

# Quarter 3 Performance Report

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

1. Recovery and Reset Programme Summary
2. Corporate Projects Summary – December 2022
3. Key Projects at Red or Amber – December 2022
4. Corporate Projects by Priority –December 2022
5. General fund – Actual Spend Summary - Quarter 3
6. Universal Credit Summary – Quarter 3
7. Corporate Risk Register – January 2023
8. Impact of Welfare Benefit Reform and COVID19 on Council services
9. Medium Term Financial Strategy 2022/23 -2026/27 Monitoring, December 2022
10. Financial Health check - Period 9 December 2022

## **Appendices**

1. Corporate Projects Highlight Reports
  - A. General Fund - Main Variances
  - B. Capital Programme Monitoring
  - C. Treasury Management Update – Period 9 - 2022/23

# 1. Recovery and Reset Programme Summary 2023

Recovery & Reset Programme Highlight Report			
Completed by:	Tina Mustafa	Date Complete:	January 2023
Projects	Project Lead	Highlight	
Programme Overview	Tina Mustafa/ Trueman Change	<ul style="list-style-type: none"> <li>Cabinet approved key decisions 10/11/22</li> <li>Board 12/1/23 supported MH &amp; ground floor planning proposals: Service redesign update on Neighbourhood impact and Exit strategy – presentation available via Leader/Cabinet</li> <li>Final Board 09/03/23 with Cabinet paper set for 16/3/23 to agree final decisions around MH ground floor temporary arrangements; Programme impact/review against original aims and transition to business as usual activities</li> </ul> <p>Regeneration projects have been removed from scope, as now tied in with the council's LUF bid. Notification on 180123 that Tamworth unsuccessful – updates via AM through usual corporate project reporting as this is likely to impact on stakeholder perceptions of temporary arrangements</p>	
Building Requirements & Utilisation	Paul Weston	<p>Outline plans agreed in principle for Marmion House ground floor relocation. Submitted via ELT and R&amp;R Board 12/1/23. Timeline agreed to coincide with SCC moving out of MH.</p> <p>Wider regeneration of MH part of business-as-usual activity within Corporate Projects led by AM</p>	
Customer Services Offer (including front of house)	Zoe Wolicki	Board continued to support signposting from Assembly rooms based on evidence and continual reporting to Portfolio Holder / Leader.	
Service Re-design	Tina Mustafa	Fully on track with Staffing & appointments Committee set to consider formal consultation arrangements on 26/1/23 . TULG and staff fully updated and subject to usual employment stability arrangements the new neighbourhood impact service should commence April 2023	
Third Sector & Vulnerability	Jo Sands	Vulnerability offer being mapped and shared with scrutiny committees separately.	
Financial Management & Commerciality	Joanne Goodfellow	Phase one of financial stability concluded and phase two service redesign is underway. This project has now be aligned with service redesign.	
Achievements since last period		Planned Activities for next period	
<ul style="list-style-type: none"> <li>Finance and Commerciality strategy progressed</li> <li>Budget process report has been approved and activities commenced.</li> <li>Commenced fees and charges income review</li> <li>Outlined plans agreed in principle for MH ground floor relocation.</li> <li>Service Redesign plans on track with neighbourhood impact service</li> <li>Scoping with audit underway to coincide with final R&amp;R impact review and report to cabinet in March</li> </ul>		<ul style="list-style-type: none"> <li>LUF bid announcements made 18/1/23 – potential to influence strategic direction of the future relocation from MH.</li> <li>Communications to staff around key decisions planned with all staff briefings, directed staff briefings for staff affected by service redesign, and communications around changes to Marmion House occupation.</li> </ul>	

Amber/Red Areas	Risks including Stakeholder Issues
<ul style="list-style-type: none"> <li>Programme has no current red areas</li> </ul>	<ul style="list-style-type: none"> <li>Risks with unsuccessful LUF bid likely to impact on stakeholder views of temporary customer service arrangements</li> </ul>
Recovery & Reset Board Issues	Resourcing Requirements
<ul style="list-style-type: none"> <li>In March likely to agree final Ground floor MH plan</li> <li>Impact of LUF on temporary customer service arrangements</li> <li>Impact assessment of original programme aims</li> </ul>	<ul style="list-style-type: none"> <li>External legal resource (South Staff) to start serving mast notices, cost approx. £15-20k – now in place. This could increase if we have to go externally.</li> <li>Final design for Marmion House ground floor.</li> <li>Contractor to deliver agreed works.</li> </ul>


## 2. Corporate Projects Summary – January 2023

Generated 17<sup>th</sup> January 2023












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
CD 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
Town 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 - January 2023

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.

#### 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 - January 2023

Corporate Plan 2022 - 2025 (Projects by Priority) v2

Generated on: 17 January 2023

\*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
Development of Tourism Strategy	Corporate Plan 2022- 2025 Project Delivery	31-Mar-2025	Anna Miller	Anna Miller
Reset and Recovery management of overall programme	Corporate Plan 2022- 2025 Transformation & Change Project	31-Mar-2023	Tina Mustafa	Tina Mustafa

**Priority****3 Infrastructure v2**

Project	Project Type	Due Date	Assigned To	Managed By
ICT Strategy Implementation Plan	Corporate Plan 2022- 2025 Project Delivery	31-Mar-2023	Zoe Wolicki; Gareth Youlden	Zoe Wolicki
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**

<b>Project</b>	<b>Project Type</b>	<b>Due Date</b>	<b>Assigned To</b>	<b>Managed By</b>
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 - January 2023



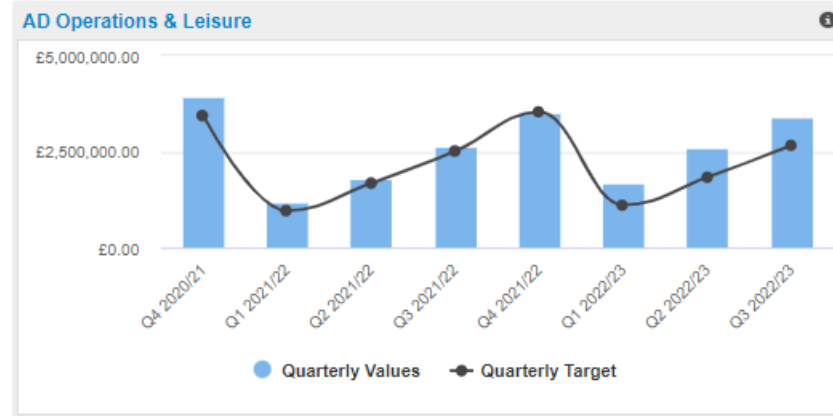
Minor variance



Minor variance



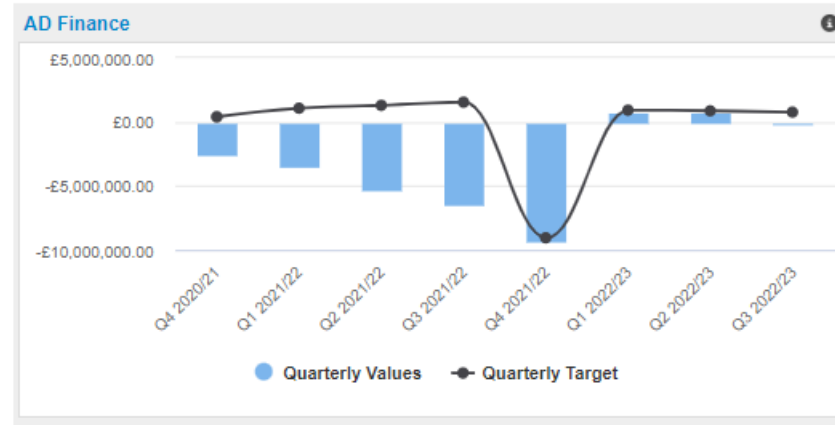
Minor variance



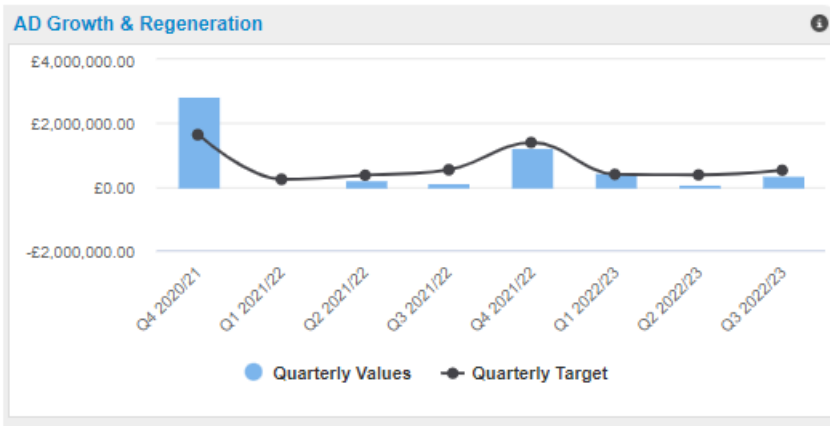
Shortfall on catering sales and ticket sales  
re Summer Activity programme; vacancy allowance



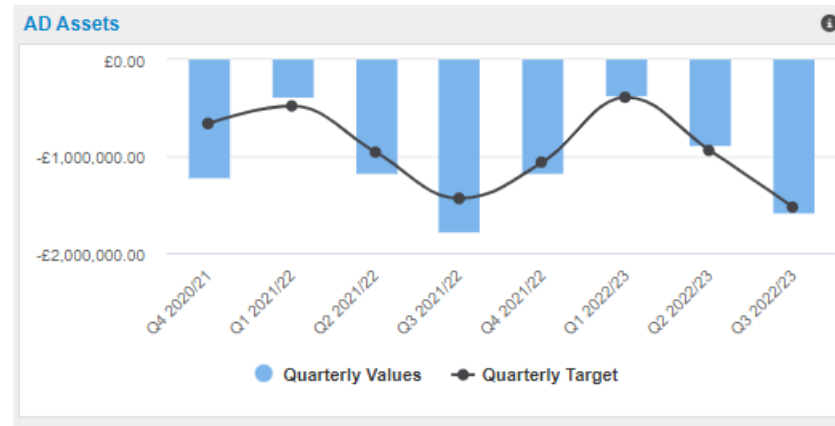
Vacancy allowance, other minor overspends



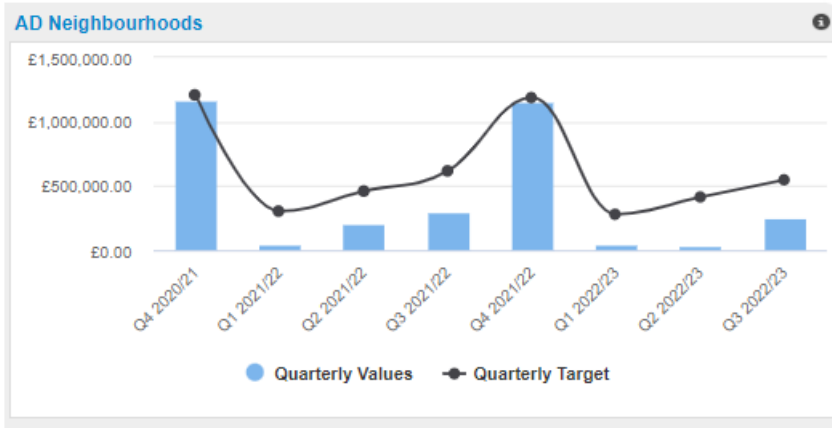
Treasury management investment income due to improved interest rates / business rates levy income



Additional Income received from car parking



Income higher than expected due to SCC still occupying Marmion House



Government Grant received above budget /  
delayed contract payments

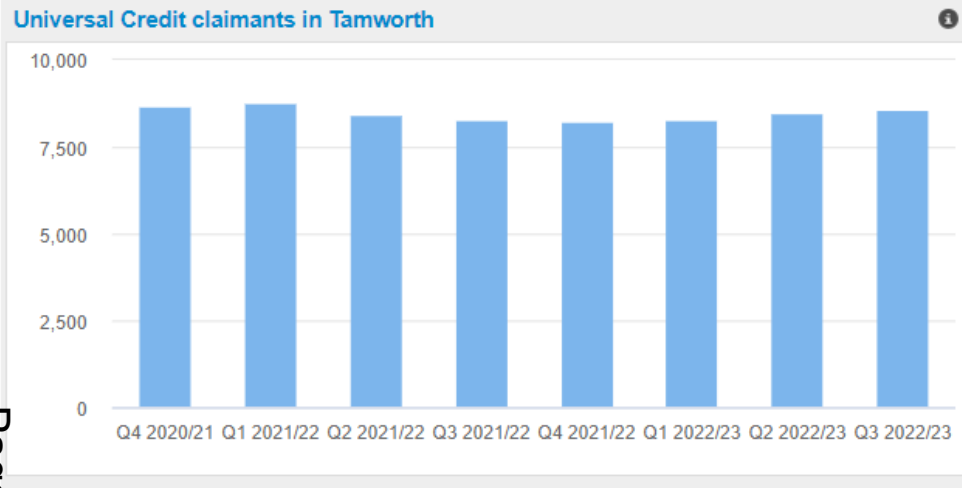
Savings from vacant posts / receipt of unbudgeted  
Government Grants

**Key**

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

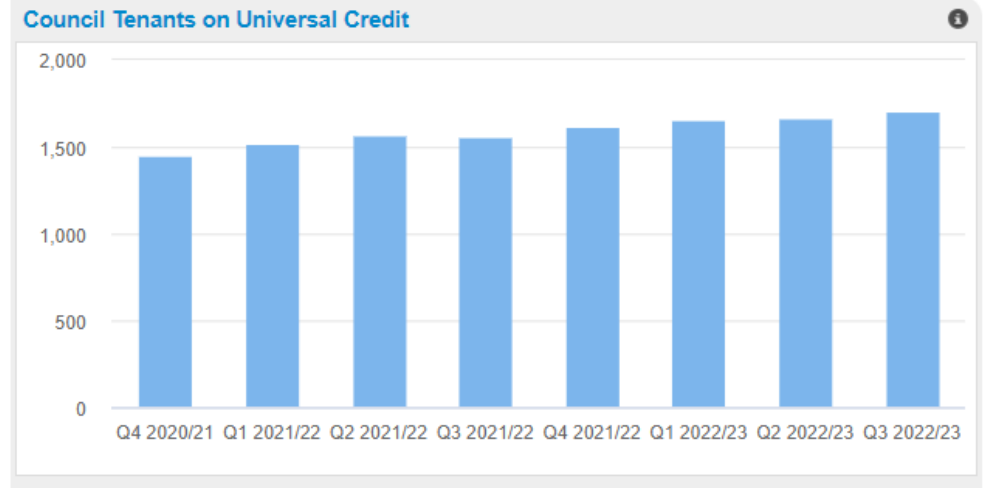
## 6. Universal Credit Summary - January 2023

### Corporate Scrutiny Committee - Universal Credit Summary



#### Commentary

There are 8586 universal credit claimants in Tamworth.




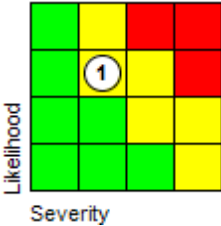

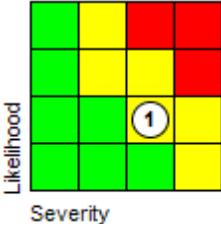

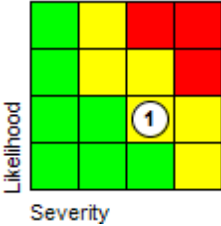
#### Commentary

There are 1701 council tenants on universal credit


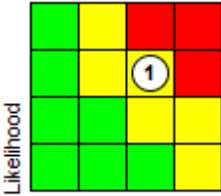

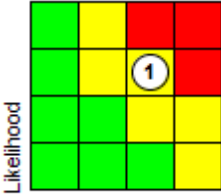

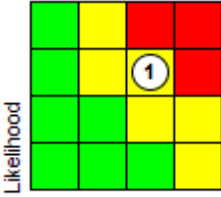
## 7. Corporate Risk Register – January 2023

### Corporate Risks Summary Page 2022

Generated on: 20 January 2023

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

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Corporate Risk Heading	Status	Status	Current Risk Matrix	Executive Leadership Team
Community Focus 2022		Warning		Rob Barnes
Economic Growth and Sustainability 2022		Warning		Stefan Garner
Organisational Resilience 2022		Warning		Rob Barnes

1. Finance/Financial Viability 2022

Generated on: 20 January 2023

<b>Corporate Risk Heading</b>	<b>Finance/Financial stability 2022</b>
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<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	2	Severity	3
Likelihood	3	Likelihood	3	Likelihood	2
Risk Score	12	Risk Score	6	Risk Score	6
		Date Reviewed	09-Jan-2023	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</li> </ul>	<b>Consequences</b>	<p>* 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. The LGFS published in December 2022 outlined funding for 2023/24 with indications for 2024/25. While this means the Council will be able to retain its business rate growth for 2023/24</p>
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	VFM not maximised and TBC exposed to unnecessary liabilities.		and 2024/25, it also means that the uncertainty continues and potentially the Council still faces losing this growth from 2025/26. * Unplanned cost reductions / savings requirements * Financial issues leading to the Authority being taken over by Government appointed officers
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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		Monthly Financial Healthcheck reports to CMT and quarterly to Cabinet	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

Latest Note	<p>The planned funding reforms, Fair Funding Review, business rates reset and the revised business rates retention scheme has been deferred again. The LGFS published in December 2022 outlined funding for 2023/24 with indications for 2024/25.</p> <p>This settlement represents a ‘holding position’ until the next Parliament, aiming at stability. The ruling out of a business rates reset, or a fair funding review, means that the funding distribution will stay fairly stable (with the exception of Extended Provider Responsibility funding). But this means that the big questions about the future of the funding system remain unaddressed one way or another.</p>
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While this means the Council will be able to retain its business rate growth for 2023/24 and 2024/25, it also means that the uncertainty continues and potentially the Council still faces losing this growth from 2025/26.

Corporate Priority  
affected

Priority2: The Economy  
Priority4: Living in Tamworth  
Priority5: Town Centre

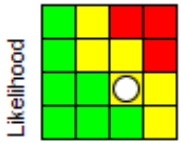
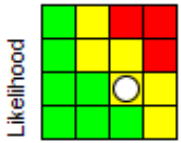
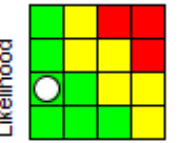
## 2. Modernisation and Commercialisation Agenda 2022

Generated on: 20 January 2023

<b>Corporate Risk Heading</b>	<b>Modernisation and commercial agenda 2022</b>
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<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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<b>Original Matrix</b>		<b>Current Risk Matrix</b>		<b>Target Risk Matrix</b>	
Severity	3	Severity	3	Severity	1
Likelihood	2	Likelihood	2	Likelihood	2
Risk Score	6	Risk Score	6	Risk Score	2
		Date Reviewed	16-Jan-2023	Target Date	
<b>Causes</b>	<ul style="list-style-type: none"> <li>* Slow or no progress on commercial investment strategy</li> <li>* Under utilisation of Assets</li> <li>* The uncertainty and financial disruption from External Economic influences and current cost / inflationary pressures (and potential contractual cost increases.</li> <li>* Failure to have the organisational structure and a skilled and motivated workforce</li> </ul>		<b>Consequences</b>	<ul style="list-style-type: none"> <li>* Unable to deliver organisational strategies</li> <li>* Increased turnover/absenteeism</li> <li>* Unable to recruit key/essential skills</li> <li>* Failure to deliver project outcomes</li> <li>* Failure to deliver corporate plan</li> <li>* Government intervention</li> <li>* Service failure leading to ombudsman intervention and increased compensation claims</li> </ul>	

	<ul style="list-style-type: none"> <li>* Changes in Job market</li> <li>* Ineffective project management and governance</li> <li>* Ineffective performance management</li> <li>* Inadequate business continuity plans</li> </ul>		<ul style="list-style-type: none"> <li>* Increased customer dissatisfaction</li> <li>* Unrealised benefits</li> <li>* Decreased staff engagement and satisfaction resulting in poor performance.</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 People and Organisational Strategy	31-Mar-2023			Zoe Wolicki
Delivery of Planned Commercialisation Strategy	31-Mar-2023		Draft commercialisation strategy reviewed by CMT 2021/22. Progress in areas such as procurement training for staff which has commenced. 2023/24 MTFS in progress and review of all fees and charges to feed into budgets has commenced.	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

Latest Note

Training continues to be delivered.

HR policies and procedures continue to be updated

Corporate Priority affected

Priority2: The Economy

Priority: Organisation

Priority5: Town Centre

3. Governance 2022

Generated on: 20 January 2023

**Corporate Risk Heading** Governance 2022

**Corporate Risk** To ensure the Council is fully compliant in all legislative requirements

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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	12-Dec-2022	Target Date	
<b>Causes</b>	<ul style="list-style-type: none"> <li>* Failure of democratic process</li> <li>* Failure to understand or respond adequately to new or changing legislation or regulation</li> <li>* Cyber Attack due to lack of preparedness</li> <li>* No horizon scanning of legislative changes</li> <li>* Data Protection principles not adhered to</li> <li>* Out of date policies and procedures</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> <li>* Potential harm to vulnerable persons, employees and commercial relationships</li> <li>* Legal action</li> <li>* Financial penalties</li> </ul>	

\* Reputational damage

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

Latest Note

Corporate Priority affected  
Priority2: The Economy  
Priority: Organisation

4. Community Focus 2022

Generated on: 20 January 2023

**Corporate Risk Heading**      **Community Focus 2022**

**Corporate Risk**      **Safety, health and wellbeing of the citizens of the borough**

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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	18-Jan-2023	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> <li>* Council working in isolation</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> <li>* Increase of liability claims</li> <li>* Reputational damage</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		Initial meeting of an officer group took place on 4th January 2023 with a view to commencing a task/finish group, including submission of bid for Flytipping project. Volunteer litter picker groups to be invited to attend	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

Latest Note	No change
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Corporate Priority affected	Priority1: The Environment Priority4: Living in Tamworth Priority5: Town Centre
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5. Economic Growth and Sustainability 2022



Generated on: 20 January 2023

**Corporate Risk Heading** Economic Growth and Sustainability 2022

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

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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	13-Jan-2023	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> <li>* Tamworth not seen as a positive place to live or invest in</li> <li>* Lack of economic and commercial growth</li> </ul>	

Risk Control Measure	Risk Control Measure Due Date	Risk Control Measure Status	Risk Control Measure Note	Assistant Director
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

Latest Note	<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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Corporate Priority affected	Priority2: The Economy Priority1: The Environment Priority3: Infrastructure Priority4: Living in Tamworth Priority5: Town Centre
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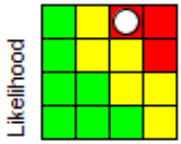
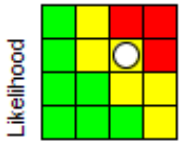
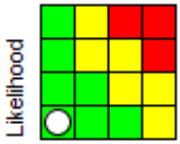
## 6. Organisational Resilience 2022




Generated on: 20 January 2023

<b>Corporate Risk Heading</b>	<b>Organisational Resilience 2022</b>
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<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	18-Jan-2023	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>	

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

Latest Note	No change
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Corporate Priority affected	Priority2: The Economy Priority4: Living in Tamworth Priority: Organisation
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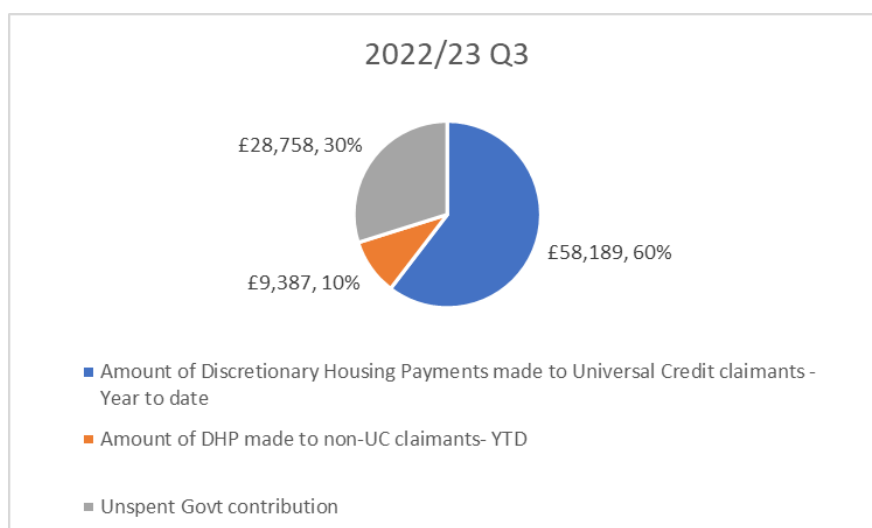
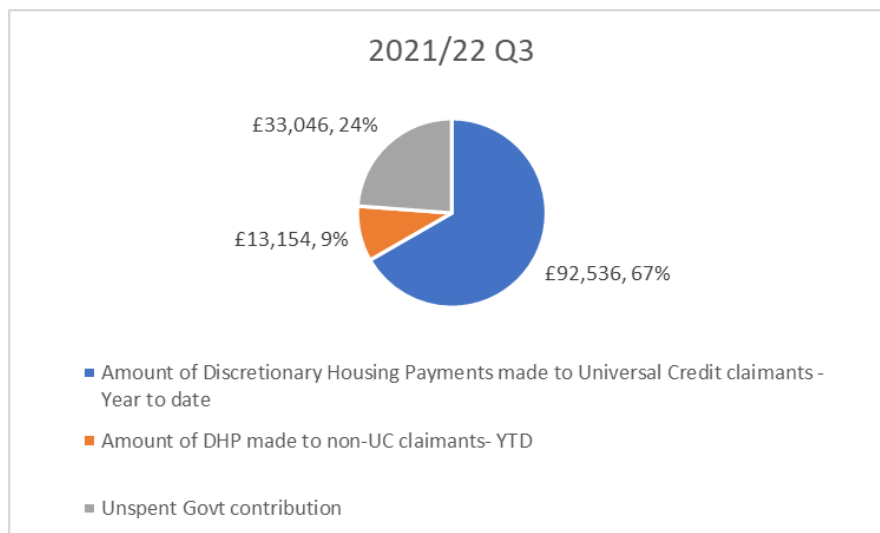
## 8. Impact of Welfare Benefit Reform and COVID19 on Council services

### 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

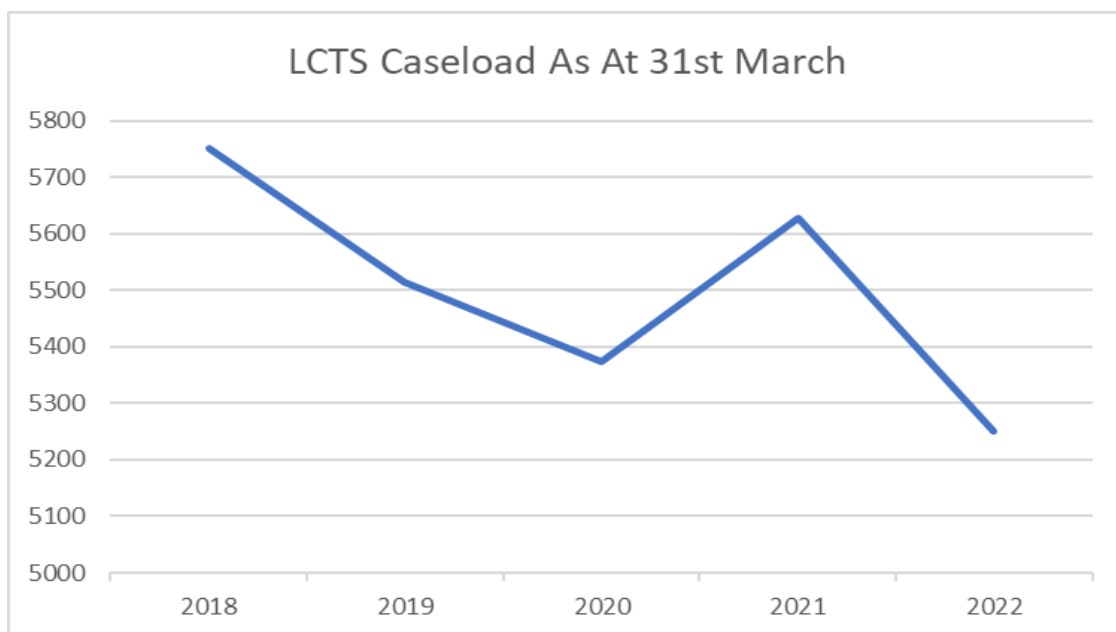
A reduction in the number of Discretionary Housing Payments (DHP) claims is reported - DHP claims paid are £68k (£106k at 31st December 2021) with 91 successful claims from 199 applications (compared to 167 successful claims from 255 applications at 31st December 2021). There is a 2 week backlog (2 weeks as at 31st December 2021) of claims still to be processed.



Local Council Tax Reduction Scheme claims are lower than 2021/22 (4,899 claimants as at 31st December 2022 compared to 5,047 at 31st December 2021) with a total scheme cost of £4.6m (£4.6m in 2021/22).

Live caseload figures are currently 5,124 compared to 5,288 at 31st December 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 10.0 days to December 2022 (8.0 days to December 2021).

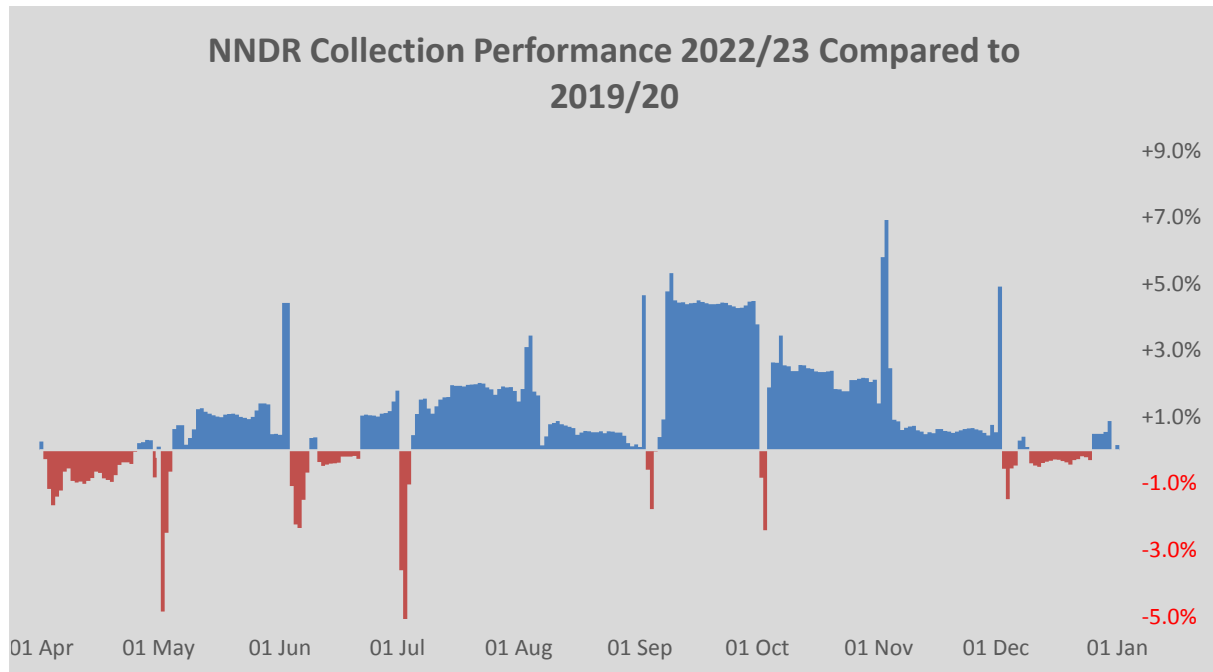


### Revenues

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 remains ahead of target - current year collection levels are at 83.9%, above target by 0.6% at 31st December (82.3% as at 31st December 2020 and 79.4% as at 31st December 2021), indeed collection levels as at 31st December are higher than seven of the previous eight years. Court costs are £5.5k, above the anticipated level of £4.1k.



**NB** The extreme variance at the start of some months is due to the dates direct debit collection has been reported in each year.

Reminders (664 for Q3 of 2022/23) are at higher levels than 2019/20 levels (553) with summons also at higher levels than 2019/20. There have been 164 summons compared to 111. The first major court of 2022/23 was delayed to 5 July due to ongoing difficulties in being allocated court time. There have been 53 enforcement agent referrals in Q1-3 of 2022/23 (41 referrals in 2019/20).

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. 99.9% of the available funds was 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 75.2% compared to a target of 43.1%. This is also partly due to the award of CARF relief in respect of 2021/22.

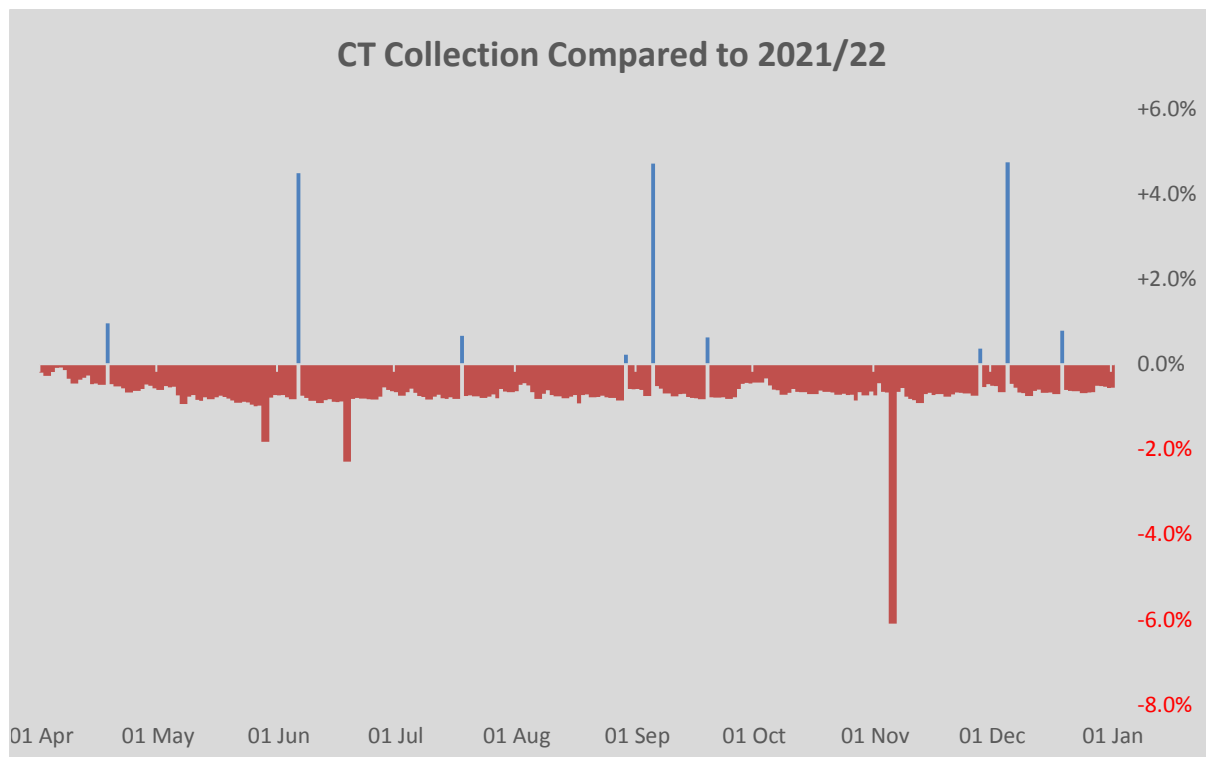


## Council Tax

Reminders are significantly lower than 2019/20 levels due to delayed recovery while the energy rebate is administered (7,087 at 31st December 2022 compared to 11,732 for Q1-3 of 2019/20) with summonses and liability orders at slightly higher levels (3,124 summonses compared to 3,054 in Q1-3 of 2019/20 with 2,537 liability orders compared to 2,424). Attachment of earnings are at also lower levels (113 attachments compared to 316 in Q1-3 of 2019/20) meanwhile there were 2,294 enforcement agent referrals compared to 1,440 in Q1-3 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 1,340 outstanding items at the end of March 2022 to 519 at the end of December 2022 (586 items at 31st December 2020).

The current year collection level of 85.6% is lower than the target of 86.5%, this is also behind the 2019/20 collection performance of 86.8%. This is due to the delays in recovery previously mentioned together with money allocated elsewhere due to cost of living increases.



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

Court cost income is behind that anticipated by £12k at £165k. Arrears collection in respect of 2021/22 of 31.1%, exactly on target.

As at 31st December 2022 there were 2,023 live Council Tax universal credit cases. The collection rate for universal credit cases was 65.5% (of a £648k collectable debit) compared to our overall collection rate of 85.6%. The difference shows universal credit collection approximately £130k behind where it would be if it reflected the overall figures.

Direct Debit take up for live universal credit cases is 29.0% compared to 73.1% overall, while roughly 10.2% are subject to arrangements compared to an overall figure of 3.8%. In addition, 936 reminders have been sent in respect of the 2,023 universal credit cases (6,626 for 34,451 overall liabilities). 20% of live cases have received a summons for non-payment, compared to a figure of 6% 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	Qtr 3 2022/23
Number of Council Tenants on Universal Credit	1,449	1,519	1571	1556	1617	1655	1671	1,701
Number of Council Tenants on Universal Credit in Rent Arrears	680	954	987	1077	749	1063	1170	1,165
Percentage of Council Tenants on Universal Credit in Rent Arrears	46.9%	62.8%	62.8%	69.2%	46.3%	64.2%	70.0%	68.5%
Number of Council Tenants on Universal Credit not in Rent Arrears	769	565	584	479	868	592	501	536
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%	31.5%

Total **Rent** arrears (excluding former tenants) at 31st December 2022 were £771k compared to £519k at 31<sup>st</sup> March 2022 – an increase of £252k (compared to a £232k increase in Quarters 1-3 of the preceding year).

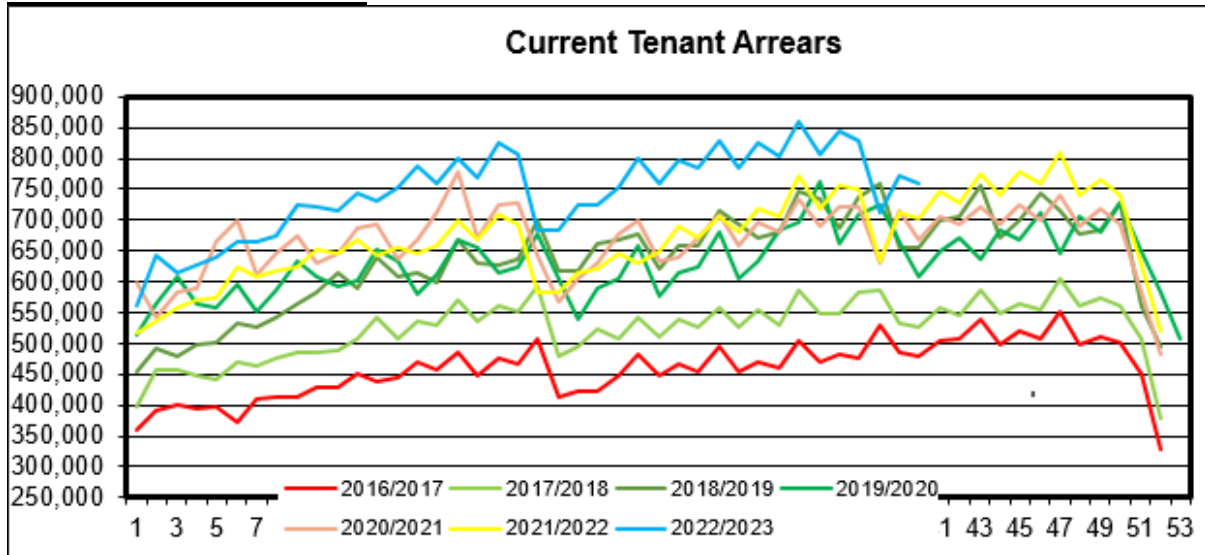
Total arrears (including former tenant arrears, recharges, court costs and garages etc.) are £2.14m at 31st December 2022, compared to £1.83m at 31<sup>st</sup> March 2022, an increase of £315k (compared to a £217k increase between 31<sup>st</sup> March 2021 and 31st December 2021).

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 5 evictions since 1<sup>st</sup> April 2022. No applications for hardship funding have been received to 31st December 2022.

Rent arrears and performance is tracked and reported routinely. The graph below shows the current trends.



The comparison chart illustrates that whilst arrears continue to increase, the general pattern of data across the year's arrears remains consistent.

### 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 – 31/12/22
Council Tax	£16,737.40
Business Rates	(£51.02)
Sundry Income	£5,036.37
Housing Benefit Overpayments	£18,547.59
Housing	£80,086.25

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	Qtr3 2022/23
live caseload figure	5,514	5,374	5,628	5,575	5,465	5,288	5,055	5,198	5,186	5,124
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	8,586
Number of Council Tenants on Universal Credit	645	1,072	1,449	1,519	1,571	1,556	1,617	1,655	1,671	1,701
Number of Council Tenants on Universal Credit and in Rent Arrears	443	663	680	954	987	1,077	749	1,063	1,170	1,165
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%	68.5
Number of Council Tenants on Universal Credit and not in Rent Arrears	202	409	769	565	584	479	868	592	501	536

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%	31.5
Number of Council Tax Payers on Universal Credit	745	1,254	1975	2,024	2,010	1,986	1,973	1,976	2,012	2,023
Number of Council Tax Payers on Universal Credit and in arrears with Council Tax payments	261	388	263	425	458	507	420	33	150	410
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%	20.3%
Indicator	<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>	<b>Qtr 3 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	1,613

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%	79.7%
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	5,834,057
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	67,793
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	58,189

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

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.

On 12th December 2022, the Secretary of State for Levelling Up, Communities and Local Government published a written ministerial statement which was accompanied by a policy statement on the 2023/24 local government finance settlement and assumptions about the 2024/25 local government finance settlement.

This statement came ahead of the 2023/24 provisional local government finance settlement announcement, which was published in December 2022, detailing local authority-level figures for 2023/24.

The Government has set out some planning assumptions for the 2024/25 local government finance settlement as follows:

- The Review of Relative Needs and Resources ('Fair Funding Review') and a reset of Business Rates growth will not be implemented in the next two years.
- The council tax referendum principles will continue the same as 2023/24.
- Revenue support grant will continue and be uplifted in line with baseline funding levels (assumed now to be now based on September 2023 CPI), while social care grants will increase as set out in the table above.
- Business rates pooling will continue.
- The Government will set out the future position of New Homes Bonus ahead of the 2024/25 local government finance settlement.

This settlement represents a 'holding position' until the next Parliament, aiming at stability. The ruling out of a business rates reset, or a fair funding review, means that the funding distribution will stay fairly stable (with the exception of Extended Provider Responsibility funding). But this means that the big questions about the future of the funding system remain unaddressed one way or another.

While this means the Council will be able to retain its business rate growth for 2023/24 and 2024/25, it also means that the uncertainty continues and potentially the Council still faces losing this growth from 2025/26.



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.

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.

Financial resilience is and has been the key requirement for local authorities at any time, but in the current crisis it has assumed unprecedented importance.

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.

In light of the base budget and MTFS forecast considered by Cabinet on 1st December 2022, following the Leaders Budget Workshop on 30th November 2022, Managers were asked to identify further areas for potential savings – which have now been included in the policy changes, amounting to c.£1.8m over 5 years.

As a result of the updated forecast in January 2023, the forecast projections now identify General Fund balances of £0.7m over 3 years – with a shortfall of £4.2m by 2026/27 and £8.8m 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).

### **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 £1.5m over 3 years, £0.9m by 2026/27 and £0.5m 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 - 2027/28	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
Base Budget Forecast Cabinet 01/12/22	(9,158)	(9,461)	(5,883)	(1,794)	3,146	7,959	13,004
Central Case Revised Forecast Balances - January 2023	(9,158)	(9,461)	(7,744)	(5,215)	(709)	3,692	8,321

As a result of the updated forecast in January 2023, the forecast projections now identify General Fund balances of £0.7m over 3 years – with a shortfall of £4.2m by 2026/27 and £8.8m 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).

Further savings of around £1.8m p.a. will be required over the next 5 years (based on annual £5 increases in Council Tax). On an annualised basis this would equate to a year on year ongoing saving of £0.6m over 5 years.

Following the updates to the Policy Changes and Capital Programme, together with the LGFS publication including the additional grants/retained Business Rates for 2023/24 & 2024/25, a summary of the resultant changes for the next phase of the budget process are outlined below.

General Fund (GF) Changes since the Base Budget was reported in December:

Proposed Change:	Budget Impact
<b>Savings / increased income</b>	
Policy changes savings proposals	£(1.8)m over 5 years
Increased Revenue Support grant (arising from inflation & grants rolled in of c.£90k p.a.)	£(538)k over 5 years
New Lower Tier Funding Guarantee grant (replaces Lower Tier Services Grant – previously £107k)	£(640)k for 2023/24 & 2024/25 only
Continued Services grant (previously £161k)	£(91)k for 2023/24 & 2024/25 only
Continued NHB grant notification following confirmation for 2023/24 only	£(347)k for 2023/24 only
Impact of LGFS – reduced tariff	£(1.047)m 2023/24 £(1.069)m 2024/25
Revised Business rates baseline	£(38)k 2023/24 then c. £(40)k p.a. from 2024/25
Retained Business rates for 2023/24 and 2024/25 (50% of growth over baseline)	£(637)k 2023/24 £(650)k 2024/25
<b>Additional costs / reduced income</b>	
Business Rates Levy – 50% of retained business rates growth	£842k for 2023/24 £860k for 2024/25
Re-phasing of contingency for reduced income (& economic / cost pressure uncertainty)	£460k for 2023/24 and 2024/25 only
Remove LCTRS Admin grant (Rolled into RSG above)	£85k p.a.
Capital programme – revenue costs	TBA
Updated recharges	TBA
Inflationary impact of policy changes	TBA

In addition, the following areas will need to be completed / agreed:

- Completion of the Business Rates forecast / NNDR1 statutory return including the impact for the Staffordshire wide Business Rates pool arrangement for 2023/24;
- Finalisation of the Policy changes; and
- Consideration of the level of Council tax increases over the 5-year period is also needed to account for potential ‘capping’ by the Government or a local referendum / veto and to ensure that balances are maintained at the minimum approved level of £0.5m

## Housing Revenue Account

	Housing Revenue Account						
MTFS Projections 2022/23 - 2026/27	2021/2 2	2022/2 3	2023/2 4	2024/2 5	2025/2 6	2026/2 7	2027/2 8
	£'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)
Base Budget Forecast Cabinet 01/12/22	(5,717)	(3,690)	(2,158)	(1,171)	29	1,134	2,075
Draft MTFS Forecast January 2023	(5,717)	(3,690)	(2,678)	(2,211)	(1,531)	(946)	(525)

As a result, the updated HRA base budget forecast shows that over the 3 year period to 2025/26, balances of £1.5m will remain (compared with the previous forecast shortfall of £0.5m) with a balances of £0.9m over the 4 years to 2026/27 reducing to £0.5m in 2027/28 (a shortfall in balances was previously forecast at £1.6m over the 4 years to 2026/27 increasing to £2.6m in 2026/27).

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).

*Housing Revenue Account (HRA) Changes since the base budget in December:*

Proposed Change:	Budget Impact
<b>Savings / increased income</b>	
Reduction in Revenue Contribution to Capital (RCCO)	£(520)k p.a.
Revised recharges	TBA
<b>Additional costs / reduced income</b>	
Inflationary impact of policy changes	TBA

## 10. Financial Health check report – Period 9, Dec 2022

### Executive Summary

This section to the report summarises the main issues identified at the end December 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	1,535	1,558	23	1,675	1,689	14	Minor variance
ED Growth & Regeneration	517	373	(144)	1,369	1,371	2	Additional Income received from car parking
ED Organisation	551	513	(38)	532	522	(10)	Minor variance
AD People	2,409	2,553	144	552	709	157	Vacancy allowance, other minor overspends
AD Operations & Leisure	2,661	3,409	748	3,387	4,257	870	Shortfall on catering sales and ticket sales re Summer Activity programme; vacancy allowance
ED Finance	86	95	9	-	11	11	Minor variance
AD Finance	764	(108)	(872)	(1,716)	(3,545)	(1,829)	Treasury management investment income due to improved interest rates /

							business rates levy income
AD Assets	(1,526)	(1,572)	(46)	(912)	(1,001)	(89)	Income higher than expected due to SCC still occupying Marmion House
AD Neighbourhoods	548	247	(301)	959	1,013	54	Government Grant received above budget / delayed contract payments
AD Partnerships	613	542	(71)	735	789	54	Savings from vacant posts/ receipt of unbudgeted Government Grants
<b>Total</b>	<b>8,158</b>	<b>7,610</b>	<b>(548)</b>	<b>6,581</b>	<b>5,815</b>	<b>(766)</b>	

The General Fund has a favourable variance against budget at Period 9 of £548k (favourable variance of £342k as at Period 8). The projected full year position identifies a favourable variance against budget of £766k or 11.62% (favourable variance of £639k or 9.71% as at Period 8).

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 December 2022 which, as part of the non-essential 'managed underspend' review, is forecast will not be required at present.

## Capital

GENERAL FUND	Budget Reprofiled from 2021/22 (memo only) £000	YTD Budget £000	YTD Actual Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile to 2023/24 (memo only) £000	Outturn £000
Chief Executive	95	71	-	(71)	95	95	-	-	95
AD Growth & Regeneration	12,864	9,674	3,708	(5,966)	22,911	4,525	(18,386)	18,386	22,911
AD People	132	265	103	(162)	862	168	(694)	692	860
AD Operations & Leisure	1,169	932	253	(679)	1,262	297	(965)	965	1,262
AD Finance	4,000	-	-	-	4,000	-	(4,000)	4,000	4,000
AD Assets	849	1,293	531	(762)	1,724	774	(950)	875	1,649
AD Neighbourhoods	-	34	-	(34)	46	46	-	-	46
AD Partnerships	-	-	-	-	-	-	-	-	-
GF Contingency	120	-	-	-	250	-	(250)	250	250
<b>TOTAL GENERAL FUND</b>	<b>19,230</b>	<b>12,270</b>	<b>4,595</b>	<b>(7,875)</b>	<b>31,150</b>	<b>5,905</b>	<b>(25,245)</b>	<b>25,168</b>	<b>31,073</b>

Capital expenditure incurred was £4.595m compared to a profiled budget of £12.270m (£4.476m compared to a profiled budget of £10.858m as at Period 8). At this point it is predicted that £5.905m will be spent by year end against a full year budget of £31.15m, including re-profiled schemes from 2021/22 of £19.23m (£5.487m spend predicted against a full year budget of £31.15m as at Period 8). Re-profiling of £25.168m into 2023/24 is predicted at this stage, compared to £25.623m forecast at Period 8. £21m of this relates to FHSF schemes, and £4m to Solway, which was to be utilised in the LUF Gungate scheme.

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

## Treasury Management

At the end of December 2022 the Authority had £78.260m invested in the money markets. The average rate of return on these investments is 3.10% though this may change if market conditions ease (3.18% when combined with property funds).

The Authority also has property fund investments of £1.849m with Schrodgers 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 3.76% for Schrodgers, 4.02% for Threadneedle and 3.10% for Hermes.



Borrowing by the Authority stood at £63.060m at the end of December 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 £9.664m at the year-end from normal revenue operations compared to £8.434m projected within the 2022/23 budget report– additional balances of £1.230m.

## 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	(14,984)	(14,983)	1	(9,371)	(9,397)	(26)
ED Communities	90	99	9	-	11	11
AD Operations & Leisure	182	174	(8)	265	271	6
AD People	130	108	(22)	-	(7)	(7)
AD Assets	675	792	117	414	183	(231)
AD Neighbourhoods	1,419	1,400	(19)	3,493	3,620	127
Housing Repairs	4,787	4,107	(680)	7,149	6,651	(498)
<b>Total</b>	<b>(7,701)</b>	<b>(8,303)</b>	<b>(602)</b>	<b>1,950</b>	<b>1,332</b>	<b>(618)</b>

The HRA has a favourable variance against budget at Period 9 of £602k (£1.022m favourable as at Period 8).

The projected full year position identifies a favourable variance against budget of £618k or 31.71% (£198k unfavourable or 10.15% as at Period 8). 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	18,283	12,492	(5,791)	21,912	15,595	(6,317)	6,249	21,844
HRA Contingency	100	75	-	(75)	100	100	-	-	100
<b>TOTAL HOUSING REVENUE ACCOUNT</b>	<b>11,298</b>	<b>18,358</b>	<b>12,492</b>	<b>(5,866)</b>	<b>22,012</b>	<b>15,695</b>	<b>(6,317)</b>	<b>6,249</b>	<b>21,944</b>

Housing Capital expenditure of £12.492m has been incurred as at the end of Period 9 compared to a profiled budget of £18.358m (£12.147m against a profiled budget of £17.14m as at Period 8).

At this point it is predicted that £15.695m will be spent by the year-end, against a full year budget of £22.012m (including £11.298m re-profiled from 2021/22). Spend of £17.991m was predicted at Period 8. Re-profiling of £6.249m is now predicted (£3.961m at Period 8) including £1.093m Replacement High Rise Soil Stacks, £1.824m Regeneration & Affordable Housing and £1.305m Caledonian Depot New Build.

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 £4.384m at the year-end compared to £3.384m projected within the 2022/23 budget report – additional balances of £1m.

## Project Highlight Reports


### Asset management Strategy


Generated on: 25 January 2023




<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.	<b>Overall Project Status</b>		<b>Managed By</b>	Paul Weston
Activities since last period	Surveys completed Gap analysis completed Additional surveys quoted	<b>Planned Activities for next period</b>	Draft strategy document Draft plans	<b>Amber/Red Areas</b>	None
Risks including Stakeholder Issues, budget and timing	None	<b>Resourcing Requirements</b>	External resource in place for surveys	<b>Decisions required from CMT</b>	None
Note	Draft document has been reviewed by the Asset Strategy Steering Group and Scrutiny. Some Amendments are required. The initial process of Asset Management Plan development has commenced.	<b>Date</b>	03-Jan-2023	<b>Author</b>	Paul Weston

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

Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Development of new Strategy and Plans		Paul Weston	Draft Asset Management Plan considered by Scrutiny Committee, Some amendments suggested prior to submission to Cabinet for approval.  Initial phase of Asset Management Plans has commenced with the production of Discounted Cash Flow forecasts for the various property groupings.

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

# Corporation Street (Gateway Project)

Generated on: 25 January 2023

<p>Corporation Street (Gateway Project)</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 245</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>
<p>Activities since last period</p>	<p>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.</p>	<p>Planned Activities for next period</p>		<p>Amber/Red Areas</p>	<p>Red – there are no finances or funding mechanism in place to deliver this scheme. The Borough Council could fund the consultation and detailed design.</p>

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	
Note		Date		Author	

Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Consents	✔	David Hunter	Detailed design to be completed after consultation, then proceed to planning permission, road safety audits and highways authority approvals.

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Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Design	✔	David Hunter	Further design work has been undertaken to support the LUF bid. This project was ultimately dropped from that bid due a number of reason, one of them being that Arriva buses did not like the design/safety issues as a result of the design. Instead they have asked for a partnership approach with them longer longer term, possible taking in the bus depot land which they plan to move out of in the next 5 - 10 years.

Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Identify funding opportunity and submit bid	✔	Matthew Fletcher; David Hunter	There are currently no funding opportunities available that either TBC or SCC highways could bid for.

Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Implementation	⚠	David Hunter	


## Development of Tourism

Generated on: 25 January 2023

<b>Development of Tourism Strategy</b>		<b>Overall Project Status</b>		<b>Managed By</b>	Anna Miller
Activities since last period	Tender with procurement	<b>Planned Activities for next period</b>	Tender out	<b>Amber/Red Areas</b>	
Risks including Stakeholder Issues, budget and timing		<b>Resourcing Requirements</b>		<b>Decisions required from CMT</b>	
Note	A draft tender has been prepared for this work to be commissioned.	<b>Date</b>	15-Nov-2022	<b>Author</b>	Anna Miller

# FHSF

Generated on: 25 January 2023

FHSF	Future High Street Fund Project Description goes here	Overall Project Status		Managed By	Anna Miller
<p>Activities since last period</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 248</p>	<p>RIBA 3 public realm sign off at December Programme Board. Commencement of 2 stage contractor procurement process. Design and conservation discussions around 3 stage approach to Market Street. Canopy removed. Strip out of Coop almost completed.</p>	Planned Activities for next period	<p>Issuing the college planning decision following legal sign off. January Programme Board to approve a contractor and team to start stage 2 neg. on price. Working towards RIBA 3 for Market Street. Submission of public realm and castle gateway applications to LPA. Discussions on contractor procurement for Market Street. Middle Entry Planning application to Planning committee in January.</p>	Amber/Red Areas	
Risks including Stakeholder Issues, budget and timing		Resourcing Requirements	A RIBA Stage 3 cost plan is available. It is likely though that budgets will be exceeded and inflationary pressures represent the highest reason for any increases.	Decisions required from CMT	
Note	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	Date	14-Jul-2022	Author	Anna Miller



	one being budget. The monthly programme Board and Delivery Team Meetings including the quarterly ISaG/Cabinet and Audit and Governance Subcommittee provide the necessary Governance framework. A recent Audit of the programme has resulted in substantial reassurance.				
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# Garage Site Development Caledonian regeneration

Generated on: 25 January 2023





<b>Garage Site Development Caledonian regeneration</b>	Purpose: Delivery of new Council Houses on the former depot site in Glascoate 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
Tasks 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
Note	Procurement has been completed and the contract awarded. The contractor will take possession of the site in January 2023. Some pre-commencement works have taken place.	Date	03-Jan-2023	Author	Paul Weston

Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Construction Phase		Paul Weston	Contract let, pre-commencement site survey work and demolition survey work has been completed. The contractor will take possession of the site in January 2023.

Key Workstream	Key Workstream Status	Workstream Lead	Highlights
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Design through to planning consent		Paul Weston	Planning in place.
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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	The procurement phase has been completed and the contract for construction awarded.

# Gungate

Generated on: 25 January 2023

<p><b>Gungate</b></p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 252</p>	<p>Purpose: To regenerate a multi-million pound vacant edge of town centre site, in the ownership of the Council and external stakeholders. 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>Ongoing discussions with SCC on land assembly. HoT's sent to SCC and Atik.</p>	<p>Planned Activities for next period</p>	<p>Site visit with Atik and at Buzz to look at how to split building. Consultant team to be assembled to focus on this - to include architects/party wall/fire specialists.</p>	<p>Amber/Red Areas</p>	
<p>Risks including Stakeholder Issues, budget and timing</p>	<p>Charities Commission have requested further information. The library will be moving into the Tam youth centre as a consequence of SCC leaving MH. They will commence occupation in October half term and will terminate in the spring. A further request has been received from County to potentially locate another organisation into 56A.</p>	<p>Resourcing Requirements</p>		<p>Decisions required from CMT</p>	
<p>Note</p>		<p>Date</p>		<p>Author</p>	

Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Delivery north site	✔		Further discussion with SCC over valuations, charity commission and additional requests, temporary move of library.  Internal discussions on how to move site forward in an interim basis prior to any LUF award.

Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Delivery south site	✔	Matthew Fletcher; Joanne Goodfellow; Karen Moss	Leisure centre feasibility tender did not attract a consultant.  Car park demand study underway, some slight delays due to requirement for further research

Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Land Assembly north site	✔	Matthew Fletcher	Heads of Terms submitted to SCC and ATIK.


Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Land Assembly south site	✔	Matthew Fletcher; Joanne Goodfellow	Discussions have been held with NCP to determine potential options around the car park.


Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Partnership with Homes England - Governance	✔		Further meetings have been held and a draft MOU is in circulation which clearly sets out a potential long term working relationship with the Borough Council.


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# ICT Strategy Implementation Plan

Generated on: 25 January 2023

<b>ICT Strategy Implementation Plan</b>	Purpose: Delivery of the 5-year ICT Strategy Scope: Implementation of associated activities to deliver the ICT Strategy 5 key strategic themes.	<b>Overall Project Status</b>		<b>Managed By</b>	Zoe Wolicki
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
Date		Date		Author	

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>

Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Office 365 and Cloud Services Adoption		Gareth Youlden	Initial investigations into adoption of OneDrive for user data and Sharepoint for shared data started.

			<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>
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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>

# Local Government Boundary Review

Generated on: 25 January 2023




Local Government Boundary Review	Project not yet commenced	Overall Project Status		Managed By	Zoe Wolicki
Activities since last period	.	Planned Activities for next period	.	Amber/Red Areas	.
Risks including Stakeholder Issues, budget and timing	.	Resourcing Requirements	.	Decisions required from CMT	.
Note		Date		Author	

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# Net Zero


Generated on: 25 January 2023

<p>Net Zero</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 257</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 committee regarding the level of investment in the fossil fuel industry that any of our investments have;</li> <li>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;</li> </ol>	<p>Overall Project Status</p>		<p>Managed By</p>	<p>Anna Miller</p>
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Activities since last period		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	
Note		Date		Author	

Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Scope 1 - 3		Anna Miller	Scopes 2 and 3 have been completed. All committee reports now have a sustainability section which needs to be completed. ISaG and Cabinet have received the baseline report which includes information on our investments.


Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Scope 4		Anna Miller	<p>Following a discussion at CMT the following were noted:</p> <p>Information / budgets were included in the 2020/21 MTFS &amp; report ensuring <i>'that all reports in the preparation for the 2021/22 budget cycle and investment strategy will take into account the actions the Council will take to address this emergency'</i>.</p> <p>Budget provision of £105K for 20/21 budget to fund emerging climate change initiatives was made.</p>


Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Stage 2			Following the endorsement of Stage 1 - consultants will need to be commissioned to undertake stage2.


# OD Strategy

Generated on: 25 January 2023

<p><b>OD Strategy</b></p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 260</p>	<p><b>Purpose:</b> 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><b>Scope:</b> The People and Organisational Development Strategy is a new strategy that is designed to recognise the Smart Working Model.</p>	<p><b>Overall Project Status</b></p>	<p>✔</p>	<p><b>Managed By</b></p>	<p>Zoe Wolicki</p>
<p><b>Activities since last period</b></p>	<p>Consultant carried out organisational research Stakeholder Meetings carried out with CE, ELT, AD's and AD Direct Reports</p>	<p><b>Planned Activities for next period</b></p>	<p>HR Workshop by end November Consultant review meeting with ED Organisation, AD People and Head of HR and OD by 7th December Development of draft strategy by 31st December</p>	<p><b>Amber/Red Areas</b></p>	<p>None</p>
<p><b>Risks including Stakeholder Issues, budget and timing</b></p>	<p>Impact of R&amp;R – development of implementation plan is achievable assuming a smooth transition to Smart Working</p>	<p><b>Resourcing Requirements</b></p>	<p>None</p>	<p><b>Decisions required from CMT</b></p>	<p>None</p>
<p><b>Note</b></p>		<p><b>Date</b></p>		<p><b>Author</b></p>	


Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Consultation and Approval of Strategy		Zoe Wolicki	Consultation complete Going to A&S committee for approval on 26 January


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	will be progressed following approval. 15 policies agreed and implemented in November. 8 policies with TULG and will go to Appointments and Staffing on 26 January

# Place Investment Strategy

Generated on: 25 January 2023


Page 262	<b>Place Investment Strategy</b>	To set out how the Council intends to use its services, influence and relationships to promote Tamworth as a place for people and businesses to visit, live and invest in Scope: To deliver a strategy to encourage investment and development in Tamworth by setting a framework of activity and messages so that the Council is clear on what it will deliver and the associated outcomes, with all services working towards the same coordinate objectives.	<b>Overall Project Status</b>		<b>Managed By</b>	Anna Miller
	Activities since last period	Tender with procurement	Planned Activities for next period	Tender out	Amber/Red Areas	
	Risks including Stakeholder Issues, budget and timing		Resourcing Requirements		Decisions required from CMT	
	Note		Date		Author	

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.


## Reset and Recovery management of overall programme


Generated on: 25 January 2023

<b>Reset and Recovery management of overall programme</b>	-- enter action details here --	Overall Project Status		Managed By	Tina Mustafa
Activities since last period	.	Planned Activities for next period	.	Amber/Red Areas	.
Risks including Stakeholder Issues, budget and timing	.	Resourcing Requirements	.	Decisions required from CMT	.
Note Page 263	R&R Board set for 12/1/23 & 9/3/23. Implement decisions around de-commissioning MH/Ground floor layout; Neighbourhood Impact Service and exit strategy. cabinet report set for March 2023 with outturn and final programme review (PIR).	Date	06-Jan-2023	Author	Tina Mustafa
	Board set for 12/1/23 to agree final phases of R&R programme to include audit assurance outturn report and cabinet final position on 160323 cabinet.		30-Nov-2022		Tina Mustafa
	Comprehensive reported via Recovery & reset Board and appropriate scrutiny committees		29-Jul-2022		Tina Mustafa


# Self-Assessment Compliance Framework (Housing)


Generated on: 25 January 2023

Page 26/27	<b>Self-Assessment Compliance Framework (housing)</b>	Purpose: To evidence how the Council is currently performing against the Regulatory Standards and how it needs to improve to streamline compliance across the Council, whilst ensuring delivery of high quality housing that responds to the local needs in Tamworth. Scope: To ensure a prioritised and risk based assessment of the councils housing service	Overall Project Status		Managed By	Tina Mustafa
	Activities since last period	QQ out on intend Savills presented to Housing & Homelessness committee and CMT (presentation available)	Planned Activities for next period	Evaluation of QQ Selection of contractors Commencement of Corporate team Review and document request	Amber/Red Areas	Resource intensive; organisational commitment prerequisite
	Risks including Stakeholder Issues, budget and timing	Ownership and accountability – no single point of contact	Resourcing Requirements	Consultancy support required	Decisions required from CMT	None
	Note		Date		Author	

Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Commission Consultancy support for self-assessment – phase 1			YDS external consultancy completed phase 1 - desk top self assessment. Reported to corporate scrutiny 17/11/22 following full cabinet review on 10/11/22 inc improvement plan drafted with risk matrix. Resources subject to policy changes budget proposals





Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Delivery of 3-year improvement plan		Lee Birch	Cabinet report November 2022 agreed framework and resourcing process. Budget setting process reflects resourcing - plan to be agreed by April 2023

Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Gap Analysis and improvement plan produced and agreed – phase 1		Lee Birch	Draft improvement plan produced with risk matrix - discussed corp scrutiny 171122 following cabinet on 101122. Tenant Satisfaction measures being scoped ready for DLuCH submission in April 2023/2024 as per RSH directions

# Town Centre Masterplan


Generated on: 25 January 2023

<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
Activities since last period	Meeting with Homes England regarding the scope of the masterplan/investment plan. Preparation of Brief. Mini comp to determine multi-disciplinary team. Site visits/walk around in December. Homes England Grant Agreement signed.	<b>Planned Activities for next period</b>	Inception meeting in January. Consultant appointment.	<b>Amber/Red Areas</b>	
Risks including Stakeholder Issues, budget and timing		<b>Resourcing Requirements</b>		<b>Decisions required from CMT</b>	
Note		<b>Date</b>		<b>Author</b>	

Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Preparation of Masterplan.		Matthew Fletcher; Anna Miller	This will be completed in March.

# Town Hall

Generated on: 25 January 2023

Town Hall	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.	Overall Project Status		Managed By	Paul Weston
Activities since last period	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.	Planned Activities for next period	Prepare costed report for Members to consider. Develop budget proposal for scheme	Amber/Red Areas	None
Risks including Stakeholder issues, budget and timing	No budget has been identified for this project beyond the initial consultancy work. Planning and heritage issues could impact on deliverability.	Resourcing Requirements	External consultants already appointed	Decisions required from CMT	None
Note	Outline proposals have been agreed with key stakeholders, capital bids have been submitted for 2023/24 and beyond. Development of detailed specifications and tenders will only commence once budget has been approved.	Date	03-Jan-2023	Author	Paul Weston

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Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Communications	✔	Tania Phillips	Key stakeholders have been briefed on the proposals and outline costings. Feedback will form basis of capital programme bids for 2023 and beyond.

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	Sufficient information is now available to develop capital bids for future years. A costed condition survey is now available and further maintenance plans will be developed as part of any refurbishment works.

Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Development of project brief.	✔	Paul Weston	Project brief required to develop capital bids has been completed. The construction phase project brief will be developed once funding is known.

Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Procurement	✔	Paul Weston	Procurement will only commence once funding is in place.

## APPENDIX A

### General Fund – Main Variances

Service Area	Cost Centre	Account Code	Year to Date Position	Year to Date Budget	Year to Date Variance	Full Year Budget	Predicted Outturn Variance	Full Year Postion Predicted Outturn	Comment
Operations & Leisure	ASSEMBLY ROOMS	WAGES	80,014	50,740	29,274	50,740	30,000	80,740	Casual staff usage to support business activities
		GOVERNMENT GRANTS	(136,863)	0	(136,863)	0	(136,863)	(136,863)	£136.8K Received grants from National Heritage Memorial Fund. Capital project is complete so funds to be kept in revenue.
		SPLIT PROFIT EVENT INCOME	(359,940)	(300,030)	(59,910)	(400,000)	0	(400,000)	Income to date in excess of profiled budget
	ASSEMBLY ROOMS BAR	BAR SALES	(83,575)	(44,640)	(38,935)	(59,520)	(20,480)	(80,000)	Higher income than expected.
		CATERING SALES	(53,173)	(139,230)	86,057	(185,660)	85,660	(100,000)	Lower income than expected.
	SUMMER ACTIVITY 2022	SALARIES	39,239	63,936	(24,697)	84,507	(45,268)	39,239	Salaries costs less than estimated, offsetting other overspends on this cost centre
		CATERING SALES	(3,694)	(48,375)	44,681	(64,500)	60,806	(3,694)	Sales was lower than expected
		TICKET SALES	(269,219)	(708,570)	439,351	(708,570)	439,351	(269,219)	Ticket sales was lower than expected
	PUBLIC SPACES	SALARIES	1,022,567	989,078	33,490	1,318,800	49,000	1,367,800	Impact of payaward in excess of budgetary provision
		VACANCY ALLOWANCE	0	(96,010)	96,010	(96,010)	96,010	0	Vacancy Allowance
		BRITAIN IN BLOOM	54,972	22,125	32,847	29,500	25,500	55,000	No budget specifically for Britain in Bloom but costs partially offset with other underspends

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 Postion Predicted Outturn	Comment
AD People	ICT	APPLICATION SOFTWARE	90,880	39,870	51,010	53,110	37,000	90,110	Additional MS Office365 licenses required
	CUSTOMER SERVICES	VACANCY ALLOWANCE	0	(27,630)	27,630	(36,870)	36,870	0	Vacancy Allowance
AD Assets	ASSET MANAGEMEN T	SALARIES	33,676	64,043	(30,366)	85,350	(37,000)	48,350	Vacant Post
	MARMION HOUSE	RENTS	(60,645)	(24,000)	(36,645)	(32,000)	(28,645)	(60,645)	Income higher than expected due to SCC still occupying 5th floor
		CONTRIBUTI ON-COMMON SERVICES	0	0	0	(32,640)	(47,360)	(80,000)	Additional income as SCC still occupying 4th and 5th floors

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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 Postion Predicted Outturn	Comment
AD Neighbourhoods	HOMELESSNESS	BED AND BREAKFAST COST	83,763	167,220	(83,457)	222,990	(100,000)	122,990	Underspend due to budget being based on historical data, it is currently under review for next year
		BED & BREAKFAST INCOME	(26,929)	(167,220)	140,291	(222,980)	170,000	(52,980)	Under achieved income due to budget being based on historical data, it is currently under review for next year

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 Postion Predicted Outturn	Comment
	HOMELESSNESS STRATEGY	GOVERNMENT GRANTS	(251,688)	(119,359)	(132,329)	(208,150)	0	(208,150)	Subject to the Homelessness Prevention grant allocation
	COMMUNITY WARDENS	SALARIES	72,782	112,280	(39,498)	154,900	(50,000)	104,900	Two vacant posts
	CCTV	CONTRACT PAYMENTS	0	195,480	(195,480)	200,370	0	200,370	Awaiting invoice for shared services from West Midlands Combined Authority
AD Partnerships	PARTNERSHIP SUPPORT & DEV	SALARIES	113,414	144,810	(31,396)	193,090	(27,300)	165,790	Vacant Post
	CAR PARKING ENFORCEMENT COSTS	SALARIES	0	48,600	(48,600)	64,750	(54,520)	10,230	Two vacant posts
		PAYMENTS FOR TEMPORARY STAFF	54,520	0	54,520	0	54,520	54,520	Utilising savings on salaries budget to cover Temporary staff cost
	STRATEGIC HOUSING	SALARIES	20,151	91,080	(70,929)	121,440	(82,500)	38,940	Two vacancies Strategic Housing Mgr. & Officer
		CONT TO RESERVES	0	0	0	0	46,000	46,000	Reserve for Cohesion Officer Jan 23 - Dec 24
	SAFER STRONGER COMMUNITIES FND	CONT TO RESERVES	0	0	0	0	30,000	30,000	£30,000 ASB Youth Engagement Worker to reserve
AD Growth & Regeneration	OUTSIDE CAR PARKS	SHORT STAY CAR PARKING	(526,229)	(420,030)	(106,199)	(560,000)	(139,000)	(699,000)	Forecasted income is better than target.

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 Postion Predicted Outturn	Comment
	CASTLE SCHOOLS EDUCATION	SCHOOLS PROGRAMME	(53,255)	(19,620)	(33,635)	(26,200)	(33,800)	(60,000)	Forecasted income is better than target.
	ENVIRONMENTAL HEALTH	VACANCY ALLOWANCE	0	(22,680)	22,680	(30,270)	30,270	0	Vacancy Allowance

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 Postion Predicted Outturn	Comment
AD Finance	BENEFITS	PROVISION FOR BAD DEBTS	0	25,000	(25,000)	25,000	(75,000)	(50,000)	Latest estimate indicates a reduction in the provision required
		RENT ALLOWANCES	3,533,116	3,846,310	(313,194)	5,020,060	(459,330)	4,560,730	Based on DWP est claim as at P9
		NON-HRA RENT REBATES	6,624	31,980	(25,356)	42,760	(33,740)	9,020	
		COUNCIL TENANT RENT REBATES	5,003,435	5,198,500	(195,065)	6,743,790	(143,560)	6,600,230	
		COUNCIL TENANT GRANT	(5,034,399)	(5,164,830)	130,431	(6,700,420)	169,308	(6,531,112)	
		PRIVATE TENANT GRANT	(3,443,689)	(3,732,100)	288,411	(4,871,110)	390,870	(4,480,240)	
		OVERPAYMENT COUNCIL TENANT	(94,121)	(67,500)	(26,621)	(90,050)	(35,440)	(125,490)	Based on e-Fins as at P9



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 Postion Predicted Outturn	Comment
		PT OVERPAYMENT RECOVERY	57,268	0	57,268	0	76,360	76,360	
	BENEFITS ADMINISTRATION	VACANCY ALLOWANCE	0	(27,360)	27,360	(36,520)	36,520	0	Vacancy Allowance
		GOVERNMENT GRANTS	(48,662)	(8,300)	(40,362)	(18,730)	(24,390)	(43,120)	Government grant funding for new burdens workload.

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 Postion Predicted Outturn	Comment
AD Finance	CORPORATE FINANCE	GENERAL CONTINGENCY	0	0	0	132,000	(132,000)	0	Remaining Funds unlikely to be required in the current year
		CONT TO RESERVES	0	0	0	150,000	593,110	743,110	Increased reserve contributions arising from additional NNDR section 31 grant income
		NNDR LEVY PAYMENTS	419,217	0	419,217	1,262,640	962,330	2,224,970	Increased levy due to higher than expected NNDR income projected at P9
		GOVERNMENT GRANTS	(1,714,066)	(1,714,140)	74	(2,285,510)	(1,555,440)	(3,840,950)	Additional Section 31 grant income due to additional business rate reliefs
		MISC CONTRIBUTIONS	(432,475)	0	(432,475)	0	(854,830)	(854,830)	Business Rates pooling returned levy income
		SAVINGS-SERVICE REVIEW	0	(74,970)	74,970	(100,000)	100,000	0	Savings unlikely to be achieved in 2022/23

Service Area	Cost Centre	Account Code	Year to Date Position	Year to Date Budget	Year to Date Variance	Full Year Budget	Predicted Outturn Variance	Full Year Postion Predicted Outturn	Comment
	TREASURY MANAGEMENT	CONT TO RESERVES	0	0	0	0	211,300	211,300	Transfer to reserve re reduction in property fund valuations
		MISC INTEREST & DIVIDENDS	(889,601)	(90,540)	(799,061)	(120,710)	(1,262,731)	(1,383,441)	Increased interest rates
	COUNCIL TAX	COURT COSTS	(164,891)	(90,000)	(74,891)	(225,000)	0	(225,000)	Court dates are coming through ahead of schedule. Budget phasing was realigned to last qtr of the financial year to account for expected delays.

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#### 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 Postion Predicted Outturn	Comment
AD Assets	SERVICE CHARGES	SERVICE CHARGE	76,503	(28,860)	105,363	(37,400)	(277,950)	(315,350)	Unbudgeted income for recovery of Section 20 Fire Door Replacements completed under Capital Scheme. Invoices for £234k raised in Nov 2022
	REPAIRS CONTRACT	SALARIES	187,967	260,063	(72,095)	346,690	(85,000)	261,690	Vacant posts following restructure of the team, offset by unbudgeted temp staff cost
		PAYMENTS FOR TEMPORARY STAFF	87,388	30,000	57,388	30,000	87,000	117,000	Cost of Agency Staff - Head of Repairs
Housing Repairs	REPAIRS CONTRACT	COVID 19 COSTS	225,773	87,000	138,773	96,000	129,773	225,773	Covid related repairs, final invoices paid

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 Postion Predicted Outturn	Comment
		VOIDS	1,052,368	1,200,000	(147,632)	1,600,000	0	1,600,000	Budget currently underspent, however due to unknown condition of properties and expenditure required for fit to let purpose, it is unknown if there will be an underspend at the year end
		WALL FINISHING & LINTELS	450,568	706,125	(255,557)	941,500	(400,000)	541,500	Projects have been identified but unable to complete them this year (i.e. repairs to parapets at the High rise blocks)
		STAIRLIFT MAINTENANCE	13,222	45,000	(31,778)	60,000	0	60,000	Work in progress, awaiting invoices from the contractor
		GAS HEATING SYSTMS MAINTENANCE	297,492	465,000	(167,508)	620,000	(200,000)	420,000	Predicted underspend, due to new boilers being installed and maintained or covered by guarantee
		PERIODIC ELECTRICAL TESTING	271,015	303,750	(32,735)	405,000	0	405,000	There will be more testing done this year, surveys at High Rise block currently benign undertaken which will inform the predicted outturn.
		DISREPAIR COSTS	0	33,000	(33,000)	33,000	0	33,000	Awaiting completion of work following disrepair claims
		PLANNED MAINTENANCE	27,693	72,000	(44,307)	107,000	0	107,000	Budget to assist with disrepairs
		RECHARGABLE WORKS	(57,740)	0	(57,740)	0	(57,740)	(57,740)	Recovery of cost of damages to properties

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 Postion Predicted Outturn	Comment
Housing Repairs	REPAIRS	WATER PUMPS HIGH RISE	4,200	37,500	(33,300)	50,000	0	50,000	Pump installed - to be paid from capital scheme, only cost of service/ maintenace included here
		MISC. (NON SPECIFIC)	6,935	60,795	(53,860)	81,060	(70,000)	11,060	To offset cost of disrepairs
		FIRE SAFETY & RISK ASSESSMENT	47,000	0	47,000	0	0	0	Commitment to Ridge and Partners, funds are kept in reserve - to be released once the invoice is paid.
		DISREPAIR COSTS	100,272	0	100,272	0	100,272	100,272	Outstanding cost of historical disrepair claims
HRA Summary	H R A SUMMARY	PROVISION FOR BAD DEBTS	265,259	185,400	79,859	185,400	50,000	235,400	Predicted overspend due to increase in arrears
		SERVICE CHARGE	(184,485)	(157,340)	(27,145)	(204,100)	(35,000)	(239,100)	Service charges higher than budgeted, mainly due to increase of electricity charges
		UNDER/OVER BANKING	(24,005)	0	(24,005)	0	(24,005)	(24,005)	Unbudgeted income - credit w/off
		RENTS	(15,030,878)	(14,980,235)	(50,643)	(19,431,480)	(49,700)	(19,481,180)	Rent collection higher than budgeted due to lower level of voids
		GARAGE RENTS	(243,144)	(270,380)	27,236	(350,740)	35,000	(315,740)	Increased number of void garages, garage refurbishment project in progress

## 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	71	-	(71)	95	95	-	-	95	-
<b>Service Area Total</b>	<b>95</b>	<b>71</b>	<b>-</b>	<b>(71)</b>	<b>95</b>	<b>95</b>	<b>-</b>	<b>-</b>	<b>95</b>	
<b>AD Growth</b>										
Gungate Development	718	539	72	(467)	718	100	(618)	618	718	Started looking for delivery, consultant appointed to mobilize the project.
Castle Mercian Trail	27	21	(1)	(21)	27	27	-	-	27	Underspend from previous project. This is capital funding came from GF receipts and reserves and unsupported borrowing and at year end the unspent budget will be returned to capital financing and will be available to fund other future schemes.
Gateways	400	300	-	(300)	400	-	(400)	400	400	There is still no plan to use in 2022-23. Budget to be reprofiled to 2023-24
Repairs to Castle Elevation	429	322	-	(322)	429	143	(286)	286	429	Tender evaluation in progress, will use all budget in this year.
Off Street Car Parking Infrastructure Update	22	16	22	5	22	22	-	-	22	-

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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
FHSF Castle Gateway	2,621	1,966	225	(1,741)	5,083	583	(4,500)	4,500	5,083	Majority of spend expected in final quarter of 2022/23, with £4.5m expected to be re-profiled into 2023/24 at this stage, in line with plan submitted to DLUHC
FHSF Middle Entry	2,067	1,550	1,452	(98)	2,067	1,631	(436)	436	2,067	Purchase of Middle Entry at £1.355m completed at the end August.
FHSF College Quarter	6,580	4,935	1,894	(3,040)	14,113	1,967	(12,146)	12,146	14,113	Majority of spend expected in final quarter of 2022/23, with £12.1m expected to be re-profiled into 2023/24 at this stage, in line with plan submitted to DLUHC
Disposal of Solway Cls Site	-	26	45	19	53	53	-	-	53	Work in progress with Thomas Lister as per Homes England Framework.
<b>Service Area Total</b>	<b>12,864</b>	<b>9,674</b>	<b>3,708</b>	<b>(5,966)</b>	<b>22,911</b>	<b>4,525</b>	<b>(18,386)</b>	<b>18,386</b>	<b>22,911</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
ED Organisation								-		
AD People								-		

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
Replacement It Technology	24	52	30	(21)	73	33	(40)	40	73	Network Refresh to be brought forwards due to issues with VMWare. Possibly to be started by March, but likely to fall into 23-24. Year to date spend includes commitments raised.
New Time Recording System 17/18	15	-	-	-	-	-	-	-	-	Cabinet approved re-purposing of this budget to fund move of i-Trent system to cloud.
Self Service Customer Portal	27	20	14	(6)	27	17	(10)	10	27	Remaining funds to be used to move further processes to portal, unlikely to be finished by Mar-22
Member Device Refresh	2	1	-	(1)	2	2	-	-	2	Remaining budget to be used for replacement kit
Endpoint & Web E-Mail Filter	-	30	-	(30)	40	-	(40)	40	40	Spend not planned until 2023/24 therefore budget to be re-profiled
Asset Management Database	42	32	-	(32)	42	-	(42)	42	42	Additional modules and training required - unlikely to be spent before March-22
V13 Income Management Systems & 3D Secure	23	17	20	3	23	21	(2)	-	21	System upgrade and move to Cloud - expected go live Oct 22
R & R Smart Working IT Requirements	-	24	-	(24)	523	50	(473)	473	523	Funds to be used for IT Equipment on Ground Floor. Remainder for new premises, reprofiled to 23/24

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
ICT Audio/Visual Technology Town Hall	-	44	-	(44)	87	-	(87)	87	87	Technology evaluation reliant on meeting Jan-23 so unlikely to be spent by Mar-23
ITrent HR & Payroll SAAS	-	46	39	(7)	46	46	-	-	46	Remaining budget is for consultancy costs
<b>Service Area Total</b>	<b>132</b>	<b>265</b>	<b>103</b>	<b>(162)</b>	<b>862</b>	<b>168</b>	<b>(694)</b>	<b>692</b>	<b>860</b>	

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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
AD Operations & Leisure								-		
Wigginton Park Section Section 106	11	9	-	(9)	11	-	(11)	11	11	Volunteers' groups slowly returning post pandemic resulting in delay management plan. Likely to underspend in current year and need to re-profile into 2023-24



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
Broadmeadow Nature Reserve	11	8	-	(8)	11	-	(11)	11	11	Volunteers' groups slowly returning post pandemic resulting in delay management plan. Likely to underspend in current year and need to re-profile into 2023-24
Public Open Space Section 06	27	20	-	(20)	27	-	(27)	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	52	31	(21)	69	69	-	-	69	Ongoing 40+ replacement scheme, works to plan
Local Nature Reserves	24	18	-	(18)	24	-	(24)	24	24	Grant funding HLS from Rural Payments Agency. Waiting for quotation. Likely to underspend in current year and need to re-profile into 2023-24
Amington Community Woodland	757	568	(0)	(568)	757	-	(757)	757	757	On hold due to issues on site with levels - with Planning. Expect to re-profile into 2023-24
Refurbishment Castle Grounds Tennis Courts	120	119	172	53	177	177	-	-	177	Worked started and plan to finish before year end.

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
Refurbishment of Play Areas	50	64	50	(14)	85	50	(35)	35	85	Contract awarded for £50k. New tender to use £35K (+ £10K from other budget) for remaining work
Indoor and Outdoor Sports Feasibility	100	75	-	(75)	100	-	(100)	100	100	Contract awarded and work ongoing, completion planned for 2023.
<b>Service Area Total</b>	<b>1,169</b>	<b>932</b>	<b>253</b>	<b>(679)</b>	<b>1,262</b>	<b>297</b>	<b>(965)</b>	<b>965</b>	<b>1,262</b>	

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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 Finance										
AD Finance										
Solway Tamworth LTD LATC	4,000	-	-	-	4,000	-	(4,000)	4,000	4,000	To be utilised in LUF scheme, subject to confirmation of bid
<b>Service Area Total</b>	<b>4,000</b>	<b>-</b>	<b>0</b>	<b>0</b>	<b>4,000</b>	<b>-</b>	<b>(4,000)</b>	<b>4,000</b>	<b>4,000</b>	
ED Communities										
AD Assets										

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
Disabled Facilities Grant	849	1,124	531	(593)	1,499	699	(800)	800	1,499	Currently working to establish the backlog of outstanding work from Millbrook. Budget will not be fully utilised.
Energy EFF Upgrade Commercial and Industrial Properties	-	56	-	(56)	75	-	(75)	-	-	Up-to-date there was no requirements for upgrades, as there was no vacant units that required improvements. Predicted savings of £75k
PR & R Office Requirements	-	113	-	(113)	150	75	(75)	75	150	Awaiting approval of the options, it is estimated that only £75k will be spent this year with remaining £75k to be reprofiled
<b>Service Area Total</b>	<b>849</b>	<b>1,293</b>	<b>531</b>	<b>(762)</b>	<b>1,724</b>	<b>774</b>	<b>(950)</b>	<b>875</b>	<b>1,649</b>	
<b>AD Neighbourhoods</b>										
CCTV Infrastructure	-	34	-	(34)	46	46	-	-	46	Awaiting invoice from WMCA for the shared services
<b>Service Area Total</b>	<b>-</b>	<b>34</b>	<b>-</b>	<b>(34)</b>	<b>46</b>	<b>46</b>	<b>-</b>	<b>-</b>	<b>46</b>	
<b>GF Contingency</b>										
GF Contingency	-	-	-	-	100	-	(100)	100	100	Funds not likely to be required this year and to be re-profiled
Cont-Return On Investment	20	-	-	-	20	-	(20)	20	20	Funds not likely to be required this year and to be re-profiled

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
GF Contingency Plant and Equipment	100	-	-	-	100	-	(100)	100	100	Funds not likely to be required this year and to be re-profiled
GF Contingency Castle Curtain Wall	-	-	-	-	30	-	(30)	30	30	Funds not likely to be required this year and to be re-profiled
<b>Service Area Total</b>	<b>120</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>250</b>	<b>-</b>	<b>(250)</b>	<b>250</b>	<b>250</b>	
<b>GENERAL FUND TOTAL</b>	<b>19,230</b>	<b>12,270</b>	<b>4,595</b>	<b>(7,675)</b>	<b>31,150</b>	<b>5,905</b>	<b>(25,245)</b>	<b>25,168</b>	<b>31,073</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	209	113	(95)	279	113	(166)	166	279	Further work has been identified at Caledonian garage roofs, Riverside carpark and Kettlebrook but this will be actioned in the new financial year.
Bathroom Renewals	5	435	436	1	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

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
										between value on invoices and quote. Jobs raised on Orchard to utilise the whole budget.
Gas Central Heating Upgrades and Renewals	639	994	434	(559)	1,325	1,125	(200)	200	1,325	Boiler replacement programme issued to the contractor. The gas boilers replacement budget covers also the electric radiators replacements. Potential underspend of £200k to be reprofiled
Kitchen Renewals	209	682	504	(177)	909	909	-	-	909	Contract split between Wates and Equans. Backlog of invoices from Equans due to variations between value on invoices and quote. Jobs raised on Orchard to utilise the whole budget.
Major Roofing Overhaul and Renewals	-	1,125	1,469	344	1,500	1,500	-	-	1,500	The work has been identified for three years and this year budget will be spent in full.
Window and Door Renewals	-	300	318	18	400	400	-	-	400	Work identified for the full budget; full list passed on to the contractor (Wates)
Neighbourhood Regeneration	267	575	704	129	767	767	-	-	767	Work on track, budget expected to be spent in full by the end of the year
Disabled Facilities Adaptations	460	532	278	(254)	710	410	(300)	300	710	Due to the termination of contract with Millbrook there is a backlog of work for completion. Awaiting

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
										Occupation Therapy assessments, once completed Equans will provide a quote.
Rewire	30	135	120	(15)	180	-	(180)	180	180	Will be used in full for electrical heating upgrade in High rise flats.
CO2 / Smoke Detectors	124	141	93	(48)	188	188	-	-	188	Work has started on replacement battery operated smoke detectors to the hard wired.
Insulation	18	13	-	(13)	18	-	(18)	18	18	Budget to be utilised for the energy efficiency project. Waiting for Equans to provide a quote - linked to the roofing programme. Full budget to be utilised next year

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
Renew High Rise Lifts	243	182	185	3	243	201	(42)	-	201	Lift in Eringden completed, potential for 42k underspend
Replace High Rise Soil Stacks	1,741	1,309	651	(658)	1,744	651	(1,093)	1,093	1,744	Two blocks out of six completed, the work will not finish this year. £1,093k to reprofile to fund the

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
										remaining blocks and additional cost caused by asbestos
Sheltered Schemes	113	159	82	(78)	213	213	-	-	213	Work identified for this year, budget will be spent in full
Energy Efficiency Improvements	-	53	56	4	70	-	(70)	70	70	Will not be spent this year - will be used for insulation of roofs, awaiting price from Wates - to be reprofiled in full.
Install Fire Doors High Rise	493	407	529	121	587	587	-	-	587	All works will be completed and paid for this financial year. The budget will be spent in full
High Rise Ventilation System	120	90	-	(90)	120	-	(120)	120	120	In line with the soil stacks project, awaiting pricing from the contractor, will not be spent this year
Fire Risk Mitigation Works	-	187	202	15	206	76	(130)	130	206	Report received from the consultant and contractor is preparing project plan. Only 2 blocks will be completed this year. £130k to be reprofiled
Damp & Mould Works	-	75	100	25	100	45	(55)	55	100	Majority of expenditure will be spent on disrepairs, also consideration for thermal insulation upgrade of walls. £55k to reprofile
Decarbonisation	-	3,200	2,560	(640)	3,200	3,200	-	-	3,200	Work in progress as per programme and will be completed by the end of

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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
										March 2023 (grant conditions)
High Rise Refuse Chute Renewals	-	113	140	28	150	130	(20)	-	130	Project completed, expected underspend of £20k. Year to date spend based on order raised.
Sheltered Lifts and Stairlift Renewals	-	270	115	(155)	360	120	(240)	240	360	Work identified at Thomas Hardy Court, there are still other lifts that will need renewals, but this will take place next financial year. £240k to be reprofiled.
Fire Alarm Panel Renewals	-	38	40	3	50	-	(50)	50	50	Investigating options to replace the panels with domestic smoke detectors in the low rise blocks of flats, the whole budget to be reprofiled, year to date spend reflects commitment raised in advance

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
Scooter Storage at High Rise	-	23	24	2	30	-	(30)	30	30	Project unlikely to start this year, the contractor is still working on the design. Year to date spend reflects



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
										commitment raised in advance.
Upgrade Pump Room at High Rise	-	19	20	1	25	25	-	-	25	Work has been completed, the total value £33,753.12 but that include some revenue cost for servicing and maintenance
Retention of Garage Sites	640	1,043	618	(424)	1,390	1,090	(300)	300	1,390	As per updates from the contractor there are still garages to be refurbished and this will take place next financial year. Predicted 300k underspend to be reprofiled.
Capital Salaries	-	150	-	(150)	200	200	-	-	200	-
Software Fire Safety Surveys	90	68	-	(68)	90	-	(90)	90	90	Contractor Ridge and Partners still working on options and the drawings, the budget to be reprofiled.
HRA Street Lighting	42	31	32	0	42	42	-	-	42	PO raised in advance
Asset Management Software HRA	26	20	9	(11)	26	20	(6)	-	20	Additional modules and some training still required. Predicted underspend of £6k
Telecare System Upgrades	36	49	-	(49)	66	-	(66)	66	66	Project with Tunstall, upgrades to digital systems, the budget will be required next year - to be reprofiled in full.
Kerria Estate Project	88	110	132	22	132	132	-	-	132	CPO settled in July,
Other Acquisitions	58	44	19	(25)	58	46	(12)	12	58	Used for Improvement on Acquisitions, outstanding

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
										invoices not yet been paid to Equans (approx £27k).
Regeneration & Affordable Housing	4,242	3,998	2,454	(1,544)	4,448	2,624	(1,824)	1,824	4,448	Order raised for Wilnecote Project, WIP as scheduled, to be completed in June 2023. An acquisition in pipeline to be completed this year. £1,143k to be reprofiled for the Wilnecote development and further c.£700k towards next year acquisitions
Caledonian Depot New Build	1,506	1,506	55	(1,451)	1,506	201	(1,305)	1,305	1,506	Contractor has been appointed, work to start in January 2023. - £1,305,000 to be reprofiled. Minimal cost expected this year
<b>Service Area Total</b>	<b>11,198</b>	<b>18,283</b>	<b>12,492</b>	<b>(5,791)</b>	<b>21,912</b>	<b>15,595</b>	<b>(6,317)</b>	<b>6,249</b>	<b>21,844</b>	
<b>HRA Contingency</b>										
HRA Contingency	100	75	-	(75)	100	100	-	-	100	-
<b>Service Area Total</b>	<b>100</b>	<b>75</b>	<b>-</b>	<b>(75)</b>	<b>100</b>	<b>100</b>	<b>-</b>	<b>-</b>	<b>100</b>	
<b>HRA Total</b>	<b>11,298</b>	<b>18,358</b>	<b>12,492</b>	<b>(5,866)</b>	<b>22,012</b>	<b>15,695</b>	<b>(6,317)</b>	<b>6,249</b>	<b>21,944</b>	

**Treasury Management Update – Period 9 - 2022/23**

**APPENDIX C**

**Investments held as at 31<sup>st</sup> December 2022:**

Borrower	Deposit £	Rate %	From	To	Notice
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	-
Liverpool City Council	5,000,000	3.85%	07-Oct-22	07-Jul-23	-
Nationwide Building Society	5,000,000	3.04%	07-Oct-22	01-Feb-23	-
Goldman Sachs	5,000,000	2.87%	28-Oct-22	27-Jan-23	-
Lloyds Bank	5,000,000	4.16%	11-Nov-22	11-May-23	-
Standard Chartered	10,000,000	3.93%	11-Nov-22	11-May-23	-
Santander	10,000,000	2.77%	-	-	180 day
MMF – Aberdeen	7,580,000	3.26%*	-	-	On call
MMF – PSDF	1,111,000	3.36%*	-	-	On call
MMF – Federated	569,000	3.26%*	-	-	On call
<b>Total</b>	<b>78,260,000</b>	<b>3.10%</b>	-	-	-
Schroders UK Real Estate Fund	1,848,933	3.76%	-	-	-
Threadneedle Property Unit Trust	6,056,785	4.02%	-	-	-
Hermes Federated Property Unit Trust	4,056,500	3.10%	-	-	-
<b>Total</b>	<b>90,222,218</b>	<b>3.18%</b>	-	-	-

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

Fund	Initial Investment	Fund Value 31/12/2022	2022/23 Return to Date		
Schroders UK Real Estate Fund	£1,848,933.03	£1,773,943.60	£52,334.45	3.76%	Returns Received Monthly. Received up to Dec-22.
Threadneedle Property Unit Trust	£6,056,785.32	£5,451,259.08	£122,003.45	4.02%	Returns Received Quarterly. Received up to Sep-22. Q3 Payable approx. 20/01/23.
Hermes Federated Property Unit Trust	£4,056,499.57	£3,758,395.19	£62,955.29	3.10%	Returns Received Quarterly. Received up to Sep-22. Q3 Payable approx 15/02/23.
<b>Total</b>	<b>£11,962,217.92</b>	<b>£10,983,597.87</b>	<b>£237,293.19</b>	<b>3.67%</b>	

**External Borrowing as at 31<sup>st</sup> December 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
<b>Total</b>	<b>4.05%</b>	<b>63,060,194</b>		

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