)	16,125	(64,500)	54,500	(10,000)	No income due under arrangements now in place
		TICKET SALES	(215,283)	(319,718)	104,434	(1,278,870)	679,000	(599,870)	Sales lower than expected at this stage
	PUBLIC SPACES	VACANCY ALLOWANCE	0	(96,010)	96,010	(96,010)	96,010	0	Vacancy Allowance
		BRITAIN IN BLOOM	44,468	0	44,468	0	0	0	No specific budget for Britain in Bloom costs - no bottom line variance reported on the cost centre
		CONTRIB FROM STAFFS C C .	0	(119,000)	119,000	(119,000)	0	(119,000)	Invoices for grass cutting to be raised
AD People	CUSTOMER SERVICES	VACANCY ALLOWANCE	0	(9,210)	9,210	(36,870)	36,870	0	Vacancy allowance
AD Assets	MARMION HOUSE	CONTRIBUTION-COMMON SERVICES	86,764	0	86,764	(32,640)	(54,124)	(86,764)	Service Charges invoices to SCC for occupation of 4th & 5th floors not yet raised. Service Charges income higher than budget as SCC were due to vacate 5th floor 01/04/21 but are still there

Service Area	Cost Centre	Account Code	Year to Date Position	Year to Date Budget	Year to Date Variance	Full Year Budget	Predicted Outturn Variance	Full Year Position Predicted Outturn	Comment
AD Neighbourhoods	HOMELESSNESS	BED AND BREAKFAST COST	21,857	55,740	(33,883)	222,990	(132,000)	90,990	Will need to review budgets - possible Policy Change to reduce the budget as currently set up based on historical data.
		BED & BREAKFAST INCOME	(4,953)	(55,740)	50,787	(222,980)	180,000	(42,980)	Will need to review budgets - possible policy change.
	HOMELESSNESS STRATEGY	GOVERNMENT GRANTS	(251,688)	(30,125)	(221,563)	(135,500)	0	(135,500)	Subject to the grant allocation across the expenditure codes
	COMMUNITY WARDENS	SALARIES	22,698	42,660	(19,962)	170,600	(60,000)	110,600	2 vacant posts
AD Partnerships	SAFER STRONGER COMMUNITIES FND	GOVERNMENT GRANTS	(32,741)	0	(32,741)	0	0	0	Unbudgeted government grant
AD Growth & Regeneration	DEVELOPMENT CONTROL	FEES & CHARGES PLANNING APP	(87,199)	(45,720)	(41,479)	(182,860)	0	(182,860)	Income to date above budget
AD Finance	BENEFITS	RENT ALLOWANCES	1,047,413	1,158,510	(111,097)	5,020,060	(456,514)	4,563,546	Based on current activity levels
		NON-HRA RENT REBATES	1,205	10,660	(9,455)	42,760	(37,128)	5,632	Based on current activity levels
		COUNCIL TENANT RENT REBATES	1,775,947	1,826,500	(50,553)	6,743,790	(238,446)	6,505,344	Based on current activity levels
		COUNCIL TENANT GRANT	(1,749,596)	(1,814,670)	65,074	(6,700,420)	240,372	(6,460,048)	Based on current activity levels
		PRIVATE TENANT GRANT	(1,021,606)	(1,124,100)	102,494	(4,871,110)	455,449	(4,415,661)	Based on current activity levels
		NON-HRA RENT REBATE GRANT	(1,205)	(8,710)	7,505	(34,910)	30,090	(4,820)	Based on current activity levels
		OVERPAYMENT PRIVATE TENANT	(54,896)	(30,990)	(23,906)	(123,970)	(30,654)	(154,624)	Based on current activity levels
		OVERPAYMENT COUNCIL TENANT	(24,293)	(22,500)	(1,793)	(90,050)	20,103	(69,947)	Based on current activity levels



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 ADMINISTRATION	VACANCY ALLOWANCE	0	(9,120)	9,120	(36,520)	36,520	0	Vacancy allowance
		GOVERNMENT GRANTS	(64,060)	0	(64,060)	0	0	0	Unbudgeted government grant
	CORPORATE FINANCE	CONT TO RESERVES	0	0	0	150,000	580,280	730,280	Increased reserve contribution arising from additional NNDR section 31 grant income
		NNDR LEVY PAYMENTS	(0)	0	(0)	1,262,640	1,053,330	2,315,970	Increased levy due to higher than expected NNDR income projected at Qtr 1
	TREASURY MANAGEMENT	MISC INTEREST & DIVIDENDS	(147,000)	(30,180)	(116,820)	(120,710)	(600,000)	(720,710)	Expected interest above budget due to increased interest rates.
	COVID-19	GOVERNMENT GRANTS	0	0	0	0	(1,633,610)	(1,633,610)	Additional Section 31 grant income due to additional business rate reliefs forecast as at Qtr 1

## Housing Revenue Account – Main Variances

Service Area	Cost Centre	Account Code	Year to Date position	Year to Date Budget	Year to date variance	Full Year Budget	Predicted outturn Variance	Full Year Position Predicted Outturn	Comment
AD Assets	SERVICE CHARGES	SERVICE CHARGE	306,553	(10,140)	316,693	(37,400)	0	(37,400)	Leaseholder Section 20 invoices have not yet been raised
AD Neighbourhoods	GENERAL	HOUSE CONDITIONS SURVEY	59,072	0	59,072	24,000	0	24,000	Funds will be released from reserves
Housing Repairs	REPAIRS CONTRACT	COVID 19 COSTS	88,078	39,060	49,018	96,000	0	96,000	Covid related repairs - ongoing discussions with contractor
		RESPONSIVE REPAIRS	272,132	425,000	(152,868)	1,700,000	0	1,700,000	Currently indicating underspend but later in the year the expenditure will catch up and the budget will be spent in full
		VOIDS	278,379	400,000	(121,621)	1,600,000	0	1,600,000	Currently indicating underspend but later in the year the expenditure will catch up and the budget will be spent in full
		BRICKWORK & SPALLING	0	71,200	(71,200)	284,800	0	284,800	Committing expenditure from some of the dis-repair works
		WALL FINISHING & LINTELS	0	235,375	(235,375)	941,500	0	941,500	Delayed start to this type of work
		GAS HEATING SYSTEMS MAINTENANCE	101,010	155,000	(53,990)	620,000	0	620,000	The budget will be spent in full, the majority of work will be carried out later in the year
		PERIODIC ELECTRICAL TESTING	28,354	101,250	(72,896)	405,000	0	405,000	Still processing invoices for last year accruals
		PLANNED MAINTENANCE	645	35,000	(34,355)	140,000	0	140,000	Looking into external cladding project
		HRA Summary	H R A SUMMARY	PROVISION FOR BAD DEBTS	119,147	46,350	72,797	185,400	72,000
RENTS	(5,288,882)			(5,264,475)	(24,407)	(19,431,480)	0	(19,431,480)	Lower level of voids compared with budget calculation & rent free weeks yet to take place

# APPENDIX B

## Capital Programme Monitoring

GENERALFUND	Budget Reprofiled from 2021/22 (memo only) £000	YTD Budget £000	YTD Actual Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile to 2023/24 (memo only) £000	Outturn £000	Comments
<b>Chief Executive</b>										
Joint Waste Service Additional Bins	95	95	-	(95)	95	95	-	-	95	
<b>Service Area Total</b>	<b>95</b>	<b>95</b>	<b>-</b>	<b>(95)</b>	<b>95</b>	<b>95</b>	<b>-</b>	<b>-</b>	<b>95</b>	
<b>AD Growth</b>										
Gungate Development	718	-	-	-	718	718	-	-	718	
Castle Mercian Trail	27	27	2	(25)	27	27	-	-	27	
Gateways	400	400	3	(397)	400	400	-	-	400	Further design and public consultation to be undertaken in Q1 22/23
Repairs to Castle Elevation	429	429	27	(402)	429	429	-	-	429	
Off Street Car Parking Infrastructure Update	22	22	22	-	22	22	-	-	22	
FHSF Castle Gateway	2,621	165	164	(1)	5,083	2,183	(2,900)	2,900	5,083	Majority of spend expected in final quarter of 2022/23, with £2.9m expected to be re-profiled into 2023/24 at this stage, in line with plan submitted to DLUHC
FHSF Middle Entry	2,067	60	61	1	2,067	367	(1,700)	1,700	2,067	Majority of spend expected in final quarter of 2022/23, with £1.7m expected to be re-profiled into 2023/24 at this stage, in line with plan submitted to DLUHC
FHSF College Quarter	6,580	200	211	11	14,113	11,113	(3,000)	3,000	14,113	Majority of spend expected in final quarter of 2022/23, with £3m expected to be re-profiled into 2023/24 at this stage, in line with plan submitted to DLUHC
<b>Service Area Total</b>	<b>12,864</b>	<b>1,303</b>	<b>490</b>	<b>(813)</b>	<b>22,859</b>	<b>15,259</b>	<b>(7,600)</b>	<b>7,600</b>	<b>22,859</b>	
<b>ED Organisation</b>										
<b>AD People</b>										
Replacement It Technology	24	39	6	(32)	84	84	-	-	84	Previously planned spend eg on network refresh may be delayed pending R & R/Marmion House de-commissioning

GENERALFUND	Budget Reprofiled from 2021/22 (memo only) £000	YTD Budget £000	YTD Actual Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile to 2023/24 (memo only) £000	Outturn £000	Comments
New Time Recording System 17/18	15	15	-	(15)	15	15	-	-	15	Commencement of project subject to Recovery & Reset
Self Service Customer Portal	27	27	14	(13)	27	27	-	-	27	Portal 'soft launch' go live achieved in January, remaining funds for further development.
Member Device Refresh	2	2	-	(2)	2	2	-	-	2	Remaining budget to be used for replacement kit
Endpoint & Web E-Mail Filter	-	10	-	(10)	40	40	-	-	40	
Asset Management Database	42	42	-	(42)	42	42	-	-	42	Additional modules required
V13 Income Management Systems & 3D Secure	23	23	20	(3)	23	23	-	-	23	System upgrade and move to Cloud - expected go live Oct 22
R & R Smart Working IT Requirements	-	131	-	(131)	523	523	-	-	523	
ICT Audio/Visual Technology Town Hall	-	22	-	(22)	87	87	-	-	87	
<b>Service Area Total</b>	<b>132</b>	<b>309</b>	<b>40</b>	<b>(370)</b>	<b>842</b>	<b>842</b>	<b>-</b>	<b>-</b>	<b>842</b>	
<b>AD Operations &amp; Leisure</b>								-		
Wigginton Park Section Section 106	11	11	-	(11)	11	11	-	-	11	Volunteers groups slowly returning post pandemic, work will be undertaken as per management plan
Broadmeadow Nature Reserve	11	11	-	(11)	11	11	-	-	11	Volunteers groups slowly returning post pandemic, work will be undertaken as per management plan
Public Open Space Section 106	27	27	-	(27)	27	27	-	-	27	Plan to use this for play area improvements at Rainscar, to be confirmed
Street Lighting	69	69	31	(38)	69	69	-	-	69	Ongoing 40+ replacement scheme, works to plan
Local Nature Reserves	24	24	-	(24)	24	24	-	-	24	Grant funding HLS from Rural Payments Agency
Amington Community Woodland	757	189	27	(162)	757	757	-	-	757	On hold due to issues on site with levels - with Planning
Refurbishment Castle Grounds Tennis Courts	120	120	-	(120)	120	120	-	-	120	Currently out to tender
Refurbishment of Play Areas	50	59	-	(59)	85	85	-	-	85	Contract to be awarded

GENERALFUND	Budget Reprofiled from 2021/22 (memo only) £000	YTD Budget £000	YTD Actual Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile to 2023/24 (memo only) £000	Outturn £000	Comments
Assembly Rooms Development	-	-	-	-	-	-	-	-	-	
Indoor and Outdoor Sports Feasibility	100	100	-	(100)	100	100	-	-	100	Contract awarded and works underway, completion planned for 2023.
<b>Service Area Total</b>	<b>1,169</b>	<b>610</b>	<b>58</b>	<b>(552)</b>	<b>1,204</b>	<b>1,204</b>	<b>-</b>	<b>-</b>	<b>1,204</b>	
<b>ED Finance</b>										
<b>AD Finance</b>										
Solway Tamworth LTD LATC	4,000	-	-	-	4,000	4,000	-	-	4,000	Review underway to confirm viability of scheme post pandemic
<b>Service Area Total</b>	<b>4,000</b>	<b>-</b>	<b>0</b>	<b>0</b>	<b>4,000</b>	<b>4,000</b>	<b>-</b>	<b>-</b>	<b>4,000</b>	
<b>ED Communities</b>										
<b>AD Assets</b>										
Disabled Facilities Grant	849	1,012	170	(842)	1,499	1,499	-	-	1,499	Intention is to spend the budget in full
Energy EFF Upgrade Commercial and Industrial Properties	-	19	-	(19)	75	75	-	-	75	External works, will start soon and it is expected it would finish in October 2022
R & R Office Requirements	-	38	-	(38)	150	150	-	-	150	Looking into options
<b>Service Area Total</b>	<b>849</b>	<b>1,068</b>	<b>170</b>	<b>(398)</b>	<b>1,724</b>	<b>1,724</b>	<b>-</b>	<b>-</b>	<b>1,724</b>	
<b>AD Neighbourhoods</b>										
CCTV Infrastructure	-	11	-	(11)	46	46	-	-	46	Awaiting invoice from West Midlands Combined Authority
<b>Service Area Total</b>	<b>-</b>	<b>11</b>	<b>-</b>	<b>(11)</b>	<b>46</b>	<b>46</b>	<b>-</b>	<b>-</b>	<b>46</b>	
<b>GF Contingency</b>										
Gf Contingency	-	-	-	-	100	100	-	-	100	
Cont-Return On Investment	20	-	-	-	20	20	-	-	20	
GF Contingency Plant and Equipment	100	-	-	-	100	100	-	-	100	
GF Contingency Castle Curtain Wall	-	-	-	-	30	30	-	-	30	
<b>Service Area Total</b>	<b>120</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>250</b>	<b>250</b>	<b>-</b>	<b>-</b>	<b>250</b>	
<b>GENERAL FUND TOTAL</b>	<b>19,230</b>	<b>3,397</b>	<b>757</b>	<b>(2,540)</b>	<b>31,020</b>	<b>23,420</b>	<b>(7,600)</b>	<b>7,600</b>	<b>31,020</b>	

Service Area	Budget Reprofiled from 2021/22 (memo only) £000	YTD Budget £000	YTD Actual Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile to 2023/24 (memo only) £000	Outturn £000	Comments
<b>HOUSING REVENUE ACCOUNT</b>										
<b>ED Communities</b>										
<b>AD Assets</b>										
Structural Works	8	77	239	162	283	283	-	-	283	Survey in process to identify any structural work, intention is to spend the full budget, showing overspend as at p3 due to Purchase order raised in advance
Bathroom Renewals	5	149	430	281	580	580	-	-	580	Contract split between Wates and Equans. Wates will commence work on this project in September, overspend as at p3 is due to the commitment raised in advance
Gas Central Heating Upgrades and Renewals	639	811	557	(254)	1,325	1,325	-	-	1,325	Boiler replacement programme issued to the contractor - the budget will be spent in full
Kitchen Renewals	209	384	511	127	909	909	-	-	909	Contract split between Wates and Equans. Wates will commence work on this project in September, overspend in p3 due to commitment raised in advance
Major Roofing Overhaul and Renewals	-	375	1,069	694	1,500	1,500	-	-	1,500	Work in progress, aim is to spend the budget in full
Window and Door Renewals	-	100	318	218	400	400	-	-	400	Work identified for the full budget, full list passed on to the contractor (Wates), commitment raised in advance
Neighbourhood Regeneration	267	392	403	10	767	767	-	-	767	Work identified for the full budget
Disabled Facilities Adaptations	460	522	258	(265)	710	710	-	-	710	Meeting with contractor to establish the requirements for this year, there is a significant backlog of work not completed by Millbrook, aiming to spend the budget in full
Rewire	30	68	120	53	180	180	-	-	180	Meeting with the contractor to agree the workstream, commitment raised in advance
CO2 / Smoke Detectors	124	140	93	(47)	188	188	-	-	188	Work has started on replacement battery operated smoke detectors to the hard wired

Service Area	Budget Reprofiled from 2021/22 (memo only) £000	YTD Budget £000	YTD Actual Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile to 2023/24 (memo only) £000	Outturn £000	Comments
Insulation	18	4	-	(4)	18	18	-	-	18	Budget to be utilised for the energy efficiency project
Renew High Rise Lifts	243	61	181	120	243	243	-	-	243	Contractor on site, est completion date Sept
Replace High Rise Soil Stacks	1,741	435	10	(425)	1,741	1,741	-	-	1,741	Work starting soon, will be doing 1 block at a time with 8 weeks time scale to complete each, the budget will be spent in full
Sheltered Schemes	113	138	82	(56)	213	213	-	-	213	Work identified for this year, budget will be spent in full
Energy Efficiency Improvements	-	18	56	39	70	70	-	-	70	
Install Fire Doors High Rise	493	123	376	253	493	493	-	-	493	Project will be completed within next few months, commitment in advance
High Rise Ventilation System	120	30	-	(30)	120	120	-	-	120	
Fire Risk Mitigation Works	-	75	240	165	300	300	-	-	300	
Damp & Mould Works	-	25	80	55	100	100	-	-	100	
Decarbonisation	-	800	2,560	1,760	3,200	3,200	-	-	3,200	
High Rise Refuse Chute Renewals	-	38	120	83	150	150	-	-	150	
Sheltered Lifts and Stairlift Renewals	-	90	288	198	360	360	-	-	360	
Fire Alarm Panel Renewals	-	13	40	28	50	50	-	-	50	
Scooter Storage at High Rise	-	8	24	17	30	30	-	-	30	
Upgrade Pump Room at High Rise	-	6	20	14	25	25	-	-	25	
Retention of Garage Sites	640	828	618	(209)	1,390	1,390	-	-	1,390	So far 29 garages identified for demolition
Capital Salaries	-	50	-	(50)	200	200	-	-	200	
Software Fire Safety Surveys	90	23	-	(23)	90	90	-	-	90	At the stage of evaluation received quotations
HRA Street Lighting	42	10	32	21	42	42	-	-	42	PO raised in advance

Service Area	Budget Reprofiled from 2021/22 (memo only) £000	YTD Budget £000	YTD Actual Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile to 2023/24 (memo only) £000	Outturn £000	Comments
Asset Management Software HRA	-	7	9	2	26	26	-	-	26	Will be spent in full
Telecare System Upgrades	-	43	-	(43)	66	66	-	-	66	Project with Tunstall, upgrades to digital systems
Kerria Estate Project	-	88	5	(83)	130	130	-	-	130	CPO to be settled in July
Other Acquisitions	-	58	0	(58)	58	58	-	-	58	Budget from the slippage will be vired to Regeneration and Affordable Hsg
Regeneration & Affordable Housing	-	4,305	3,526	(778)	4,450	4,450	-	-	4,450	order raised for Wilnecote Project
Caledonian Depot New Build	-	1,506	55	(1,451)	1,506	1,506	-	-	1,506	Awaiting documentation form the framework to assist appointing the contractor,aiming to finish the project this year
<b>Service Area Total</b>	<b>5,241</b>	<b>11,797</b>	<b>12,319</b>	<b>523</b>	<b>21,912</b>	<b>21,912</b>	<b>-</b>	<b>-</b>	<b>21,912</b>	
<b>HRA Contingency</b>										
HRA Contingency	-	-	-	-	100	100	-	-	100	
<b>Service Area Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>100</b>	<b>100</b>	<b>-</b>	<b>-</b>	<b>100</b>	
<b>HRA Total</b>	<b>5,241</b>	<b>11,797</b>	<b>12,319</b>	<b>523-</b>	<b>22,012</b>	<b>22,012</b>	<b>-</b>	<b>-</b>	<b>22,012</b>	



## APPENDIX C

### Treasury Management Update – Period 3 - 2022/23

Investments held as at 30<sup>th</sup> June 2022:

Borrower	Deposit £	Rate %	From	To	Notice
Thurrock Council	5,000,000	0.65%	09-Oct-20	07-Oct-22	-
Thurrock Council	5,000,000	0.20%	15-Jul-21	15-Jul-22	-
Slough Council	5,000,000	0.15%	06-Oct-21	05-Oct-22	-
NatWest	5,000,000	0.54%	11-Jan-22	11-Jul-22	-
NatWest	5,000,000	0.85%	07-Feb-22	08-Aug-22	-
Goldman Sachs	5,000,000	1.20%	14-Feb-22	12-Aug-22	-
Goldman Sachs International Bank	5,000,000	1.60%	29-Apr-22	28-Oct-22	-
Lloyds Bank	5,000,000	1.55%	11-May-22	11-Nov-22	-
Standard Chartered	10,000,000	1.50%	13-May-22	11-Nov-22	-
Santander	10,000,000	0.67%	-	-	180 day
MMF – Aberdeen	2,622,000	0.99%*	-	-	On call
MMF – PSDF	10,000,000	1.04%*	-	-	On call
MMF – Federated	1,345,000	1.125%*	-	-	On call
<b>Total</b>	<b>73,967,000</b>	<b>0.69%</b>	-	-	-
Schroders UK Real Estate Fund	1,848,933	3.73%	-	-	-
Threadneedle Property Unit Trust	6,056,785	3.68%	-	-	-
Hermes Federated Property Unit Trust	4,056,500	3.42%	-	-	-
<b>Total</b>	<b>85,929,218</b>	<b>1.10%</b>	-	-	-

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

Fund	Initial Investment	Fund Value 30/06/2022	2022/23 Return to Date		
Schroders UK Real Estate Fund	£1,848,933.03	£2,173,484.08	£17,210.38	3.73%	Inclusive of June-22
Threadneedle Property Unit Trust	£6,056,785.32	£6,766,704.90	£55,605.90	3.68%	Returns Received Quarterly.
Hermes Federated Property Unit Trust	£4,056,499.57	£4,651,181.76	£0.00	3.42%	Returns Received Quarterly. Apr-Jun Returns due in August.
<b>Total</b>	<b>£11,962,217.92</b>	<b>£13,591,370.74</b>	<b>£72,816.28</b>	<b>3.61%</b>	

External Borrowing as at 30<sup>th</sup> June 2022:

<b><u>Borrowing from PWLB</u></b>				
<b><u>Loan Number</u></b>	<b><u>Rate</u></b>	<b><u>Principal</u></b>	<b><u>Start</u></b>	<b><u>Maturity</u></b>
475875	8.875%	1,200,000	29/04/1995	25/04/2055
478326	8.000%	1,000,000	17/10/1996	17/10/2056
479541	7.375%	1,000,000	28/05/1997	28/05/2057
479950	6.750%	2,000,000	02/10/1997	03/09/2057
481087	5.625%	3,000,000	22/06/1998	22/06/2058
481641	4.500%	1,400,000	09/10/1998	09/10/2058
483694	4.875%	92,194	21/12/1999	18/10/2059
488835	5.000%	2,000,000	01/07/2004	01/07/2034
490815	4.250%	1,000,000	24/11/2005	24/05/2031
494265	4.430%	2,000,000	21/01/2008	01/01/2037
494742	4.390%	700,000	15/08/2008	15/08/2058
500759	3.520%	5,000,000	28/03/2012	28/03/2053
500758	3.510%	5,000,000	28/03/2012	28/03/2054
500757	3.510%	5,000,000	28/03/2012	28/03/2055
500761	3.510%	5,000,000	28/03/2012	28/03/2056
500755	3.500%	5,000,000	28/03/2012	28/03/2057
500756	3.500%	3,000,000	28/03/2012	28/03/2058
500753	3.500%	1,000,000	28/03/2012	28/03/2059
500760	3.490%	5,000,000	28/03/2012	28/03/2060
500762	3.490%	5,000,000	28/03/2012	28/03/2061
500754	3.480%	5,668,000	28/03/2012	28/03/2062
504499	3.230%	3,000,000	30/11/2015	30/11/2065
Total	4.05%	<b>63,060,194</b>		