

# Quarter 4 Performance Report 2022-23

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

1. Recovery and Reset Programme Summary
2. Corporate Projects Summary – March 2023
3. Key Projects at Red or Amber – March 2023
4. Corporate Projects by Priority – March 2023
5. General fund – Actual Spend Summary - Quarter 4
6. Universal Credit Summary – Quarter 4
7. Corporate Risk Register – March 2023
8. Impact of Welfare Benefit Reform and COVID19 on Council services
9. Medium Term Financial Strategy 2022/23 -2026/27 Monitoring, Mar 2023
10. Financial Health check report – Provisional Outturn Period 12, March 2023

## **Appendices**

1. Corporate Projects Highlight Reports
  - A. General Fund - Main Variances
  - B. Capital Programme Monitoring

# 1. Recovery and Reset Programme Closure Summary

Recovery & Reset Programme Highlight Report (Confidential)				
Completed by:	Tina Mustafa		Date Complete:	Closure report April 2023
Projects	Project Lead	Highlight		
Programme Overview	Tina Mustafa	<ul style="list-style-type: none"> <li>Cabinet approved exit strategy 6/4/23 formally closing the programme</li> <li>Internal Audit report gave substantial assurance on Programme design, delivery and control report attached below</li> <li>Achievements slide captured below – headlined £6.9m efficiency savings delivered throughout programme securing balanced MTFS 2023</li> <li>Programme duration – 30 / 09/2020 to 31/3/2023</li> </ul>		
Regeneration	Anna Miller	<ul style="list-style-type: none"> <li>Board moved this project out of the Programme 2022/2023 following decision to de-commission</li> <li>MH Disposal progress reported to Cabinet separately</li> <li>Temporary relocation of office premises paused whilst LUF bid 2023 determined – Announced unsuccessful Jan 2023</li> </ul>		
Building Requirements & Utilisation	Paul Weston	<ul style="list-style-type: none"> <li>Town Hall agreed as municipal headquarters.</li> <li>Separate work-stream around Town hall investment</li> </ul>		
Customer Services Offer (including front of house)	Zoe Wolicki	<ul style="list-style-type: none"> <li>Board/Cabinet endorsed reception continuing at Assembly Rooms</li> <li>Ongoing review of face to face reception service offer delegated to Deputy Chief Executive and Portfolio Holder</li> </ul>		
SMART WORKING	Zoe Wolicki	<ul style="list-style-type: none"> <li>Entire workforce successfully underwent transformation to SMART working resulting in designations to either site based; home or hybrid working models facilitating de-commissioning Marmion</li> </ul>		
Service Re-design	Tina Mustafa	<ul style="list-style-type: none"> <li>Significant achievements and savings realised supporting MTFS balanced budget (2023)</li> </ul>		
Third Sector & Vulnerability	Jo Sands	<ul style="list-style-type: none"> <li>Vulnerability pledge agreed by Cabinet.</li> <li>Vulnerability mapping completed.</li> <li>Homeless Hub agreed by Cabinet 16/3/23 and being procured</li> </ul>		
Financial Management & Commerciality	Joanne Goodfellow	<ul style="list-style-type: none"> <li>Linked to Service re-design and Efficiencies</li> </ul>		
Achievements since last period		Planned Activities for next period		
 Annex two achievements recover		Programme Closed		
Amber/Red Areas		Risks including Stakeholder Issues		
<ul style="list-style-type: none"> <li>Programme Closed March 31<sup>st</sup> 2023 with Substantial Assurance from internal audit report</li> </ul>		<ul style="list-style-type: none"> <li>Risks identified by Grant Thornton around future plans for transformation (April 2023)</li> </ul>		

	<ul style="list-style-type: none"> <li>• Key decisions reported confidentially due to commerciality will require careful onward communications planning</li> <li>• Forecasted savings around Marmion House still to be delivered</li> <li>• Business as Usual activity requires resourcing</li> </ul>
<b>Recovery &amp; Reset Board Issues</b>	<b>Resourcing Requirements</b>
Board supported exit planning 9/3/23 and key decision in April 2023 cabinet report	None, programme closed

## 2. Corporate Projects Summary – March 2023

Generated on: 30<sup>th</sup> May 2023





Project	Project Status	Due Date	Managed By
Place Investment Strategy	✔	31-Mar-2024	Anna Miller
FHSF	✔	31-Mar-2024	Anna Miller
Net Zero	✔	31-Mar-2024	Anna Miller
Self-Assessment Compliance Framework (housing)	●	31-Mar-2023	Tina Mustafa
Garage Site Development Caledonian regeneration	⚠	30-Aug-2024	Paul Weston
Asset management Strategy	⚠	31-Mar-2023	Paul Weston
ICT Strategy Implementation Plan	✔	31-Mar-2025	Zoe Wolicki
PD Strategy	✔	31-Mar-2024	Zoe Wolicki
Local Government Boundary Review	✔	31-Mar-2024	Zoe Wolicki
Development of Tourism Strategy	✔	31-Mar-2025	Anna Miller
Town Centre Masterplan	✔	30-Sep-2023	Anna Miller
Town Hall	✔	31-Mar-2024	Paul Weston
Gungate	✔	31-Mar-2025	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 – March 2023

Generated on: 30<sup>th</sup> May 2023

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Project	Project Status	Due Date	Managed By	Projects Highlights Overall Project Comments
Garage Site Development Caledonian regeneration		30-Aug-2024	Paul Weston	<i>Initial procurement exercise received no interest from the market. Tenders invited through a framework arrangement. Initial costs higher than anticipated and some cost clarifications required. Anticipate being in a position to make a decision on the project in November. The lack of interest during the initial phase has resulted in the project timetable being pushed back.</i>
Asset management Strategy		31-Mar-2023	Paul Weston	<i>Draft reviewed, minor additions/amendments needed. Process of Asset Management Plans has commenced.</i>

Key to Status symbols	
	Action / Key Workstream / Project not on track and not in control
	Action / Key Workstream / Project not on track but is in control
	Action / Key Workstream / Project on track and in control
	Action / Key Workstream / Project Completed
	Status not known

## 4 Corporate Projects by Priority – March 2023

Generated on: 30 May 2023

### \*Corporate Plan 2022-25 v2

#### Priority

#### 1 Environment v2

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Project	Project Type	Due Date	Assigned To	Managed By
Net Zero	Corporate Plan 2022- 2025 Transformation & Change Project	31-Mar-2024	Anna Miller	Anna Miller
	Corporate Plan 2022- 2025 Transformation & Change Project			
Reset and Recovery management of overall programme	Corporate Plan 2022- 2025 Transformation & Change Project	31-Mar-2023	Tina Mustafa	Tina Mustafa
	Corporate Plan 2022- 2025 Transformation & Change Project			

#### 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
	Corporate Plan 2022- 2025 Project Delivery with updated Projects			
Reset and Recovery management of overall programme	Corporate Plan 2022- 2025 Transformation & Change Project	31-Mar-2023	Tina Mustafa	Tina Mustafa
	Corporate Plan 2022- 2025 Transformation & Change Project			

### 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-2025	Zoe Wolicki; Gareth Youlden	Zoe Wolicki
	Corporate Plan 2022- 2025 Project Delivery with updated Projects			
Garage Site Development Caledonian regeneration	Corporate Plan 2022- 2025 Project Delivery	30-Aug-2024	Paul Weston	Paul Weston
	Corporate Plan 2022- 2025 Project Delivery with updated Projects			
Reset and Recovery management of overall programme	Corporate Plan 2022- 2025 Transformation & Change Project	31-Mar-2023	Tina Mustafa	Tina Mustafa
	Corporate Plan 2022- 2025 Transformation & Change Project			

**Priority****4 Living in Tamworth v2**

<b>Project</b>	<b>Project Type</b>	<b>Due Date</b>	<b>Assigned To</b>	<b>Managed By</b>
Place Investment Strategy	Corporate Plan 2022- 2025 Project Delivery	31-Mar-2024	Anna Miller	Anna Miller
	Corporate Plan 2022- 2025 Project Delivery with updated Projects			
Self-Assessment Compliance Framework (housing)	Corporate Plan 2022- 2025 Project Delivery	31-Mar-2023	Tina Mustafa	Tina Mustafa
	Corporate Plan 2022- 2025 Project Delivery with updated Projects			
Asset management Strategy	Corporate Plan 2022- 2025 Project Delivery	31-Mar-2023	Paul Weston	Paul Weston
	Corporate Plan 2022- 2025 Project Delivery with updated Projects			
Reset and Recovery management of overall programme	Corporate Plan 2022- 2025 Transformation & Change Project	31-Mar-2023	Tina Mustafa	Tina Mustafa
	Corporate Plan 2022- 2025 Transformation & Change Project			

**Priority****5 Town Centre v2**



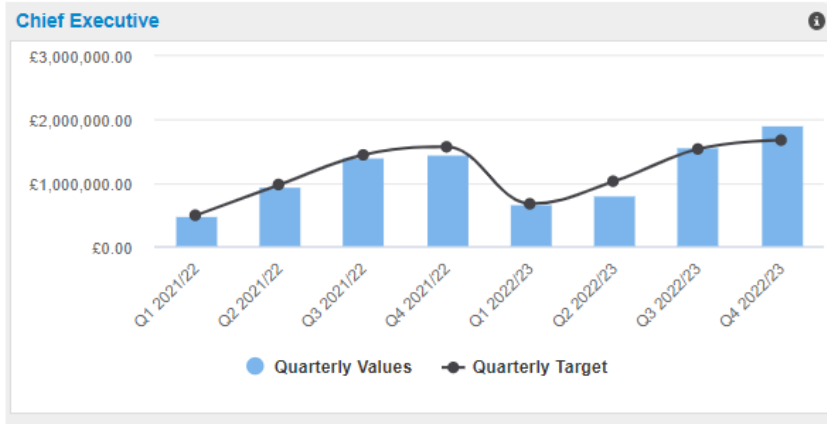
<b>Project</b>	<b>Project Type</b>	<b>Due Date</b>	<b>Assigned To</b>	<b>Managed By</b>
Town Centre Masterplan	Corporate Plan 2022- 2025 Project Delivery	30-Sep-2023	Anna Miller	Anna Miller
	Corporate Plan 2022- 2025 Project Delivery with updated Projects			
Town Hall	Corporate Plan 2022- 2025 Project Delivery	31-Mar-2024	Paul Weston	Paul Weston
	Corporate Plan 2022- 2025 Project Delivery with updated Projects			
FHSF	Corporate Plan 2022- 2025 Transformation & Change Project	31-Mar-2024	Anna Miller	Anna Miller
	Corporate Plan 2022- 2025 Transformation & Change Project			
Gungate	Corporate Plan 2022- 2025 Transformation & Change Project	31-Mar-2025	Anna Miller	Anna Miller
	Corporate Plan 2022- 2025 Transformation & Change Project			
Reset and Recovery management of overall programme	Corporate Plan 2022- 2025 Transformation & Change Project	31-Mar-2023	Tina Mustafa	Tina Mustafa
	Corporate Plan 2022- 2025 Transformation & Change Project			

**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
	Corporate Plan 2022- 2025 Project Delivery with updated Projects			
Local Government Boundary Review	Corporate Plan 2022- 2025 Project Delivery	31-Mar-2024	Zoe Wolicki	Zoe Wolicki
	Corporate Plan 2022- 2025 Project Delivery with updated Projects			
Reset and Recovery management of overall programme	Corporate Plan 2022- 2025 Transformation & Change Project	31-Mar-2023	Tina Mustafa	Tina Mustafa
	Corporate Plan 2022- 2025 Transformation & Change Project			

# 5 General Fund – Actual Spend Summary – Quarter 4

## General Fund Summary - Actual Spend-



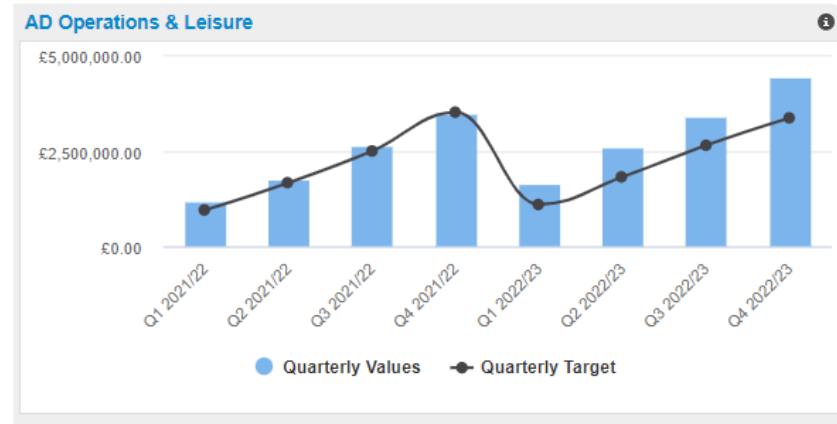
Increased JWU costs, based on LDC estimate



Minor variance



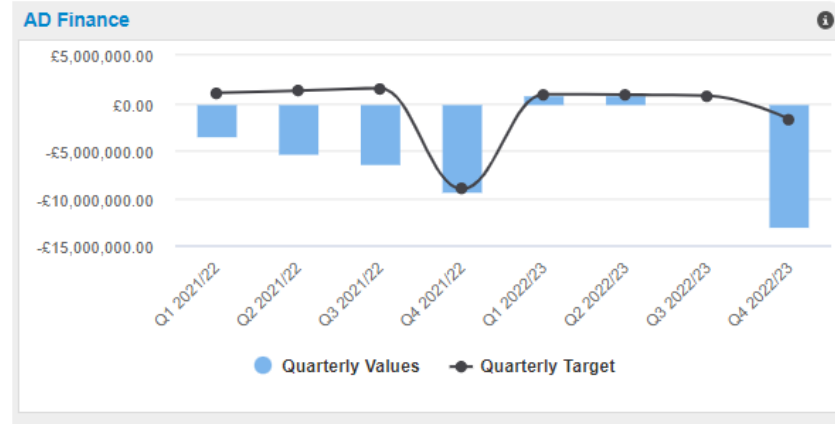
Minor variance



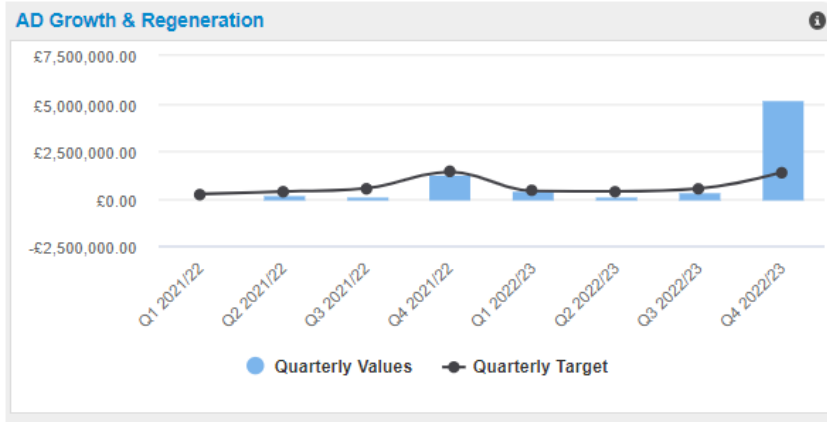
Shortfall in Assembly Rooms ticket sales & catering sales; Public Spaces vacancy allowance



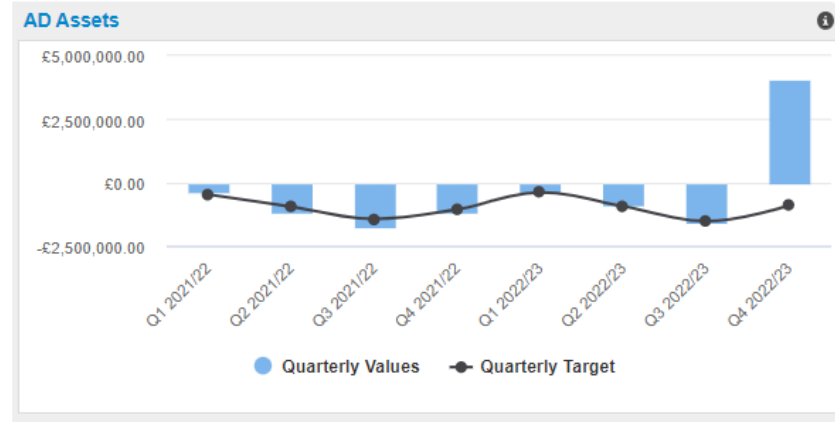
Increased application software costs, and software depreciation costs



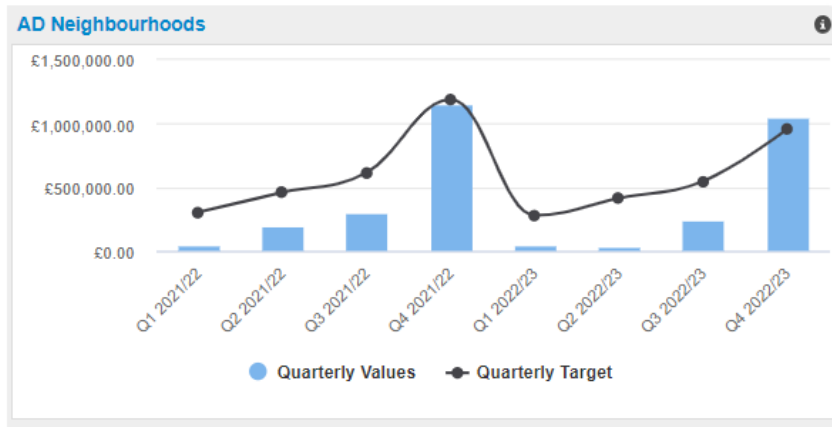
Business rates pooling returned levy income; interest and dividends



£3.3m impairment due to revaluations of FHSF properties (offset under AD Finance)



£4m impairment and revaluation of investment properties (offset under AD Finance)



Bed & Breakfast costs

**Key**

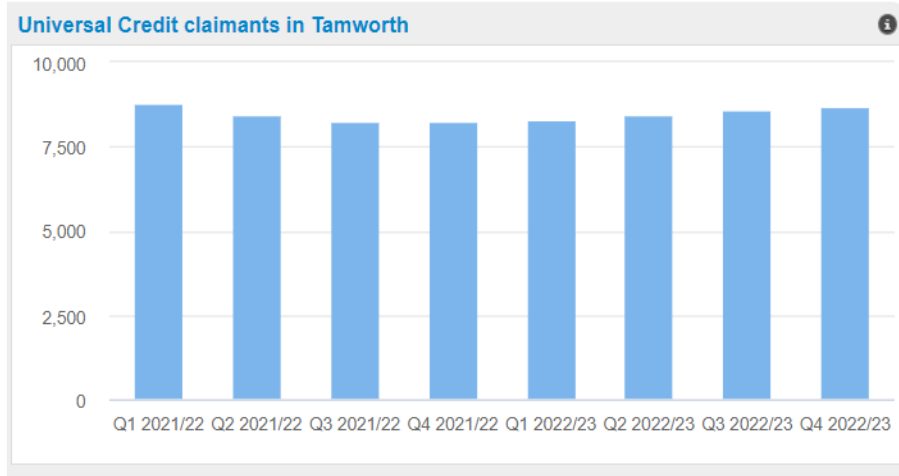
**Quarterly Value is the year to date position**



Minor variances

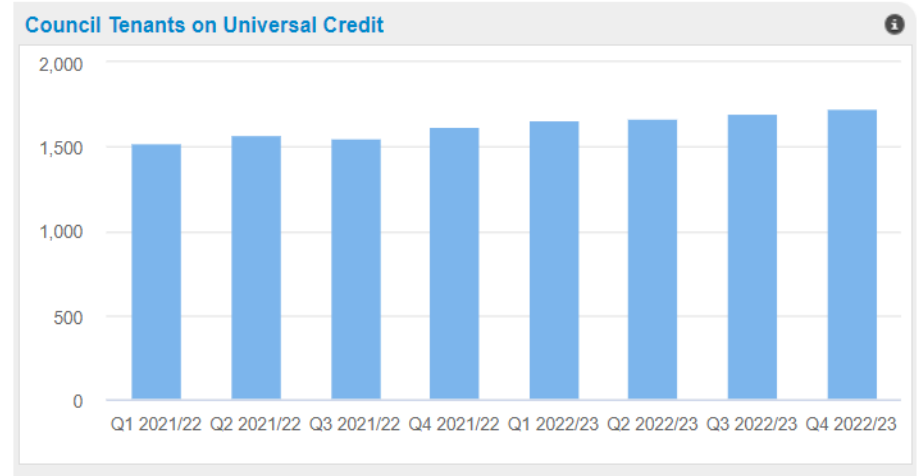
**Quarterly Target is the year to date budget**

## 6 Universal Credit Summary – Quarter 4



**Commentary**

There are 8,705 universal credit claimants in Tamworth.



**Commentary**

There are 1,722 council tenants on universal credit

## 7. Corporate Risk Summary– Quarter 4

Generated on: 06 June 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

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: 06 June 2023

Corporate Risk Heading	Finance/Financial stability 2022
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Corporate Risk	To ensure that the Council is financially sustainable as an organisation
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Original Matrix		Current Risk Matrix		Target Risk Matrix	
Severity	4	Severity	2	Severity	2
Likelihood	3	Likelihood	3	Likelihood	2
Risk Score	12	Risk Score	6	Risk Score	4
		Date Reviewed	15-May-2023	Target Date	

<b>Causes</b>	<ul style="list-style-type: none"> <li>* Risk of Austerity cuts/Major variances to the level of grant/subsidy</li> <li>* Uncertainty risk and potential financial disruption from External economic influences - mainly on income levels and current cost / inflationary pressures (and potential contractual cost increases)</li> <li>* Risk potential for poor Procurement practices and weak or ineffective Contract Management meaning VFM not maximised and TBC exposed to unnecessary liabilities.</li> <li>* Ongoing cost of living crisis and inflationary pressures risk having an impact on the Council's</li> </ul>	<b>Consequences</b>	<ul style="list-style-type: none"> <li>* Inability to plan long term due to uncertainty over future Local Government funding. The planned funding reforms, Fair Funding Review, business rates reset and the revised business rates retention scheme has been deferred again. The LGFS published in December 2022 outlined funding for 2023/24 with indications for 2024/25.</li> <li>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.</li> <li>* Unplanned cost reductions / savings requirements</li> </ul>
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	income if households struggle to pay council tax, housing rent payments, etc. If families find themselves in financial difficulty it could also increase the demand for our services putting pressure on resources, for example increase in homelessness.		* 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-Jul-2023		Monthly Financial Healthcheck reports to CMT and quarterly to Cabinet	Joanne Goodfellow
Recovery and Reset Programme	31-Jul-2023			Tina Mustafa
Robust monitoring process for MTFs in place and Quarterly Healthcheck update to Members	31-Jul-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. 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.</p> <p>The ongoing cost of living crisis and inflationary pressures continue to have an impact on the Council's finances. At the same time as rising supply costs there is also the potential for a fall in income as the disposable income of the public reduces due to the pressures on the household purse. This has the potential to affect collection rates for Council Tax and Housing Rents and it is also possible that income to attractions and events will reduce. If families find themselves in financial difficulty it could also increase the demand for our services putting additional pressure on resources, for example increased homelessness, exacerbated by the potential for increased numbers of asylum seekers or Ukrainian refugees who may also present as homeless. The situation will continue to be monitored, including through the monthly budget monitoring process. A planned review of the LCTR scheme is underway as a potential mitigation to reduce the pressure on lowest income households</p>
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Corporate Priority affected

Priority2: The Economy

Priority4: Living in Tamworth

Priority5: Town Centre

## 2. Modernisation and Commercialisation Agenda 2022

Generated on: 06 June 2023




Corporate Risk Heading	Modernisation and commercial agenda 2022
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Corporate Risk	Failure to Develop and implement Continuous Service improvement and develop employees to perform the right work
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Original Matrix		Current Risk Matrix		Target Risk Matrix	
Severity	3	Severity	3	Severity	1
Likelihood	2	Likelihood	2	Likelihood	2
Risk Score	6	Risk Score	6	Risk Score	2
		Date Reviewed	17-May-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> <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>	<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> <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-Jul-2023			Zoe Wolicki
Delivery of Planned Commercialisation Strategy	31-Jul-2023		2023/24 MTFS included review and update of fees and charges and new charges introduced. Other targeted savings built into budget via policy changes. Procurement training provided to staff.	Joanne Goodfellow
Develop Project management skills for key staff	31-Jul-2023			Zoe Wolicki
Management of Assets - deliver Corporate Capital Strategy and Asset Management Strategy actions	31-Jul-2023		Linked to updated Asset Management Strategy. Draft document produced and reviewed. Amendments being made following scrutiny comments.	Paul Weston

**Latest Note** Changes to political leadership may impact on training budgets and turnover,

**Corporate Priority affected** Priority2: The Economy  
Priority: Organisation  
Priority5: Town Centre

### 3. Governance 2022




Generated on: 06 June 2023

Corporate Risk Heading	Governance 2022
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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	17-May-2023	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> <li>* Reputational damage</li> </ul>	

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

**Latest Note** Changes to political leadership and new members will require additional training to be targeted asap.

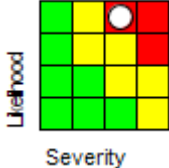
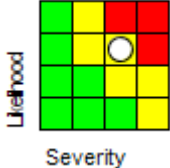
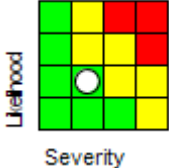
**Corporate Priority affected** Priority2: The Economy  
Priority: Organisation

## 4. Community Focus 2022


Generated on: 06 June 2023

Corporate Risk Heading	Community Focus 2022
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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>
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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-Jul-2023		Fly tipping grant of £26,000 received. 6	Joanne Sands



			deployable cameras to be purchased and hotspots identified. Littercam 2 week trial in September	
1D - Working with partners to protect people and open spaces	31-Jul-2023			S M; Sarah McGrandle
2C - Local plan to ensure affordable housing and infrastructure	31-Jul-2023		Issues and Options consultation has been completed.	Anna Miller

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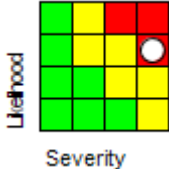
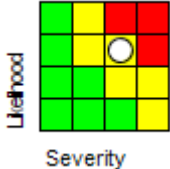
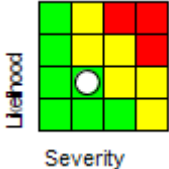
Corporate Priority affected	Priority1: The Environment Priority4: Living in Tamworth Priority5: Town Centre
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## 5. Economic Growth and Sustainability 2022

Generated on: 06 June 2023

<b>Corporate Risk Heading</b>	<b>Economic Growth and Sustainability 2022</b>
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<b>Corporate Risk</b>	<b>Lack of economic growth and sustainability in the Borough at the levels required</b>
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Page 34	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	26-May-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-Jul-2023		The Borough Council has awarded £25,000 grant	Anna Miller

			<p>funding to Tamworth town centre businesses to support local businesses in the current economic climate.</p> <p>The money will help town centre businesses establish or improve their physical or digital presence, gain new customers, increase turnover and increase opportunities for survival, through effective brand image and an improved service or product.</p> <p>This grant funding is available for a total of 3 years.</p> <p>The FHSF is delivering a project called the FLEX which will be entrepreneurial space/pop up space that can be flexibly managed, creating conditions for new businesses to try and establish themselves in the town.</p>	
3A - Local plan to improve infrastructure , evening economy and transport links	31-Jul-2023		Issues and options consultation completed	Anna Miller

Latest Note

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

Corporate Priority affected

Priority2: The Economy

Priority1: The Environment

Priority3: Infrastructure

Priority4: Living in Tamworth

Priority5: Town Centre

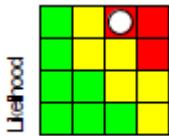
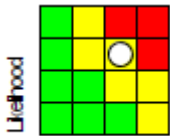
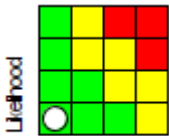
## 6. Organisational Resilience 2022

Generated on: 06 June 2023

Corporate Risk Heading	Organisational Resilience 2022
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Corporate Risk	Failure to provide services or maintain the continued wellbeing and operations within the Borough
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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>
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Risk Control Measure	Risk Control Measure Due Date	Risk Control Measure Status	Risk Control Measure Note	Assistant Director
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1B - Development of infrastructure for acting on Climate Change	31-Jul-2023		Ongoing discussions with BP Pulse over the delivery of an EV charging hub on Riverdrive.	Anna Miller
Business Continuity Planning	31-Jul-2023		Detailed work plan in place for EP & BC; work plan has been agreed by CMT and has been conveyed to Heads of Service.	Paul Weston
Emergency Planning	31-Jul-2023			Tina Mustafa

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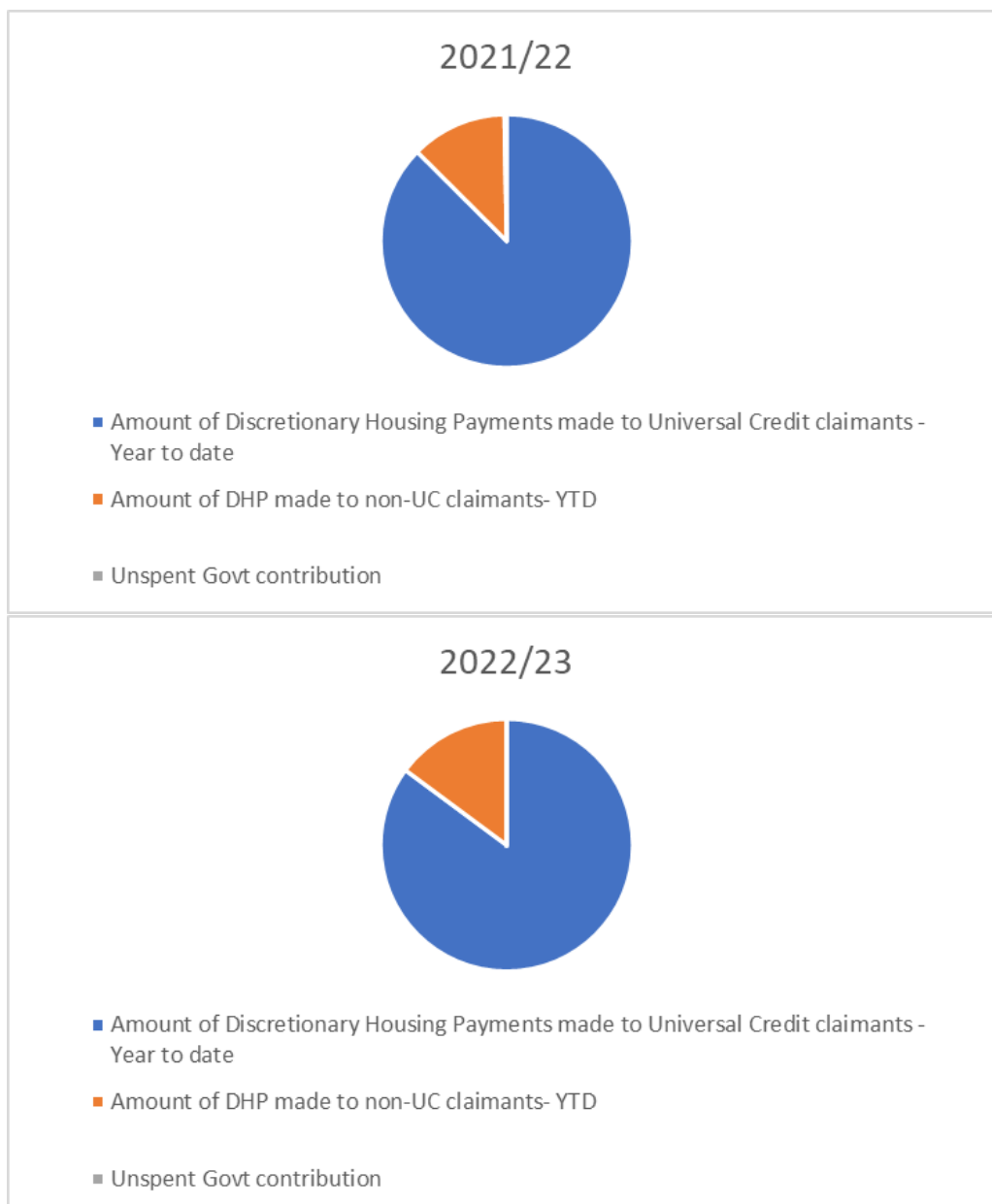
Corporate Priority affected	Priority2: The Economy Priority4: Living in Tamworth Priority: Organisation
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## 8 Impact of Welfare Benefit Reform and COVID19 on Council services

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

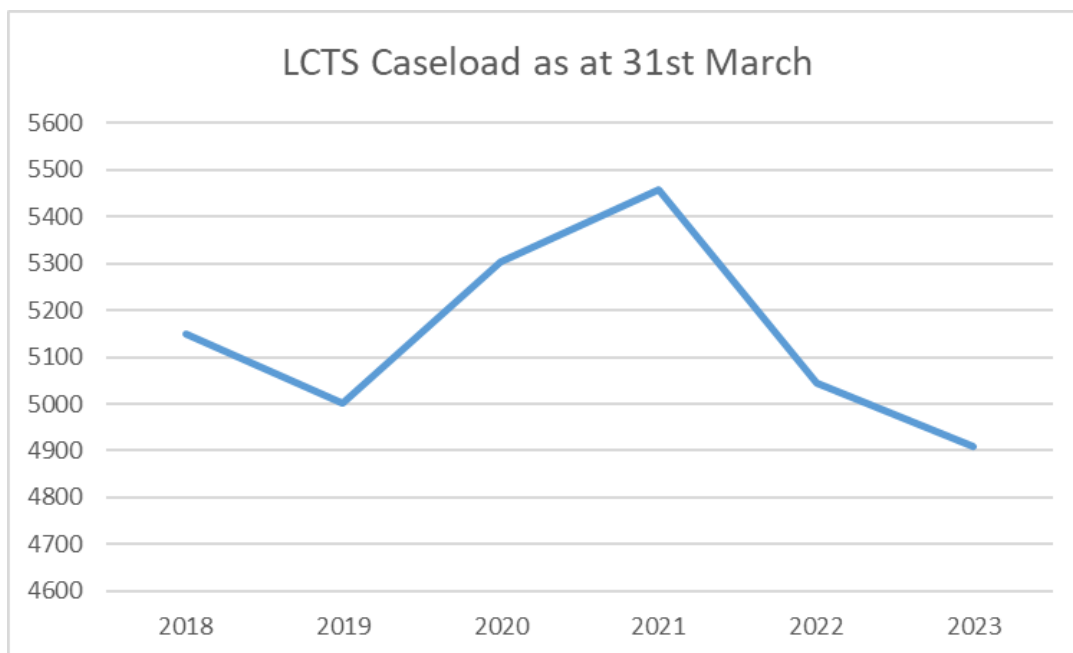
A reduction in the number of Discretionary Housing Payments (DHP) claims is reported - DHP claims paid are £98k (£138k at 31st March 2022) with 120 successful claims from 280 applications (compared to 207 successful claims from 325 applications at 31st March 2022). There is a 2 week backlog (3 weeks as at 31st March 2022) of claims still to be processed.



Local Council Tax Reduction Scheme claims are lower than 2021/22 (4,908 claimants as at 31st March 2023 compared to 4,948 at 31st March 2022) with a total scheme cost of £4.6m (£4.6m in 2021/22).

Live caseload figures are currently 5,100 compared to 5,250 at 31st March 2022, 5,628 at 31st March 2021, 5,374 at 31st March 2020 and 5,514 at 31st 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 6.7 days to March 2023 (6.9 days to March 2022).



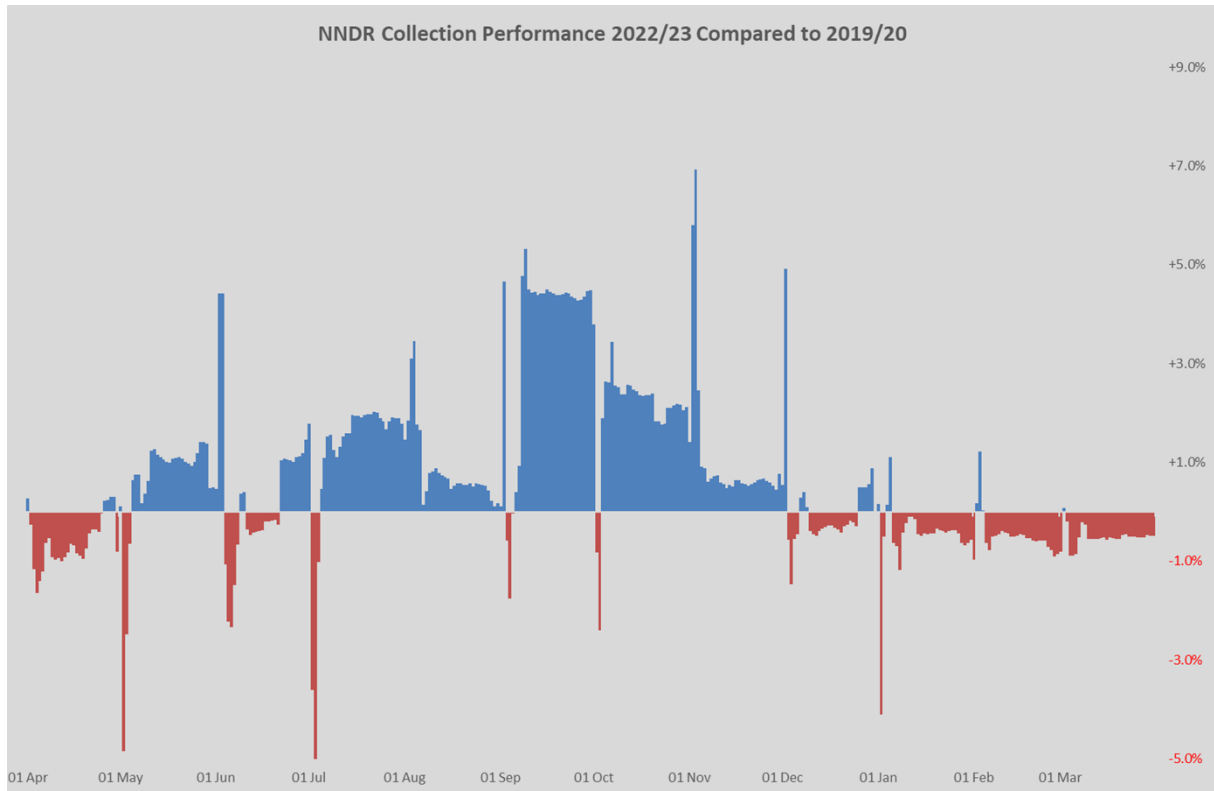
## Revenues

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 though the frequency has returned to near normal with nine hearings in 2021/22 and ten in 2022/23. In addition recovery in Q1-2 of 2022/23 was delayed while energy rebate payments were administered.



## NNDR

Collection performance fell just short of target - current year collection levels for 2022/23 were at 98.4%, below target by 0.6% at 31st March (97.7% as at 31st March 2021 and 97.6% as at 31st March 2022). Court costs are £6.4k, above the anticipated level of £5.5k.



**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 (760 for Q4 of 2022/23) are at higher levels than 2019/20 levels (630) with summons also at higher levels than 2019/20. There have been 189 summons compared to 147. The first major court of 2022/23 was delayed to 5 July due to ongoing difficulties in being allocated court time. There have been 73 enforcement agent referrals in 2022/23 (61 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 was 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 mid-year collection performance.

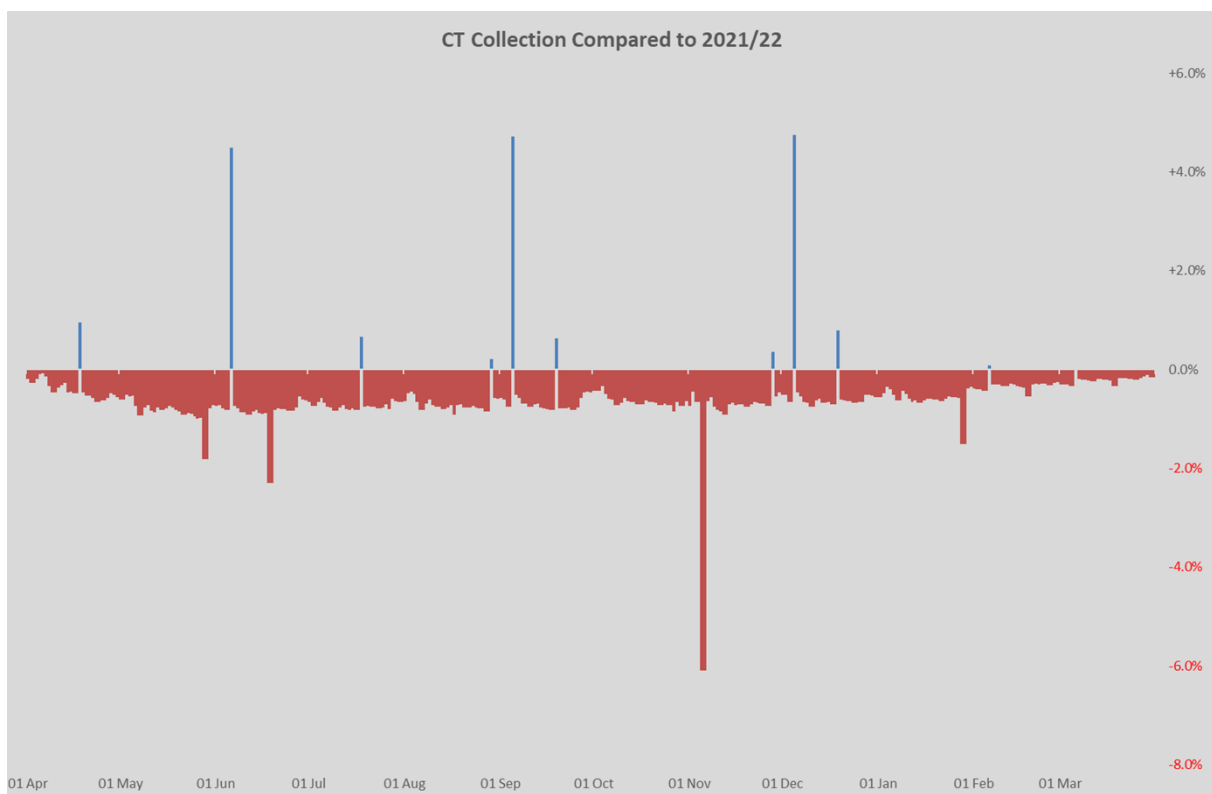
Arrears reduction in respect of 2021/22 debt stands at 77.6% compared to a target of 50.0%. This is also partly due to the award of CARF relief in respect of 2021/22.

## Council Tax

Reminders are significantly lower than 2019/20 levels due to delayed recovery while the energy rebate is administered (8,390 at 31st March 2023 compared to 13,194 for 2019/20) with liability orders at slightly higher levels (3,753 summonses compared to 3,756 in 2019/20 with 2,935 liability orders compared to 2,878). Attachment of earnings are at also lower levels (162 attachments compared to 395 in 2019/20 meanwhile there were 2,837 enforcement agent referrals compared to 1,824 in 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 542 at the end of March 2023 (737 items at 31st March 2021).

The current year collection level of 97.4% is lower than the target of 98.0%, this is also behind the 2019/20 collection performance of 97.9%. This is due to the delays in recovery previously mentioned together with money allocated elsewhere due to cost of living increases The chart below shows how the relative collection has been steadily improving through the year.



**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 just behind target by £1k at £224k. Arrears collection in respect of 2021/22 of 36.2%, behind the target of 48.0%.

As at 31st December 2022 there were 2,065 live Council Tax universal credit cases. The collection rate for universal credit cases was 79.1% (of a £706k collectable debit) compared to our overall collection rate of 97.4%. The difference shows universal credit collection approximately £129k behind where it would be if it reflected the overall figures.

Direct Debit take up for live universal credit cases is 29.2% compared to 73.4% overall. In addition, 1,126 reminders have been sent in respect of the 2,065 universal credit cases (7,906 for 34,539 overall liabilities). 19% of live cases have received a summons for non-payment, compared to a figure of 5% 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 2021/2 2	Qtr 2 2021/2 2	Qtr 3 2021/2 2	Qtr 4 2021/2 2	Qtr 1 2022/2 3	Qtr 2 2022/2 3	Qtr 3 2022/2 3	Qtr 4 2022/2 3
Number of Council Tenants on Universal Credit	1,449	1,519	1571	1556	1617	1655	1671	1,701	1,722
Number of Council Tenants on Universal Credit in Rent Arrears	680	954	987	1077	749	1063	1170	1,165	779
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%	45.2%
Number of Council Tenants on Universal Credit not in Rent Arrears	769	565	584	479	868	592	501	536	943
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%	54.8%

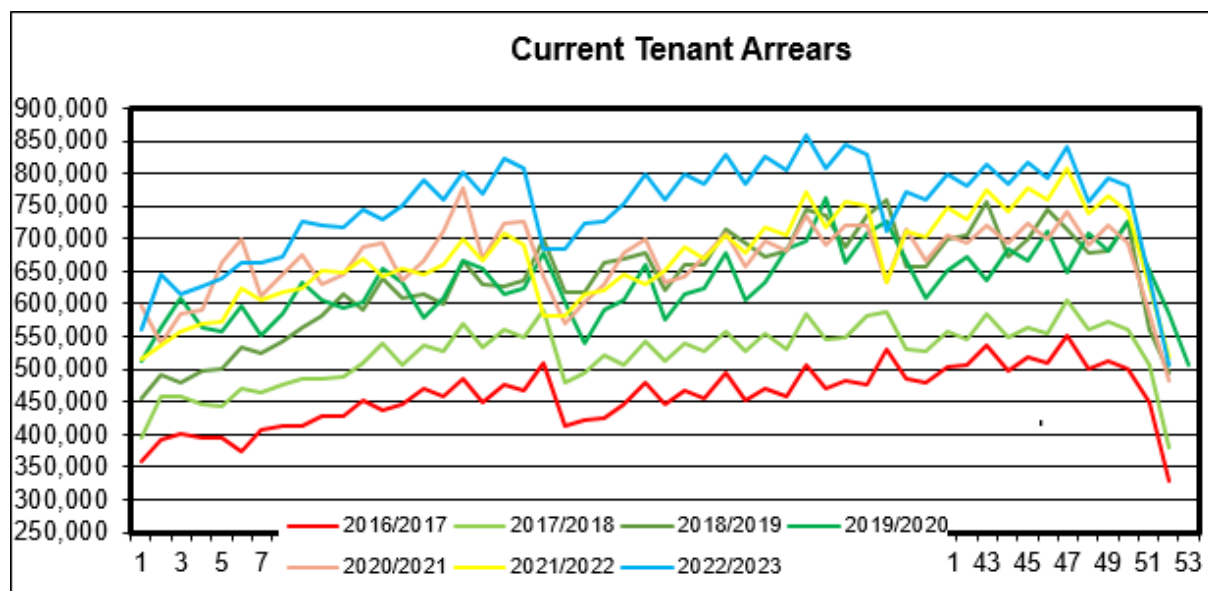
Total **Rent** arrears (excluding former tenants) at 31st December 2022 were £507k compared to £519k at 31<sup>st</sup> March 2022 – a reduction of £12k (compared to a £37k increase in the preceding year).

Total arrears (including former tenant arrears, recharges, court costs and garages etc.) are £1.92m at 31st March 2023, compared to £1.83m at 31<sup>st</sup> March 2022, an increase of £94k (compared to a £45k increase between 31<sup>st</sup> March 2021 and 31<sup>st</sup> March 2022) and a reduction of £64k between 31<sup>st</sup> March 2020 and 31<sup>st</sup> March 2021.

There have been 9 evictions since 1<sup>st</sup> April 2022. No applications for hardship funding have been received to 31st March 2023.

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

### Arrears Comparison Graph year on year performance



The comparison chart below clearly 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 financial year is shown below.

Type	01/04/22 – 31/03/23
<b>Council Tax</b>	£23,386.14
<b>Business Rates</b>	£92,601.26
<b>Sundry Income</b>	£6,854.51
<b>Housing Benefit Overpayments</b>	£25,594.14
<b>Housing</b>	£53,613.76

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.

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 2018/1 9	Qtr 4 2019/2 0	Qtr 4 2020/2 1	Qtr 1 2021/2 2	Qtr 2 2021/2 2	Qtr 3 2021/2 2	Qtr 4 2021/2 2	Qtr 1 2022/2 3	Qtr 2 2022/2 3	Qtr3 2022/2 3	Qtr4 2022/2 3
<b>live caseload figure</b>	5,514	5,374	5,628	5,575	5,465	5,288	5,055	5,198	5,186	5,124	5,100
<b>Number of Universal Credit claimants in Tamworth</b>	2,682	4,594	8,687	8,788	8,423	8,263	8,228	8,297	8,463	8,586	8,705
<b>Number of Council Tenants on Universal Credit</b>	645	1,072	1,449	1,519	1,571	1,556	1,617	1,655	1,671	1,701	1,722
<b>Number of Council Tenants on Universal Credit and in Rent Arrears</b>	443	663	680	954	987	1,077	749	1,063	1,170	1,165	779
<b>Percentage of Council Tenants on Universal Credit and in Rent Arrears</b>	68.7%	61.9%	46.9%	62.8%	62.8%	69.2%	46.3%	64.2%	70.0%	68.5%	45.2%
<b>Number of Council Tenants on Universal Credit and not in Rent Arrears</b>	202	409	769	565	584	479	868	592	501	536	943
<b>Percentage of Council Tenants on Universal Credit and not in Rent Arrears</b>	31.3%	38.2%	53.1%	37.2%	37.2%	30.8%	53.7%	35.8%	30.0%	31.5%	54.7%
<b>Number of Council Tax Payers on Universal Credit</b>	745	1,254	1975	2,024	2,010	1,986	1,973	1,976	2,012	2,023	2,065
<b>Number of Council Tax Payers on Universal Credit and in arrears with Council Tax payments</b>	261	388	263	425	458	507	420	33	150	410	396

<b>Percentage of Council Tax Payers on Universal Credit and in arrears with Council Tax payments</b>	35.0%	30.9%	13.3%	21.0%	22.8%	25.5%	21.3%	1.67%	7.56%	20.3%	19.1%
<b>Number of Council Tax Payers on Universal Credit and not in arrears with Council Tax payments</b>	484	866	1712	1,599	1,552	1,479	1,553	1,943	1,862	1,613	1,669
<b>Percentage of Council Tax Payers on Universal Credit and not in arrears with Council Tax payments</b>	65.0%	69.1%	86.7%	79.0%	77.2%	74.5%	78.7%	98.3%	92.54%	79.7%	80.8%
<b>Number of Universal Credit claimants nationally</b>	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	5,893,705
<b>Discretionary Housing Payments made - Year to date</b>	140,303	135,782	171576	28,083	61,532	105,690	138,331	19,107	36,637	67,793	98,113
<b>Amount of Discretionary Housing Payments made to Universal Credit claimants - Year to date</b>	82,001	102,688	148625	24,317	58,695	92,536	121,294	16,019	30,957	58,189	83,706

## **9 Medium Term Financial Strategy 2022/23 -2026/27 Monitoring, Mar 2023**

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 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).

Following receipt of the Local Government Finance Settlement and the updated forecast in February 2023, the MTFs projections now identify General Fund balances of £1.1m over 3 years – with a shortfall of £4.1m by 2026/27 and £9m over the 5 years to 2027/28, including the minimum approved level of £0.5m

In addition, following finalisation of the provisional outturn underspend for 2022/23 of £0.6m, additional balances of £0.36m are now reported (with closing balances of £9.5m).

### **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 £2.8m over 3 years, £2.4m by 2026/27 and £2.2m over the 5 years to 2027/28, including the minimum approved level of £0.5m (compared to the 5 year projections within the approved MTFs 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).

Following finalisation of the provisional outturn overspend for 2022/23 of £0.9m, lower balances of £1.6m are now reported (with closing balances of £2.85m). However, it should be noted that due to higher depreciation charges affecting the HRA (due to the increased valuation of the Council Housing stock), the balance held in the Major Repairs Reserve is £1.1m higher than anticipated which will be available to support future capital spending – meaning a lower level of contribution will be required from the HRA.

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
Projected Balances per MTFS Council February 2022	(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
Central Case Revised Forecast Balances - February 2023	(9,158)	(9,170)	(7,962)	(5,865)	(1,101)	3,577	8,506

As a result of the updated forecast in January 2023, the forecast projections now identify General Fund balances of £1.1m over 3 years – with a shortfall of £4.1m by 2026/27 and £9m 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 are outlined below.

*General Fund (GF) Changes since the Draft MTFs was reported in January:*

<b>Change:</b>	<b>Budget Impact</b>
<b><i>Savings / increased income</i></b>	
Collection Fund surplus – Council tax (was £30k deficit)	£(90)k for 2023/24 only
Section 31 grant income following Business Rates NNDR1 forecast	£(2.5)m for 2023/24 and 2024/25 only
Revised TEC 2 budgets	£(200)k over 5 years
Final Revised recharges	£(153)k p.a.
Write back from Reserves	£(84)k in 2022/23 only
<b><i>Additional costs / reduced income</i></b>	
Reduced underspend period 9	£375k in 2022/23 only
Reduced Business Rates following NNDR1 forecast	£1.2m for 2023/24 and 2024/25 only
Revised Business Rates Levy – 50% of retained business rates growth (was £842k) following NNDR1 forecast	£634k for 2023/24 and 2024/25 only
Capital programme – revenue debt repayment costs	£970k over 5 years
Capital programme – reduced HRA debt recharge	£1.2m over 5 years
HM King Charles III Coronation Contingency budget	£50k in 2023/24 only
Inflationary impact of policy changes	£27k over 5 years from 2024/25

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

In addition, following finalisation of the provisional outturn underspend for 2022/23 of £0.6m, additional balances of £0.36m are now reported (with closing balances of £9.5m).

## Housing Revenue Account

	Housing Revenue Account						
MTFS Projections 2022/23 - 2026/27	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>Projected Balances per MTFS Council February 2022</b>	(5,335)	(3,384)	(2,875)	(2,401)	(2,041)	(1,833)	-
<b>Revised Stress Tested Forecasts:</b>							
Best Case Revised Forecast Balances - July 2022	(5,717)	(3,458)	(2,635)	(1,905)	(1,332)	(908)	-
Central Case Revised Forecast Balances - July 2022	(5,717)	(3,458)	(2,635)	(1,905)	(1,332)	(908)	-
Central Case Revised Forecast Balances - October 2022	(5,717)	(3,573)	(2,700)	(1,920)	(1,297)	(823)	(349)
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)
Draft MTFS Forecast February 2023	(5,717)	(4,431)	(3,608)	(3,331)	(2,849)	(2,434)	(2,152)

As a result, the updated HRA base budget forecast shows that over the 3 year period to 2025/26, balances of £2.8m will remain with a balances of £2.4m over the 4 years to 2026/27 reducing to £2.2m in 2027/28.

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 Draft MTF5 was reported in January:*

<b>Change:</b>	<b>Budget Impact</b>
<b><i>Savings / increased income</i></b>	
Capital programme – reduced HRA debt recharge	£(1.2)m over 5 years
Revised recharges	£(24)k over 5 years
Inflationary impact of policy changes	£(271)k over 5 years from 2024/25
Revised underspend period 9	£(692)k in 2022/23 only
Write back from Reserves	£(47)k in 2022/23 only

In addition, following finalisation of the provisional outturn overspend for 2022/23 of £0.9m, lower balances of £1.6m are now reported (with closing balances of £2.85m). However, it should be noted that due to higher depreciation charges affecting the HRA, the balance held in the Major Repairs Reserve is £1.1m higher than anticipated which will be available to support future capital spending – meaning a lower level of contribution will be required from the HRA.

## **10 Financial Health check report – Provisional Outturn Period 12, March 2023**

### **Executive Summary**

This section of the report summarises the main issues identified at the end of March and is the 'best estimate' of the projected outturn at this time, though subject to the completion of final account working papers and audit procedures.

Details relating to the summary including Directorate commentaries will be available from Corporate Accountancy.



## General Fund

### Revenue

GENERAL FUND	Budget £000	Actual £000	Variance £000	Period 11 Predicted Outturn Variance	Comment
Chief Executive	1,675	1,911	236	13	Increased JWU costs, based on LDC estimate
AD Growth & Regeneration	1,374	5,220	3,846	7	£3.3m impairment due to revaluations of FHSF properties (offset under AD Finance)
ED Organisation	532	566	34	(10)	Minor variances
AD People	555	753	198	177	Increased application software costs, and software depreciation costs
AD Operations & Leisure	3,383	4,465	1,082	954	Shortfall in Assembly Rooms ticket sales & catering sales; Public Spaces vacancy allowance
ED Finance	-	11	11	11	Minor variances
AD Finance	(1,716)	(12,930)	(11,214)	(2,776)	Business rates pooling returned levy income; interest and dividends
AD Assets	(912)	4,092	5,004	(51)	£4m impairment and revaluation of investment properties (offset under AD Finance)
AD Neighbourhoods	959	1,050	91	(13)	Bed & Breakfast costs
AD Partnerships	730	809	79	50	Minor variances
<b>Total</b>	<b>6,580</b>	<b>5,947</b>	<b>(633)</b>	<b>(1,638)</b>	

The projected full year position identifies a favourable variance against budget of £633k (£1.638m reported at period 11). This projection has highlighted several budget areas with significant variances (detailed at **APPENDIX A**).

## Capital

GENERAL FUND	Budget Reprofiled from 2021/22	Budget £000	Actual Spend £000	Variance £000	Reprofile to 2023/24 £000	Outturn £000
Chief Executive	95	95	63	(32)	-	63
AD Growth & Regeneration	12,864	22,915	4,208	(18,707)	18,223	22,432
AD People	132	862	113	(749)	449	562
AD Operations & Leisure	1,169	1,262	217	(1,044)	944	1,162
AD Finance	4,000	4,000	-	(4,000)	-	-
AD Assets	849	1,724	242	(1,483)	1,408	1,649
AD Neighbourhoods	-	46	46	0	-	46
<b>GF Contingency</b>	120	250	-	(250)	250	250
<b>TOTAL GENERAL FUND</b>	<b>19,230</b>	<b>31,153</b>	<b>4,889</b>	<b>(26,265)</b>	<b>21,274</b>	<b>26,163</b>

The provisional outturn on capital schemes spend is £4.889m (£5.993m projected at period 11) compared to a full year budget of £31.153m (this budget includes re-profiled schemes from 2021/22 of £19.23m). It has been requested that £21.274m be re-profiled into 2023/24 (£24.379m projected at period 11) which will result in an outturn of £26.163m (underspend of £4.99m on the General Fund capital programme).

A summary of Capital expenditure by Directorate can be found at **APPENDIX B**.

## Balances

Balances on General Fund are projected to be in the region of £9.531m at the year-end from normal revenue operations (£10.536m projected at Period 11) compared to £9.17m projected within the 2023/24 budget report – additional balances of £0.36m.

The change in the predicted out-turn variance since that predicted at period 11 (an unfavourable change of £1.005m) has been investigated and significant items identified that make up this change are listed and tabled later in this report.

Members should be aware that any unplanned call on the above balance could adversely affect our ability to resource activity within the current medium term financial plan.

## Housing Revenue Account

### Revenue

HOUSING REVENUE ACCOUNT	YTD Budget £000	YTD Position £000	YTD Variance £000	Period 11 Predicted Outturn Variance
HRA Summary	(9,371)	(8,754)	617	143
ED Communities	-	11	11	11
AD Operations & Leisure	265	292	27	8
AD People	-	6	6	(3)
AD Assets	414	469	55	45
AD Neighbourhoods	3,493	3,918	425	115
Housing Repairs	7,149	6,929	(220)	(413)
<b>Total</b>	<b>1,950</b>	<b>2,871</b>	<b>921</b>	<b>(94)</b>

The projected full year position identifies an unfavourable variance against budget of £921k (£94k favourable reported at period 11). Individual significant budget areas reflecting the variance are detailed at **APPENDIX A**.

### Capital

<b>HOUSING REVENUE ACCOUNT</b>	<b>Budget Reprofiled from 2021/22 £000</b>	<b>Budget £000</b>	<b>Actual Spend £000</b>	<b>Variance £000</b>	<b>Reprofile to 2022/23 £000</b>	<b>Outturn £000</b>
AD Assets	11,198	21,912	13,876	(8,036)	7,780	21,656
<b>HRA Contingency</b>	100	100	-	(100)	100	100
<b>TOTAL HOUSING REVENUE ACCOUNT</b>	<b>11,298</b>	<b>22,012</b>	<b>13,876</b>	<b>(8,136)</b>	<b>7,880</b>	<b>21,756</b>

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The provisional outturn on programmed capital schemes is £13.876m (£14.687m projected at period 11) compared to a budget of £22.012m (including budget of £11.298m re-profiled from 2021/22). It is proposed that £7.880m be re-profiled into 2023/24 (£7.255m at period 11) in relation to delayed schemes, which will result in an outturn of £21.756m (underspend of £0.256m on the HRA capital programme).

A summary of Capital expenditure by Directorate can be found at **APPENDIX B**.

## Balances

Balances on the Housing Revenue Account are projected to be in the region of £2.845m at the year-end (£3.86m projected at period 11) compared to £4.431m projected within the 2023/24 budget report – reduced balances of £1.586m


The change in the predicted out-turn variance since that predicted at period 11 (an unfavourable change of £1.015m) has been investigated and significant items identified that make up this change are listed and tabled later in this report.

**Corporate Project Highlight Reports**


**Asset management Strategy**


Generated on: 30 May 2023



<p><b>Asset management Strategy</b></p> <p>Page 62</p>	<p>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.</p>	<p>Overall Project Status</p>	<p></p>	<p>Managed By</p>	<p>Paul Weston</p>
<p>Activities since last period</p>	<p>Surveys completed Gap analysis completed Additional surveys quoted</p>	<p>Planned Activities for next period</p>	<p>Draft strategy document Draft plans</p>	<p>Amber/Red Areas</p>	<p>None</p>
<p>Risks including Stakeholder Issues, budget and timing</p>	<p>None</p>	<p>Resourcing Requirements</p>	<p>External resource in place for surveys</p>	<p>Decisions required from CMT</p>	<p>None</p>

Note	Existing policy review completed. Draft policy reviewed by Scrutiny. Amendments to reflect Member comments are in progress with final draft to be presented to Cabinet for approval. Detailed Asset Management Plans will follow on from the strategy.	Date	11-May-2023	Author	Paul Weston
	Final amendments to be made in readiness for sign off by Members.		31-Mar-2023		Paul Weston
	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.		03-Jan-2023		Paul Weston

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 reviewed, minor additions/amendments needed. Process of Asset Management Plans has commenced. Final document to be ready in April 2023.

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



## Development of Tourism Strategy

Generated on: 30 May 2023

<b>Development of Tourism Strategy</b>	-- enter action details here --	<b>Overall Project Status</b>	✓	<b>Managed By</b>	Anna Miller
Activities since last period	Ongoing engagement with the consultant team (Retail group). Had a summary page setting out high level outputs.	<b>Planned Activities for next period</b>	Await draft report, expected May.	<b>Amber/Red Areas</b>	
Risks including Stakeholder Issues, budget and timing		<b>Resourcing Requirements</b>		<b>Decisions required from CMT</b>	
Note	The Retail Group appointed. Engagement ongoing with consultants. Work to complete in the Spring.	<b>Date</b>	06-Mar-2023	<b>Author</b>	Anna Miller
	A draft tender has been prepared for this work to be commissioned.		15-Nov-2022		Anna Miller

**FHSF**


Generated on: 30 May 2023

<b>FHSF</b>	Future High Street Fund Project Description goes here	Overall Project Status	✔	Managed By	Anna Miller
Activities since last period  Page 66	Ongoing discussions with Spellers on costs and programme. PCSA's signed for Peel and TEC. Close out of McBains contract. Agreement to Lease signed. Lease signed and college have signed with HE wrt to acquisition of their site which means that they have full funding in place. Demolition of the college almost complete. Planning application for St Eds and castle gateway progressing well.	Planned Activities for next period	Programme Board. Discussions over cost and programme and RIB drawing for market street.	Amber/Red Areas	
Risks including Stakeholder Issues, budget and timing		Resourcing Requirements	It is likely that budgets will be exceeded and inflationary pressures represent the highest reason for any increases. It is also likely that programme timescale will be	Decisions required from CMT	


			extended in terms of on site completion.		
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 one being budget. The monthly programme Board and Delivery Team Meetings including the quarterly ISaG/Cabinet and Audit and Governance Sub committee provide the necessary Governance framework. A recent Audit of the programme has resulted in substantial reassurance.	Date	14-Jul-2022	Author	Anna Miller


## Garage Site Development Caledonian regeneration


Generated on: 30 May 2023


<b>Garage Site Development Caledonian regeneration</b>	Purpose: Delivery of new Council Houses on the former depot site in Glascote Scope: Demolition of former depot and provision of 5 new council houses	Overall Project Status		Managed By	Paul Weston
Activities since last period	Design work completed and planning consent obtained. Contractor list identified Clerk of Works terms agreed	Planned Activities for next period	Procurement of contractors	Amber/Red Areas	None
Risks including Stakeholder Issues, budget and timing	Budget figures have been updated to reflect current project and current financial climate but these could still change up to tender phase.	Resourcing Requirements	External consultants already appointed and costs agreed as part of overall project cost.	Decisions required from CMT	None
Note	The appointed contractor has identified some	Date	11-May-2023	Author	Paul Weston

	<p>planning and land issues that require attention before works can commence. The contractor is actively working through these with a view to being able to commence the works on site in 2023.</p>					
	<p>This project has been delayed due to some newly identified issues with planning and Highways. The contractor and agent are working to resolved these issues but it will delay the formal start on site and completion dates.</p>				<p>31-Mar-2023</p>	<p>Paul Weston</p>
	<p>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.</p>				<p>03-Jan-2023</p>	<p>Paul Weston</p>

Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Construction Phase		Paul Weston	This project has been delayed to some planning issues that are still to be resolved.  The contractor and agent are working with planners and other stakeholders to finalise.


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

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

Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Procurement and financial approval		Paul Weston	The procurement phase has been completed and the contract for construction awarded.

**Gungate**

Generated on: 30 May 2023

<p><b>Gungate</b></p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 71</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>Heads of Terms about to be signed with SCC. Tender papers prepared wrt to ATIK/Buzz split. Started work on potential LUF 3 submission.</p>	<p>Planned Activities for next period</p>	<p>Start tendering.</p>	<p>Amber/Red Areas</p>	

Risks including Stakeholder Issues, budget and timing	Charities Commission have requested further information.	Resourcing Requirements		Decisions required from CMT	
Note		Date		Author	

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

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



Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Land Assembly north site	✔	<del>Matthew Fletcher;</del> <del>Thomas Hobbs</del>	Heads of Terms also sent to Atik.

Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Land Assembly south site	✔	<del>Matthew Fletcher;</del> Joanne Goodfellow; <del>Thomas Hobbs</del>	Heads of Terms sent to NCP. Dialogue with NCP has begun.

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: 30 May 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.	Overall Project Status	✔	Managed By	Zoe Wolicki
Activities since last period	N/A	Planned Activities for next period	As above	Amber/Red Areas	None
Risks including Stakeholder Issues, budget and timing	Graphics Team availability to deliver Drupal 9	Resourcing Requirements	ICT, Graphics team and 3rd party support required.	Decisions required from CMT	None
Note		Date		Author	

Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Modernisation of Infrastructure and Application estate	✔	Gareth Youlden	Azure Landing Zone Work built and environment ready for candidate server migrations. New web server being built to be hosted in Azure. Continued work on business case for migration of candidate servers to Azure cloud services  iTrent HR and Payroll system and Aim income management system migrated to SaaS with app vendors

			Continued work on website upgrades to Drupal 9  Power Apps for Caretakers site inspections and HR workbook created. Power BI reporting customer services dashboard demonstrated
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Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Office 365 and Cloud Services Adoption	✔	Gareth Youlden	Ongoing work to implement OneDrive and Sharepoint for unstructured data.  HR, Payroll and Income management systems moved to SaaS. Discussions ongoing with other key application suppliers regarding move to SaaS  Microsoft Azure Landing Zone setup complete with technical handover

Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Stronger Security and Governance	✔	Gareth Youlden	Annual PSN compliance process ongoing.  Quarterly vulnerability scanning and remediation  Information asset register/ROPA nearing completion.  ICT governance framework policy rollout on going  Firewall upgrades in progress  MS Defender onboarding of endpoint  PCI compliance process ongoing


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## Local Government Boundary Review

Generated on: 30 May 2023


<b>Local Government Boundary Review</b>	-- enter action details here --	<b>Overall Project Status</b>	✔	<b>Managed By</b>	Zoe Wolicki
<b>Activities since last period</b>	awaiting formal communication from boundary commission for project inception	<b>Planned Activities for next period</b>	in line with boundary commission requirements	<b>Amber/Red Areas</b>	none
<b>Risks including Stakeholder Issues, Budget and timing</b>	none	<b>Resourcing Requirements</b>	none	<b>Decisions required from CMT</b>	none
<b>Note</b>		<b>Date</b>		<b>Author</b>	

916  
530976

<p>Net Zero</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 77</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</li> </ol>	<p>Overall Project Status</p>	<p></p>	<p>Managed By</p>	<p>Anna Miller</p>
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	<p>environment when adopting and reviewing Council policies and strategies;</p> <p>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;</p> <p>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;</p>				
Activities since last period	Recruitment	Planned Activities for next period	Tender preparation.	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
Scope 1 - 3		Anna Miller	Policy change approved for additional resource to support Scope 1.

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			Preparation of tender underway.

**OD Strategy**


Generated on: 30 May 2023

<p><b>OD Strategy</b></p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 80</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,</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</p>	<p><b>Amber/Red Areas</b></p>	<p>None</p>



	ELT, AD's and AD Direct Reports		HR and OD by 7th December Development of draft strategy by 31st December		
Risks including Stakeholder Issues, budget and timing	Impact of R&R – development of implementation plan is achievable assuming a smooth transition to Smart Working	Resourcing Requirements	None	Decisions required from CMT	None
Note		Date		Author	


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	<p>Commenced February 2023</p> <p>15 policies agreed and implemented in November</p> <p>8 policies with TULG and will go to Appointments and Staffing on 26 January</p>

## Place Investment Strategy

Generated on: 30 May 2023

<p><b>Place Investment Strategy</b></p> <p>Page 83</p>	<p>To set out how the Council intends to use its services, influence and relationships to promote Tamworth as a place for people and businesses to visit, live and invest in</p> <p>Scope: To deliver a strategy to encourage investment and development in Tamworth by setting a framework of activity and messages so that the Council is clear on what it will deliver and the associated outcomes, with all services working towards the same coordinate objectives.</p>	<p>Overall Project Status</p>	<p></p>	<p>Managed By</p>	<p>Anna Miller</p>
<p>Activities since last period</p>	<p>Ongoing engagement with the consultants (Retail Group). One page summary</p>	<p>Planned Activities for next period</p>	<p>Awaiting draft version, expected May.</p>	<p>Amber/Red Areas</p>	

	document received with high level outputs.				
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?	✔	<del>Matthew Fletcher;</del> <del>Thomas Hobbs</del>	The correct date is now showing in Pentana therefore this work is now on track and in control.

2023  
 2024  
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Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Write and consult on a place investment strategy	✔	<del>Matthew Fletcher;</del> <del>Thomas Hobbs</del>	Preparation of tender underway.

## Reset and Recovery management of overall programme


Generated on: 30 May 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 85	Recovery & reset Programme closed Exit and outcome report reported to Cabinet 060423 with achievements' and internal audit report showing substantial assurance.	Date	18-Apr-2023	Author	Tina Mustafa
	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).		06-Jan-2023		Tina Mustafa
	Board set for 12/1/23 to agree final phases of R&R programme to		30-Nov-2022		Tina Mustafa


	include audit assurance outturn report and cabinet final position on 160323 cabinet.				
	Comprehensive reported via Recovery & reset Board and appropriate scrutiny committees		29-Jul-2022		Tina Mustafa


## Self-Assessment Compliance Framework (Housing)


Generated on: 30 May 2023

<p><b>Self-Assessment Compliance Framework (housing)</b></p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 87</p>	<p>Purpose: To evidence how the Council is currently performing against the Regulatory Standards and how it needs to improve to streamline compliance across the Council, whilst ensuring delivery of high quality housing that responds to the local needs in Tamworth.</p> <p>Scope: To ensure a prioritised and risk based assessment of the councils housing service</p>	<p>Overall Project Status</p>		<p>Managed By</p>	<p>Tina Mustafa</p>
<p>Activities since last period</p>	<p>QQ out on intend Savills presented to Housing &amp; Homelessness committee and CMT</p>	<p>Planned Activities for next period</p>	<p>Evaluation of QQ Selection of contractors Commencement of Corporate team</p>	<p>Amber/Red Areas</p>	<p>Resource intensive; organisational commitment prerequisite</p>

	(presentation available)		Review and document request		
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	Improvement plan and update reported to Cabinet 060423 with progress, gap analysis and programme overview and controls along with internal audit report showing substantial assurance

Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Gap Analysis and improvement plan produced and agreed – phase 1		Lee Birch	Cabinet report 060423 details internal audit substantial assurance; progress on gap analysis and resourcing plans and reflection of all scrutiny debates/homelessness prevention and social housing sub committee oversight too. Tina



# Town Centre Masterplan

Generated on: 30 May 2023


<p><b>Town Centre Masterplan</b></p>	<p>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</p>	<p>Overall Project Status</p>	<p></p>	<p>Managed By</p>	<p>Anna Miller</p>
<p>Activities since last period</p>	<p>Draft report received and reviewed.</p>	<p>Planned Activities for next period</p>	<p>Presentation May by consultants to TBC and HE. Issue final version.</p>	<p>Amber/Red Areas</p>	
<p>Risks including Stakeholder Issues, budget and timing</p>		<p>Resourcing Requirements</p>		<p>Decisions required from CMT</p>	
<p>Note</p>		<p>Date</p>		<p>Author</p>	

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Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Preparation of Masterplan.	✔	<del>Matthew Fletcher;</del> Thomas Hobbs; Anna Miller	Draft received and reviewed.


## Town Hall


wGenerated on: 30 May 2023

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

	Planning and heritage issues could impact on deliverability.				
Note	Budgets are now in place. Draft plans presented to Scrutiny for comment. Further work taking place with consultants to finalise designs and procure works.	Date	11-May-2023	Author	Paul Weston
	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.		03-Jan-2023		Paul Weston

Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Communications		Tania Phillips	Consultations with Key Members completed and final designs agreed subject to procurement process.

Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Construction phase delivery		Alan Marshall	Budgets not in place until April 2023 at which point completion of designs and procurement of contracts can take place.

Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Development of maintenance plan for building.		Alan Marshall	This element won't be completed until the building works have been completed which is likely to be in 2024.

Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Development of project brief.		Paul Weston	Designs agreed by key Members, outline costings produced and budgets agreed through budget setting process in readiness for procurement to commence in April 2023.

Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Procurement		Paul Weston	Budgets agreed in 2023/24 budget setting process. Procurement of work can commence in April 2023 with project likely to run into 2024.

General Fund – Main Variances

DIRECTORATE	COST CENTRE	ACCOUNT CODE	ACTUAL	BUDGET	VARIANCE	COMMENT
AD Operations & Leisure	ASSEMBLY ROOMS	WAGES	111,958	50,740	61,218	Using more casual staff to support activities
		SPLIT PROFIT EVENT TICKET SALE	279,523	244,470	35,053	Higher expenditures to support more shows/income
		GOVERNMENT GRANTS	(136,863)	0	(136,863)	£136.8K Received grants from National Heritage Memorial Fund. Capital project is complete so funds to be kept in revenue.
		MISC. SALES	(1,074)	(52,060)	50,986	Contingency for increased sales income not achieved
		SPLIT PROFIT EVENT INCOME	(351,483)	(428,720)	77,237	Shortfall against income target
	ASSEMBLY ROOMS BAR	BAR SALES	(108,382)	(64,420)	(43,962)	Higher income than expected
		CATERING SALES	(68,960)	(193,940)	124,980	Lower income than expected
	SUMMER ACTIVITY 2022	SALARIES	39,239	84,507	(45,268)	Underspend against budget
		CATERING SALES	(3,694)	(64,500)	60,806	Sales lower than expected
		TICKET SALES	(269,219)	(708,570)	439,351	Sales lower than expected
	PUBLIC SPACES	VACANCY ALLOWANCE	0	(96,010)	96,010	Vacancy allowance
		EQUIPMENT FURNITURE & MATERIAL	76,967	44,120	32,847	Costs higher than budgetary provision
		CONTRIBUTION FROM RESERVES	(39,098)	(74,630)	35,532	Released less than budget
	TBC LIGHTING MAINTENANCE	LIGHTING	81,673	46,310	35,363	Impact of increasing prices
	SPORT PITCHES	CONT TO RESERVES	48,727	0	48,727	Contribution to retained funds for pitch maintenance & future sports facility development
		FEES & CHARGES 3G SPORTS	(48,757)	0	(48,757)	Income was not budgeted - transferred to reserve.

DIRECTORATE	COST CENTRE	ACCOUNT CODE	ACTUAL	BUDGET	VARIANCE	COMMENT
AD People	ICT	APPLICATION SOFTWARE	89,640	53,110	36,530	Additional Microsoft licenses required - not included in initial budget
	CUSTOMER SERVICES	SALARIES	521,875	557,030	(35,155)	Underspend due to vacancies during the year
		VACANCY ALLOWANCE	0	(36,870)	36,870	Vacancy allowance
AD Assets	ASSET MANAGEMENT	SALARIES	48,137	85,350	(37,213)	Underspend due to vacancies for most of the year
	COMMERCIAL PROPERTY MANAGEMENT	PROVISION FOR BAD DEBTS	710,510	5,580	704,930	Bad debt provision for unpaid Rent invoices
	MARMION HOUSE	CONTRIBUTION-COMMON SERVICES	(95,791)	(32,640)	(63,151)	Income higher than expected due to SCC still occupying 5th floor
AD Neighbourhoods	HOMELESSNESS	BED AND BREAKFAST COST	103,873	222,990	(119,117)	Underspend due to the budget being based on historical data
		GOVERNMENT GRANTS	(39,638)	0	(39,638)	Additional grant to offset B&B cost
		BED & BREAKFAST INCOME	(37,536)	(222,980)	185,444	Variance due to budget based on historical data
	HOMELESSNESS STRATEGY	CONTRIBUTION FROM RESERVES	0	(80,000)	80,000	Offsets reserves released back into Corporate Finance
		SAVINGS-SERVICE REVIEW	0	(30,000)	30,000	Offsets reserves released back into Corporate Finance
	COMMUNITY WARDENS	SALARIES	95,015	154,900	(59,885)	Vacant posts

DIRECTORATE	COST CENTRE	ACCOUNT CODE	ACTUAL	BUDGET	VARIANCE	COMMENT
AD Partnerships	PARTNERSHIP SUPPORT & DEV	SALARIES	160,052	193,090	(33,038)	Partnerships Vulnerability Officer on secondment
		CONT TO RESERVES	32,000	0	32,000	Underspend from Salary is reserved for Cohesion officer
	CAR PARKING ENFORCEMENT COSTS	SALARIES	0	64,750	(64,750)	Two vacancies Community Wardens
		PAYMENTS FOR TEMPORARY STAFF	54,520	0	54,520	Using salary budget for temp. to cover workload
	STRATEGIC HOUSING	SALARIES	33,717	121,440	(87,723)	Two vacancies Strategic Housing Mgr. & Officer till Feb 2023
		CONT TO RESERVES	45,000	0	45,000	Funding for Cohesion officer from salaries underspend
	SAFER STRONGER COMMUNITIES FND	CONT TO RESERVES	59,940	0	59,940	Fly-tipping intervention grant, Locality Deal Fund & Domestic Abuse to reserve
Chief Executive	JOINT WASTE ARRANGEMENT	REFUSE JOINT ARRANGEMENTS	1,839,430	1,722,620	116,810	Based on LDC latest estimate, increased cost of agency staff and fuel
		CONT TO COMMON SERVICES	(1,560)	(67,950)	66,390	Invoice accrued in error 2021/22
AD Growth & Regeneration	OUTSIDE CAR PARKS	SHORT STAY CAR PARKING	(700,177)	(581,000)	(119,177)	Income achieved above target.
	CASTLE & MUSEUM	STRUCTURAL REPAIRS	78,382	136,582	(58,199)	Work to be continued in 2023-24. Underspend is reserved
		CONT TO RESERVES	58,000	0	58,000	Underspend reserved for castle projects
	CASTLE SCHOOLS EDUCATION	SCHOOLS PROGRAMME	(77,831)	(26,200)	(51,631)	Better income than expected
	ENVIRONMENTAL HEALTH	VACANCY ALLOWANCE	0	(30,270)	30,270	Vacancy Allowance
	DEVELOPMENT CONTROL	CONT TO RESERVES		69,298	0	69,298
FEES & CHARGES PLANNING APP			(267,305)	(182,860)	(84,445)	Better income than expected



DIRECTORATE	COST CENTRE	ACCOUNT CODE	ACTUAL	BUDGET	VARIANCE	COMMENT
AD Growth & Regeneration	ECONOMIC DEVELOPMT & REGEN	CONSULTANTS FEES	70,285	106,709	(36,424)	Did not spend as per plan. Underspend to be reserved.
		CONT TO RESERVES	36,000	0	36,000	As above
	DEV. PLAN LOCAL & STRATEGIC	CONT TO RESERVES	54,160	0	54,160	Various underspends transferred to reserve
	TOURISM DEVELOPMENT	TOURISM	0	40,000	(40,000)	Have not spent as plan
		BUSINESS SUPPORT PROJECTS	15,000	52,800	(37,800)	Budget was topped up with SPF funds - to be transferred to reserve
		CONT TO RESERVES	103,345	0	103,345	Underspend to reserve for following two years business plan
AD Finance	BENEFITS	PROVISION FOR BAD DEBTS	(138,918)	25,000	(163,918)	Reduction in Bad Debt
		RENT ALLOWANCES	4,581,754	5,020,060	(438,306)	Based on DWP Final Claim
		NON-HRA RENT REBATES	10,024	42,760	(32,736)	
		COUNCIL TENANT RENT REBATES	6,450,519	6,743,790	(293,271)	
		COUNCIL TENANT GRANT	(6,301,666)	(6,700,420)	398,754	Based on DHP 2022-23 final claim
		PRIVATE TENANT GRANT	(4,471,131)	(4,871,110)	399,979	
		DISCRETIONERY HSG PAYMT GRANT	(98,331)	(140,000)	41,669	
		OVERPAYMENT COUNCIL TENANT	(153,409)	(90,050)	(63,359)	
		PT OVERPAYMENT RECOVERY	85,251	0	85,251	
	BENEFITS ADMINISTRATION	VACANCY ALLOWANCE	0	(36,520)	36,520	Vacancy Allowance
	CORPORATE FINANCE	CONSULTANTS FEES	14,768	50,000	(35,232)	Not likely to be spent in full
		GENERAL CONTINGENCY	0	132,000	(132,000)	Remaining Funds unlikely to be required in the current year
		CONT TO RESERVES	464,271	150,000	314,271	Increased reserve contributions arising from additional NNDR section 31 grant income (£593k) plus £50k creation of new reserve re illegal encampments approved Cabinet 19/1/23

DIRECTORATE	COST CENTRE	ACCOUNT CODE	ACTUAL	BUDGET	VARIANCE	COMMENT
AD Finance	CORPORATE FINANCE	NNDR LEVY PAYMENTS	1,263,863	1,262,640	1,223	Increased levy due to higher than expected NNDR income projected at p9
		GOVERNMENT GRANTS	(2,734,984)	(2,285,510)	(449,474)	Additional Section 31 grant income due to additional business rate reliefs
		GOVERNMENT GRANTS	(30,779)	0	(30,779)	No specific requirement
		MISC CONTRIBUTIONS	(1,155,259)	0	(1,155,259)	Business Rates pooling returned levy income
		CONTRIBUTION FROM RESERVES	(581,861)	0	(581,861)	Release unspent reserves Cabinet 19/1/23 & ED Finance review May 23
		SAVINGS-SERVICE REVIEW	0	(100,000)	100,000	Savings unlikely to be achieved in 2022/23
		UNDER/OVER BANKING	(39,415)	0	(39,415)	Under/over banking
	TREASURY MANAGEMENT	INTEREST PAYABLE TO HRA	393,964	36,280	357,684	Increased interest rates
		INTEREST PAYABLE TO RESERVE	158,240	2,760	155,480	
		CONT TO RESERVES	520,000	0	520,000	Contribution to retained fund as contingency for property funds
		TREASURY MAN. RECHG TO HRA	(2,816,478)	(2,683,800)	(132,678)	Below budget
		MISC INTEREST & DIVIDENDS	(1,602,675)	(120,710)	(1,481,965)	Increased interest rates
		PROPERTY FUND DIVIDENDS	(457,730)	(420,000)	(37,730)	
	COUNCIL TAX	CONT TO RESERVES	100,000	0	100,000	Contribution to reserves
		GOVERNMENT GRANTS	(145,663)	(48,947)	(96,716)	Unbudgeted Government grants to be transferred to reserve at year end
NNDR	GOVERNMENT GRANTS	(59,928)	0	(59,928)	Unbudgeted Government grants	

**Significant variances identified resulting in an unfavourable change to net underspend of £1.005m**

DIRECTORATE	COST CENTRE	ACCOUNT CODE	VARIANCE	PERIOD 11 PREDICTED OUTTURN VARIANCE	CHANGE IN PREDICTED OUTTURN VARIANCE P11 TO P13	COMMENT
AD Operations & Leisure	ASSEMBLY ROOMS	SPLIT PROFIT EVENT INCOME	77,237	(44,620)	121,857	Expected income not achieved
	PUBLIC SPACES	CONTRIBUTION FROM RESERVES	35,532	0	35,532	Released less than budget
	SPORT PITCHES	CONT TO RESERVES	48,727	0	48,727	Contribution to retained funds for pitch maintenance & future sports facility development
	SPORT PITCHES	FEES & CHARGES 3G SPORTS	(48,757)	0	(48,757)	Income was not budgeted.
AD Assets	COMMERCIAL PROPERTY MANAGEMENT	PROVISION FOR BAD DEBTS	704,930	16,690	688,240	Bad debt provision for unpaid Rent invoices
	INDUSTRIAL PROPERTIES	MAINTENANC UNLET FACTORY UNITS	17,030	(13,810)	30,840	Underspend of 13k predicted further year end accrual identified
AD Neighbourhoods	HOMELESSNESS STRATEGY	CONTRIBUTION FROM RESERVES	80,000	0	80,000	Offsets reserves released back into Corporate Finance
	HOMELESSNESS STRATEGY	SAVINGS-SERVICE REVIEW	30,000	0	30,000	Offsets reserves released back into Corporate Finance
Chief Executive	JOINT WASTE ARRANGEMENT	REFUSE JOINT ARRANGEMENTS	116,810	0	116,810	Based on LDC estimate at year end
	JOINT WASTE ARRANGEMENT	MISC CONTRIBUTIONS	38,294	0	38,294	
	JOINT WASTE ARRANGEMENT	CONT TO COMMON SERVICES	66,390	0	66,390	Invoice accrued in error 2021/22

AD Growth & Regeneration	DEVELOPMENT CONTROL	CONT TO RESERVES	69,298	20,747	48,551	From underspent budgets/additional income
	DEVELOPMENT CONTROL	FEES & CHARGES PLANNING APP	(84,445)	0	(84,445)	Better income than expected
	DEV. PLAN LOCAL & STRATEGIC	CONT TO RESERVES	54,160	19,320	34,840	Various underspends transferred to reserve
	TOURISM DEVELOPMENT	TOURISM	(40,000)	0	(40,000)	Have not spent as plan
	TOURISM DEVELOPMENT	BUSINESS SUPPORT PROJECTS	(37,800)	0	(37,800)	Budget was topped up by SPF
	TOURISM DEVELOPMENT	CONT TO RESERVES	103,345	17,060	86,285	Underspend to reserve for following two years business plan

DIRECTORATE	COST CENTRE	ACCOUNT CODE	VARIANCE	PERIOD 11 PREDICTED OUTTURN VARIANCE	CHANGE IN PREDICTED OUTTURN VARIANCE P11 TO P13	COMMENT
	BENEFITS	PROVISION FOR BAD DEBTS	(163,918)	(125,000)	(38,918)	Reduction in Bad Debt
	BENEFITS	COUNCIL TENANT RENT REBATES	(293,271)	(355,202)	61,931	Based on DWP Final Claim
	BENEFITS	DISCRETIONARY HSG PAYMT GRANT	41,669	1,260	40,409	Based on DHP 2022-23 final claim
	CORPORATE FINANCE	CONT TO RESERVES	314,271	650,350	(336,079)	Reduced reserve contribution arising from additional NNDR section 31 grant income
	CORPORATE FINANCE	NNDR LEVY PAYMENTS	1,223	943,930	(942,707)	Previous projections were for increased levy due to higher than expected NNDR income projected at p9
	CORPORATE FINANCE	GOVERNMENT GRANTS	(449,474)	(1,544,280)	1,094,806	Additional Section 31 grant income due to additional business rate reliefs - lower than projected previously
	CORPORATE FINANCE	MISC CONTRIBUTIONS	(1,155,259)	(1,315,110)	159,851	Business Rates pooling returned levy income
	CORPORATE FINANCE	CONTRIBUTION FROM RESERVES	(581,861)	(134,000)	(447,861)	Release unspent reserves Cabinet 19/1/23 & ED Finance review May 23
	CORPORATE FINANCE	UNDER/OVER BANKING	(39,415)	0	(39,415)	Under/over banking
	TREASURY MANAGEMENT	INTEREST PAYABLE TO HRA	357,684	(2,519)	360,203	Increased interest rates
	TREASURY MANAGEMENT	INTEREST PAYABLE TO RESERVE	155,480	(1,180)	156,660	Increased interest rates
	TREASURY MANAGEMENT	CONT TO RESERVES	520,000	211,300	308,700	Contribution to retained fund as contingency for property funds
	TREASURY MANAGEMENT	TREASURY MAN. RECHG TO HRA	(132,678)	(178,342)	45,664	Treasury Mgt Recharge to HRA
	RECOVERY AND RESET	CONSULTANTS FEES	(3,227)	35,000	(38,227)	Actual spend less than predicted
	COUNCIL TAX	EXTERNAL SUPPORT	(30,290)	15,000	(45,290)	Actual spend less than budgeted
	COUNCIL TAX	CONT TO RESERVES	100,000	0	100,000	Cont to reserves

	COUNCIL TAX	GOVERNMENT GRANTS	(96,716)	0	(96,716)	Unbudgeted Government grants to be transferred to reserve at year end
	NNDR	GOVERNMENT GRANTS	(59,928)	0	(59,928)	Unbudgeted Government grants received in March 23
Various			(348,040)	145,406	(493,446)	Other Minor Variances

## Housing Revenue Account – Main Variances

DIRECTORATE	COST CENTRE	ACCOUNT CODE	ACTUAL	BUDGET	VARIANCE	COMMENT
AD Assets	SERVICE CHARGES	SERVICE CHARGE	(81,733)	(37,400)	(44,333)	S20 Recharges and Electric & Cleaning Service Charges
	REPAIRS CONTRACT	SALARIES	266,289	346,690	(80,401)	Vacant posts following restructure of the team.
		PAYMENTS FOR TEMPORARY STAFF	84,054	30,000	54,054	Cost of Agency Staff - Head of Repairs
		HOUSING REPAIRS ACCOUNT	(813,108)	(766,750)	(46,358)	FAWP adjustment
	HRA CLEANERS	ELECTRICITY	99,082	65,110	33,972	Significant increase in cost of electricity
AD Neighbourhoods	GENERAL	CONT TO RESERVES	24,000	0	24,000	Contribution to reserves re housing condition survey
	ESTATE MANAGEMENT	SHRUB & TREE PLANTING	19,056	55,220	(36,164)	Lower demand on tree work
Housing Repairs	REPAIRS CONTRACT	COVID 19 COSTS	225,773	96,000	129,773	Covid related repairs
	REPAIRS CONTRACT	CONT TO RESERVES	838,508	0	838,508	Requirement for Repairs cost of jobs requested prior to 01/04/23 and reserves for brickwork project
	REPAIRS CONTRACT	VOIDS	1,254,513	1,600,000	(345,487)	Numerous jobs not completed.
	REPAIRS CONTRACT	BRICKWORK & SPALLING	0	284,800	(284,800)	Project not completed, reserves for 2023/24
	REPAIRS CONTRACT	STAIRLIFT MAINTENANCE	23,807	60,000	(36,193)	Numerous jobs not completed.
	REPAIRS CONTRACT	GAS HEATING SYSTEMS MAINTENANCE	545,546	620,000	(74,454)	Many appliances under guarantee budget not needed

DIRECTORATE	COST CENTRE	ACCOUNT CODE	ACTUAL	BUDGET	VARIANCE	COMMENT
Housing Repairs	REPAIRS CONTRACT	MISC. (NON SPECIFIC)	(2,596)	30,000	(32,596)	Offset disrepair cost
	REPAIRS CONTRACT	PERIODIC ELECTRICAL TESTING	177,705	405,000	(227,295)	Numerous jobs not completed.
	REPAIRS CONTRACT	DISREPAIR COSTS	0	33,000	(33,000)	Offset disrepair cost
	REPAIRS CONTRACT	RECHARGABLE WORKS	(74,991)	0	(74,991)	Unbudgeted recovery of cost of damages to properties
	REPAIRS	TRANSFER TO REPAIRS FUND	813,108	766,750	46,358	FAWP adjustment
	REPAIRS	WATER PUMPS HIGH RISE	0	50,000	(50,000)	Unspent budget cost of water pump replacement w
	REPAIRS	MISC. (NON SPECIFIC)	9,408	81,060	(71,652)	Budget to assist with disrepair cost
	REPAIRS	ASBESTOS REMOVAL	8,343	40,000	(31,657)	Lower requirement for Asbestos removal
	REPAIRS	DISREPAIR COSTS	78,043	0	78,043	Disrepair cost offset against other underspends
HRA Summary	H R A SUMMARY	GENERAL CONTINGENCY	0	130,000	(130,000)	Unspent contingency
	H R A SUMMARY	ITEM 8 DEBIT	2,816,478	2,683,800	132,678	FAWP adjustment
	H R A SUMMARY	REV CONT TO CAPITAL OUTLAY	4,855,509	4,460,720	394,789	Affordable rent contribution to Capital Reserve
	H R A SUMMARY	SERVICE CHARGE	(239,226)	(204,100)	(35,126)	Service charges higher than budgeted, mainly due to increase of electricity charges
	H R A SUMMARY	RENTS	(19,468,110)	(19,431,480)	(36,630)	Rent collection higher than budgeted due to lower level of voids
	H R A SUMMARY	GARAGE RENTS	(311,775)	(350,740)	38,965	Increased number of void garages, garage refurbishment project in progress



	H R A SUMMARY	INTEREST INTERNAL BALANCES	(393,964)	(36,270)	(357,694)	FAWP adjustment
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### Significant variances identified resulting in an unfavourable change to net underspend of £1.015m

DIRECTORATE	COST CENTRE	ACCOUNT CODE	VARIANCE	PERIOD 11 PREDICTED OUTTURN VARIANCE	CHANGE IN PREDICTED OUTTURN VARIANCE P11 TO P13	COMMENT
AD Assets	SERVICE CHARGES	SERVICE CHARGE	(44,333)	0	(44,333)	Accrual raised for S20 cleaning/electricity charges
	REPAIRS CONTRACT	HOUSING REPAIRS ACCOUNT	(46,358)	0	(46,358)	FAWP adjustment
Housing Repairs	REPAIRS CONTRACT	CONT TO RESERVES	838,508	484,800	353,708	Reserve created to fund Repairs cost of jobs requested prior to April
	REPAIRS CONTRACT	RESPONSIVE REPAIRS	25,842	(100,000)	125,842	Underspend of 100k predicted further year end accrual identified
	REPAIRS CONTRACT	VOIDS	(345,487)	0	(345,487)	Numerous jobs not completed.
	REPAIRS CONTRACT	BRICKWORK & SPALLING	(284,800)	(84,800)	(200,000)	Numerous jobs not completed.
	REPAIRS CONTRACT	WALL FINISHING & LINTELS	10,827	(400,000)	410,827	Underspend of 400k predicted further year end accrual identified
	REPAIRS CONTRACT	STAIRLIFT MAINTENANCE	(36,193)	0	(36,193)	Numerous jobs not completed.
	REPAIRS CONTRACT	GAS HEATING SYSTMS MAINTENANCE	(74,454)	(150,000)	75,546	Many appliances under guarantee budget not needed

	REPAIRS CONTRACT	MISC. (NON SPECIFIC)	(32,596)	0	(32,596)	Offset disrepair cost
	REPAIRS CONTRACT	PERIODIC ELECTRICAL TESTING	(227,295)	(150,000)	(77,295)	Numerous jobs not completed.

COST CENTRE	ACCOUNT CODE	VARIANCE	PERIOD 11 PREDICTED OUTTURN VARIANCE	CHANGE IN PREDICTED OUTTURN VARIANCE P11 TO P13	COMMENT
REPAIRS CONTRACT	DISREPAIR COSTS	(33,000)	0	(33,000)	Offset disrepair cost
REPAIRS	TRANSFER TO REPAIRS FUND	46,358	0	46,358	FAWP adjustment
H R A SUMMARY	PROVISION FOR BAD DEBTS	(9,733)	67,380	(77,113)	Reduction of arrears due to rent free weeks. Overspend based on monthly monitoring calculation.
H R A SUMMARY	GENERAL CONTINGENCY	(130,000)	0	(130,000)	Unspent contingency
H R A SUMMARY	ITEM 8 DEBIT	132,678	178,342	(45,664)	FAWP adjustment
H R A SUMMARY	REV CONT TO CAPITAL OUTLAY	394,789	0	394,789	Affordable rent contribution to Capital Reserve
H R A SUMMARY	INTEREST INTERNAL BALANCES	(357,694)	2,519	(360,213)	FAWP adjustment
H R A SUMMARY	PROVISION FOR DEPRECIATION	778,151	0	778,151	Depreciation not budgeted for
H R A SUMMARY	NON DWELLINGS	324,188	0	324,188	
		(8,398)	57,759	(66,157)	Other Minor Variances

## APPENDIX B

### Capital Programme Monitoring

GENERAL FUND	Budget Reprofiled from 2021/22	Budget £000	Actual Spend £000	Variance £000	Reprofile to 2023/24 £000	Outturn £000	Comments
<b>Chief Executive</b>							
Joint Waste Service Additional Bins	95	95	63	(32)	-	63	Cost of blue bags less than budgeted
<b>Service Area Total</b>	<b>95</b>	<b>95</b>	<b>63</b>	<b>(32)</b>	<b>-</b>	<b>63</b>	
<b>AD Growth</b>							
Gungate Development	718	718	67	(652)	652	718	Started looking for delivery, Appointed consultant to mobilize the project.
Castle Mercian Trail	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	400	-	(400)	-	-	Recommendation at Cabinet 23/2/23 to underspend pending scheme development.
Repairs to Castle Elevation	429	429	-	(429)	429	429	All underspend to be re-profiled into 2023-24 to complete pending jobs
Off Street Car Parking Infrastructure Update	22	22	22	-	-	22	-
FHSF Castle Gateway	2,621	5,083	224	(4,859)	4,859	5,083	Underspend to be re-profiled into 2023/24 at this stage, in line with plan submitted to DLUHC
FHSF Middle Entry	2,067	2,067	1,455	(611)	611	2,067	Purchase of Middle Entry at £1.355m completed at the end August. Planning permission is commissioning in Jan 2023.
FHSF College Quarter	6,580	14,113	2,441	(11,672)	11,672	14,113	Underspend to be re-profiled into 2023/24 at this stage, in line with plan submitted to DLUHC
Disposal of Solway Cls Site	-	56	-	(56)	-	-	Work in progress with Thomas Lister as per Homes England Framework.

<b>Service Area Total</b>	<b>12,864</b>	<b>22,915</b>	<b>4,208</b>	<b>(18,707)</b>	<b>18,223</b>	<b>22,432</b>	
<b>ED Organisation</b>					-		
<b>AD People</b>					-		
Replacement It Technology	24	73	51	(22)	20	71	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.

<b>GENERAL FUND</b>	<b>Budget Reprofiled from 2021/22</b>	<b>Budget £000</b>	<b>Actual Spend £000</b>	<b>Variance £000</b>	<b>Reprofile to 2023/24 £000</b>	<b>Outturn £000</b>	<b>Comments</b>
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	27	14	(13)	10	24	Remaining funds to be used to move further processes to portal, unlikely to be finished by Mar-22
Member Device Refresh	2	2	2	(0)	-	2	Remaining budget to be used for replacement kit
Endpoint & Web E-Mail Filter	-	40	-	(40)	40	40	Spend not planned until 2023/24 therefore budget to be re-profiled
Asset Management Database	42	42	-	(42)	42	42	Additional modules and training required - unlikely to be spent before March-22
V13 Income Management Systems & 3D Secure	23	23	20	(2)	-	20	System upgrade and move to Cloud - expected go live Oct 22
R & R Smart Working IT Requirements	-	523	-	(523)	250	250	Costs relating to networking and new PCs for ground floor cost ~£250k. To be reprofiled to 23-24. Remaining £273k can be returned to pot as move to new premises is delayed.
ICT Audio/Visual Technology Town Hall	-	87	-	(87)	87	87	In contact with new potential suppliers. Decision still to be finalised. Expected to be required in 23-24.
ITrent HR & Payroll SAAS	-	46	26	(20)	-	26	Remaining budget is for consultancy costs

<b>Service Area Total</b>	<b>132</b>	<b>862</b>	<b>113</b>	<b>(749)</b>	<b>449</b>	<b>562</b>	
<b>AD Operations &amp; Leisure</b>					-		
Wigginton Park Section Section 106	11	11	-	(11)	11	11	Volunteers groups slowly returning post pandemic resulting in delay management plan. All underspend to be re-profiled into 2023-24
Broadmeadow Nature Reserve	11	11	-	(11)	11	11	Volunteers groups slowly returning post pandemic resulting in delay management plan. All underspend to be re-profiled into 2023-24
Public Open Space Section 106	27	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	69	-	(69)	69	69	Ongoing 40+ replacement scheme, works to plan. All underspend to be re-profiled into 2023-24
Local Nature Reserves	24	24	-	(24)	24	24	Grant funding HLS from Rural Payments Agency. Waiting for quotation. All underspend to be re-profiled into 2023-24
Amington Community Woodland	757	757	-	(757)	757	757	On hold due to issues on site with levels - with Planning. All budget to be re-profiled into 2023-24

<b>GENERAL FUND</b>	<b>Budget Reprofiled from 2021/22</b>	<b>Budget £000</b>	<b>Actual Spend £000</b>	<b>Variance £000</b>	<b>Reprofile to 2023/24 £000</b>	<b>Outturn £000</b>	<b>Comments</b>
Refurbishment Castle Grounds Tennis Courts	120	177	168	(10)	10	177	Majority of work completed. All underspend to be pre-profiled into 2023-24
Refurbishment of Play Areas	50	85	50	(35)	35	85	Contract awarded for £50. New tender to use £35K (+ £10K from GW1801) for remaining work Celandine but have not been completed. Underspend to be re-profiled into 2023-24
Indoor and Outdoor Sports Feasibility	100	100	-	(100)	-	-	Financed through revenue GS0404 (S106 contribution)

<b>Service Area Total</b>	<b>1,169</b>	<b>1,262</b>	<b>217</b>	<b>(1,844)</b>	<b>944</b>	<b>1,162</b>	
<b>ED Finance</b>							
<b>AD Finance</b>							
Solway Tamworth LTD LATC	4,000	4,000	-	(4,000)	-	-	Budget previously earmarked for Gungate development in line with LUF bid, but will now be returned to balances.
<b>Service Area Total</b>	<b>4,000</b>	<b>4,000</b>	<b>-</b>	<b>(4,000)</b>	<b>-</b>	<b>-</b>	
<b>ED Communities</b>							
<b>AD Assets</b>							
Disabled Facilities Grant	849	1,499	237	(1,262)	1,262	1,499	Currently working to establish the backlog of outstanding work from Millbrook. £1,499,240 to be reprofiled.
Energy EFF Upgrade Commercial and Industrial Properties	-	75	-	(75)	-	-	To date there was no need for upgrades, as there were no vacant units that required improvements. Predicted savings of £75000
R & R Office Requirements	-	150	5	(145)	145	150	The work will be carried out in 2023/24. £145,260 to be reprofiled
<b>Service Area Total</b>	<b>849</b>	<b>1,724</b>	<b>242</b>	<b>(1,483)</b>	<b>1,408</b>	<b>1,649</b>	
<b>DAD Neighbourhoods</b>							
CCTV Infrastructure	-	46	46	0	-	46	Annual payment made to West Midlands Combined Authority for Shared Services
<b>Service Area Total</b>	<b>-</b>	<b>46</b>	<b>46</b>	<b>0</b>	<b>-</b>	<b>46</b>	

GENERAL FUND	Budget Reprofiled from 2021/22	Budget £000	Actual Spend £000	Variance £000	Reprofile to 2023/24 £000	Outturn £000	Comments
<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
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>250</b>	<b>-</b>	<b>(250)</b>	<b>250</b>	<b>250</b>	
<b>GENERAL FUND TOTAL</b>	<b>19,230</b>	<b>31,153</b>	<b>4,889</b>	<b>(26,265)</b>	<b>21,274</b>	<b>26,163</b>	



HOUSING REVENUE ACCOUNT	Budget Reprofiled from 2021/22	Budget £000	Actual Spend £000	Variance £000	Reprofile to 2023/24 £000	Outturn £000	Comments
ED Communities							
AD Assets							
Structural Works	8	228	98	(129)	129	228	Currently working on Aspbury Court and Kettlebrook Estate and it is expected that the work will finish this financial year. Other projects have been also identified and this year underspend will support funding those. As per figures from Wates, the underspend will be approx £130k which will need reprofiling.
Bathroom Renewals	5	580	589	9	-	589	Contract split between Wates and Equans. Wates - majority of work completed with some still in progress. Backlog of invoices from Equans due to variations between value on invoices and quote. The invoices are rejected once new values are agreed will be passed for payment. Jobs raised on Orchard to utilise the whole budget but it is unknown if Equans will complete them all this year.
Gas Central Heating Upgrades and Renewals	639	1,325	480	(845)	845	1,325	Boiler replacement programme issued to the contractor. The gas boilers replacement budget covers also the electric radiators replacements.
Kitchen Renewals	209	909	713	(196)	-	713	Contract split between Wates and Equans. Backlog of invoices from Equans due to variations between value on invoices and quote. The invoices are rejected,once new values are agreed will be passed for payment.

HOUSING REVENUE ACCOUNT	Budget Reprofiled from 2021/22	Budget £000	Actual Spend £000	Variance £000	Reprofile to 2023/24 £000	Outturn £000	Comments
Major Roofing Overhaul and Renewals	-	1,529	1,668	140	-	1,668	The work has been identified for the three years and this year budget will be spent in full. Including year end accrual the budget is overspent by £134k.
Window and Door Renewals	-	423	424	1	-	424	Work identified for the full budget, full list passed on to the contractor (Wates). All should be completed this year.
Neighbourhood Regeneration	267	767	708	(59)	59	767	All works identified and on track, £59k to be reprofiled to complete Thomas Hardy Court project.
Disabled Facilities Adaptations	460	710	537	(173)	173	710	Due to the termination of contract with Millbrook there is a backlog of work for completion.
Rewire	30	180	-	(180)	180	180	To be reprofiled to assist with the upgrades to the electric heating at high rise blocks raised in advance.
CO2 / Smoke Detectors	124	188	0	(188)	-	0	Work has started on replacement battery operated smoke detectors to the hard wired. Awaiting invoices from Equans - despite chasing the figures from the contractor for predicted outturn they have not come back to confirm the amounts.
Insulation	18	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. To be reprofiled to the next year in full.
Renew High Rise Lifts	243	243	192	(50)	-	192	Lift in Eringden completed, potential for 42k underspend
Replace High Rise Soil Stacks	1,741	1,744	1,385	(360)	360	1,744	Three blocks out of six completed, the work will not finish this year. £768k to reprofile to fund the remaining blocks and additional cost caused by asbestos
Sheltered Schemes	113	213	107	(106)	106	213	Work has been identified but won't be completed this year - £104.8k to be reprofiled.
Energy Efficiency Improvements	-	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. Year to date spend reflects commitment raised in advance.
Install Fire Doors High Rise	493	587	572	(15)	15	587	All works will be completed and paid for this financial year. The budget will be fully spent.

High Rise Ventilation System	120	120	-	(120)	120	120	In line with the soil stacks project, awaiting pricing from the contractor, will not be spent this year - need reprofiling in full
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HOUSING REVENUE ACCOUNT	Budget Reprofiled from 2021/22	Budget £000	Actual Spend £000	Variance £000	Reprofile to 2023/24 £000	Outturn £000	Comments
Fire Risk Mitigation Works	-	206	2	(204)	204	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	-	91	19	(72)	72	91	Majority of expenditure will relate to disrepairs, also consideration for thermal insulation upgrade of walls. £90,550 to reprofile
Decarbonisation	-	3,200	2,083	(1,117)	1,117	3,200	Work is progressing as per programme and will be completed by the end of March 2023 (grant conditions)
High Rise Refuse Chute Renewals	-	150	129	(21)	-	129	Work completed, £20k underspend
Sheltered Lifts and Stairlift Renewals	-	360	85	(275)	275	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	-	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.
Scooter Storage at High Rise	-	30	-	(30)	30	30	Project won't start this year - the contractor is still working on the design. The full budget to be reprofiled
Upgrade Pump Room at High Rise	-	34	-	(34)	-	-	Work has been completed, awaiting invoice
Retention of Garage Sites	640	1,390	1,076	(314)	314	1,390	Confirmed by Wates that the total cost this year will be 1,064,512. As there are more work on garages required, the remaining budget should be reprofiled.
Capital Salaries	-	200	294	94	-	294	-
Software Fire Safety Surveys	90	90	-	(90)	90	90	Contractor Ridge and Partners still working on options and the drawings, the budget to be reprofiled.
HRA Street Lighting	42	42	-	(42)	42	42	As per recent update from Eon, the work has not been completed due to their staffing problems. The full budget to be reprofiled

Asset Management Software HRA	26	26	4	(22)	14	18	Additional modules and some training still required. Predicted underspend of £8.2k and £14k to reprofile
Telecare System Upgrades	36	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	132	130	(2)	-	130	CPO settled in July, project now completed
Other Acquisitions	58	58	54	(4)	4	58	Used for Improvement on Acquisitions. Remaining budget to be reprofiled.

HOUSING REVENUE ACCOUNT	Budget Reprofiled from 2021/22	Budget £000	Actual Spend £000	Variance £000	Reprofile to 2023/24 £000	Outturn £000	Comments
Regeneration & Affordable Housing	4,242	4,448	2,517	(1,931)	1,931	4,448	Order raised for Wilnecote Project, work progressing as scheduled, it will be completed in June 2023. £1,955k to be reprofiled for the Wilnecote development and towards next year acquisitions.
Caledonian Depot New Build	1,506	1,506	9	(1,497)	1,497	1,506	Contractor has been appointed and work will start in January 2023. At this point we are not expecting any further cost to go through this financial year all but the Baily Garner cost to be reprofiled
<b>Service Area Total</b>	<b>11,198</b>	<b>21,912</b>	<b>13,876</b>	<b>(8,036)</b>	<b>7,780</b>	<b>21,656</b>	
<b>HRA Contingency</b>							
HRA Contingency	100	100	-	(100)	100	100	To be re-profiled
<b>Service Area Total</b>	<b>100</b>	<b>100</b>	<b>-</b>	<b>(100)</b>	<b>100</b>	<b>100</b>	
<b>HRA Total</b>	<b>11,298</b>	<b>22,012</b>	<b>13,876</b>	<b>(8,136)</b>	<b>7,880</b>	<b>21,756</b>	