

# Quarter 2 Performance Report

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

1. Recovery and Reset Programme Summary 2022
2. Corporate Projects Summary –September 2022
3. Key Projects at Red or Amber –September 2022
4. Corporate Projects by Priority –September 2022
5. General fund – Actual Spend Summary 2022
6. Universal Credit Summary 2022
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, September 2022
10. Financial Health check - Period 6 September 2022

## **Appendices**

1. Corporate Projects Highlight Report
  - A. Budget Variances
  - B. Capital Programme Monitoring
  - C. Treasury Management Update

## 1. Recovery and Reset Programme Summary (2022)

Recovery & Reset Programme Highlight Report			
Completed by:	Tina Mustafa	Date Complete:	November 4th 2022
Projects	Project Lead	Highlight	
<b>Programme Overview</b>	<b>Tina Mustafa / Trueman Change</b>	<p>Recovery &amp; Reset Board (26/10/22) supported recommendations for latest &amp; pivotal <a href="#">Cabinet report (10/11/22)</a>. Key proposals inc. - continued customer services reception offer from Assembly rooms TIC with added offer around vulnerability support; updates on the progress of Marmion House activity including proposed ground floor usage to reduce running costs, and a service redesign update including a review for the Community Warden service, with recommendations for transformation and investment.</p> <p>Programme quality assurance audit in scope/train with exit report planned for March 2023</p> <p>Regeneration projects have been removed from scope, as now tied in with the council's LUF bid and wider regeneration agenda.</p>	
<b>Economic &amp; Regeneration</b>	<b>Anna Miller</b>	Removed from scope. Project Implementation review to be completed	
<b>Building Requirements &amp; Utilisation</b>	<b>Paul Weston</b>	Rationalisation of Marmion House has been workshopped and co-produced recommendations proposed to Cabinet for 10 <sup>th</sup> November 2022. Recommendations include reduced use of the building and limiting occupation to the ground floor. Post Cabinet, this project will then move to implementation of recommendations (if approved).	
<b>SMART Working</b>	<b>Zoe Wolicki</b>	Complete. Project implementation review completed	
<b>Customer Services Offer (including front of house)</b>	<b>Zoe Wolicki</b>	Cabinet paper for 10 <sup>th</sup> November recommends continuation in the short term of the TIC services provided and progression of work with third sector colleagues around enhanced offers throughout Tamworth. Reception services remain under review with continual monitoring of data. Recommendations have been informed by recent resident survey data.	
<b>Service Re-design</b>	<b>Tina Mustafa</b>	The first phase of the service redesign for the Community Wardens has been completed and recommendations for service transformation are included in the Cabinet report for 10 <sup>th</sup> November. Should these recommendations be approved, this project will progress to Appointments and Staffing Committee delegation and staff consultation in due course. The project remains on track for redesigned service implementation from April 2023.	
<b>Third Sector &amp; Vulnerability</b>	<b>Jo Sands</b>	A vulnerability audit has been undertaken organisational wide to depict the range of partner outreach; officer supported surgeries and range of f-2-f contact under way – this will continue to support the council front reception offer at the TIC/Assembly rooms and also acceleration of e-enabled access.	
<b>Financial Management &amp; Commerciality</b>	<b>Joanne Goodfellow</b>	Phase one of financial stability concluded and phase two service redesign is underway. This project has now been aligned with service redesign.	
Achievements since last period		Planned Activities for next period	
<ul style="list-style-type: none"> <li><b>Cabinet report shows more than £5m current/forecasted efficiency savings because of Recovery &amp; Reset Programme over the medium term</b></li> <li>Cabinet Paper prepared for 10/11/22 highlights the dynamic nature of the programme to consider fresh opportunities afforded by LUF (05/22) occurring since 070422 cabinet update</li> </ul>		<p>LUF bid announcements still awaited – potential to influence strategic direction of the Council longer-term premises.</p> <p>Activity dependent on Cabinet approval for 10<sup>th</sup> November. If approvals secured:</p> <ul style="list-style-type: none"> <li>Mobilisation of rationalisation of Marmion House to move to Grd floor only by April 2023</li> <li>Progression of third sector collaborations signposting vulnerability offer</li> </ul>	


<ul style="list-style-type: none"> <li>• Programme timeline updated to show timescales for interim proposals set for a 10/11/22 cabinet discussion/decisions</li> <li>• Vulnerability map created to support customer service reception offer</li> <li>• Community Warden service redesign review phase complete</li> <li>• Customer services resident data informed cabinet paper recommendations</li> <li>• Significant scoping work on the rationalisation of Marmion House has been conducted with practical recommendations for financial savings and efficient use of the building</li> </ul>	<ul style="list-style-type: none"> <li>• Continuation of TIC / Reception services and digital agenda</li> <li>• Progression of service redesign work - delegated Appointments and Staffing, and legal requirements for changes to roles.</li> <li>• Communications to staff around key decisions planned with all staff briefings (14/11/22), directed staff briefings for staff affected by service redesign, and communications around changes to Marmion House occupation to member &amp; info zone.</li> </ul>
<b>Amber/Red Areas</b>	<b>Risks including Stakeholder Issues</b>
<ul style="list-style-type: none"> <li>• Programme has no current red/amber areas</li> <li>• Green areas are reflective of outstanding decisions due for confirmation on 10<sup>th</sup> November Cabinet.</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 has given substantial assurance around the programme discipline and management.</li> <li>• A second audit is being scheduled around programme management.</li> </ul>
<b>Recovery &amp; Reset Board Issues</b>	<b>Resourcing Requirements</b>
<ul style="list-style-type: none"> <li>• Audit / quality assurance under way with review and update planned March 2023</li> <li>• Monitoring of implementation and progression of Cabinet decisions 10/11/22</li> <li>• Exit arrangements and Programme Implementation Review to be scoped and prepared by end of the financial year</li> </ul>	<ul style="list-style-type: none"> <li>• Year-end financial resourcing for the Programme to be finalised as programme seeks to exit. Discussion planned at December ops meeting</li> </ul>

## 2. Corporate Projects Summary – September 2022

Project	Project Status	Due Date	Managed By
Place Investment Strategy	✓	31-Mar-2024	Anna Miller
FHSF	✓	31-Mar-2023	Anna Miller
Net Zero	✓	31-Mar-2023	Anna Miller
Corporation Street (Gateway Project)	⚠	31-Mar-2023	Anna Miller
ICT Strategy Implementation Plan	✓	31-Mar-2023	Zoe Wolicki
OD Strategy	✓	31-Mar-2024	Zoe Wolicki
Local Government Boundary Review (early flag – project commences Autumn 2022)	✓	31-Mar-2024	Zoe Wolicki
Development of Tourism Strategy	✓	31-Mar-2025	Anna Miller
own Centre Masterplan	✓	31-Mar-2023	Anna Miller
Self-Assessment Compliance Framework (housing)	✓	31-Mar-2023	Tina Mustafa
Garage Site Development Caledonian regeneration	✓	31-Mar-2023	Paul Weston
Asset management Strategy	✓	31-Mar-2023	Paul Weston
Town Hall	✓	31-Mar-2023	Paul Weston
Gungate	✓	31-Mar-2023	Anna Miller
Reset and Recovery management of overall programme	■	31-Mar-2023	Tina Mustafa












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

### 3. Key Projects at Red or Amber 2022

Project	Project Status	Due Date	Managed By	Projects Highlights Overall Project Comments
Corporation Street (Gateway Project)		31-Mar-2023	Anna Miller	Following on from LUF and work undertaken, this project needs further discussion. Unable to deliver this project based on the current scope and format.

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#### Key to Status symbols

	Action / Key Workstream / Project not on track and not in control		R&R Workstream not on track and not in control
	Action / Key Workstream / Project not on track but is in control		R&R Workstream not on track but is in control
	Action / Key Workstream / Project on track and in control		R&R Workstream on track and in control
	Action / Key Workstream / Project Completed		R&R Workstream Completed
	Status not known		R&R Critical Path Milestone Not Started
			R&R Critical Path Milestone Completed

## 4. Corporate Projects by Priority 2022

### \*Corporate Plan 2022–25 v2

#### Priority

##### 1 Environment v2

Project	Project Type	Due Date	Assigned To	Managed By
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

#### Priority

##### 2 Economy v2

Project	Project Type	Due Date	Assigned To	Managed By
Reset and Recovery management of overall programme	Corporate Plan 2022– 2025 Transformation & Change Project	31– Mar– 2023	Tina Mustafa	Tina Mustafa

#### Priority

##### 3 Infrastructure v2

Project	Project Type	Due Date	Assigned To	Managed By
Garage Site Development Caledonian regeneration	Corporate Plan 2022– 2025 Project Delivery	31– Mar– 2023	Paul Weston	Paul Weston
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 v2

Project	Project Type	Due Date	Assigned To	Managed By
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
Self-Assessment Compliance Framework (housing)	Corporate Plan 2022- 2025 Project Delivery	31- Mar- 2023	Tina Mustafa	Tina Mustafa
Asset management Strategy	Corporate Plan 2022- 2025 Project Delivery	31- Mar- 2023	Paul Weston	Paul Weston
Reset and Recovery management of overall programme	Corporate Plan 2022- 2025 Transformation & Change Project	31- Mar- 2023	Tina Mustafa	Tina Mustafa

### Priority

#### 5 Town Centre v2

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
Town Hall	Corporate Plan 2022- 2025 Project Delivery	31- Mar- 2023	Paul Weston	Paul Weston
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

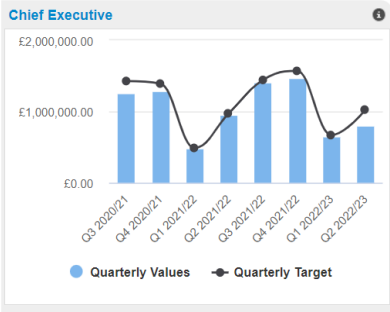
#### Organisation v2

Project	Project Type	Due Date	Assigned To	Managed By
OD Strategy	Corporate Plan 2022– 2025 Project Delivery	31– Mar– 2024	Jackie Noble; 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
Reset and Recovery management of overall programme	Corporate Plan 2022– 2025 Transformation & Change Project	31– Mar– 2023	Tina Mustafa	Tina Mustafa

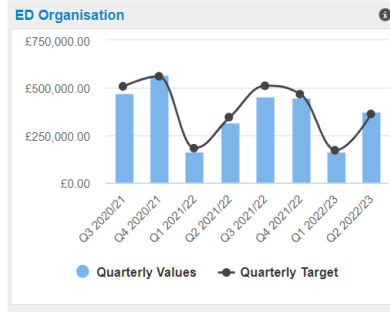


# 5. General Fund – Actual Spend Summary 2022

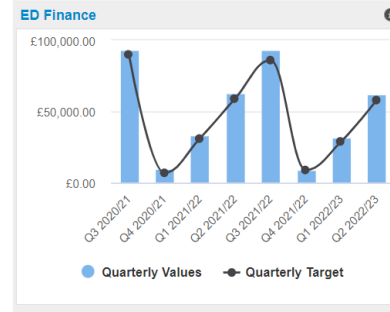
## Corporate Scrutiny - General Fund Summary - Actual Spend



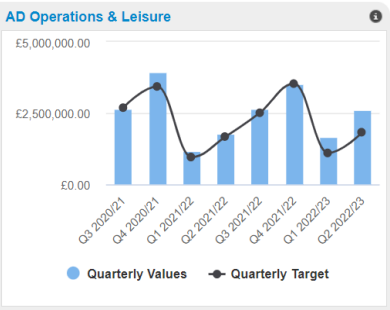
Payment for waste arrangement due



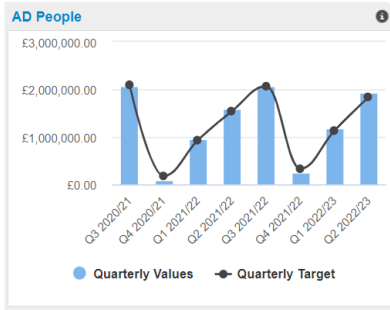
Minor variance



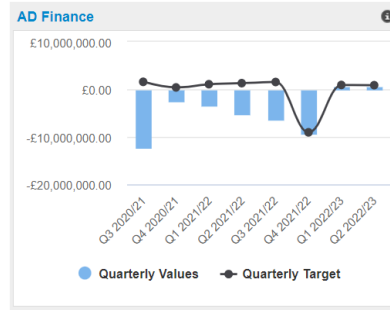
Minor variance



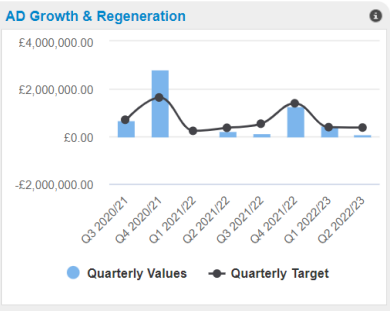
Shortfall on catering sales and ticket sales re Summer Activity programme; vacancy allowance



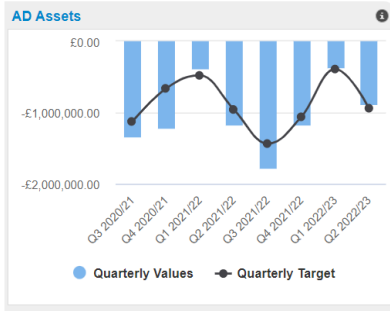
Vacancy allowance, other minor overspends



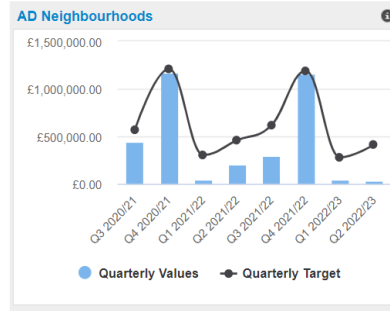
Additional treasury management investment income due to improved interest rates / business rates levy income



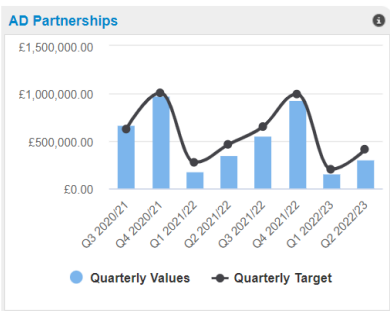
Increased income from car parking, Castle, licensing & planning applications



Service charge income pending



Government Grant received above budget / delayed contract payments



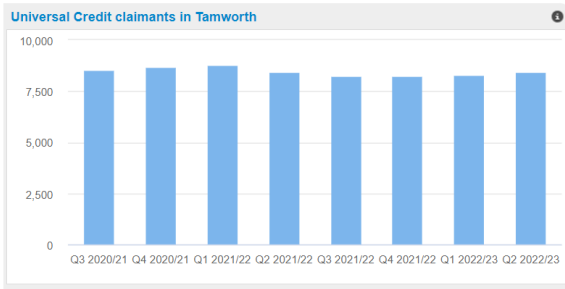
Savings from vacant posts/ receipt of unbudgeted Government Grants

### Key

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

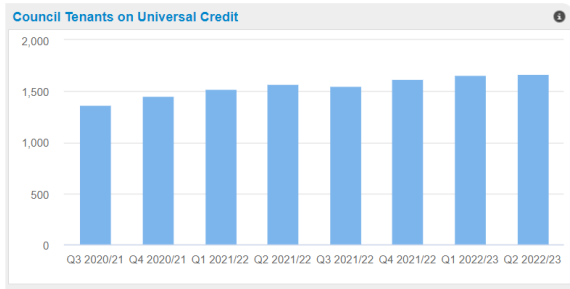
## 6. Universal Credit Summary 2022

### Corporate Scrutiny Committee - Universal Credit Summary-



#### Commentary

There are 8463 universal credit claimants in Tamworth.



#### Commentary

There are 1671 council tenants on universal credit

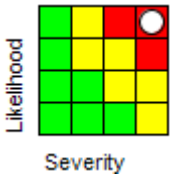
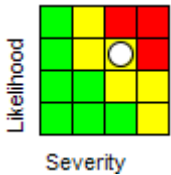
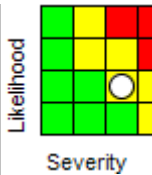
## 7. Corporate Risk Register 2022

### Corporate Risks Summary




Corporate Risk Heading	Status	Status	Current Risk Matrix	Executive Leadership Team
Finance/Financial stability 2022		Warning		Stefan Garner
Modernisation and commercial agenda 2022		Warning		Anica Goodwin
Governance 2022		Warning		Anica Goodwin
Community Focus 2022		Warning		Rob Barnes
Economic Growth and Sustainability 2022		Warning		Stefan Garner
Organisational Resilience 2022		Warning		Rob Barnes

## Finance/Financial Viability

<b>Corporate Risk</b>	<b>To ensure that the Council is financially sustainable as an organisation</b>
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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	11-Oct-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>
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Risk Control Measure	Risk Control Measure Due Date	Risk Control Measure Status	Risk Control Measure Note	Assistant Director
Monthly Budget Monitoring	31-Mar-2023			Joanne Goodfellow
Recovery and Reset Programme	31-Mar-2023			Tina Mustafa
Robust monitoring process for MTFS in place and Quarterly Healthcheck update to Members	31-Mar-2023			Joanne Goodfellow

<b>Latest Note</b>	<p>As part of the recent Spending Review, 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.</p> <p>The 2022/23 local government finance settlement has now been published, for one year only and is based on the Spending Review 2021 (SR21) funding levels. No detailed announcements are made on funding reform, though the Government have stated that it is committed to ensuring that funding allocations for councils are based on an up-to-date assessment of their needs and resources and over the coming</p>
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months, they will work closely with the sector to look at the challenges and opportunities facing the sector before consulting on any potential changes.

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.

Corporate  
Priority affected

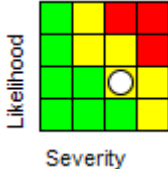
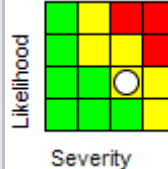
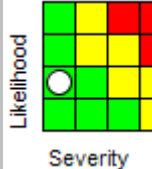
Priority2: The Economy

Priority4: Living in Tamworth





Priority5: Town Centre

# Modernisation and Commercialisation Agenda

<b>Corporate Risk</b>	<b>Failure to Develop and implement Continuous Service improvement and develop employees to perform the right work</b>
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Original Matrix		Current Risk Matrix		Target Risk Matrix	
Severity	3	Severity	3	Severity	1
Likelihood	2	Likelihood	2	Likelihood	2
Risk Score	6	Risk Score	6	Risk Score	2
		Date Reviewed	11-Oct-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> <li>* Changes in Job market</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> <li>* Increased turnover/unable to recruit/retain key/essential skills</li> <li>* Poor project planning/management</li> </ul>
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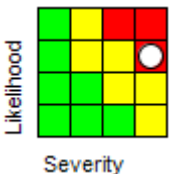
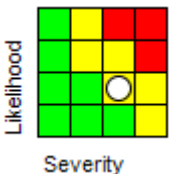

Risk Control Measure	Risk Control Measure Due Date	Risk Control Measure Status	Risk Control Measure Note	Assistant Director
Delivery of Planned Commercialisation Strategy	31-Mar-2023			Joanne Goodfellow
Develop Project management skills for key staff	31-Mar-2023			Zoe Wolicki
Management of Assets - deliver Corporate Capital Strategy and Asset Management Strategy actions	31-Mar-2023			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
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<b>Corporate Priority affected</b>	Priority2: The Economy Priority: Organisation Priority5: Town Centre
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## Governance

<b>Corporate Risk</b>	<b>Avoid bad practices and contravention of legislative requirements and ensure the authority is held to account</b>
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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	11-Oct-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>* Adverse impact on Tamworth residents</li> <li>* Authority taken over by Government appointed officers</li> <li>* Increase in costs, Legal and settlement</li> </ul>
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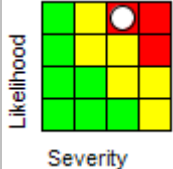
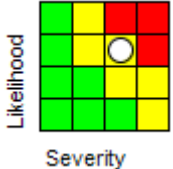
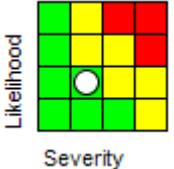
Risk Control Measure	Risk Control Measure Due Date	Risk Control Measure Status	Risk Control Measure Note	Assistant Director
Audit and Scrutiny Committees	31-Mar-2023			Joanne Goodfellow
Cyber Security	31-Mar-2023			Zoe Wolicki
Data Protection	31-Mar-2023			Zoe Wolicki
Policies and Procedures	31-Mar-2023			Zoe Wolicki

Latest Note	
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Corporate Priority affected	Priority2: The Economy Priority: Organisation
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## Community Focus

<b>Corporate Risk</b>	<b>Safety, health and wellbeing of the citizens of the borough</b>
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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	11-Oct-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
1a - Education with regard to litter and fly-tipping	31-Mar-2023			Joanne Sands
1D - Working with partners to protect people and open spaces	31-Mar-2023			Sarah McGrandle
2C - Local plan to ensure affordable housing and infrastructure	31-Mar-2023			Anna Miller

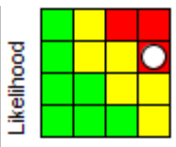
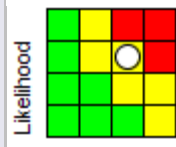

<b>Latest Note</b>	
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<b>Corporate Priority affected</b>	Priority1: The Environment Priority4: Living in Tamworth Priority5: Town Centre
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## Economic Growth and Sustainability

<b>Corporate Risk</b>	<b>Lack of economic growth and sustainability in the Borough at the levels required</b>
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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	11-Oct-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>
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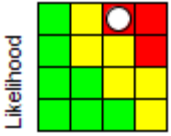

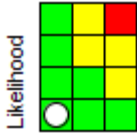
Risk Control Measure	Risk Control Measure Due Date	Risk Control Measure Status	Risk Control Measure Note	Assistant Director
1C - Support more people to recycle and to reduce waste	31-Mar-2023			Sarah McGrandle
2A - Development of business initiatives to promote start up and growth	31-Mar-2023			Anna Miller
3A - Local plan to improve infrastructure , evening economy and transport links	31-Mar-2023			Anna Miller

<b>Latest Note</b>	<i>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</i>
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<b>Corporate Priority affected</b>	Priority2: The Economy Priority1: The Environment Priority3: Infrastructure Priority4: Living in Tamworth Priority5: Town Centre
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# Organisational Resilience

<b>Corporate Risk</b>	<b>Failure to provide services or maintain the continued wellbeing and operations within the Borough</b>
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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	11-Oct-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> <li>* Global warming/climate change</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> <li>* Extreme weather conditions/impact on business's &amp; communities</li> </ul>
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Risk Control Measure	Risk Control Measure Due Date	Risk Control Measure Status	Risk Control Measure Note	Assistant Director
1B - Development of infrastructure for acting on Climate Change	31-Mar-2023			Anna Miller
Business Continuity Planning	31-Mar-2023			Paul Weston
Emergency Planning	31-Mar-2023			Tina Mustafa

<b>Latest Note</b>	
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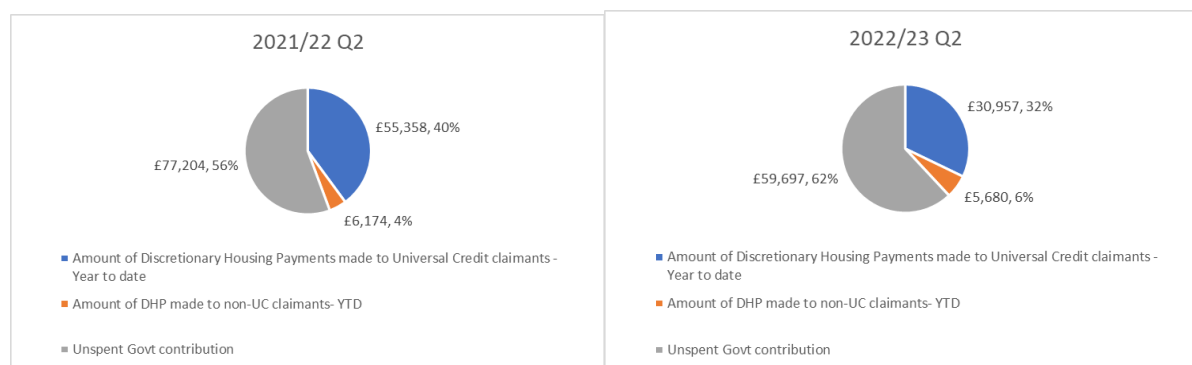
<b>Corporate Priority affected</b>	Priority2: The Economy Priority4: Living in Tamworth Priority: Organisation
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## 8. Impact of Welfare Benefit Reform and COVID19 on Council services

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

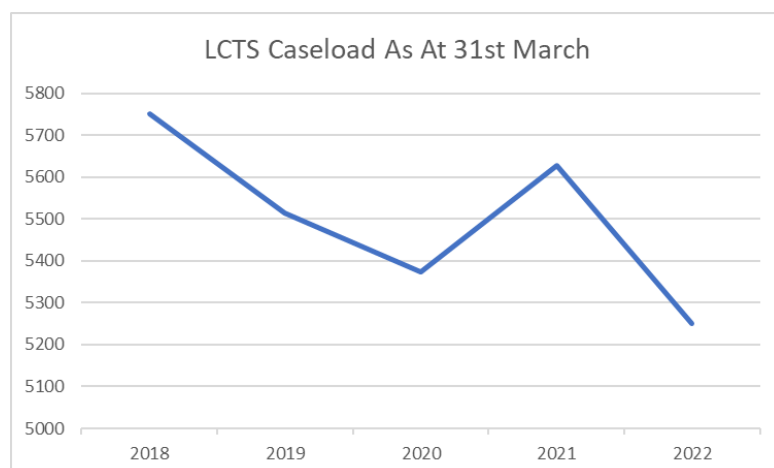
A reduction in the number of Discretionary Housing Payments (DHP) claims is reported - DHP claims paid are £37k (38% of £96k budget) (£62k at 30<sup>th</sup> September 2021 – 44% of £139k budget) with 64 successful claims (43%) from 150 applications (compared to 110 successful claims (68%) from 162 applications at 30<sup>th</sup> September 2021). There is a 2 week backlog (3 weeks as at 30<sup>th</sup> September 2021) of claims still to be processed.



Local Council Tax Reduction Scheme claims are lower than 2021/22 (4,955 claimants as at 30<sup>th</sup> September 2022 compared to 5,227 at 30<sup>th</sup> September 2021) with a total scheme cost of £4.6m (£4.7m in 2021/22).

Live caseload figures are currently 5,186 compared to 5,465 at 30<sup>th</sup> September 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 10.5 days to September 2022 (12.8 days to September 2021).

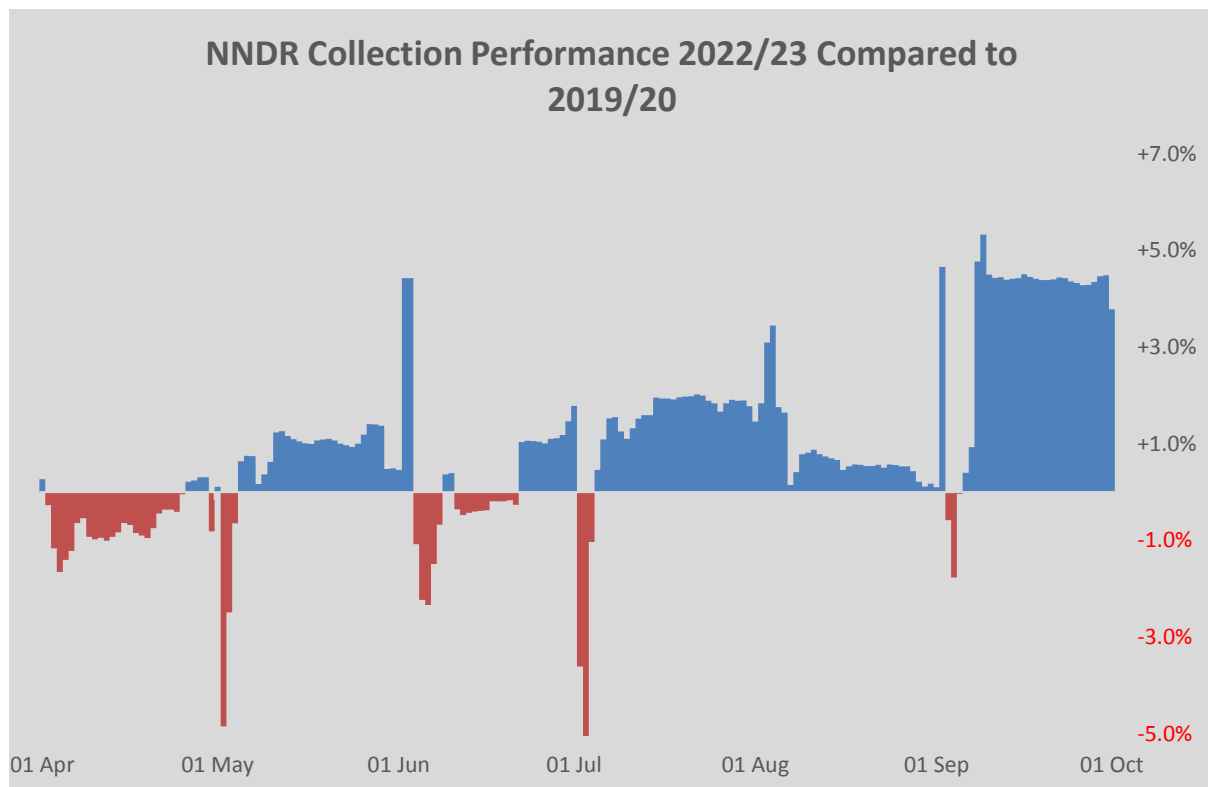


## Revenues

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 Q1-2 of 2022/23 was delayed while energy rebate payments were administered.

## NNDR

Collection performance is ahead of target - current year collection levels are at 61.2%, above target by 5.1% at 30<sup>th</sup> September (54.5% as at 30<sup>th</sup> September 2020 and 48.2% as at 30<sup>th</sup> September 2021), indeed collection levels as at 30 September are the highest they have been since 2010/11. Court costs are £3.7k, slightly above the anticipated level of £2.8k.



**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 (507 for Q2 of 2022/23) are at lower levels than 2019/20 levels (465) with summons also at higher levels than 2019/20. There have been 128 summons compared to 97. 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 Q1-2 of 2022/23 (36 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. As at 30 September 99.9% of the available funds had been credited to accounts (under £2,000 unallocated). Credits arising from these awards have in many cases been carried forward to the current financial year, partly contributing to the strong collection performance.

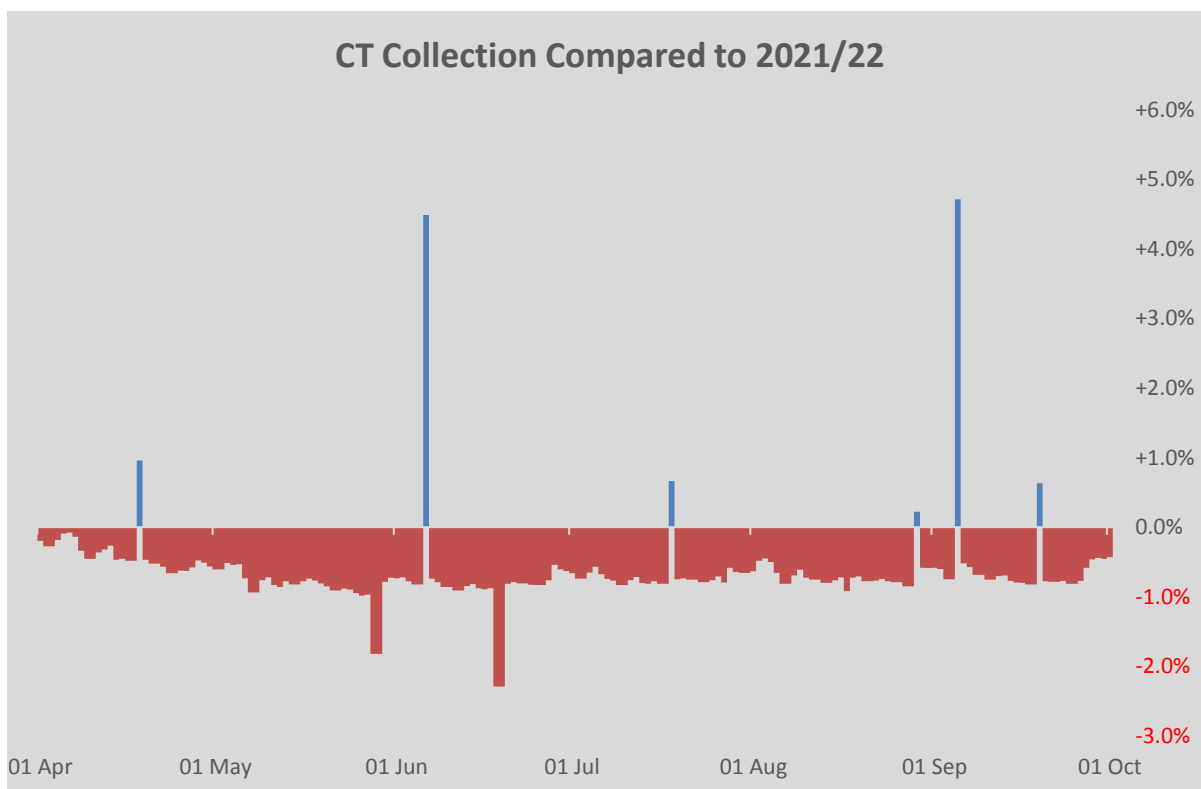
Arrears reduction in respect of 2021/22 debt stands at 65.5% compared to a target of 29.6%. This is also partly due to the award of CARF relief in respect of 2021/22.

### Council Tax

Reminders are significantly lower than 2019/20 levels due to delayed recovery while the energy rebate is administered (3,754 at 30<sup>th</sup> September 2022 compared to 9,330 for Q1-2 of 2019/20) with summonses and liability orders also at lower levels (1,974 summonses compared to 2,387 in Q1-2 of 2019/20 with 1,396 liability orders compared to 1,899, 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 (92 attachments compared to 238 in Q1-2 of 2019/20 and 810 referrals compared to 1,106 in Q1-2 of 2019/20).

The backlog in processing of correspondence has been addressed and figures are now better than normal. The Revenues Billing Team backlog has reduced from 32 working days at the end of March 2022 to 5 working days at the end of September 2022 (9 working days at 30<sup>th</sup> September 2020).

The current year collection level of 57.6% is lower than the target of 58.3%, this is also behind the 2019/20 collection performance of 58.5%. This is due to the delays in recovery previously mentioned together with more accounts with arrears that they are clearing as a result of the pandemic related easing of previous years' recovery.



**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 £28k at £95k. Arrears collection in respect of 2021/22 of 26.3% is ahead of the Q2 target of 23.5%.

As at 30<sup>th</sup> September 2022 there were 2,012 live Council Tax universal credit cases. The collection rate for universal credit cases was 48.2% (of a £632k collectable debit) compared to our overall collection rate of 57.6%. The difference shows universal credit collection approximately £59k behind where it would be if it reflected the overall figures.

Direct Debit take up for live universal credit cases is 29.4% compared to 73.8% overall, while roughly 5.1% are subject to arrangements compared to an overall figure of 2.4%. In addition, 341 reminders have been sent in respect of the 2,012 universal credit cases (3,544 for 34,269 overall liabilities). 7.5% of live cases have received a summons for non-payment, compared to a figure of 4.0% overall.

### **Housing**

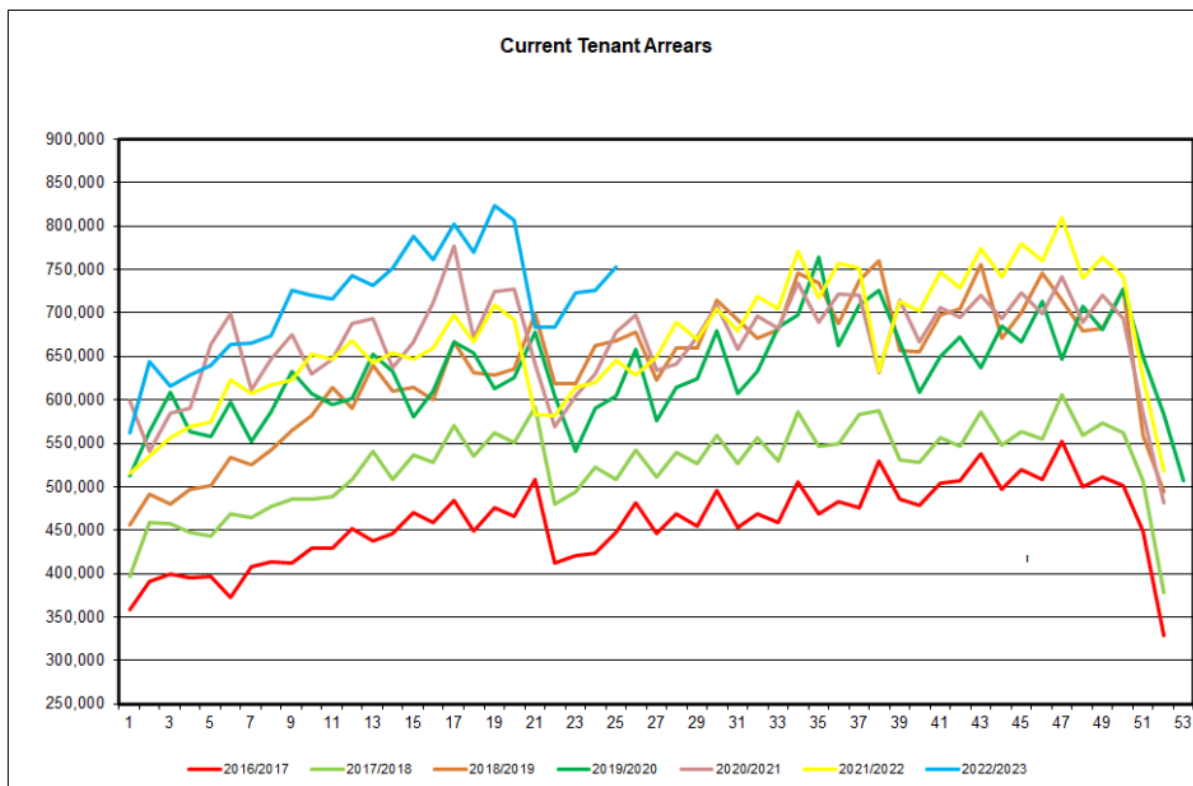
Summary information provided below explains the increase in numbers of tenants in receipt of Universal Credit.

#### **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	Qtr 2 2022/23
Number of Council Tenants on Universal Credit	1,449	1,519	1571	1556	1617	1655	1671

Number of Council Tenants on Universal Credit in Rent Arrears	680	954	987	1077	749	1063	1170
Percentage of Council Tenants on Universal Credit in Rent Arrears	46.9%	62.8%	62.8%	69.2%	46.3%	64.2%	70.0%
Number of Council Tenants on Universal Credit not in Rent Arrears	769	565	584	479	868	592	501
Percentage of Council Tenants on Universal Credit not in Rent Arrears	53.1%	37.2%	37.2%	30.8%	53.7%	35.8%	30.0%

Current rent arrears and performance is tracked and reported routinely. The graph below shows the current trends. The end of year tenant Annual report is set for Cabinet October 2022 and this specific detail will be included.



Total **Rent** arrears (excluding former tenants) at 30<sup>th</sup> September 2022 were £799k compared to £519k at 31<sup>st</sup> March 2022 – an increase of £280k (compared to a £147k increase in Quarters 1-2 of the preceding year).

Total arrears (including former tenant arrears, recharges, court costs and garages etc.) are £2.11m at 30<sup>th</sup> September 2022, compared to £1.83m at 31<sup>st</sup> March 2022, an increase of £287k (compared to a £119k increase between 31<sup>st</sup> March 2021 and 30<sup>th</sup> September 2021).

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 3 evictions since 1<sup>st</sup> April 2022. No applications for hardship funding have been received to 30<sup>th</sup> September 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 second quarter of the financial year is shown below.

Type	01/04/22 – 30/09/22
Council Tax	£12,859.39
Business Rates	(£51.02)
Sundry Income	£0.00
Housing Benefit Overpayments	£9,062.37
Housing	49,104.60

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	Qtr 2 2022/23
live caseload figure	5,514	5,374	5,628	5,575	5,465	5,288	5,055	5,198	5,186
Number of Universal Credit claimants in Tamworth	2,682	4,594	8,687	8,788	8,423	8,263	8,228	8,297	8,463
Number of Council Tenants on Universal Credit	645	1,072	1,449	1,519	1,571	1,556	1,617	1,655	1,671
Number of Council Tenants on Universal Credit and in Rent Arrears	443	663	680	954	987	1,077	749	1,063	1,170
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%	70.0%
Number of Council Tenants on Universal Credit and not in Rent Arrears	202	409	769	565	584	479	868	592	501
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%	30.0%
Number of Council Tax Payers on Universal Credit	745	1,254	1,975	2,024	2,010	1,986	1,973	1,976	2,012
Number of Council Tax Payers on Universal Credit	261	388	263	425	458	507	420	33	150

and in arrears with Council Tax payments									
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%	7.56%
<b>Indicator</b>	<b>Qtr 4 2018/19</b>	<b>Qtr 4 2019/20</b>	<b>Qtr 4 2020/21</b>	<b>Qtr 1 2021/22</b>	<b>Qtr 2 2021/22</b>	<b>Qtr 3 2021/22</b>	<b>Qtr 4 2021/22</b>	<b>Qtr 1 2022/23</b>	<b>Qtr 2 2022/23</b>
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	1,862
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%	92.54%
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	5,712,063
Discretionary Housing Payments made - Year to date	140,303	135,782	171,576	28,083	61,532	105,690	138,331	19,107	36,637
Amount of Discretionary Housing Payments made to Universal Credit claimants - Year to date	82,001	102,688	148,625	24,317	58,695	92,536	121,294	16,019	30,957

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

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.** This did not occur and 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 current cost pressure and inflationary increases which have compounded the likely price increases for supplies that are required for building or construction/maintenance works.

In addition, and following the recent mini budget on 23rd September, there are cost pressures expected due to the financial markets' response to the contents of that budget. There is an increased likelihood of a rise in interest rates, and it can be expected that this will have a negative effect on the price of goods and services but a positive effect from the return from the Council's Treasury investments.

There will also 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. The basket rates will experience a significant increase from April 2022.

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 7<sup>th</sup> April 2022 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.

The Recovery & Reset Programme package of savings originally reported in July 2022 estimated savings to be in the region of c£3.5m over 5 years; £2.8m of which was unbudgeted capital costs for continuing to occupy Marmion House.

As part of the latest update report to Cabinet on 10th November 2022, including those already built into the medium-term financial plan, the revised programme potentially delivers efficiencies of c£5.1m over the next 5-year medium term. This includes the c£3.5m already identified; plus, an additional £1.6m already delivered through the service re-design project within the programme.

As a result of the updated forecast in October 2022, the Central Case forecast projections now identify General Fund balances of £0.3m over 3 years – with a shortfall of £3.7m by 2026/27 and £7.2m over the 5 years to 2027/28, 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 4 years to 2026/27, including the minimum approved level of £0.5m).

This does not include:

- policy change proposals to be considered during the budget process;
- Potential unused reserves which could be used to support the budget - a review of reserves is planned for December 2022;
- retained Business rates (net of levy payment / s.31 grant income) due to retention of the growth since 2013, which could realise c.£1.5m in 2023/24 should the reset be deferred again.

Under the best case scenario, projections now identify General Fund balances of £1.8m over 3 years – with a shortfall of £2.2m by 2026/27 and £5.7m over the 5 years to 2027/28, 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 October 2022 now identify HRA balances of £1.3m over 3 years, £0.8m by 2026/27 and £0.3m over the 5 years to 2027/28, 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).

However, this does not include the anticipated cost pressures for the HRA capital programme arising from the ongoing work in updating the 30 year HRA business plan. Early indications from the modelling are a potential shortfall over 30 years of £42m plus a significant and unsustainable increase in HRA debt levels arising from the capital programme pressures (of over £200m over 30 years).

## General Fund

	General Fund						
MTFS Projections 2022/23 - 2026/27	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
	£'000	£'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	-
Central Case Revised Forecast Balances - July 2022	(9,158)	(8,507)	(5,186)	(2,109)	1,094	4,646	-
Best Case Revised Forecast Balances - October 2022	(9,158)	(9,101)	(7,981)	(5,091)	(1,783)	1,710	5,203
Central Case Revised Forecast Balances - October 2022	(9,158)	(9,101)	(6,481)	(3,591)	(283)	3,210	6,703

As a result of the updated forecast in October 2022, the Central Case forecast projections now identify General Fund balances of £0.3m over 3 years – with a shortfall of £3.7m by 2026/27 and £7.2m over the 5 years to 2027/28, 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 4 years to 2026/27, including the minimum approved level of £0.5m).

This does not include:

- policy change proposals to be considered during the budget process;
- Potential unused reserves which could be used to support the budget - a review of reserves is planned for December 2022;
- retained Business rates (net of levy payment / s.31 grant income) due to retention of the growth since 2013, which could realise c.£1.5m in 2023/24 should the reset be deferred again.

Under the best case scenario, projections now identify General Fund balances of £1.8m over 3 years – with a shortfall of £2.2m by 2026/27 and £5.7m over the 5 years to 2027/28, including the minimum approved level of £0.5m.

***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***

- Additional balances brought forward due to a higher than projected

### Budget Impact

£(467)k for 2021/22 only



**Change:**

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
- The projected outturn underspend of £563k for 2022/23 (as at Period 6);

***Additional costs / reduced income***

- 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**

£(250)k p.a. from 2023/24

£(2.6)m over 5 years from 2023/24

c.£(2.9)m over 5 years from 2023/24

£(563)k for 2022/23 only

£45k p.a. from 2023/24

£160k p.a. for 2 years from 2023/24

c.£135k in 2023/24 (£215k p.a. thereafter)

£500k p.a. from 2023/24

c.£400k p.a. from 2023/24

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

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

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	2027/28
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>Projected Balances per MTFS Council February 2022</b>	(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)	-
Central Case Revised Forecast Balances - July 2022	(5,717)	(3,458)	(2,635)	(1,905)	(1,332)	(908)	-
Central Case Revised Forecast Balances - October 2022	(5,717)	(3,573)	(2,700)	(1,920)	(1,297)	(823)	(349)

For the HRA, the Central Case forecast projections at October 2022 now identify HRA balances of £1.3m over 3 years, £0.8m by 2026/27 and £0.3m over the 5 years to 2027/28, 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).

However, this does not include the anticipated cost pressures for the HRA capital programme arising from the ongoing work in updating the 30 year HRA business plan. Early indications from the modelling are a potential shortfall over 30 years of £42m plus a significant and unsustainable increase in HRA debt levels arising from the capital programme pressures (of over £200m over 30 years).

The forecast has been updated to include:

Change:	Budget Impact
<b><i>Savings / increased income</i></b>	
<ul style="list-style-type: none"> <li>Additional balances brought forward due to a higher than projected outturn underspend of £382k for 2021/22;</li> </ul>	£(382)k for 2021/22 only
<ul style="list-style-type: none"> <li>Additional interest from Treasury management investments due to rising interest rates (earlier than forecast)</li> </ul>	£(114)k over 3 years from 2023/24
<ul style="list-style-type: none"> <li>Forecast savings arising from lower pensions cost increases following actuarial review</li> </ul>	c.£0.9m over 5 years from 2023/24

Change:	Budget Impact
<b><i>Additional costs / reduced income</i></b>	
<ul style="list-style-type: none"> <li>The projected outturn overspend of £74k for 2022/23 (as at Period 3);</li> </ul>	£74k for 2022/23 only
<ul style="list-style-type: none"> <li>Reduction in rent income due to ongoing effects of the current cost pressure</li> </ul>	£100k p.a. from 2023/24
<ul style="list-style-type: none"> <li>Allowance for Inflationary cost pressures arising from current high inflation levels</li> </ul>	£250k p.a. from 2023/24
<ul style="list-style-type: none"> <li>Cost of indicative pay award for 2022/23</li> </ul>	c.£130k p.a. from 2023/24

## 10. Financial Health check – Period 6 September 2022

### Executive Summary

This section to the report summarises the main issues identified at the end of September 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	1,026	801	(225)	1,675	1,682	7	Payment for waste arrangement due
AD Growth & Regeneration	369	100	(269)	1,349	1,411	62	Increased income from car parking, Castle, licensing & planning applications
ED Organisation	362	375	13	532	532	-	Minor variance
AD People	1,840	1,930	90	552	703	151	Vacancy allowance, other minor overspends
AD Operations & Leisure	1,830	2,610	780	3,387	4,189	802	Shortfall on catering sales and ticket sales re Summer Activity programme; vacancy allowance
ED Finance	58	62	4	-	9	9	Minor variance
AD Finance	865	782	(83)	(1,716)	(3,526)	(1,810)	Additional treasury management investment income due to improved interest rates / business rates levy income
AD Assets	(939)	(878)	61	(912)	(901)	11	Service charge income pending
AD Neighbourhoods	414	34	(380)	959	1,038	79	Government Grant received above budget / delayed contract payments
AD Partnerships	413	304	(109)	755	882	127	Savings from vacant posts/ receipt of unbudgeted Government Grants
<b>Total</b>	<b>6,238</b>	<b>6,120</b>	<b>(118)</b>	<b>6,581</b>	<b>6,019</b>	<b>(562)</b>	

The General Fund has a favourable variance against budget at Period 6 of £118k (unfavourable variance of £23k as at Period 5).

The projected full year position identifies a favourable variance against budget of £562k or 8.53% (unfavourable variance of £137k or 2.08% as at Period 5).

Individual significant budget areas reflecting the variance and areas for concern are detailed at **APPENDIX A**. A balance of £132k was held in the General Contingency Budget at the end of September 2022 which, as part of the non-essential 'managed underspend' review, 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	48	-	(48)	95	95	-	-	95
AD Growth & Regeneration	12,864	6,432	1,936	(4,496)	22,911	8,012	(14,900)	5,900	13,912
AD People	132	116	52	(64)	842	315	(527)	540	855
AD Operations & Leisure	1,169	631	280	(351)	1,262	1,235	(27)	-	1,235
AD Finance	4,000	-	0	0	4,000	4,000	-	-	4,000
AD Assets	849	862	411	(451)	1,724	1,724	-	-	1,724
AD Neighbourhoods	-	23	-	(23)	46	46	-	-	46
AD Partnerships	-	-	-	-	-	-	-	-	-
GF Contingency	120	60	-	(60)	250	250	-	-	250
<b>TOTAL GENERAL FUND</b>	<b>19,230</b>	<b>8,171</b>	<b>2,679</b>	<b>(5,493)</b>	<b>31,130</b>	<b>15,677</b>	<b>(15,453)</b>	<b>6,440</b>	<b>22,117</b>

Capital expenditure incurred was £2.679m compared to a profiled budget of £8.171m (£2.466m compared to a profiled budget of £6.786m as at Period 5). At this point it is predicted that £15.677m will be spent by year end against a full year budget of £31.13m, including re-profiled schemes from 2021/22 of £19.23m (£24.58m spend predicted against a full year budget of £31.02m as at Period 5). Re-profiling of £6.44m into 2023/24 is predicted at this stage, compared to £6.44m forecast at Period 5. £5.9m of this relates to FHSF schemes.

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

## Treasury Management

At the end of September 2022, the Authority had £78.144m invested in the money markets. The average rate of return on these investments is 1.85% though this may change if market conditions ease (2.07% 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 3.77% for Schroders, 3.68% for Threadneedle and 3.15% for Hermes.

Borrowing by the Authority stood at £63.060m at the end of September 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 £9.460m at the year-end from normal revenue operations compared to £8.434m projected within the 2022/23 budget report– additional balances of £1.026m.

## 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	(10,037)	(10,057)	(20)	(9,371)	(9,415)	(44)
ED Communities	60	63	3	-	11	11
AD Operations & Leisure	133	105	(28)	280	307	27
AD People	89	67	(22)	-	(4)	(4)
AD Assets	452	861	409	414	263	(151)
AD Neighbourhoods	988	1,087	99	3,478	3,665	187
Housing Repairs	3,191	2,195	(996)	7,149	7,198	49
<b>Total</b>	<b>(5,124)</b>	<b>(5,679)</b>	<b>(555)</b>	<b>1,950</b>	<b>2,025</b>	<b>75</b>

The HRA has a favourable variance against budget at Period 6 of £555k (£450k favourable as at Period 5).

The projected full year position identifies an unfavourable variance against budget of £75k or 3.85% (£77k favourable or 3.95% as at Period 5). Individual significant budget areas reflecting the variance are detailed at **APPENDIX A**.

## Capital

HOUSING REVENUE ACCOUNT	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 2022/23 (memo only) £000	Outturn £000
AD Assets	11,198	14,655	14,124	(530)	21,912	21,600	(312)	260	21,860
HRA Contingency	100	50	-	(50)	100	100	-	-	100
<b>TOTAL HOUSING REVENUE ACCOUNT</b>	<b>11,298</b>	<b>14,705</b>	<b>14,124</b>	<b>(580)</b>	<b>22,012</b>	<b>21,700</b>	<b>(312)</b>	<b>260</b>	<b>22,960</b>

Housing Capital expenditure of £14.124m has been incurred as at the end of Period 6 compared to a profiled budget of £14.705m (£12.341m against a profiled budget of £13.487m as at Period 5).

At this point it is predicted that £21.7m will be spent by the year-end, against a full year budget of £22.012m (including £5.241m re-profiled from 2021/22). Spend of £20.911m was predicted at

Period 5. Re-profiling of £260k is estimated at this stage (£1.101m at Period 5) including £230k Retention Garage Sites.

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 £3.691m at the year-end compared to £3.384m projected within the 2022/23 budget report – additional balances of £307k.



## ICT Strategy Implementation Plan

Generated on: 07 November 2022

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

Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Modernisation of Infrastructure and Application estate		Gareth Youlden	<p>Work started on preparations/business case for move of candidate servers to Microsoft Azure cloud services</p> <p>Several applications planned for move to supplier hosted Software as a Service</p> <p>Continued work on website upgrades to Drupal 9</p> <p>Upgrade to Gazetteer system planned for Dec 22</p> <p>Proof of concept Power App built for Caretaker site inspections</p>


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Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Office 365 and Cloud Services Adoption	✔	Gareth Youlden	<p>Initial investigations into adoption of OneDrive for user data and Sharepoint for shared data started.</p> <p>ongoing discussions with several application vendors regarding a move to their cloud Software as a Service Model including Income Management, HR and Payroll and ModGov.</p> <p>Scope of works completed to setup our Microsoft Azure Landing Zone in preparation for a possible move of candidate servers to Azure cloud services</p>

Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Stronger Security and Governance	✔	Gareth Youlden	<p>Deployment of Multi Factor Authentication for home working access</p> <p>Investigations into Security Incident and Event management tool</p> <p>Preparation for continued PSN compliance</p> <p>Ongoing GDPR work on recording our information assets.</p>

# OD Strategy

Generated on: 07 November 2022

<p>OD Strategy</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 57</p>	<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>	<p>Overall Project Status</p>	<p></p>	<p>Managed By</p>	<p>Zoe Wolicki</p>
<p>Activities since last period</p>	<p>Consultant carried out organisational research Stakeholder Meetings carried out with CE, ELT, AD's and AD Direct Reports</p>	<p>Planned Activities for next period</p>	<p>HR Workshop by end November Consultant review meeting with ED Organisation, AD People and Head of HR and OD by 7th December</p>	<p>Amber/Red Areas</p>	<p>None</p>

			Development of draft strategy by 31st December		
Risks including Stakeholder Issues, budget and timing	Impact of R&R – development of implementation plan is achievable assuming a smooth transition to Smart Working	Resourcing Requirements	None	Decisions required from CMT	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	<p>Actions have associated time lines and linked to HR business plan.</p> <p>Actions complete, new right to work checks complete.</p> <p>Processes reviewed and in draft, Exit questionnaire, appraisal,</p> <p>15 policies reviewed and consulted with unions</p> <p>Wellbeing strategy / policy drafted</p>



## Local Government Boundary Review (early flag – project commences Autumn 2022)

Generated on: 07 November 2022

Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Local Government Boundary Review (early flag – project commences Autumn 2022)		Zoe Wolicki	

# Development of Tourism

Generated on: 07 November 2022

Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Development of Tourism Strategy		Anna Miller	

# Town Centre Masterplan

Generated on: 07 November 2022

Page 22	<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	<b>Overall Project Status</b>		<b>Managed By</b>	Anna Miller
	<b>Activities since last period</b>	Further discussions with Homes England. Meeting in July clarified that a masterplan prepared jointly to capture wider town centre regeneration activity would be useful.	<b>Planned Activities for next period</b>	Further discussions with Homes England due in September.	<b>Amber/Red Areas</b>	
	<b>Risks including Stakeholder Issues, budget and timing</b>		<b>Resourcing Requirements</b>	No allocated budget.	<b>Decisions required from CMT</b>	


Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Preparation of Masterplan.		Matthew Fletcher; Anna Miller	Homes England have confirmed that they will fund a masterplan.





# Corporation Street (Gateway Project)


Generated on: 07 November 2022

<p>Corporation Street (Gateway Project)</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 64</p>	<p>Purpose: Physical delivery of Phase Three of the Gateways Scheme; Corporation Street bus station</p> <p>Scope: Resurface, amend levels and realign corporation street and the western section of Church street to enable:</p> <ul style="list-style-type: none"> <li>• an improved bus interchange.</li> <li>• improved safety for all users</li> <li>• an increase in sustainable transport take up</li> <li>• creation of a one way system</li> <li>• Widens pavement and improves physical environment adjacent to listed buildings</li> </ul>	<p>Overall Project Status</p>		<p>Managed By</p>	<p>Anna Miller</p>
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Activities since last period	This project formed part of the LUF bid but was removed for two reasons 1) capacity did not exist within the budget to deliver a second project and 2) Arriva did not like the plans (they did not add a lot of value) and instead suggested working together and including their depot site perhaps with a different proposition.	Planned Activities for next period		Amber/Red Areas	Red - there are no finances or funding mechanism in place to deliver this scheme. The Borough Council could fund the consultation and detailed design.
Risks including Stakeholder Issues, budget and timing		Resourcing Requirements	The Gateways pot (Phases 3 and 4 (railway station)) is c. £400k. The Phase 3 scheme, as currently designed, will cost c. £2 - 3m. This cost was based upon work undertaken for the LUF. The only way to deliver this project is to successfully bid for funding.	Decisions required from CMT	


# Place Investment Strategy

Generated on: 07 November 2022

<p>Place Investment Strategy</p> <p>Page 66</p>	<p>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</p> <p>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.</p>	<p>Overall Project Status</p>	<p></p>	<p>Managed By</p>	<p>Anna Miller</p>
<p>Activities since last period</p>		<p>Planned Activities for next period</p>	<p>Work is underway to prepare a tender which would be commissioned by the end of March 2023.</p>	<p>Amber/Red Areas</p>	


Risks including Stakeholder Issues, budget and timing		Resourcing Requirements	UK SPF will pick up the costs of delivering the strategy.	Decisions required from CMT	
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Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Approve and adopt strategy?		Matthew Fletcher	The correct date is now showing in Pentana therefore this work is now on track and in control.

Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Write and consult on a place investment strategy		Matthew Fletcher	Preparation of tender underway.

## Self-Assessment Compliance Framework (Housing)

Generated on: 07 November 2022

<p><b>Self-Assessment Compliance Framework (housing)</b></p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 68</p>	<p>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.</p> <p>Scope: To ensure a prioritised and risk based assessment of the councils housing service</p>	<p>Overall Project Status</p>	<p></p>	<p>Managed By</p>	<p>Tina Mustafa</p>
<p>Activities since last period</p>	<p>QQ out on intend Savills presented to Housing &amp; Homelessness committee and CMT (presentation available)</p>	<p>Planned Activities for next period</p>	<p>Evaluation of QQ Selection of contractors Commencement of Corporate team Review and document request</p>	<p>Amber/Red Areas</p>	<p>Resource intensive; organisational commitment prerequisite</p>
<p>Risks including Stakeholder Issues, budget and timing</p>	<p>Ownership and accountability – no single point of contact</p>	<p>Resourcing Requirements</p>	<p>Consultancy support required</p>	<p>Decisions required from CMT</p>	<p>None</p>

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


## Garage Site Development Caledonian regeneration


Generated on: 07 November 2022


Garage Site Development Caledonian regeneration	Purpose: Delivery of new Council Houses on the former depot site in Glascote Scope: Demolition of former depot and provision of 5 new council houses	Overall Project Status		Managed By	Paul Weston
Activities since last period	Design work completed and planning consent obtained. Contractor list identified Clerk of Works terms agreed	Planned Activities for next period	Procurement of contractors	Amber/Red Areas	None
Risks including Stakeholder Issues, budget and timing	Budget figures have been updated to reflect current project and current financial climate but these could still change up to tender phase.	Resourcing Requirements	External consultants already appointed and costs agreed as part of overall project cost.	Decisions required from CMT	None

Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Construction Phase		Paul Weston	Unlikely to commence until spring 2022 Clerk of Works terms agreed




Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Design through to planning consent		Paul Weston	Planning in place.


Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Lettings			Build-out phase yet to be programmed at this stage but likely to be 2023.

Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Procurement and financial approval		Paul Weston	Procuring through Framework due to lack of interest through initial procurement process.


# Asset management Strategy

Generated on: 07 November 2022

Page 72	<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
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Development of new Strategy and Plans		Paul Weston	Draft strategy document approved by Asset Strategy Steering Group. To be reviewed by Scrutiny in December with a view to seeking Cabinet approval in January 2023
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Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Review of existing Strategy		Paul Weston	Review completed by external consultants with Gap Analysis produced.

# Town Hall

Generated on: 07 November 2022

<p>Town Hall</p>	<p>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.</p>	<p>Overall Project Status</p>	<p></p>	<p>Managed By</p>	<p>Paul Weston</p>
<p>Activities since last period</p>	<p>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.</p>	<p>Planned Activities for next period</p>	<p>Prepare costed report for Members to consider. Develop budget proposal for scheme</p>	<p>Amber/Red Areas</p>	<p>None</p>
<p>Risks including Stakeholder Issues, budget and timing</p>	<p>No budget has been identified for this project beyond the initial consultancy work. Planning and heritage issues could impact on deliverability.</p>	<p>Resourcing Requirements</p>	<p>External consultants already appointed</p>	<p>Decisions required from CMT</p>	<p>None</p>

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 completed, detailed plan to be developed alongside the improvements project.

Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Development of project brief.	✔	Paul Weston	Detailed set of proposals and preliminary costings in place. Capital bids to be developed based using proposals,

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


# FHSF

Generated on: 07 November 2022

Key Workstream	Key Workstream Status	Workstream Lead	Highlights
FHSF		Anna Miller	Work is on track and in control. RIBA 2 is completed with RIBA 3 well underway. Legals are nearing completion on remaining acquisitions. A number of applications have been approved by planning committee with the college application submitted and awaiting determination. Challenges persist, the biggest one being budget. The monthly programme Board and Delivery Team Meetings including the quarterly ISaG/Cabinet and Audit and Governance Sub committee provide the necessary Governance framework. A recent Audit of the programme has resulted in substantial reassurance.

# Gungate

Generated on: 07 November 2022


<p><b>Gungate</b></p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 77</p>	<p>Purpose: To regenerate a multi-million pound vacant edge of town centre site, in the ownership of the Council and external stakeholders.</p> <p>Scope: Development of land north and south of Spinning School Lane into a mixed use site which will support the town centre by delivering uses that complement the existing offer and increase footfall, choice and prosperity.</p>	<p>Overall Project Status</p>	<p></p>	<p>Managed By</p>	<p>Anna Miller</p>
<p>Activities since last period</p>	<p>Discussions held with SCC over land ownership and Atik over building separation.</p>	<p>Planned Activities for next period</p>	<p>Commissioning of consultants to support landowner negotiations and project enablement</p>	<p>Amber/Red Areas</p>	
<p>Risks including Stakeholder Issues, budget and timing</p>	<p>Charities Commission have requested further information.</p> <p>The library will be moving into the Tamyouth centre as a consequence of SCC</p>	<p>Resourcing Requirements</p>		<p>Decisions required from CMT</p>	

	leaving MH. They will commence occupation in October half term and will terminate in the spring.				
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# Net Zero


Generated on: 07 November 2022

<p>Net Zero</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 79</p>	<p>Purpose: Make the Council's activities net-zero carbon by 2050 with aspiration to achieve 2030 should the council be financially able to do so</p> <p>Scope:</p> <ol style="list-style-type: none"> <li>1) Ensure that political and chief officers leadership teams embed this work in all areas and take responsibility for reducing where practicable, as rapidly as possible, the carbon emissions resulting from the council's activities;</li> <li>2) The Council (including the Executive and Scrutiny Committee) consider the impact of climate change and the environment when adopting and reviewing Council policies and strategies;</li> <li>3) Receive a report to the relevant scrutiny</li> </ol>	<p>Overall Project Status</p>	<p></p>	<p>Managed By</p>	<p>Anna Miller</p>
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	committee regarding the level of investment in the fossil fuel industry that any of our investments have; 4) Ensure that all reports in preparation for the 2021/2022 budget cycle and investment strategy will take into account the actions the Council will take to address this emergency;				
Activities since last period	Report taken Cabinet	Planned Activities for next period		Amber/Red Areas	
Risks including Stakeholder issues, budget and timing	There is a lot of work to do in a short amount of time. This workload will add to other priority work streams.	Resourcing Requirements	A policy change has been submitted for a three year post to support workload.	Decisions required from CMT	

# Reset and Recovery management of overall programme

Generated on: 07 November 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

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	SPLIT PROFIT EVENT TICKET	148,515	109,860	38,655	215,750	0	215,750	Costs follow shows see also the income for Split Profit ticket sales
		TICKET SALES	(20,223)	(69,360)	49,136	(138,680)	0	(138,680)	Expecting increased sales for Christmas, no outturn variance
		PRIVATE HIRE TICKET SALES	(60,428)	(26,280)	(34,148)	(52,530)	(9,145)	(61,675)	Income above year to date budget, predicted outturn to be reviewed
		SPLIT PROFIT EVENT INCOME	(228,208)	(146,520)	(81,688)	(293,000)	0	(293,000)	Income above year to date budget
	ASSEMBLY ROOMS BAR	CATERING SALES	(22,175)	(92,820)	70,644	(185,660)	20,660	(165,000)	Expecting increased income over Christmas period, no outturn variance
	SUMMER ACTIVITY 2022	TICKET SALES	(267,808)	(708,570)	440,761	(708,570)	434,340	(274,230)	Shortfall in anticipated ticket sales income
	PUBLIC SPACES	VACANCY ALLOWANCE	0	(96,010)	96,010	(96,010)	96,010	0	Vacancy Allowance
		FUEL	70,656	109,140	(38,483)	109,140	0	109,140	
		BRITAIN IN BLOOM	47,485	0	47,485	0	48,000	48,000	No specific budget for Britain in Bloom costs
AD People	ICT	APPLICATION SOFTWARE	88,846	26,580	62,266	53,110	0	53,110	Additional MS Office365 licenses required, predicted outturn to be reviewed. Figure will be reduced by use of the capital budget
	CUSTOMER SERVICES	VACANCY ALLOWANCE	0	(18,420)	18,420	(36,870)	36,870	0	Vacancy Allowance
AD Assets	MARMION HOUSE	CONTRIBUTION-COMMON SERVICES	86,764	0	86,764	(32,640)	0	(32,640))	Service Charges income higher than predicted as SCC still occupying 5th floor

AD Neighbourhoods	HOMELESSNESS	BED AND BREAKFAST COST	48,694	111,480	(62,785)	222,990	(100,000)	122,990	Budgets based on historical data, subject to policy change in 23/24 MTFS.
		BED & BREAKFAST INCOME	(14,393)	(111,480)	97,085	(222,980)	170,000	(52,980)	

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 STRATEGY	GOVERNMENT GRANTS	(251,688)	(62,392)	(189,296)	(165,500)	0	(135,500)	Subject to grant allocation across expenditure codes
	COMMUNITY WARDENS	SALARIES	48,923	69,620	(20,697)	154,900	(40,000)	114,900	Two vacant posts
	CCTV	CONTRACT PAYMENTS	0	195,480	(195,480)	200,370	0	200,370	Awaiting invoice for shared services from the West Midlands Combined Authority
AD Partnerships	STRATEGIC HOUSING	SALARIES	7,988	60,720	(52,732)	121,440	13,840	135,280	Two vacancies Strategic Housing Mgr. & Officer. Some underspend will be reserved for Cohesion Officer Jan 23 - Dec 24
		PAYMENTS FOR TEMPORARY STAFF	34,738	0	34,738	0	58,400	58,400	Using temporary staff to support workload.
	SAFER STRONGER COMMUNITIES FND	GOVERNMENT GRANTS	(32,741)	0	(32,741)	0	(32,741)	(32,741)	New grant, ring-fenced for Domestic violence
Chief Executive	JOINT WASTE ARRANGEMENT	REFUSE JOINT ARRANGEMENTS	675,994	861,320	(185,326)	1,722,620	0	1,722,620	Year to date position based on payment of Q2 invoice, outturn to be reviewed October
AD Growth & Regeneration	OUTSIDE CAR PARKS	SHORT STAY CAR PARKING	(347,216)	(280,020)	(67,196)	(560,000)	(100,000)	(660,000)	Income higher than expected.
	CASTLE & MUSEUM	STRUCTURAL REPAIRS	26,744	56,882	(30,108)	75,152	0	75,152	Kitchen work to be done in Oct 22
	CASTLE & MUSEUM	ADMISSION FEES	(99,329)	(67,495)	(31,834)	(134,990)	(5,010)	(140,000)	Increased income during summer season, limited outturn variance projected.

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	RENT ALLOWANCES	2,127,736	2,347,800	(220,064)	5,020,060	(456,800)	4,563,260	Based on current activity levels and estimated DWP subsidy claim at Period 6
		NON-HRA RENT REBATES	3,447	21,320	(17,873)	42,760	(36,470)	6,290	
		COUNCIL TENANT RENT REBATES	3,531,883	3,512,500	19383	6,743,790	(619)	6,743,171	
		PRIVATE TENANT GRANT	(2,063,694)	(2,278,000)	214,306	(4,871,110)	415,590	(4,455,520)	
	BENEFITS ADMINISTRATION	VACANCY ALLOWANCE	0	(18,240)	18,240	(36,520)	36,520	0	Vacancy Allowance
		CONTRIBUTION TO RESERVES	0	0	0	0	32,000	32,000	Contribution to retained fund relating to Government Grant support for new burdens workload
	CORPORATE FINANCE	GENERAL CONTINGENCY	0	0	0	132,000	(119,000)	13,000	Funds unlikely to be required in the current year
		CONT TO RESERVES	0	0	0	150,000	520,410	670,410	Increased reserve contributions arising from additional NNDR section 31 grant income
		NNDR LEVY PAYMENTS	327,727	0	327,727	1,262,640	1,107,640	2,370,280	Increased levy due to higher than expected NNDR income projected at Qtr1
		GOVERNMENT GRANTS	(1,142,711)	(1,142,760)	49	(2,285,510)	(1,628,050)	(3,913,560)	Additional Section 31 grant income due to additional business rate reliefs
		MISC. CONTRIBUTIONS	0	0	0	0	(875,530)	(875,530)	Business Rates pooling returned levy income
		SAVINGS-SERVICE REVIEW	0	(49,980)	49,980	(100,000)	100,000	0	Savings unlikely to be achieved in 2022/23
	TREASURY MANAGEMENT	MISC INTEREST & DIVIDENDS	(448,656)	(60,360)	(388,296)	(120,710)	(965,575)	(1,086,285)	Expected interest above budget due to increased interest rates.

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	308,390	(19,500)	327,890	(37,400)	(277,950)	(315,350)	Leaseholder Section 20 invoices to be sent Autumn 2022 for around £290k
	REPAIRS CONTRACT	SALARIES	123,115	173,375	(50,260)	346,690	(40,000)	306,690	Vacant posts following restructure of the team, offset by unbudgeted temp staff cost
		PAYMENTS FOR TEMPORARY STAFF	87,388	0	87,388	0	87,400	87,400	Cost of Agency Staff - Head of Repairs, required till the end of December
Housing Repairs	REPAIRS CONTRACT	COVID 19 COSTS	181,078	78,000	103,078	96,000	85,000	181,000	Covid related repairs - ongoing discussions with contractor
		RESPONSIVE REPAIRS	789,494	850,000	(60,506)	1,700,000	0	1,700,000	Based on current forecast from the jobs raised on the system - subject to constant review
		VOIDS	689,121	800,000	(110,879)	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	142,400	(142,400)	284,800	0	284,800	New project – costs currently included on other invoices, some expenditure will be linked to disrepairs.
		WALL FINISHING & LINTELS	131,991	470,750	(338,759)	941,500	0	941,500	New project – costs currently included on other invoices, some expenditure will be linked to disrepairs.
		GAS HEATING SYSTMS MAINTENANCE	152,539	310,000	(157,461)	620,000	0	620,000	The budget will be spent in full, the majority of work will be carried out later in the year
		DISREPAIR COSTS	0	33,000	(33,000)	33,000	0	33,000	The budget will be spent in full, the majority of work will be carried out later in the year
HRA Summary	H R A SUMMARY	PROVISION FOR BAD DEBTS	198,885	139,050	59,835	185,400	50,000	235,400	based on increase of loss of rent collection

		RENTS	(10,160,476)	(10,122,360)	(38,116)	(19,431,480)	(70,000)	(19,501,480)	Lower level of voids comparing with budget calculation & rent free weeks yet to take place
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## Capital Programme Monitoring

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	Comments
<b>Chief Executive</b>										
Joint Waste Service Additional Bins	95	48	-	(48)	95	95	-	-	95	-
<b>Service Area Total</b>	<b>95</b>	<b>48</b>	<b>-</b>	<b>(48)</b>	<b>95</b>	<b>95</b>	<b>-</b>	<b>-</b>	<b>95</b>	
<b>AD Growth</b>										
Gungate Development	718	359	41	(319)	718	718	-	-	718	Started looking for delivery, Papers were prepared for approval, May purchase some sites. Waiting for confirmation.
Castle Mercian Trail	27	14	(1)	(14)	27	27	-	-	27	To be released and returned to AD assets to apply for other project.
Gateways	400	200	-	(200)	400	-	(400)	-	-	There is still no plan to use. Budget to reprofile.
Repairs to Castle Elevation	429	215	27	(187)	429	429	-	-	429	Tender evaluation in progress, will use all budget in this year.
Off Street Car Parking Infrastructure Update	22	11	22	11	22	22	-	-	22	-
FHSF Castle Gateway	2,621	1,311	182	(1,129)	5,083	583	(4,500)	2,900	3,483	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	1,033	1,424	391	2,067	2,067	-	-	2,067	Purchase of Middle Entry at £1.355m completed at the end August. Predicted outturn to be reviewed.
FHSF College Quarter	6,580	3,290	242	(3,048)	14,113	4,113	(10,000)	3,000	7,113	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
Disposal of Solway Cls Site		-	-	-	53	53	-	-	53	-
<b>Service Area Total</b>	<b>12,864</b>	<b>6,432</b>	<b>1,936</b>	<b>(4,496)</b>	<b>22,911</b>	<b>8,012</b>	<b>(14,900)</b>	<b>5,900</b>	<b>13,912</b>	

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	Comments
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	Comments
ED Organisation										
AD People										
Replacement It Technology	24	42	19	(23)	84	84	-	-	84	Previously planned spend e.g. on network refresh may be delayed pending R & R/Marmion House de-commissioning
New Time Recording System 17/18	15	8	-	(8)	15	15	-	15	30	Commencement of project subject to Recovery & Reset. Unlikely to be achieved in 22/23 therefore to be re-profiled.
Self Service Customer Portal	27	13	14	1	27	17	(10)	10	27	Portal 'soft launch' go live achieved in January, remaining funds for further development over next FY.
Member Device Refresh	2	1	-	(1)	2	2	-	-	2	Remaining budget to be used for replacement kit
Endpoint & Web E-Mail Filter	-	20	-	(20)	40	-	(40)	40	40	Spend not planned until 2023/24 therefore budget to be re-profiled
Asset Management Database	42	21	-	(21)	42	42	-	-	42	Additional modules required
V13 Income Management Systems & 3D Secure	23	11	20	8	23	21	(2)	-	21	System upgrade and move to Cloud - expected go live Oct 22
R & R Smart Working IT Requirements	-	-	-	-	523	48	(475)	475	523	Replacing IT assets on 6th & 7th floor in 22/23. Remainder for set up of new premises. Unlikely to be this year, therefore partially re-profiled.
ICT Audio/Visual Technology Town Hall	-	-	-	-	87	87	-	-	87	-
<b>Service Area Total</b>	<b>132</b>	<b>116</b>	<b>52</b>	<b>(64)</b>	<b>842</b>	<b>315</b>	<b>(527)</b>	<b>540</b>	<b>855</b>	

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	Comments
<b>AD Operations &amp; Leisure</b>										
Wigginton Park Section Section 106	11	6	-	(6)	11	11	-	-	11	Volunteers groups slowly returning post pandemic, work will be undertaken as per management plan. Recruitment in progress in Autumn. When management team review the plan and propose how much to use this year, we will be able to predict the outturn.
Broadmeadow Nature Reserve	11	6	-	(6)	11	11	-	-	11	Volunteers groups slowly returning post pandemic, work will be undertaken as per management plan. Recruitment in progress in Autumn. When management team review the plan and propose how much to use this year, we will be able to predict the outturn.
Public Open Space Section 106	27	13	-	(13)	27	-	(27)	-	-	Plan to use this for play area improvements at Rainscar, to be confirmed. Budget will be used in 2023-24 and policy change to increase budget.
Street Lighting	69	35	31	(4)	69	69	-	-	69	Ongoing 40+ replacement scheme, works to plan
Local Nature Reserves	24	12	-	(12)	24	24	-	-	24	Grant funding HLS from Rural Payments Agency
Wigginton Community Woodland	757	378	27	(351)	757	757	-	-	757	On hold due to issues on site with levels - with Planning
Refurbishment Castle Grounds Tennis Courts	120	89	172	83	177	177	-	-	177	-
Refurbishment of Play Areas	50	43	50	7	85	85	-	-	85	Contract to be awarded for £50. New tender to use £35K for remaining work
Assembly Rooms Development	-	-	(0)	(0)	-	-	-	-	-	-
Indoor and Outdoor Sports Feasibility	100	50	-	(50)	100	100	-	-	100	Contract awarded and works underway, completion planned for 2023.
<b>Service Area Total</b>	<b>1,169</b>	<b>631</b>	<b>280</b>	<b>(351)</b>	<b>1,262</b>	<b>1,235</b>	<b>(27)</b>	<b>-</b>	<b>1,235</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>	

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	Comments
<b>ED Communities</b>										
<b>AD Assets</b>										
Disabled Facilities Grant	849	750	411	(339)	1,499	1,499	-	-	1,499	Currently working directly with Equans to catch up with outstanding jobs, it is difficult to establish what work still need to be completed since Millbrook have not provided all information but from the recent assessment it looks like the full budget will be spent this year.
Energy EFF Upgrade Commercial and Industrial Properties	-	38	-	(38)	75	75	-	-	75	Requirements are based on EPCs which are reviewed when the property become void. Currently there is a low level of voids but there is potential that the full budget will be spent.
R & R Office Requirements	-	75	-	(75)	150	150	-	-	150	Looking into options
<b>Service Area Total</b>	<b>849</b>	<b>862</b>	<b>411</b>	<b>(451)</b>	<b>1,724</b>	<b>1,724</b>	<b>-</b>	<b>-</b>	<b>1,724</b>	
<b>AD Neighbourhoods</b>										
CCTV Infrastructure	-	23	-	(23)	46	46	-	-	46	Awaiting invoice from WMCA for the shared services
<b>Service Area Total</b>	<b>-</b>	<b>23</b>	<b>-</b>	<b>(23)</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	10	-	(10)	20	20	-	-	20	-
GF Contingency Plant and Equipment	100	50	-	(50)	100	100	-	-	100	-
GF Contingency Castle Curtain Wall	-	-	-	-	30	30	-	-	30	-
<b>Service Area Total</b>	<b>120</b>	<b>60</b>	<b>-</b>	<b>(60)</b>	<b>250</b>	<b>250</b>	<b>-</b>	<b>-</b>	<b>250</b>	
<b>GENERAL FUND TOTAL</b>	<b>19,230</b>	<b>8,171</b>	<b>2,679</b>	<b>(5,492)</b>	<b>31,130</b>	<b>15,677</b>	<b>(15,453)</b>	<b>6,440</b>	<b>22,117</b>	

HOUSING REVENUE ACCOUNT	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
ED Communities										
AD Assets										
Structural Works	8	138	240	102	279	209	(70)	-	209	The structural engineering consultant Sean Fitzpatrick identified further work but there is a potential for underspend that can be used on other projects. Currently showing overspend as at p6 due to Purchase order raised in advance
Bathroom Renewals	5	290	436	146	580	580	-	-	580	Contract split between Wates and Equans. Wates commenced work on this project in September. Backlog of invoices from Equans due to variations between value on invoices and quote. The invoices are rejected they once new values are agreed will be passed for payment. Jobs raised on Orchard to utilise the whole budget.
Gas Central Heating Upgrades and Renewals	639	662	434	(228)	1,325	1,125	(200)	-	1,125	Boiler replacement programme issued to the contractor. The gas boilers replacement budget covers also the electric radiators replacements. Potential underspend of £200k
Kitchen Renewals	209	454	504	50	909	909	-	-	909	Contract split between Wates and Equans. Wates commenced work on this project in September. Backlog of invoices from Equans due to variations between value on invoices and quote. The invoices are rejected they once new values are agreed will be passed for payment. Jobs raised on Orchard to utilise the whole budget.
Major Roofing Overhaul and Renewals	-	750	1,069	319	1,500	1,500	-	-	1,500	The work has been identified for the three years and this year budget will be spent in full.
Window and Door Renewals	-	200	318	118	400	400	-	-	400	Work identified for the full budget, full list passed on to the contractor (Wates), commitment raised in advance
Neighbourhood Regeneration	267	384	404	20	767	767	-	-	767	Work on track, budget will be spent in full by the end of the year
Disabled Facilities Adaptations	460	355	278	(77)	710	710	-	-	710	Work outstanding, waiting for Occupation Therapy assessments, once thats completed Equans will be able to provide a quote
Rewire	30	90	120	30	180	180	-	-	180	Will be used in full for electrical heating upgrade in High rise flats
CO2 / Smoke Detectors	124	94	93	(1)	188	188	-	-	188	Work has started on replacement battery operated smoke detectors to the hard wired. Backlog of invoices with TBC to be processed, change of legislation in October with possible additional cost required to fulfil the new regs

HOUSING REVENUE ACCOUNT	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	9	-	(9)	18	18	-	-	18	Budget to be utilised for the energy efficiency project. Waiting for Equans to provide a quote - linked to the roofing programme
Renew High Rise Lifts	243	121	185	64	243	201	(42)	-	201	Lift in Eringden completed but there are still requirements for expenses such as cameras etc. Potential for 42k underspend
Replace High Rise Soil Stacks	1,741	874	1,744	870	1,744	1,744	-	-	1,744	First block out of six completed, the work will not finish this year. Due to asbestos found in the buildings the cost will increase by approx £700k.
Sheltered Schemes	113	106	82	(25)	213	213	-	-	213	Work identified for this year, budget will be spent in full
Energy Efficiency Improvements	-	35	56	21	70	70	-	-	70	-
Install Fire Doors High Rise	493	246	376	130	493	493	-	-	493	project nearly completed, possible underspend
High Rise Ventilation System	120	60	-	(60)	120	120	-	-	120	
Fire Risk Mitigation Works	-	150	240	90	300	300	-	-	300	
Damp & Mould Works	-	50	100	50	100	100	-	-	100	
Decarbonisation	-	3,200	2,560	(640)	3,200	3,200	-	-	3,200	
High Rise Refuse Chute Renewals	-	75	140	65	150	150	-	-	150	
Sheltered Lifts and Stairlift Renewals	-	180	288	108	360	360	-	-	360	
Fire Alarm Panel Renewals	-	25	40	15	50	50	-	-	50	
Scooter Storage at High Rise	-	15	24	9	30	30	-	30	60	
Upgrade Pump Room at High Rise	-	13	20	8	25	25	-	-	25	
Retention of Garage Sites	640	695	618	(77)	1,390	1,390	-	230	1,621	Retention of garages, information from the contractor indicates that the budget will be spent in full.
Capital Salaries	-	100	-	(100)	200	200	-	-	200	-
Software Fire Safety Surveys	90	45	-	(45)	90	90	-	-	90	At the stage of evaluation received quotations,
HRA Street Lighting	42	21	32	11	42	42	-	-	42	PO raised in advance
Asset Management Software HRA	26	13	9	(4)	26	26	-	-	26	Budget will be spent in full
Telecare System Upgrades	36	33	-	(33)	66	66	-	-	66	Project with Tunstall, upgrades to digital systems

HOUSING REVENUE ACCOUNT	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
Kerria Estate Project	88	88	132	44	132	132	-	-	132	CPO settled in July
Other Acquisitions	58	29	(0)	(29)	58	58	-	-	58	Budget from the slippage will be vired to Regeneration and Affordable Hsg.
Regeneration & Affordable Housing	4,242	3,548	3,526	(22)	4,448	4,448	-	-	4,448	Order raised for Wilnecote Project
Caledonian Depot New Build	1,506	1,506	55	(1,451)	1,506	1,506	-	-	1,506	Tenders have been received and are being reviewed
<b>Service Area Total</b>	<b>11,198</b>	<b>14,655</b>	<b>14,124</b>	<b>(530)</b>	<b>21,912</b>	<b>21,600</b>	<b>(312)</b>	<b>260</b>	<b>21,860</b>	
<b>HRA Contingency</b>										
HRA Contingency	100	50	-	(50)	100	100	-	-	100	-
<b>Service Area Total</b>	<b>100</b>	<b>50</b>	<b>-</b>	<b>(50)</b>	<b>100</b>	<b>100</b>	<b>-</b>	<b>-</b>	<b>100</b>	
<b>HRA Total</b>	<b>11,298</b>	<b>14,705</b>	<b>14,124</b>	<b>(580)</b>	<b>22,012</b>	<b>21,700</b>	<b>(312)</b>	<b>260</b>	<b>21,960</b>	

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## APPENDIX C

### Treasury Management Update – Period 6 - 2022/23

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

Borrower	Deposit £	Rate %	From	To	Notice
Thurrock Council	5,000,000	0.65%	09-Oct-20	07-Oct-22	-
Slough Council	5,000,000	0.15%	06-Oct-21	05-Oct-22	-
Goldman Sachs	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	-
Slough Council	5,000,000	2.60%	15-Jul-22	14-Jul-23	-
NatWest	5,000,000	2.50%	11-Jul-22	10-Jul-23	-
Thurrock Council	5,000,000	2.30%	15-Jul-22	14-Jul-23	-
NatWest	5,000,000	2.60%	08-Aug-22	08-Aug-23	-
Goldman Sachs	5,000,000	2.48%	12-Aug-22	10-Feb-23	-
Lloyds Bank	4,000,000	3.35%	15-Sep-22	15-Mar-23	-
Santander	10,000,000	1.52%	-	-	180 day
MMF – Aberdeen	158,000	2.08%*	-	-	On call
MMF – PSDF	44,000	1.93%*	-	-	On call
MMF – Federated	8,942,000	2.08%*	-	-	On call
<b>Total</b>	<b>78,144,000</b>	<b>1.85%</b>	-	-	-
Schroders UK Real Estate Fund	1,848,933	3.77%	-	-	-
Threadneedle Property Unit Trust	6,056,785	3.68%	-	-	-
Hermes Federated Property Unit Trust	4,056,500	3.15%	-	-	-
<b>Total</b>	<b>90,106,218</b>	<b>2.07%</b>	-	-	-

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

Fund	Initial Investment	Fund Value 30/09/2022	2022/23 Return to Date		
			£	%	
Schroders UK Real Estate Fund	£1,848,933.03	£2,092,043.94	£34,924.51	3.77%	Returns Received Monthly. Received up to Sep-22.
Threadneedle Property Unit Trust	£6,056,785.32	£6,408,111.87	£55,605.90	3.68%	Returns Received Quarterly. Received up to Jun-22
Hermes Federated Property Unit Trust	£4,056,499.57	£4,389,966.58	£31,862.98	3.15%	Returns Received Quarterly. Received up to Jun-22
<b>Total</b>	<b>£11,962,217.92</b>	<b>£12,890,122.39</b>	<b>£122,393.39</b>	<b>3.53%</b>	



External Borrowing as at 30<sup>th</sup> September 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>		

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