













Quarter 1 Performance Report 2023 – 24

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1. Quarter 1 Highlights 2023

<p>Moved 2 core applications to cloud based service</p> 	<p>Social Housing Regulatory programme commenced</p> 
<p>Great progress with the new website to be implemented by end of quarter 3.</p> 	<p>Responded to 145 Freedom of Information Requests</p> 
<p>Implemented new Personal Development Review Process aligned to organisational vision, values and behaviours</p> 	<p>Design work completed and planning consent obtained for council housing in Glascote.</p> 
<p>Demolition of Coop completed</p> 	<p>Draft final accounts completed and submitted to auditors</p> 
<p>Neighbourhood Impact Service launched</p> 	<p>Allocations policy housing needs study commenced</p> 
<p>Condition survey of housing and non-housing complete. Additional surveys of high-rise and non-traditional properties complete.</p> 	<p>Set up Microsoft Cloud Environment (Azure)</p> 

2. Corporate Projects Summary

2.1 Corporate Plan 2022 - 2025 Projects Overview Quarter 1

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
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
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

Project Status	
	Cancelled
	Overdue; Neglected
	Unassigned; Check Progress
	Not Started; In Progress; Assigned
	On track and in control
	Completed



Appendix 1 contains detailed highlight reports on each project.

2.2 New Corporate Projects A review of corporate projects has been undertaken and several new projects have been added to the Corporate Plan.

These are all in initial phases and progress reports will commence from Q2 these projects are:

- Social Housing Regulatory Programme
- Response to Ankerside and organisational preparedness
- Exploration of new operating model for services
- Organisation-wide LGA Peer Challenge
- Culture and Arts Peer Challenge
- Financial Strategy to resolve long term MTFS position
- Land Charges to be complete by 31st December 2023
- Customer Insight

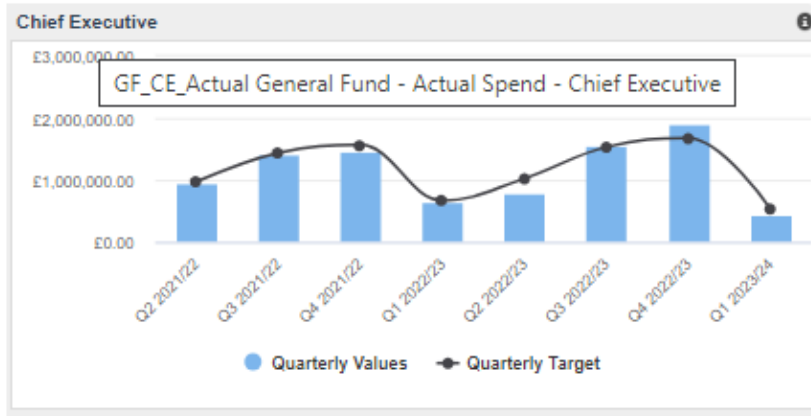
2.3 Corporate Plan 2022 - 2025 Projects Overview (Red or Amber Projects) Quarter 1

Project	Project Status	Due Date	Managed By	Projects Highlights Overall Project Comments
Garage Site Development Caledonian regeneration		30-Aug-2024	Paul Weston	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. The lack of interest during the initial phase has resulted in the project timetable being pushed back. New delays were identified when issues were raised by SCC Highways that hadn't been raised during the planning application phase of the project
Action Plan	Contracts are now in place, construction is due to commence in August 2023 and a detailed construction phase programme is being produced that will take the project through to completion.			
Asset Management Strategy		31-Aug-2023	Paul Weston	Draft reviewed, minor additions/amendments needed. Process of Asset Management Plans has commenced
Action Plan	It is planned to take the revised strategy to Scrutiny in September, the updated document will take on board comments made at previous Scrutiny Committee meetings. Progress onto Cabinet for approval will depend on the comments received from Scrutiny. If agreed by Scrutiny the Strategy document can go onto the forward plan for the next available Cabinet. If further amendments are requested there will be an impact on taking the document to Cabinet.			

3. Finance

3.1 General fund – Actual Spend Summary - Quarter 1

♥ General Fund Summary - Actual Spend-



Minor variance



Minor variance, vacancy allowance



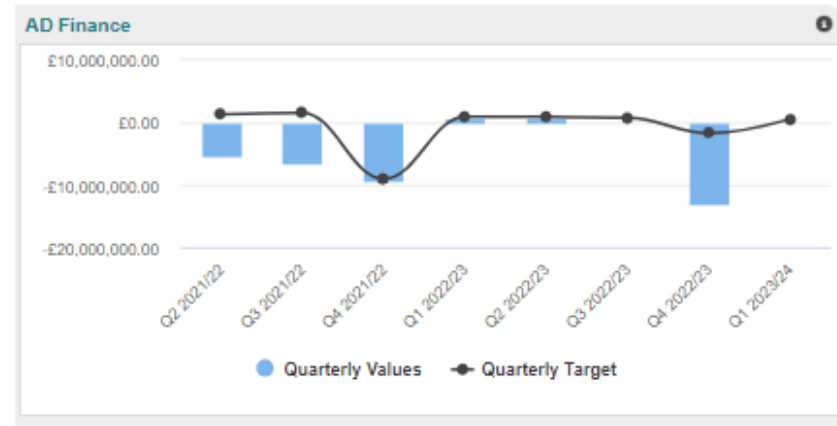
Minor variance



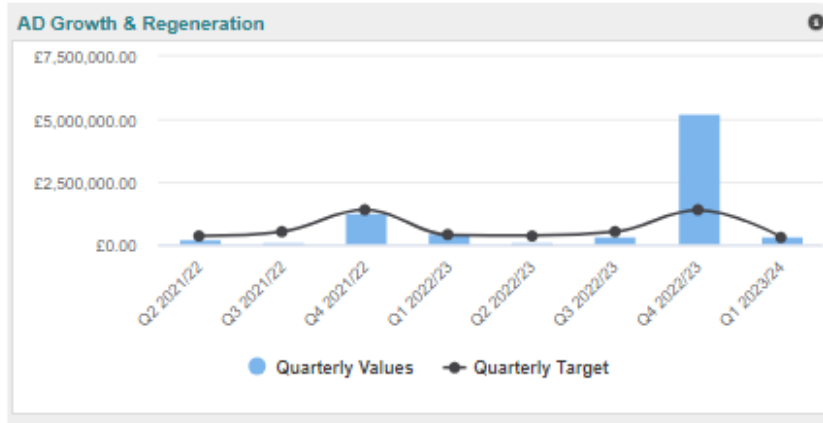
Minor variance, vacancy allowance



Minor variance, vacancy allowance



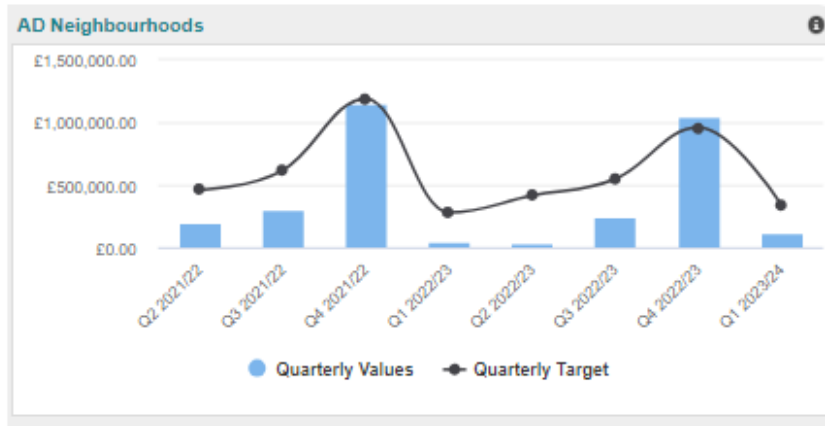
Increased treasury management investment income



Minor variance, vacancy allowance



Minor underspend



Minor overspend

Key

Quarterly Value is the year to date position

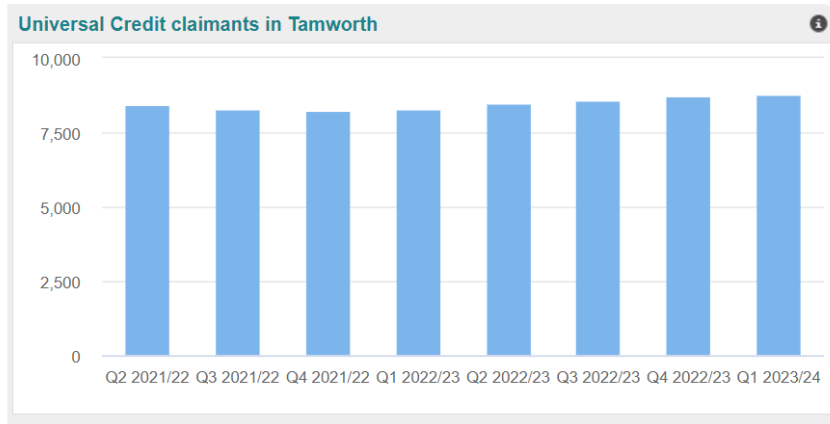


Minor overspend

Quarterly Target is the year to date budget

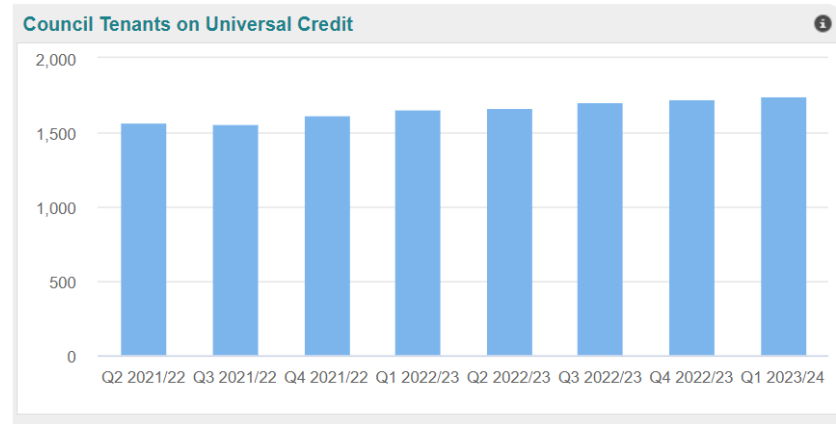
3.2 Universal Credit Summary – Quarter 1

Corporate Scrutiny Committee - Universal Credit Summary-



Commentary

There are 8,774 universal credit claimants in Tamworth.



Commentary

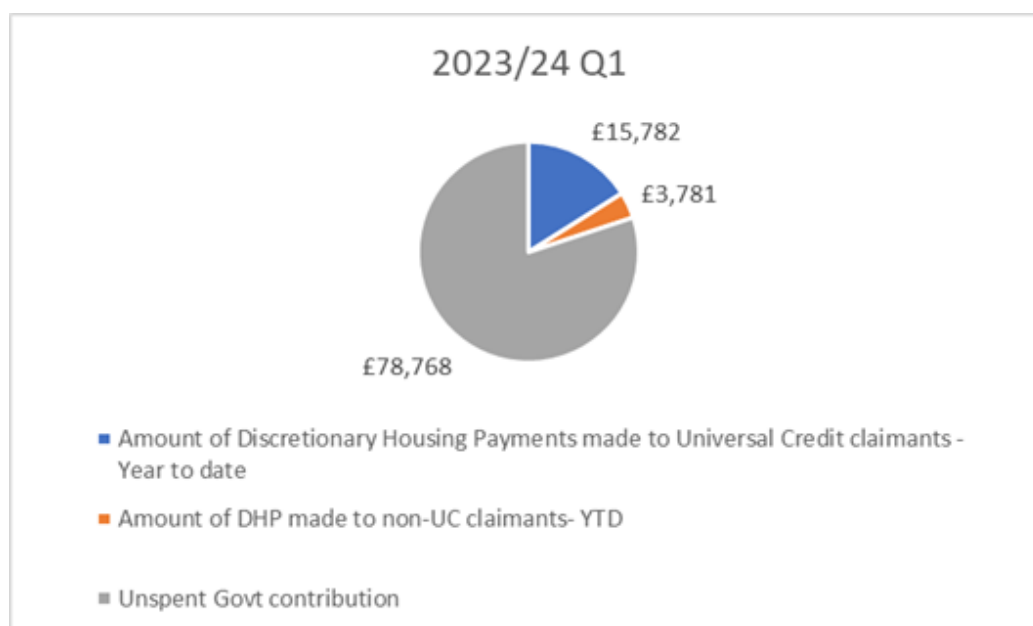
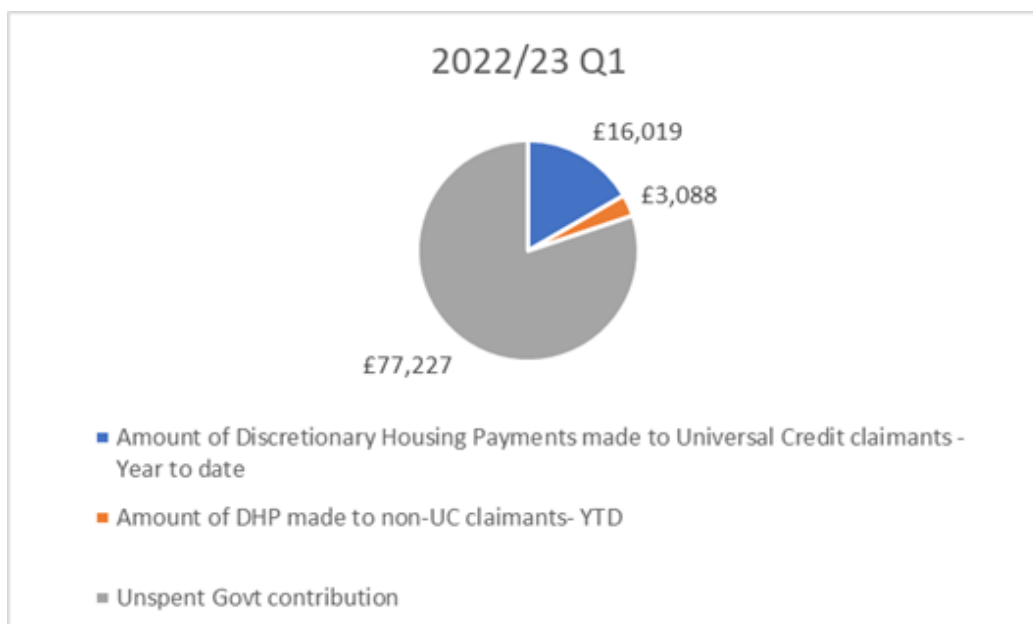
There are 1,743 council tenants on universal credit

3.3 Impact of Welfare Benefit Reform on Council services

Quarterly updates are presented to monitor the impact of welfare benefit reform changes on Council services including customer demand via monitoring of calls/contacts together with the financial impact of collection and demand for benefits and effect on income streams such as rent, council tax and business rates.

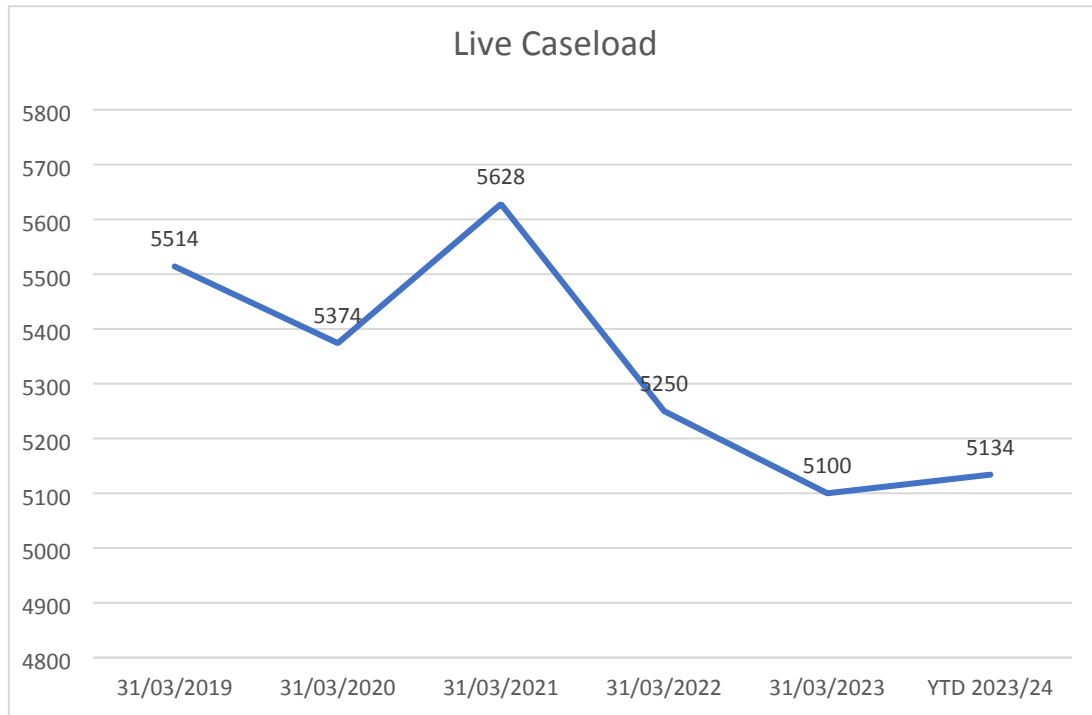
Benefits

A reduction in the number of Discretionary Housing Payments (DHP) claims is reported - DHP claims paid are £20k (£19k on 30th June 2022) with 26 successful claims from 88 applications (compared to 43 successful claims from 98 applications on 30th June 2022). There is a 3-week backlog (1.5 weeks as of 30th June 2022) of claims still to be processed. This is due to the number of complex claims being received. For members information all government grant funding will be allocated.



Local Council Tax Reduction Scheme claims are roughly level with 2022/23 (4,950 claimants as of 30th June 2022 compared to 4,927 at 30th June 2022) with a total scheme cost of £4.9m (£4.8m in 2022/23).

Live caseload figures are currently 5,134. This suggests a flattening out of the general downwards trend aside from the increase in 2021 due to the pandemic.



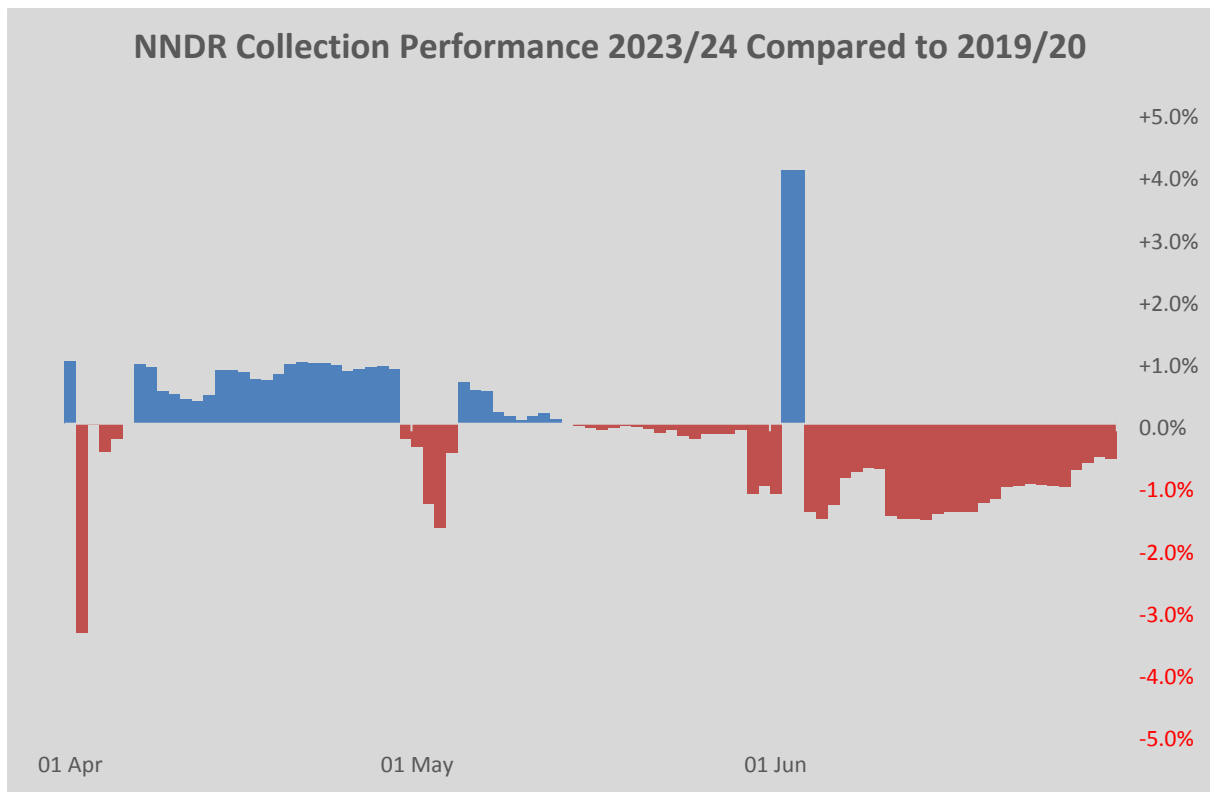
The average time taken to process new Housing Benefit/Council Tax Benefit claims and change events was 11.0 days to June 2023 (10.3 days to June 2022).

Revenues

Recovery actions were eased to a degree due to the pandemic with a more generous approach to arrangements to pay. Also court time was 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, ten in 2022/23 and 11 anticipated for 2023/24. In addition, recovery in Q1-2 of 2022/23 was delayed while energy rebate payments were administered.

NNDR

Collection performance is behind target primarily due to accounts where Tamworth BC is the ratepayer being paid in full before 30th June 2022 but not paid by 30th June 2023-current year collection level is 28.3%, below target by 2.3% on 30th June (28.1% as at 30th June 2021 and 30.4% as at 30th June 2022). Court costs are £2.0k, above the anticipated year to date level of £0.9k.



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

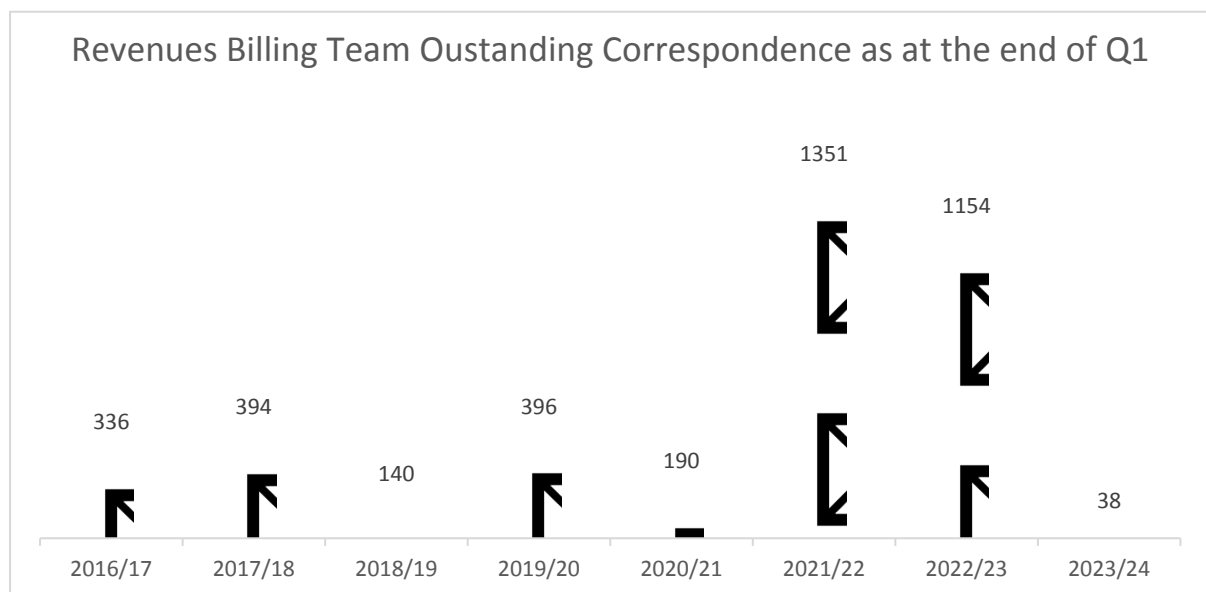
Reminders (361 for Q1 of 2023/24) are at similar levels to 2019/20 levels (382) with summons at higher levels than 2019/20. There have been 98 summonses compared to 62. There have been 15 enforcement agent referrals in Q1 of 2023/24 (28 referrals in Q1 of 2019/20).

Arrears reduction in respect of 2023/24 debt stands at 16.8% compared to a target of 20.0%.

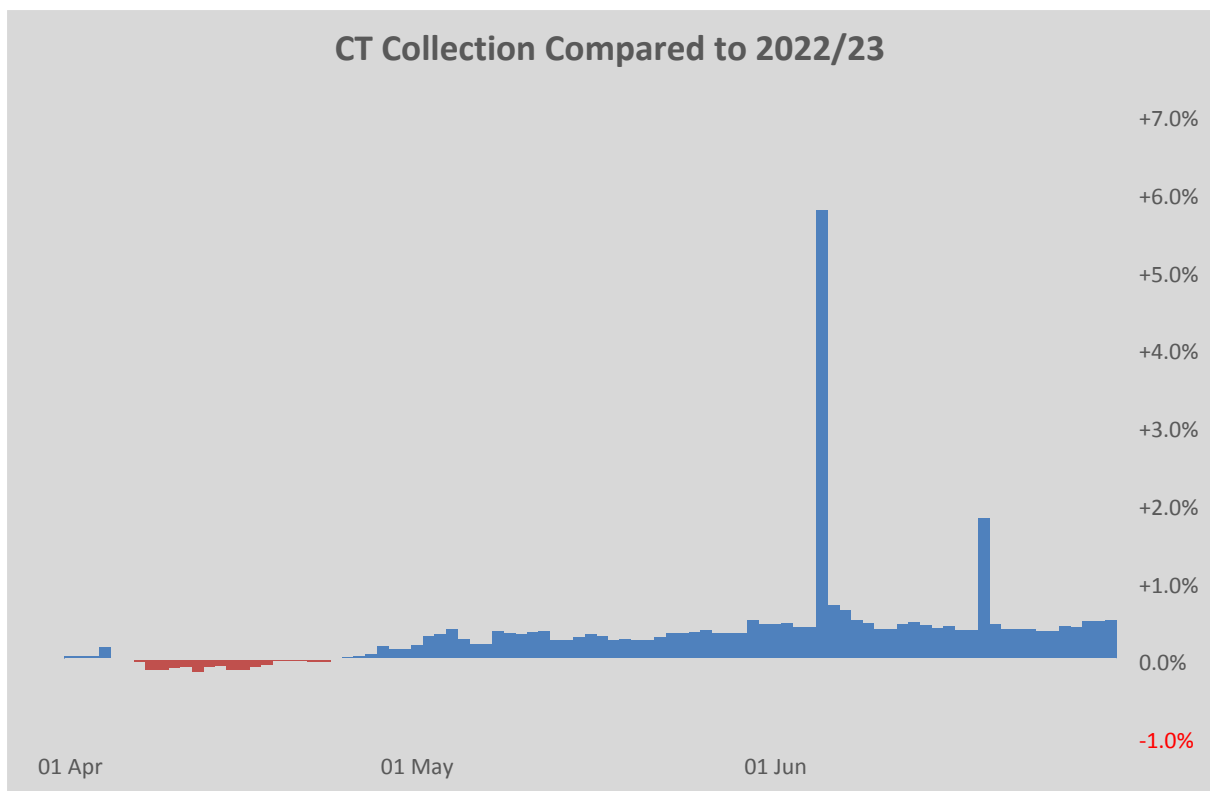
Council Tax

Reminders are at a similar level to 2019/20 (5,925 on 30th June 2023 compared to 6,204 for 2019/20) with liability orders at slightly higher levels (2,256 summonses compared to 1,648 in 2019/20 with 1,497 liability orders compared to 1,164). Attachment of earnings are at lower levels (77 attachments compared to 173 in 2019/20 meanwhile there were 1,106 enforcement agent referrals compared to 256 in 2019/20. The increase in referrals is due to the enforcement agents now taking cases at an earlier stage so they now serve requests for information on our behalf.

The backlog in processing of correspondence has been addressed and figures are now significantly better than normal. The Revenues Billing Team backlog has reduced from 1,154 outstanding items at the end of June 2022 to 38 at the end of June 2023 (1,351 items at 30th June 2021).



The current year collection level of 29.9% is above the target of 29.7%, this is approaching the 2019/20 collection performance of 30.1%. This is due to money allocated elsewhere due to cost of living increases as well as higher arrears levels leading to reduced current year collection. 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 well ahead of target by £27k at £56k. Arrears collection in respect of 2022/23 are 18.4%, behind the target of 23.6%.

As at 30th June 2023 there were 2,140 live Council Tax universal credit cases. The collection rate for universal credit cases was 28.1% (of a £604k collectable debit) compared to our overall collection rate of 29.9%. The difference shows universal credit collection approximately £11k behind where it would be if it reflected the overall figures.

Direct Debit take up for live universal credit cases is 29.7% compared to 73.9% overall. In addition, 972 reminders have been sent in respect of the 2,140 universal credit cases (5,395 for 34,628 overall liabilities). 17% of live cases have received a summons for non-payment, compared to a figure of 4% overall.

Housing

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

Tenants in receipt of Universal Credit:

Indicator	Qtr 4 2020/21	Qtr 1 2021/22	Qtr 2 2021/22	Qtr 3 2021/22	Qtr 4 2021/22	Qtr 1 2022/23	Qtr 2 2022/23	Qtr 3 2022/23	Qtr 4 2022/23	Qtr 1 2023/24
Number of Council Tenants on Universal Credit	1,449	1,519	1571	1556	1617	1655	1671	1,701	1,722	1,743
Number of Council Tenants on Universal Credit in Rent Arrears	680	954	987	1077	749	1063	1170	1,165	779	1,190
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%	68.3%
Number of Council Tenants on Universal Credit not in Rent Arrears	769	565	584	479	868	592	501	536	943	553
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%	31.7%

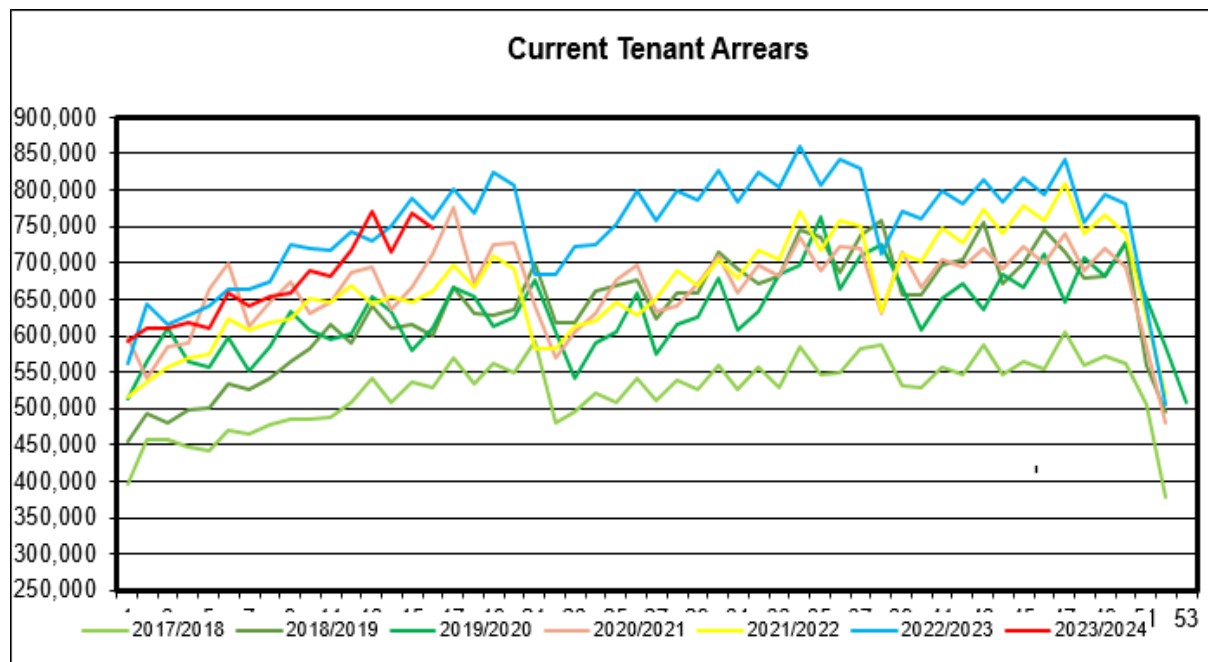
Total **Rent** arrears (excluding former tenants) on 30th June 2023 were £770k compared to £731k at 30th June 2022 – an increase of £39k (compared to a £89k increase in the preceding year).

Total arrears (including former tenant arrears, recharges, court costs and garages etc.) are £2.22m on 30th June 2023, compared to £1.92m at 31st March 2023, an increase of £30k (compared to a £241k increase between 31st March 2022 and 30th June 2022) and an increase of £45k between 31st March 2021 and 30th June 2021.

There has been 1 eviction since 1st April 2023. One application for hardship funding has been received to 30th June 2023 which is currently being assessed.

Arrears Comparison Graph year on year performance

The comparison chart below clearly illustrates that whilst arrears continue to increase, the general patten 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 to date is shown below.

Type	01/04/23 – 30/06/2023
Council Tax	£3,169.00
Business Rates	£1,398.94
Sundry Income	£17,971.55
Housing Benefit Overpayments	£1,048.18
Housing	£16,749.69

Many of our residents/customers continue to be financially impacted by the pandemic and now by the cost of living crisis but it should be noted that at present we would not consider the write off of debts unless we have pursued them to the fullest extent (and as a last resort). In cases where extreme hardship has been identified discretionary housing payments and additional council tax reductions have been made as noted elsewhere in this report, as well as writing off accumulated previous year debt.

The Council is committed to ensuring that debt write offs are kept to a minimum by taking all reasonable steps to collect monies due. There will be situations where the debt recovery process fails to recover some or all of the debt and will need to be considered for write off in accordance with the schemes of delegation prescribed in the Corporate Credit Policy.

The Council views such cases very much as exceptions. Before writing off debt, the Council will satisfy itself that all reasonable steps have been taken to collect it and that no further recovery action is possible or practicable. It will take into account the age, size and types of debt together with any factors that it feels are relevant to the individual case.

Universal Credit

With regard to the roll out of universal credit, the current indicators show:

Indicator	Qtr 4 2018/19	Qtr 4 2019/20	Qtr 4 2020/21	Qtr 4 2021/22	Qtr 1 2022/23	Qtr 2 2022/23	Qtr3 2022/23	Qtr4 2022/23	Qtr1 2023/24
live caseload figure	5,514	5,374	5,628	5,055	5,198	5,186	5,124	5,100	5,134
Number of Universal Credit claimants in Tamworth	2,682	4,594	8,687	8,228	8,297	8,463	8,586	8,705	8,774
Number of Council Tenants on Universal Credit	645	1,072	1,449	1,617	1,655	1,671	1,701	1,722	1,743
Number of Council Tenants on Universal Credit and in Rent Arrears	443	663	680	749	1,063	1,170	1,165	779	1,190
Percentage of Council Tenants on Universal Credit and in Rent Arrears	68.7%	61.9%	46.9%	46.3%	64.2%	70.0%	68.5%	45.2%	68.3%
Number of Council Tenants on Universal Credit and not in Rent Arrears	202	409	769	868	592	501	536	943	563
Percentage of Council Tenants on Universal Credit and not in Rent Arrears	31.3%	38.2%	53.1%	53.7%	35.8%	30.0%	31.5%	54.7%	31.7%
Number of Council Tax payers on Universal Credit	745	1,254	1,975	1,973	1,976	2,012	2,023	2,065	2,140
Number of Council Tax payers on Universal Credit and in arrears with Council Tax payments	261	388	263	420	33	150	410	396	371
Percentage of Council Tax payers on Universal Credit and in arrears with Council Tax payments	35.0%	30.9%	13.3%	21.3%	1.67%	7.56%	20.3%	19.1%	17.3%
Number of Council Tax payers on Universal Credit and not in arrears with Council Tax payments	484	866	1,712	1,553	1,943	1,862	1,613	1,669	1,769
Percentage of Council Tax payers on Universal Credit and not in arrears with Council Tax payments	65.0%	69.1%	86.7%	78.7%	98.3%	92.54%	79.7%	80.8%	82.7%
Number of Universal Credit claimants nationally	1,736,431	2,933,218	6,038,764	5,627,616	5,594,314	5,712,063	5,834,057	5,893,705	5,977,586
Discretionary Housing Payments made - Year to date	140,303	135,782	171,576	138,331	19,107	36,637	67,793	98,113	19,563
Amount of Discretionary Housing Payments made to Universal Credit claimants - Year to date	82,001	102,688	148,625	121,294	16,019	30,957	58,189	83,706	15,781

When Council approved the 2023/24 Budget and Medium Term Financial Strategy in

3.4 Medium Term Financial Strategy 2022/23 -2027/28 Monitoring, June 2023

February 2023, it faced the ongoing uncertain economic conditions.

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 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.

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 support through available grants.

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 Ankerside Shopping Centre,, 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 at quarter 1, July 2023, the forecast projections now identify General Fund balances of £3.7m by 2025/26 (compared to £1.1m as part of the approved MTFs forecast in February 2023), a shortfall of £0.7m by 2026/27 (compared to a shortfall of £4.1m), a shortfall of £4.8m by 2027/28 (compared to a shortfall of £9m), with a shortfall of £9.5m by 2028/29.

Under the best case scenario, General Fund balances are forecast at £4.3m by 2025/26, £1.1m by 2026/27, with a shortfall of £2.9m by 2027/28, and £6.9m by 2028/29.

Under the worse case scenario, General Fund balances are forecast at £0.3m by 2025/26, with a shortfall of £5.3m by 2026/27, £10.7m by 2027/28, and £16.6m by 2028/29.

As members will be aware, savings are usually considered annually as part of the budget process. This update is the first step in reviewing the MTFS forecast during July as part of the Qtr 1 financial healthcheck report for Corporate Scrutiny and Cabinet - considering the latest information available - including any further indications from government and those from the LGF Settlement for 23/24 & indications for 24/25. This will then inform the scale of the cost reductions needed as part of the budget process.

With the ongoing uncertainty around the fair funding review and business rates reset, it makes it difficult to plan in the longer term - which is what we have experienced for the past 10 years as the review has been deferred numerous times and now is a question of if rather than when it could happen.

A further consideration is the potential scale and scope of any government funding reductions, which need to be forecast. There needs to be a balance between hoping for the best and planning for the worst - which would include consideration of cost efficiencies, increased income and ultimately service reductions.

Housing Revenue Account

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

As a result of the updated forecast at quarter 1, July 2023, the forecast projections now identify HRA balances of £1.5m by 2025/26 (compared to £2.8m as part of the approved MTFS forecast in February 2023), £1.3m by 2026/27 (compared to £2.4m), £1.2m by 2027/28 (compared to £2.2m), with balances of £1m by 2028/29.

Under the best case scenario, HRA balances are forecast at £3.5m by 2025/26, £4.3m by 2026/27, £5.3m by 2027/28, and £6.2m by 2028/29.

Under the worse case scenario, HRA balances are forecast at £1.4m by 2025/26, £1.2m by 2026/27, £1m by 2027/28, and £0.9m by 2028/29.

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. Previous 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 - 2028/29	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Projected Balances per MTFS Council February 2023	(9,170)	(7,962)	(5,865)	(1,101)	3,577	8,506	8,506
Revised Stress Tested Forecasts:							
Best Case Revised Forecast Balances - July 2023	(9,615)	(9,097)	(7,970)	(4,275)	(1,094)	2,387	6,446
Central Case Revised Forecast Balances - July 2023	(9,615)	(9,097)	(7,678)	(3,691)	205	4,351	9,020
Worse Case Revised Forecast Balances - July 2023	(9,615)	(8,179)	(5,519)	(290)	4,851	10,241	16,157

As a result of the updated forecast at quarter 1, July 2023, the forecast projections now identify General Fund balances of £3.7m by 2025/26 (compared to £1.1m as part of the approved MTFS forecast in February 2023), a shortfall of £0.7m by 2026/27 (compared to a shortfall of £4.1m), a shortfall of £4.8m by 2027/28 (compared to a shortfall of £9m), with a shortfall of £9.5m by 2028/29.

Under the best case scenario, General Fund balances are forecast at £4.3m by 2025/26, £1.1m by 2026/27, with a shortfall of £2.9m by 2027/28, and £6.9m by 2028/29.

Under the worse case scenario, General Fund balances are forecast at £0.3m by 2025/26, with a shortfall of £5.3m by 2026/27, £10.7m by 2027/28, and £16.6m by 2028/29.

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 forecast, a summary of the resultant changes are outlined below.

General Fund (GF) Changes since the MTFS was approved in February:

Change:	Budget Impact
<i>Savings / increased income</i>	
Balances brought forward from 2022/23 due to additional underspend	£(445)k 22/23 only
Projected outturn Q1 2023/24	£(465)k 23/24 only
Anticipated Savings from in-year underspend review	£(250)k pa
Reduction in bad debt provision	£(225)k pa
Reduced electricity and gas costs following notification from Utility framework	£(214)k pa from 24/25
NI revision to 9% following reversal of Social Care levy	c.£(139)k pa from 24/25
Fees & Charges additional income arising from changes approved from 1/4/23	£(76)k pa from 24/25
Continued Services grant following indications from Government Settlement	£(95)k pa from 25/26
<i>Additional costs / reduced income</i>	
Revenue impact of FHSF increased capital spend from financed from retained capital receipts	£120k pa
Increased pay award	c. £220k pa from 24/25

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The best case scenario includes further anticipated reductions in energy costs (c.£100k p.a. in the future based on market indications, increased fees and charges income and increased business rates income from year 3 arising from a more optimistic forecast following the funding reforms (c.£0.4m p.a.).

The worse case scenario anticipates a higher than forecast public sector pay award of c.8% compared to the central case forecast of c.6% (c.£75k pa), a significant reduction in commercial rent income of c.£0.9m p.a. and that the anticipated savings of £250k pa will not materialise.

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

Following finalisation of the outturn underspend for 2022/23, additional balances of £0.445m are reported (with closing balances of £9.6m).

Housing Revenue Account

	Housing Revenue Account						
MTFS Projections 2022/23 - 2028/29	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
	£'000	£'000	£'000	£'000	£'000	£'000	
Projected Balances per MTFS Council February 2023	(4,431)	(3,608)	(3,331)	(2,849)	(2,434)	(2,152)	
Revised Stress Tested Forecasts:							
Best Case Revised Forecast Balances - July 2023	(2,762)	(1,802)	(2,744)	(3,485)	(4,314)	(5,298)	(6,222)
Central Case Revised Forecast Balances - July 2023	(2,762)	(1,802)	(1,738)	(1,470)	(1,268)	(1,198)	(1,047)
Worse Case Revised Forecast Balances - July 2023	(2,762)	(1,802)	(1,711)	(1,414)	(1,183)	(1,084)	(902)

As a result of the updated forecast at quarter 1, July 2023, the forecast projections now identify HRA balances of £1.5m by 2025/26 (compared to £2.8m as part of the approved MTFS forecast in February 2023), £1.3m by 2026/27 (compared to £2.4m), £1.2m by 2027/28 (compared to £2.2m), with balances of £1m by 2028/29.

Under the best case scenario, HRA balances are forecast at £3.5m by 2025/26, £4.3m by 2026/27, £5.3m by 2027/28, and £6.2m by 2028/29.

Under the worse case scenario, HRA balances are forecast at £1.4m by 2025/26, £1.2m by 2026/27, £1m by 2027/28, and £0.9m by 2028/29.

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 MTF5 was approved in February:

Change:	Budget Impact
<i>Savings / increased income</i>	
NI revision to 9%	c.£(42)k pa from 24/25
Reduction in RCCO from depreciation & increase from affordable rent	£(1.5)m pa from 24/25
Revised gas and electricity costs	£(255)k pa from 24/25
<i>Additional costs / reduced income</i>	
Updated balances b/f from increased overspend	£1.669m 22/23 only
Increased pay award	c.£84k pa from 24/25
Increased depreciation & RCCO from affordable rent	£1.5m pa from 24/25
Projected outturn Q1 2023/24	£137k 23/24 only

The best case scenario includes further anticipated reductions in energy costs (c.£130k p.a.) in the future based on market indications and forecasts increased rent income from 2024/25 (of c.6%, c.£900k p.a.) due to the current high level of inflation on which future rent increases should be based.

The worse case scenario anticipates a higher than forecast public sector pay award of c.8% compared to the central case forecast of c.6% (c.£30k pa).

Following finalisation of the outturn overspend for 2022/23, lower balances of £1.6m are now reported (with closing balances of £2.76m). However, it should be noted that due to higher depreciation charges affecting the HRA, the balance held in the Major Repairs Reserve is £1.5m higher than anticipated which will be available to support future capital spending – meaning a lower level of contribution will be required from the HRA.

Executive Summary

3.5 Financial Health Check Report – Period 3 June 2023

This section to the report summarises the main issues identified at the end of June 2023.

General Fund

Revenue

GENERAL FUND	YTD Budget £000	YTD Position £000	YTD Variance £000	Full Year Budget £000	Predicted Outturn £000	Outturn Variance £000	Comment
Chief Executive	532	447	(85)	1,735	1,745	10	Minor variance
AD Growth & Regeneration	308	321	13	1,669	1,745	76	Minor variance, vacancy allowance
ED Organisation	202	172	(30)	523	545	22	Minor variance, vacancy allowance
AD People	1,386	1,380	(6)	650	782	132	Minor variance, vacancy allowance
AD Operations & Leisure	1,231	1,365	134	4,320	4,505	185	Minor variance, vacancy allowance
ED Finance	32	36	4	-	10	10	Minor variance
AD Finance	559	(41)	(600)	(1,136)	(2,084)	(948)	Increased treasury management investment income
AD Assets	(280)	(69)	211	(803)	(810)	(7)	Minor underspend
AD Neighbourhoods	339	118	(221)	1,057	1,095	38	Minor overspend
AD Partnerships	218	224	6	790	807	17	Minor overspend
Total	4,527	3,953	(574)	8,805	8,340	(465)	

The General Fund has a favourable variance against budget at Period 3 of £574k.

The projected full year position identifies a favourable variance against budget of £465k or 5.31%.

This projection has highlighted several budget areas for concern (**detailed at Sect 3.6**).

A balance of £110k was held in the General Contingency Budget at the end of June 2023 which, as part of the non-essential 'managed underspend' review, is forecast will not be required at present.

Balances

Balances on General Fund are projected to be in the region of £8.876m at the year-end from normal revenue operations compared to £7.966m projected within the 2023/24 budget report– additional balances of £910k.

Capital

GENERAL FUND	Budget Reprofiled from 2022/23 (memo only) £000	YTD Budget £000	YTD Actual Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile to 2024/25 (memo only) £000	Outturn £000
AD Growth & Regeneration	18,223	5,095	1,346	(3,749)	20,378	20,378	-	-	20,378
AD People	449	139	36	(103)	555	562	7	-	562
AD Operations & Leisure	944	714	63	(651)	2,858	2,858	-	-	2,858
AD Finance	-	11	-	(11)	45	45	-	-	45
AD Assets	1,408	741	312	(428)	2,962	2,962	-	-	2,962
AD Neighbourhoods	-	11	-	(11)	46	46	-	-	46
GF Contingency	250	63	-	(63)	250	250	-	-	250
TOTAL GENERAL FUND	21,274	6,774	1,757	(5,016)	27,094	27,101	7	-	27,101

Capital expenditure incurred was £1.757m compared to a profiled budget of £6.774m. At this point it is predicted that £27.101m will be spent by year end against a full year budget of £27.094m (this includes re-profiled schemes from 2022/23 of £21.274m).

A summary of Capital expenditure is shown at **Section 3.7**

Treasury Management

At the end of June 2023 the Authority had £67.587m invested in the money markets. The average rate of return on these investments is 3.98% though this may change if market conditions ease (3.95% when combined with property funds).

The Authority also has property fund investments of £1.849m with Schroders UK Real Estate Fund, £6.057m with Threadneedle Property Unit Trust, and £4.056m with Hermes Federated Property Unit Trust. The year to date returns on the property fund investments are 3.47% for Schroders, 4.02% for Threadneedle and estimated 3.10% for Hermes. Quarter 1 Threadneedle and Hermes returns have not yet been received so the estimated return percentages are based off the 22-23 figures.

Although the capital values of the funds did initially fall, mainly since 31st March 2020, they then recovered and as of 31st March 2022 there was an overall gain of £1.32m. However, since then capital values have fallen again, and as of 30th June 2023 the valuation stands at £10.792m, with an overall loss of £1.17m. It should be noted that investments in property are subject to fluctuations in value over the economic cycle and should yield capital growth in the longer term as the economy grows.

Borrowing by the Authority stood at £63.060m at the end of June 2023, all being long term loans from the Treasury Public Works Loans Board. The average rate payable on these borrowings equates to 4.05%.

A more detailed summary of the Treasury Management situation, detailing our current Lending and Borrowings can be found at **Section 3.7**.

Following revisions to the Treasury Management and Prudential Codes in 2021/22, it is now a requirement to report further treasury and prudential indicators to Members on a quarterly basis.

Prudential Indicator for Capital Expenditure

This table below shows the revised estimates for capital expenditure and the changes since the capital programme was agreed at the Budget.

Capital Expenditure	2023/24 Original Programme	Budget Brought forward from 2022/23	Virements in Year	Total 2023/24 Budget	Actual Spend @ Period 3	Predicted Outturn	2023/24 Revised Estimate *
	£m	£m	£m	£m	£m	£m	£m
General Fund	5.820	21.274	-	27.094	1.776	27.101	27.101
HRA	8.364	7.880	-	16.244	4.479	16.244	16.244
Total	14.184	29.154	-	43.338	6.255	43.345	43.345

Limits to Borrowing Activity

The first key control over the treasury activity is a prudential indicator to ensure that over the medium term, net borrowing (borrowings less investments) will only be for a capital purpose. Gross external borrowing should not, except in the short term, exceed the total of CFR in the preceding year plus the estimates of any additional CFR for 2023/24 and the next two financial years. This allows some flexibility for limited early borrowing for future years. The Council has approved a policy for borrowing in advance of need which will be adhered to if this proves prudent.

	2022/23 Outturn £m	2023/24 Original Estimate £m	2023/24 Projected Outturn £m	2023/24 Budget £m
Gross borrowing	63.060	63.060	63.060	63.060
Less investments	71.332	15.194	61.264	61.264
Net borrowing	-8.272	47.866	1.796	1.796
CFR (year end position)	73.766	78.190	73.702	73.702

A further prudential indicator controls the overall level of borrowing. This is the **Authorised Limit** which represents the limit beyond which borrowing is prohibited and needs to be set and revised by Members. It reflects the level of borrowing which, while not desired, could be afforded in the short term, but is not sustainable in the longer term. It is the expected maximum borrowing need with some headroom for unexpected movements. This is the statutory limit determined under section 3 (1) of the Local Government Act 2003.

Authorised Limit for External Debt	2023/24 Original Indicator	Current Position	2023/24 Revised Indicator
Borrowing	89.015	89.015	89.015
Total	89.015	89.015	89.015

	2022/23 Outturn £m	2023/24 Capital Programme £m	2023/24 Projected Outturn £m	2023/24 Budget £m
CFR – Non Housing	3.785	6.608	3.633	3.633
CFR – Housing	69.981	71.582	70.069	70.069
Total CFR	73.766	78.190	73.702	73.702
Net movement in CFR	0.325	4.299	(0.064)	(0.064)
Operational Boundary				
Expected Borrowing	63.060	63.060	63.060	63.060
Other long term liabilities	-	-		-
Total Debt 31st March	63.060	63.060	63.060	63.060

Borrowing

The Council's estimated revised capital financing requirement (CFR) for 2023/24 is £73.702m. The CFR denotes the Council's underlying need to borrow for capital purposes. If the CFR is positive the Council may borrow from the PWLB or the market (external borrowing) or from internal balances on a temporary basis (internal borrowing). The balance of external and internal borrowing is generally driven by market conditions. The table shows the Council has borrowings of £63.060m and plans to utilise £10.642m of cash flow funds in lieu of borrowing. This is a prudent and cost effective approach in the current economic climate but will require ongoing monitoring in the event that upside risk to gilt yields prevails.

It is not anticipated that any additional borrowing will be undertaken during 2023/24.

Housing Revenue Account (HRA)

Revenue

HOUSING REVENUE ACCOUNT	YTD Budget £000	YTD Position £000	YTD Variance £000	Full Year Budget £000	Predicted Outturn £000	Outturn Variance £000
HRA Summary	(5,681)	(5,658)	23	(10,937)	(10,908)	29
ED Communities	31	35	4	-	10	10
AD Operations & Leisure	90	71	(19)	391	380	(11)
AD People	53	44	(9)	-	12	12
AD Assets	304	276	(28)	583	633	50
AD Neighbourhoods	809	679	(130)	4,380	4,427	47
Housing Repairs	(210)	848	1,058	6,407	6,407	-
Total	(4,604)	(3,705)	899	824	961	137

The HRA has an unfavourable variance against budget at Period 3 of £899k.

The projected full year position identifies an unfavourable variance against budget of £137k or 16.48%. Individual significant budget areas reflecting the variance are detailed at **Section 3.7**

Capital

HOUSING REVENUE ACCOUNT	Budget Reprofiled from 2022/23 (memo only) £000	YTD Budget £000	YTD Actual Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile to 2024/25(memo only) £000	Outturn £000
AD Assets	7,780	4,036	4,486	450	16,144	15,994	(150)	150	16,144
HRA Contingency	100	25	-	(25)	100	100	-	-	100
TOTAL HOUSING REVENUE ACCOUNT	7,880	4,061	4,486	425	16,244	16,094	(150)	150	16,244

Housing Capital expenditure of £4.486m, has been incurred as at the end of Period 3 compared to a profiled budget of £4.061m. At this point it is predicted that £16.094m will be spent by the year end against a full year budget of £16.244m (including £7.88m re-profiled from 2022/23). £150k is reported as required to be reprofiled to 2024-25 at this stage being £30k high rise scooter storage and £120k high rise ventilation system schemes.

A summary of Capital expenditure is shown at Section 3.6.

Balances

Balances on the Housing Revenue Account are projected to be in the region of £1.801m at the year-end compared to £3.605m projected within the 2023/24 budget report – additional balances of £1.804m

3.6 General Fund Main Variances **General Fund – Main Variances**

Service Area	Cost Centre	Account Code	Year to Date Position	Year to Date Budget	Year to Date Variance	Full Year Budget	Predicted Outturn Variance	Full Year Position Predicted Outturn	Comment
AD Operations & Leisure	ASSEMBLY ROOMS	SPLIT PROFIT EVENT TICKET SALE	110,228	54,930	55,298	219,750	0	219,750	Commitments for shows from Jul 23 onwards
		SPLIT PROFIT EVENT INCOME	(172,502)	(75,990)	(96,512)	(304,000)	0	(304,000)	Adjusted income in advance for shows from Jul 23 onward
	ASSEMBLY ROOMS BAR	SALARIES	27,531	43,680	(16,149)	174,700	(36,950)	137,750	Expected salary underspend-Senior Bar Supervisor
		CATERING SALES	(14,424)	(47,580)	33,156	(190,300)	0	(190,300)	Sales below current target
	PUBLIC SPACES	SALARIES	326,289	379,530	(53,241)	1,518,120	0	1,518,120	Four vacancies
		VACANCY ALLOWANCE	0	(27,782)	27,782	(111,130)	111,130	0	Vacancy Allowance
AD People	CUSTOMER SERVICES	VACANCY ALLOWANCE	0	(10,230)	10,230	(40,970)	40,970	0	Vacancy Allowance
AD Assets	COMMERCIAL PROPERTY MANAGEMENT	PROVISION FOR BAD DEBTS	346,934	5,580	341,354	5,580	0	5,580	Bad debt provision for unpaid commercial property rent
	INDUSTRIAL PROPERTIES	MAINTENANC UNLET FACTORY UNITS	(29,592)	5,040	(34,632)	20,130	0	20,130	Awaiting invoice from Equans
AD Neighbourhoods	HOMELESSNESS STRATEGY	GOVERNMENT GRANTS	(241,704)	0	(241,704)	(212,500)	0	(212,500)	Homelessness Prevention Grant still to be allocated
	COMMUNITY WARDENS	SALARIES	5,986	47,790	(41,804)	191,110	0	191,110	Following the R&R the Neighbourhood Impact Services Salaries still to be allocated

Service Area	Cost Centre	Account Code	Year to Date Position	Year to Date Budget	Year to Date Variance	Full Year Budget	Predicted Outturn Variance	Full Year Position Predicted Outturn	Comment
AD Growth & Regeneration	CASTLE & MUSEUM	SALARIES	77,871	82,830	(4,959)	331,360	30,500	361,860	Vacancy Allowance
	DEV. PLAN LOCAL & STRATEGIC	LOCAL DEVELOPMENT FRAMEWORK	33,861	2,490	31,371	10,000	0	10,000	Contribution from reserve to offset
AD Finance	BENEFITS	RENT ALLOWANCES	1,083,099	1,015,000	68,099	4,374,530	228,240	4,602,770	Based on DWP Est Claim as at P3
		COUNCIL TENANT RENT REBATES	1,789,362	1,659,220	130,142	6,126,350	929,219	7,055,569	Based on DWP Est Claim as at P3
		GOVERNMENT GRANTS	(144,221)	0	(144,221)	0	0	0	Unbudgeted government grant
		COUNCIL TENANT GRANT	(1,891,377)	(1,647,330)	(244,047)	(6,082,470)	(901,075)	(6,983,545)	Based on DWP Est Claim as at P3
		PRIVATE TENANT GRANT	(1,045,437)	(993,680)	(51,757)	(4,282,650)	(203,875)	(4,486,525)	Based on DWP Est Claim as at P3
		DISCRETIONERY HSG PAYMT GRANT	(32,777)	0	(32,777)	(95,000)	(3,331)	(98,331)	Government Contribution Based on Final Allocation
		OVERPAYMENT COUNCIL TENANT	(36,916)	(17,970)	(18,946)	(71,890)	(70,000)	(141,890)	Based on DWP Est Claim as at P3

Service Area	Cost Centre	Account Code	Year to Date Position	Year to Date Budget	Year to Date Variance	Full Year Budget	Predicted Outturn Variance	Full Year Position Predicted Outturn	Comment
AD Finance	BENEFITS ADMINISTRATION	VACANCY ALLOWANCE	0	(10,200)	10,200	(40,790)	40,790	0	Vacancy Allowance
		GOVERNMENT GRANTS	(41,416)	0	(41,416)	(9,927)	0	(9,927)	Unbudgeted government grant
	CORPORATE FINANCE	NNDR LEVY PAYMENTS	96,353	0	96,353	1,476,160	0	1,476,160	Increased levy due to higher-than-expected NNDR income projected at Qtr 1
	TREASURY MANAGEMENT	TREASURY MAN. RECHG TO HRA	0	0	0	(2,820,460)	(33,452)	(2,853,912)	Expected interest above budget due to increased interest rates
		MISC INTEREST & DIVIDENDS	(605,257)	(334,350)	(270,907)	(1,337,340)	(1,083,627)	(2,420,967)	Expected interest above budget due to increased interest rates

Housing Revenue Account – Main Variances

Service Area	Cost Centre	Account Code	Year to Date Position	Year to Date Budget	Year to Date Variance	Full Year Budget	Predicted Outturn Variance	Full Year Position Predicted Outturn	Comment
AD Assets	HRA CLEANERS	ELECTRICITY	26,302	58,530	(32,228)	234,110	0	234,110	No bills yet received for 2023 - Monthly average from 2022/23 used
REPAIRS CONTRACT	REPAIRS CONTRACT	RESPONSIVE REPAIRS	314,458	452,412	(137,954)	1,809,649	0	1,809,649	Underspend, due to year end accrual not yet being settled
		VOIDS	64,991	375,000	(310,009)	1,500,000	0	1,500,000	Underspend, due to year end accrual not yet being settled
		WALL FINISHIUNG & LINTELS	212,624	160,088	52,537	640,351	0	640,351	Overspend, due to some work linked with Decarbonisation
		PERIODIC ELECTRICAL TESTING	43,473	75,000	(31,527)	300,000	0	300,000	Underspend, due to year end accrual not yet being settled
	REPAIRS	DISREPAIR COSTS	53,803	0	53,803	0	0	0	Disrepairs cost offset against Misc budget
HRA Summary	H R A SUMMARY	PROVISION FOR BAD DEBTS	161,590	88,260	73,330	353,000	0	353,000	Significant increase in arrears
		ITEM 8 DEBIT	0	0	0	2,820,460	33,452	2,853,912	Adjustment as per latest Treasury position
		SERVICE CHARGE	(75,467)	(64,740)	(10,727)	(239,020)	(30,000)	(269,020)	Higher electricity and gas charges compared with the budget figures

3.7 Capital Programme Monitoring

GENERAL FUND	Budget Reprofiled from 2022/23 (memo only) £000	YTD Budget £000	YTD Actual Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile to 2024/25 (memo only) £000	Outturn £000	Comments
AD Growth										
Gungate Development	652	163	71	(92)	652	652	-	-	652	Report to be considered by Council 18th July regarding progressing the scheme, identifying further funding and seeking approval of land assembly.
Repairs to Castle Elevation	429	107	429	322	429	429	-	-	429	All budgets will be used to finish the project in Sept/Oct 2023
FHSF Castle Gateway	4,859	1,390	78	(1,312)	5,561	5,561	-	-	5,561	In process to review how to deliver the project and to be in line with plan submitted to DLUHC. Plan to request more budget in Sept 2023
FHSF Middle Entry	611	342	30	(312)	1,367	1,367	-	-	1,367	In process to review how to deliver the project and to be in line with plan submitted to DLUHC. Plan to request more budget in Sept 2023
FHSF College Quarter	11,672	3,016	738	(2,278)	12,062	12,062	-	-	12,062	In process to review how to deliver the project and to be in line with plan submitted to DLUHC. Plan to request more budget in Sept 2023
Capital Repairs Programme - Castle	-	25	-	(25)	100	100	-	-	100	New project in 2023-24, will start looking for delivery

GENERAL FUND	Budget Reprofiled from 2022/23 (memo only) £000	YTD Budget £000	YTD Actual Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile to 2024/25 (memo only) £000	Outturn £000	Comments
AD Growth										
Fire and Intruder Alarm Renewals at Tamworth Castle	-	15	-	(15)	60	60	-	-	60	New project in 2023-24, will start looking for delivery
Heating Renewals at Tamworth Castle	-	9	-	(9)	36	36	-	-	36	New project in 2023-24, will start looking for delivery
Roofing Renewal at Tamworth Castle	-	28	-	(28)	110	110	-	-	110	New project in 2023-24, will start looking for delivery
Service Area Total	18,223	5,095	1,346	(3,749)	20,378	20,378	-	-	20,378	
AD People								-		
Replacement It Technology	20	18	20	3	70	70	-	-	70	Network refresh to be brought forward due to issues with VMWare.
Self Service Customer Portal	10	3	-	(3)	10	10	-	-	10	Portal 'soft launch' requires funds for further development.
Endpoint & Web E-Mail Filter	40	10	-	(10)	40	40	-	-	40	Due in October-23
Asset Management Database	42	11	-	(11)	42	42	-	-	42	Consultancy & Training fees expected.

GENERAL FUND	Budget Reprofiled from 2022/23 (memo only) £000	YTD Budget £000	YTD Actual Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile to 2024/25 (memo only) £000	Outturn £000	Comments
AD Growth										
R & R Smart Working IT Requirements	250	63	-	(63)	250	250	-	-	250	Networking and new PCs on ground floor
ICT Audio/Visual Technology Town Hall	87	22	-	(22)	87	87	-	-	87	In contact with new potential suppliers.
ITrent HR & Payroll SAAS	-	-	16	16	-	7	7	-	7	Costs relating to 22-23. Should have been accrued.
Civica Digital Image Store	-	14	-	(14)	56	56	-	-	56	Civica software outdated. Awaiting decision whether to update as far as possible or move onto a brand-new cloud-based system.
Service Area Total	449	125	36	(89)	499	506	7	-	506	
AD Operations & Leisure										
Wigginton Park Section 106	11	3	-	(3)	11	11	-	-	11	Volunteers groups slowly returning post pandemic resulting in delay management plan.
Broadmeadow Nature Reserve	11	3	-	(3)	11	11	-	-	11	Projects will be identified and carried out during the current financial year
Public Open Space Section 106	27	7	-	(7)	27	27	-	-	27	Budget will be used in 2023-24 for play area improvements at Rainscar, to be confirmed.
Street Lighting	69	76	31	(45)	303	303	-	-	303	Ongoing 40+ replacement scheme, works to plan.

GENERAL FUND	Budget Reprofiled from 2022/23 (memo only) £000	YTD Budget £000	YTD Actual Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile to 2024/25 (memo only) £000	Outturn £000	Comments
AD Operations & Leisure								-		
Local Nature Reserves	24	6	-	(6)	24	24	-	-	24	Grant funding HLS from Rural Payments Agency. Waiting for quotation.
Amington Community Woodland	757	189	27	(162)	757	757	-	-	757	On hold due to issues on site with levels - with Planning.
Refurbishment Castle Grounds Pennis Courts	10	2	4	2	10	10	-	-	10	Majority of work completed.
Refurbishment of Play Areas	35	36	-	(36)	145	145	-	-	145	Contract awarded for £50. New tender to use £35K (+ £10K from GW1801) for remaining work Celandine but have not been completed.
Balancing Ponds	-	58	-	(58)	230	230	-	-	230	New project in 2023-24, will start looking for delivery
Boardwalk Warwickshire Moor	-	5	-	(5)	20	20	-	-	20	New project in 2023-24, will start looking for delivery

GENERAL FUND	Budget Reprofiled from 2022/23 (memo only) £000	YTD Budget £000	YTD Actual Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile to 2024/25 (memo only) £000	Outturn £000	Comments
AD Operations & Leisure								-		
Improved security at Depot including gates, alarms and access	-	30	-	(30)	120	120	-	-	120	New project in 2023-24, will start looking for delivery
Refurbishment of Anker Valley changing rooms	-	63	-	(63)	250	250	-	-	250	New project in 2023-24, will start looking for delivery
Installation of 3G pitches at Anker Valley	-	225	-	(225)	900	900	-	-	900	New project in 2023-24, will start looking for delivery
Renewal of Lighting at Depot	-	13	-	(13)	50	50	-	-	50	New project in 2023-24, will start looking for delivery
Service Area Total	944	714	63	(651)	2,858	2,858	-	-	2,858	
ED Finance										
AD Finance										
GF Capital Salaries	-	11	-	(11)	45	45	-	-	45	Project Accountant to be recruited
Service Area Total	-	11	-	(11)	45	45	-	-	45	

GENERAL FUND	Budget Reprofiled from 2022/23 (memo only) £000	YTD Budget £000	YTD Actual Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile to 2024/25 (memo only) £000	Outturn £000	Comments
AD Assets										
Disabled Facilities Grant	1,262	478	307	(171)	1,912	1,912	-	-	1,912	Still at the initial stage of running the services in House, it is difficult to predict the final outturn.
Agile Working Phase 2	-	-	-	-	-	-	-	-	-	-
Energy EFF Upgrade Commercial and Industrial Properties	-	19	-	(19)	75	75	-	-	75	Expenditure depends on the vacant units for letting out after the EPC recommendations. None have been identified up-to-date
IT & R Office Requirements	145	36	5	(31)	145	145	-	-	145	Awaiting the IT costing, based on this a decision will be made on how to progress with this project.
Town Hall Improvements	-	172	-	(172)	689	689	-	-	689	Awaiting Members decision on how to progress with this project.
Roofing and renewal of walkways to Caledonian shop	-	21	-	(21)	85	85	-	-	85	Awaiting competitive quotes from Wates and Equans before work is awarded
Roofing and renewal of walkways to Ellerbeck	-	14	-	(14)	56	56	-	-	56	Awaiting competitive quotes from Wates and Equans before work is awarded
Service Area Total	1,408	741	312	(428)	2,962	2,962	-	-	2,962	

GENERAL FUND	Budget Reprofiled from 2022/23 (memo only) £000	YTD Budget £000	YTD Actual Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile to 2024/25 (memo only) £000	Outturn £000	Comments
AD Neighbourhoods										
CCTV Infrastructure	-	11	-	(11)	46	46	-	-	46	Awaiting invoice from WMCA
Service Area Total	-	11	-	(11)	46	46	-	-	46	
GF Contingency										
Gf Contingency	100	25	-	(25)	100	100	-	-	100	No plans to release funds identified as yet
Cont-Return On Investment	20	5	-	(5)	20	20	-	-	20	No plans to release funds identified as yet
GF Contingency Plant and Equipment	100	25	-	(25)	100	100	-	-	100	No plans to release funds identified as yet
GF Contingency Castle Curtain Wall	30	8	-	(8)	30	30	-	-	30	-
Service Area Total	250	63	-	(63)	250	250	-	-	250	
GENERAL FUND TOTAL	21,274	6,767	1,757	(5,009)	27,066	27,073	7	-	27,073	

HOUSING REVENUE ACCOUNT	Budget Reprofiled from 2022/23 (memo only) £000	YTD Budget £000	YTD Actual Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile to 2024/25 (memo only) £000	Outturn £000	Comments
AD Assets										
Structural Works	129	82	1	(81)	329	329	-	-	329	Work has been planned for the Oakendale project and Belgrave flats - the budget is expected to be spent in full
Bathroom Renewals	-	144	124	(20)	575	575	-	-	575	Contract split between Wates and Equans, it is expected that the full budget will be spent this year
Gas Central Heating Upgrades and Renewals	845	383	173	(209)	1,530	1,530	-	-	1,530	Upgrades to the electric heaters at High Rise, estimated cost 832,300 (so far identified), intention to replace heaters in Eringden and surrounding properties, which will use up the whole budget. Considerations for the upgrades to Oakendale, Ankermoore and Thomas Hardy Crt
Kitchen Renewals	-	175	(5)	(180)	700	700	-	-	700	Contract split between Wates and Equans - programme of works yet to be provided by Equans but it is expected that the full budget will be spent this year
Major Roofing Overhaul and Renewals	-	375	277	(98)	1,500	1,500	-	-	1,500	On track. High volume of work has come through - budget expected to be spent in full
Window and Door Renewals	-	100	52	(48)	400	400	-	-	400	Work of schedule for 80% of the budget - this incl Cheattle Court. Further review will take place later on to ensure the budget is utilised in full

CO2 / Smoke Detectors	-	16	13	(3)	64	64	-	-	64	Number of CO2 detectors have been replaced, and there is more to be done, sorting out the invoices with Equans
Insulation	18	4	-	(4)	18	18	-	-	18	Linked with Roofing work - will be spent in full
Works associated with renewal of drainage at High Rise	-	150	600	450	600	600	-	-	600	Budget to supplement the work for the Soil Stacks, Will be spent in full

HOUSING REVENUE ACCOUNT	Budget Reprofiled from 2022/23 (memo only) £000	YTD Budget £000	YTD Actual Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile to 2024/25 (memo only) £000	Outturn £000	Comments
AD Assets										
Neighbourhood Regeneration	59	65	32	(33)	259	259	-	-	259	4 - 5 projects planned. Work at Ealingham will start soon (quote received for £80k). Thomas Hardy Court in progress (£28k). It is expected that budget will be spent in full
Disabled Facilities Adaptations	173	106	99	(7)	423	423	-	-	423	PO raised for OT services, Equans were sent a list of 30 jobs so far with a request to quote for them, still awaiting their response. Some cost for Salaries will be recharged here
Rewire	180	83	30	(53)	330	330	-	-	330	Budget to be used for the rewiring at the properties where the roofing work has been completed, also the door entry systems require rewiring by Tunstall, £58k quoted for Thomas Hardy, Other sheltered accommodation is being surveyed as well

HOUSING REVENUE ACCOUNT	Budget Reprofiled from 2022/23 (memo only) £000	YTD Budget £000	YTD Actual Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile to 2024/25 (memo only) £000	Outturn £000	Comments
AD Assets										
Renewal of Roofing at Eringden	-	46	-	(46)	185	185	-	-	185	Wates - will be spent this year but must go through a consultation period before the work starts
Renewal of Windows at Eringden	-	64	-	(64)	255	255	-	-	255	Wates - will be spent this year but must go through a consultation period before the work starts
Roofing and renewal of walkways to Caledonian shops (HRA)	-	32	-	(32)	127	127	-	-	127	Awaiting competitive quotes from Wates and Equans before work is awarded
Roofing and renewal of walkways to Ellerbeck (HRA)	-	42	-	(42)	167	167	-	-	167	Awaiting competitive quotes from Wates and Equans before work is awarded
Replace High Rise Soil Stacks	360	90	274	184	360	360	-	-	360	Wates working on this project in line with the Drainage at High Rise. Will be spent in full
Sheltered Schemes	106	44	88	44	176	176	-	-	176	Projects have been identified to use the whole budget
Energy Efficiency Improvements	70	18	17	(0)	70	70	-	-	70	Budget to support cost of insulation
Install Fire Doors High Rise	15	4	15	11	15	15	-	-	15	Residual cost from previous year project - budget spent in full
High Rise Ventilation System	120	30	-	(30)	120	-	(120)	120	120	Due to implementation of new regs, this project is postponed to next year

HOUSING REVENUE ACCOUNT	Budget Reprofiled from 2022/23 (memo only) £000	YTD Budget £000	YTD Actual Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile to 2024/25 (memo only) £000	Outturn £000	Comments
AD Assets										
Fire Risk Mitigation Works	204	126	62	(64)	504	504	-	-	504	Wates are working on Arden Close doors and H Block. The rest of budget will be spent following the completion of the drainage work
Damp & Mould Works	72	43	51	8	172	172	-	-	172	Work comes though Housing Repairs and is related to Disrepairs /water damage
Decarbonisation	1,117	279	477	198	1,117	1,117	-	-	1,117	Work has completed on site, in the process of finalising paperwork and preparing the final account
High Rise Refuse Chute Renewals	-	38	11	(27)	150	150	-	-	150	Budget to assist with other High Rise projects,
Sheltered Lifts and Stairlift Renewals	275	159	72	(87)	635	635	-	-	635	Awaiting List of recommendations from Stannah, assisting with the DFAs referrals
Fire Alarm Panel Renewals	50	13	40	28	50	50	-	-	50	Tunstall identified properties for the removal and updating panels within the flats. Intention is to spend the whole budget this year
Scooter Storage at High Rise	30	8	-	(8)	30	-	(30)	30	30	There are questions regarding recharges for the scooter storage. This won't happen this year.
Upgrade Pump Room at High Rise	-	6	-	(6)	25	25	-	-	25	Installation of filters to the water pumps.

Retention of Garage Sites	314	204	814	611	814	814	-	-	814	Garage retention project ongoing, 12-13 projects will take place this year.
Capital Salaries	-	50	-	(50)	200	200	-	-	200	-

HOUSING REVENUE ACCOUNT	Budget Reprofiled from 2022/23 (memo only) £000	YTD Budget £000	YTD Actual Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile to 2024/25 (memo only) £000	Outturn £000	Comments
AD Assets										
Software Fire Safety Surveys	90	23	-	(23)	90	90	-	-	90	Floor plans in the process of being completed. Further request for assistance with the building safety case (RIDGE)
HRA Street Lighting	42	98	32	(67)	392	392	-	-	392	Awaiting information from EON
Asset Management Software HRA	14	4	4	1	14	14	-	-	14	Identifying further requirements for upgrades
Telecare System Upgrades	66	16	-	(16)	66	66	-	-	66	Report has been received, discussions with Housing and Tunstall regarding implementation of this project
Other Acquisitions	4	1	5	4	4	4	-	-	4	cost to be moved to CR7006. And budget transferred to CR7005
Regeneration & Affordable Housing	1,931	545	1,081	536	2,181	2,181	-	-	2,181	Wilnecote project will be completed in August, there is no properties in pipeline to purchase on the market but we are still looking
Caledonian Depot New Build	1,497	374	46	(328)	1,497	1,497	-	-	1,497	Work due to start at the end of July 2023, completion hopefully this financial year.
Service Area Total	7,780	4,036	4,486	450	16,144	15,994	(150)	150	16,144	

HRA Contingency										
HRA Contingency	100	25	-	(25)	100	100	-	-	100	To be re-profiled
Service Area Total	100	25	-	(25)	100	100	-	-	100	
HRA Total	7,880	4,061	4,486	425	16,244	16,094	(150)	150	16,244	

3.8 Treasury Management Update – Period 3 - 2023/24

Investments held as of 30th June 2023:

<i>Borrower</i>	<i>Deposit</i> £	<i>Rate</i> %	<i>From</i>	<i>To</i>	<i>Notice</i>
Liverpool City Council	5,000,000	3.85%	07-Oct-22	07-Jul-23	-
NatWest Bank	5,000,000	2.50%	11-Jul-22	10-Jul-23	-
Slough Council	5,000,000	2.60%	15-Jul-22	14-Jul-23	-
Thurrock Council	5,000,000	2.30%	15-Jul-22	14-Jul-23	-
NatWest Bank	5,000,000	2.60%	08-Aug-22	08-Aug-23	-
Oxford City Council	4,000,000	4.60%	17-Mar-23	18-Sep-23	-
Lloyds Bank	5,000,000	5.00%	11-May-23	10-Nov-23	-
Standard Chartered	5,000,000	4.83%	11-May-23	10-Nov-23	-
Standard Chartered	5,000,000	5.19%	24-May-23	24-Nov-23	-
Birmingham City Council	5,000,000	4.00%	27-Jan-23	29-Jan-24	-
Santander	5,000,000	4.12%	-	-	180 day
MMF – Aberdeen	8,519,000	4.86%*	-	-	On call
MMF – PSDF	5,068,000	4.83%*	-	-	On call
MMF – Federated	0	4.79%*	-	-	On call
Total	67,587,000	3.98%	-	-	-
Schroders UK Real Estate Fund	1,848,933	3.47%	-	-	-
Threadneedle Property Unit Trust	6,056,785	4.27%	-	-	-
Hermes Federated Property Unit Trust	4,056,500	3.14%	-	-	-
Total	79,549,218	3.95%	-	-	-

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

Fund	Initial Investment	Fund Value 30/06/2023	2023/24 Return to Date		
Schroders UK Real Estate Fund	£1,848,933.03	£1,670,732.34	£15,978.50	3.47%	Returns Received Monthly. Received up to Jun-23.
Threadneedle Property Unit Trust	£6,056,785.32	£5,381,515.86	£0.00	4.02%	Returns Received Quarterly. Received up to Mar-23
Hermes Federated Property Unit Trust	£4,056,499.57	£3,739,320.30	£0.00	3.10%	Returns Received Quarterly. Received up to Mar-23
Total	£11,962,217.92	£10,791,568.50	£15,978.50	3.67%	

Property Funds

To date, the Council has invested £1.85m with Schroders UK Real Estate Fund, £6.057m with Threadneedle Property Unit Trust, and £4.057m with Hermes Federated Property Unit Trust, total investment £11.962m.

Fund Valuations	Investment	Valuation 31/03/2019	Valuation 31/03/2020	Valuation 31/03/2021	Valuation 31/03/2022	Valuation 31/03/2023	Valuation 30/06/2023
Schroders UK Real Estate Fund	1,848,933	1,897,716	1,884,412	1,848,933	2,139,618	1,727,176	1,670,732
Valuation Increase / (reduction)		48,783	35,479	0	290,685	(412,442)	(56,444)
Threadneedle Property Unit Trust	2,000,249	1,921,884	1,836,032	1,794,439	2,097,097	1,732,373	1,735,103
Valuation Increase / (reduction)		(78,365)	(164,216)	(205,810)	96,848	(364,724)	2,730
Threadneedle Property Unit Trust	4,056,536	-	-	-	4,407,163	3,640,676	3,646,413
Valuation Increase / (reduction)					350,627	(766,487)	5,737
Hermes Federated Property Unit Trust	4,056,500	-	-	-	4,450,808	3,741,712	3,739,320
Valuation Increase / (reduction)					394,308	(709,096)	(2,392)
Total	3,849,182	3,819,601	3,720,444	3,643,372	13,094,687	10,841,937	10,791,568
Valuation Increase / (reduction)		(29,581)	(128,738)	(205,810)	1,132,469	(2,252,750)	(50,369)
Annual Revenue % Return		-0.8%	-2.6%	-1.2%	12.5%	-20.8%	-0.5%

The following table details the dividend returns achieved from the property fund investments, which support the revenue budget. The Council received £458k in dividends from its property fund investments in 2022/23 (£269k in 2021/22), and has received £16k for the current financial year as at 30th June 2023. This figure will increase as the Q1 dividends have not yet been received from either Threadneedle and Hermes.

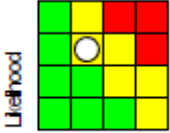

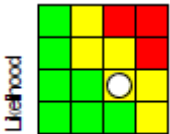







Fund Valuations	Investment	Dividend Returns 31/03/19	Dividend Returns 31/03/20	Dividend Returns 31/03/21	Dividend Returns 31/03/22	Dividend Returns 31/03/23	Dividend Returns 30/06/23
							Q1 Returns not yet received
Schroders UK Real Estate Fund	1,848,933	48,118	56,638	52,898	61,655	71,962	15,979
Threadneedle Property Unit Trust	2,000,249	60,056	90,274	75,452	79,231	83,373	
Threadneedle Property Unit Trust	4,056,536	-	-	-	70,417	175,213	
Hermes Federated Property Unit Trust	4,056,500	-	-	-	57,352	127,182	
Total		108,174	146,911	128,350	268,655	457,730	15,979
Annual Revenue % Return		2.8%	3.8%	3.3%	2.2%	4.2%	0.1%

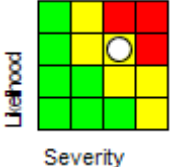

External Borrowing as of 30th June 2023:






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

4. Corporate Risk

4.1 Corporate Risks Summary Quarter 1 2023

Parent Risk Title	Risk	Current Risk Matrix	Date Reviewed	Current Risk Severity	Current Risk Likelihood	Current Risk Rating	Current Risk Status	Ownership Assigned To
Finance/Financial stability 2023	To ensure that the Council is financially sustainable as an organisation	 <p>Likelihood</p> <p>Severity</p>	30-June-2023	2	3	6		Joanne Goodfellow
Modernisation and Commercial agenda 2023	Failure to Develop and implement Continuous Service improvement and develop employees to perform the right work	 <p>Likelihood</p> <p>Severity</p>	30-June-2023	3	2	6		Anica Goodwin
Governance 2023	To ensure the Council is fully compliant in all legislative requirements	 <p>Likelihood</p> <p>Severity</p>	30-June-2023	3	2	6		Anica Goodwin
Community Focus 2023	Safety, health and wellbeing of the citizens of the borough	 <p>Likelihood</p> <p>Severity</p>	30-June-2023	3	3	9		Rob Barnes
Economic Growth and Sustainability 2023	Lack of economic growth and sustainability in the Borough at the levels required	 <p>Likelihood</p> <p>Severity</p>	30-June-2023	3	3	9		Joanne Goodfellow

Parent Risk Title	Risk	Current Risk Matrix	Date Reviewed	Current Risk Severity	Current Risk Likelihood	Current Risk Rating	Current Risk Status	Ownership Assigned To
Organisational Resilience 2023	Failure to provide services or maintain the continued wellbeing and operations within the Borough		30-June-2023	3	3	9		Rob Barnes

Risk Status	
	Alert
	High Risk
	Warning
	OK
	Unknown

4.2 Detailed Corporate Risks

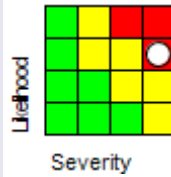
4.2.1 Financial Stability 2023

Corporate Risk Heading

Financial Stability 2023

Corporate Risk

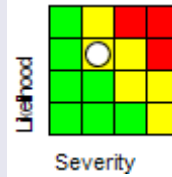
Original Matrix



Severity 4
Likelihood 3
Risk Score 12

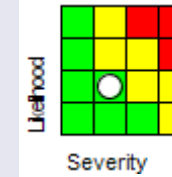
To ensure that the Council is financially sustainable as an organisation

Current Risk Matrix



Severity 2
Likelihood 3
Risk Score 6
Date Reviewed 30-June-2023

Target Risk Matrix



Severity 2
Likelihood 2
Risk Score 4

Causes

- * Risk of Austerity cuts/Major variances to the level of grant/subsidy
- * Uncertainty risk and potential financial disruption from External economic influences - mainly on income levels and current cost / inflationary pressures (and potential contractual cost increases)
- * Risk potential for poor Procurement practices and weak or ineffective Contract Management meaning VFM not maximised and TBC exposed to unnecessary liabilities.
- * Ongoing cost of living crisis and inflationary pressures risk having an impact on the Council's 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.

Consequences

- * Inability to plan long term due to uncertainty over future Local Government funding. The planned funding reforms, Fair Funding Review, business rates reset and the revised business rates retention scheme has been deferred again. The LGFS published in December 2022 outlined funding for 2023/24 with indications for 2024/25. While this means the Council will be able to retain its business rate growth for 2023/24 and 2024/25, it also means that the uncertainty continues and potentially the Council still faces losing this growth from 2025/26.
- * Unplanned cost reductions / savings requirements
- * Financial issues leading to the Authority being taken over by Government appointed officers

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 Health check reports to CMT and quarterly to Cabinet	Joanne Goodfellow
Robust monitoring process for MTFs in place and Quarterly Healthcheck update to Members	31-Jul-2023			Joanne Goodfellow

Latest Note

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.

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

Corporate Priority affected

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

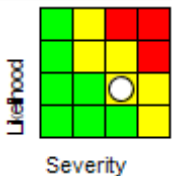
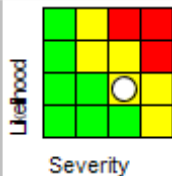
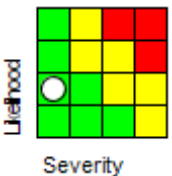
4.2.2 Modernisation and Commercialisation Agenda 2023

Corporate Risk Heading

Modernisation and Commercialisation Agenda 2023

Corporate Risk

Failure to Develop and implement Continuous Service improvement and develop employees to perform the right work

Original Matrix		Current Risk Matrix		Target Risk Matrix	
Severity	3	Severity	3	Severity	1
Likelihood	2	Likelihood	2	Likelihood	2
Risk Score	6	Risk Score	6	Risk Score	2
		Date Reviewed	30-June-2023		
Causes	<ul style="list-style-type: none"> * Slow or no progress on commercial investment strategy * Under utilisation of Assets * The uncertainty and financial disruption from External Economic influences and current cost / inflationary pressures (and potential contractual cost increases. * Failure to have the organisational structure and a skilled and motivated workforce * Changes in Job market * Ineffective project management and governance * Ineffective performance management * Inadequate business continuity plans 		Consequences	<ul style="list-style-type: none"> * Unable to deliver organisational strategies * Increased turnover/absenteeism * Unable to recruit key/essential skills * Failure to deliver project outcomes * Failure to deliver corporate plan * Government intervention * Service failure leading to ombudsman intervention and increased compensation claims * Increased customer dissatisfaction * Unrealised benefits * Decreased staff engagement and satisfaction resulting in poor performance. 	

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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		Strategy developed and approved Work has commenced on associated action plan	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		Relevant Officers for skills development identified through PDR process which is nearing conclusion	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

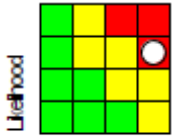
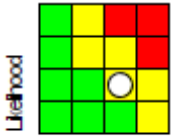
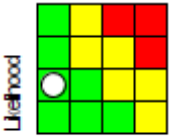
Corporate Priority affected

Priority2: The Economy
Priority: Organisation
Priority5: Town Centre

4.2.3 Governance 2023

Corporate Risk Heading	Governance 2023
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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	30-Jun-2023		
Causes	<ul style="list-style-type: none"> * Failure of democratic process * Failure to understand or respond adequately to new or changing legislation or regulation * Cyber Attack due to lack of preparedness * No horizon scanning of legislative changes * Data Protection principles not adhered to * Out of date policies and procedures 		Consequences	<ul style="list-style-type: none"> * Prosecution of individuals * Loss of reputation * Adverse impact on Tamworth residents * Authority taken over by Government appointed officers * Increase in costs, Legal and settlement * Potential harm to vulnerable persons, employees and commercial relationships * Legal action * Financial penalties * Reputational damage 	

Risk Control Measure	Risk Control Measure Due Date	Risk Control Measure Status	Risk Control Measure Note	Assistant Director
Audit and Scrutiny Committees	31-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

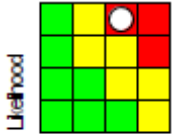
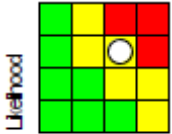
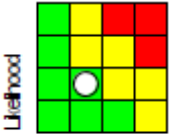
Latest Note	Changes to political leadership and new members will require additional training to be targeted asap.
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Corporate Priority affected	Priority2: The Economy Priority: Organisation
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4.2.4 Community Focus 2023

Corporate Risk Heading	Community Focus 2023
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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	30-Jun-2023		
Causes	<ul style="list-style-type: none"> * Lack of Community cohesion and engagement * Children & Adults at Risk of Abuse & Neglect * Modern Slavery * Lack of Affordable homes * Council working in isolation 		Consequences	<ul style="list-style-type: none"> * Increase in crime and disorder * Increased tensions in the community * Death or serious injury * Poor and overcrowded housing * Increased demand for social housing * Increase of liability claims * Reputational damage 	

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 deployable cameras to be purchased and hotspots identified. Littercam 2 week trial in September	Joanne Sands
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

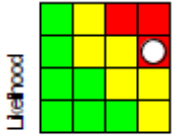
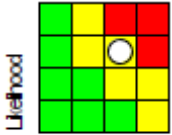
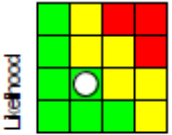
Latest Note	No change
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Corporate Priority affected	Priority1: The Environment Priority4: Living in Tamworth Priority5: Town Centre
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4.2.5 Economic Growth and Sustainability 2023

Corporate Risk Heading Economic Growth and Sustainability 2023

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

Original Matrix		Current Risk Matrix		Target Risk Matrix	
Severity	4	Severity	3	Severity	2
Likelihood	3	Likelihood	3	Likelihood	2
Risk Score	12	Risk Score	9	Risk Score	4
		Date Reviewed	30-Jun-2023		
Causes	<ul style="list-style-type: none"> * Lack of investment in the Borough * General downturn in the economy due to factors beyond our control * Failure to recognise economic changes 		Consequences	<ul style="list-style-type: none"> * Economic prosperity declines * Deprivation * Reduced Business Rates income * Tamworth not seen as a positive place to live or invest in * Lack of economic and commercial growth 	

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		<p>The Borough Council has awarded £25,000 grant 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>	Anna Miller
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

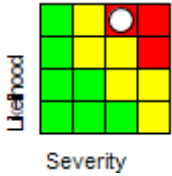
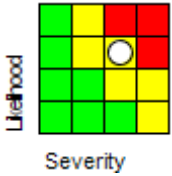
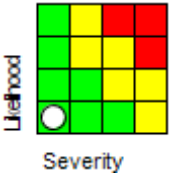
Corporate Priority affected

- Priority2: The Economy
- Priority1: The Environment
- Priority3: Infrastructure
- Priority4: Living in Tamworth
- Priority5: Town Centre

4.2.6 Organisational Resilience

Corporate Risk Heading	Organisational Resilience 2023
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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	30-Jun-2023		
Causes	<ul style="list-style-type: none"> * Significant event outside of our control e.g. major disaster, pandemic etc. * Staff not aware of action to be taken in the event of an emergency/disaster * Lack of sufficient agile operational options * Global warming/climate change 		Consequences	<ul style="list-style-type: none"> * Services not delivered * Life and property put in harms way * Reduced 'economic attractiveness' * Loss of reputation * Extreme weather conditions/impact on business's & communities 	

Risk Control Measure	Risk Control Measure Due Date	Risk Control Measure Status	Risk Control Measure Note	Assistant Director
1B - Development of infrastructure for acting on Climate Change	31-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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Risk Status	
	Alert
	High Risk
	Warning
	OK
	Unknown

Risk Control Measure Status	
	Cancelled
	Overdue; Neglected
	Unassigned; Check Progress
	Not Started; In Progress; Assigned
	On track and in control
	Completed

5. Audit Update – End of Quarter 1

The internal audit plan for 2023/24 was approved by Audit & Governance Committee at its meeting in March 2023. The plan was for a total of 16 audits. To the end of quarter 1 2023/2024 due to exceptional circumstances we have not fully completed the 4 audits scheduled for Quarter 1, although these reviews were started these were not completed by 30th June 2023. Internal Audit have fully completed 2 out of the 3 audits rolled forward from 2022/23 and the remaining audit is awaiting management agreement during the quarter. An analysis of audit plan completion and indicatively planned audits is shown in the table below.

□

	Q1	Q2	Q3	Q4
Number of audits allocated per quarter	4	4	6	2
% of plan	25	25	37	13
Cumulative 2023/24 audit plan % completed	0			
Completed and finalised 2022/23 audits	2			
Audits drafted and awaiting management agreement 2022/23	1			

Planned work initially envisaged that by 30 June 2023 we would have completed 25% of the Audit Plan, actual out turn figures show that we have due to exceptional circumstances that we have completed 0% of the expected plan.

A detailed report is to be presented to Audit & Governance Committee on 23rd August 2023.

The total outstanding audit recommendations at the end of Quarter 1 are 64 (13 high priority, 33 medium priority and 18 low priority) and the recommendation movement during Q1 is contained in the table. During 2023/24 the Audit Manager will continue to hold quarterly meetings with all Assistant Directors to review all outstanding recommendations.

□

Priority of Recommendations	Number of outstanding recommendations 31 Mar 2023	Number of recommendations closed during the period March 2023 – June 2023	Number of additional recommendations made during quarter 1	Number of current outstanding recommendations as of 30 June 2023	Overall movement of recommendations during quarter 1
High	12	0	1	13	+1
Medium	34	1	0	33	-1
Low	20	2	0	18	-2

As of 31 March 2023, there were 13 high priority recommendations outstanding however of these 12 were overdue and these are being followed up during July/August 2023 as part of the Quarter 1 review with Assistant Directors.

6. Information Governance Update

The Information Governance Team is responsible for investigating and providing responses on behalf of the organisation for several statutory requirements.

6.1 Personal Data Breaches

Part 3 of the DPA 2018 introduces a duty on the Council to report certain types of personal data breaches to the Information Commissioner (ICO). The Council must do this within **72 hours** of becoming aware of the breach, where feasible.

A personal data breach means a breach of security leading to the accidental or unlawful destruction, loss, alteration, unauthorised disclosure of, or access to, personal data. This means that a breach is more than just losing personal data.

The Council only must notify the ICO of a breach if it is *likely to result in a risk to the rights and freedoms of individuals*.

The table below provides a summary of statistics for Quarter 1 2023.

01 April 2023 – 30 th June 2023 Number of personal data breaches recorded	3
01 April 2022 – 30 th June 2022 Number of personal data breaches recorded	6
Increase / decrease of % compared to same time last year	50% decrease
Highest amount received Quarter 1 2023	April, May and June - 1
Lowest amount received Quarter 1 2023	April, May and June - 1
Reported to the Information Commissioner (ICO)	1
Reported within statutory the timeframe of 72 hours %	100%
Breach Category	Human Error
ICO Findings	No further Action
Lesson learnt	Process review, support & additional training in addition to prevention steps already in place. (EG: DP policies and procedures)

6.2 Freedom of Information (FOI) and Environmental Information Regulations (EIR) requests.

The Freedom of Information Act 2000 provides public access to information held by public authorities, and this is done in two ways:

- publishing certain information about the Council activities; and
- where members of the public are entitled to request information from the Council.

Recorded information includes printed documents, computer files, letters, emails, photographs, and sound or video recordings.

The table below provides a summary of statistics for Quarter 1 2023.

High Demand Service Areas Service Areas for FOI/EIR requests the last 3 months.

01 April 2023 – 30 th June 2023 – total requests received	145
01 April 2022 – 30 th June 2022 - total requests received	161
Decrease of % compared to same period last year	9.93%
Highest monthly requests received	June – 57
Lowest monthly requests received	Apr - 42
Responded to within statutory requirement of 20 working days	143
Percentage responded to within statutory requirement of 20 working days	98.62%

Directed to Staffordshire CC	24
ICT	15
Planning / Revenues	14

Request Trends

Top 3 topics for FOI/EIR requests in quarter one were:

Systems and Software Contracts/Provider
Property CIL Charges Schedules
Business Rates

Internal reviews

Under FOI/EIR, the requester has the right to appeal about the way their request has been handled. This is known as an Internal Review.

The table below provides a summary of statistics for Quarter 1 2023

01 April 2023 – 30 th June 2023 – Number of Internal requests received	1
01 April 2022 – 30 th June 2022 - Number of Internal requests received	1
Increase or decrease of % compared to same period last year	0%
Responded to within statutory requirement of 20 working days	1
Percentage responded to within statutory requirement of 20 working days	100%

Information Commissioner

If, following an internal review, a requestor remains dissatisfied with the response they can approach the Information Commissioners Office (ICO) to ask them to review the decision.

The table below provides a summary of statistics for Quarter 1 2023

01 April 2023 – 30 th June 2023 – Number of Enquiries received by ICO	0
01 April 2022 – 30 th June 2022 - Number of Enquiries received by ICO	0
01 April 2023 – 30 th June 2023 – ICO Findings	N/A

6.3 Subject Access Requests

Under Data Protection legislation (DP), primarily the UK General Data Protection Regulation (UK-GDPR) and the Data Protection Act 2018 (DPA 2018), individuals have rights in relation to the information the Council holds about them. This includes the right to be provided with a copy of the information the Council holds about them, a 'subject access request' (SAR).

SAR requests are facilitated centrally through Council's Information Governance Team (IGT). They triaged and allocated to individual services for review and response. The IGT review and issue responses, in addition, supporting service areas with any relevant exemptions/exceptions that may apply.

SAR's requests must be answered within one calendar month from the date the request was received.

The table below provides a summary of statistics for Quarter 1 2023

01 April 2023 – 30 th June 2023 – total requests received	7
01 April 2022 – 30 th June 2022 - total requests received	7
Increase / decrease of % compared to same time last year	0
highest amount received Quarter 1 2023	April - 3
lowest amount received Quarter 1 2023	May/June - 2
Responded to within statutory timeframe of one calendar month	7
Responded to within statutory timeframe of one calendar month %	100%

If a

requestor is dissatisfied with the response under, they can approach the Information Commissioners Office (ICO) to ask them to review the decision.

The table below provides a summary of statistics for Quarter 1 2023

01 April 2023 – 30 th June 2023 – Number of Enquiries received by ICO	0
01 April 2022 – 30 th June 2022 - Number of Enquiries received by ICO	0
01 April 2023 – 30 th June 2023 – ICO Findings	N/A


6.4 Comments, Compliments and Complaints

Summary and detailed view of 2023/24 complaints up to Quarter 1


Complaints 2023/2024	Year Total	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Breakdown of Data (Service Area) Qtr 1	Stage 1 Complaint	Stage 2 Complaint	Total Complaints	Stage 1 within SLA	Stage 1 outside SLA	Stage 1 no response	Stage 2 within SLA	Stage 2 outside SLA	Stage 2 no response	Total Service Requests	Total Compliments
Number of Stage 1 Complaints	60	60				ASB			0							13	
Number of Stage 2 Complaints	4	4				Benefits	1		1	1						1	
Complaints (Overall Total)	64	64				Car Parks			0								
Responses (Stage 1)	Year Total	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Castle											
Within SLA	35	35				CCTV											
Outside SLA	25	25				Commercial Assets	1		1	1							
No response recorded	15	15				Council Tax & Revenues	4		4	4						11	
No response recorded (still within SLA)	1	1				Customer Services	1		1	1						23	2
Total	60	60				Democratic Services										1	
Responses (Stage 2)	Year Total	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Elections	1		1	1							
Within SLA	2	2				Environmental Health										3	1
Outside SLA	2	2				Housing Repairs	31	2	33	15	15	1	1		1	28	1
No response recorded	1	1				Housing Repairs Gas	2		2	1	1					1	
No response recorded (still within SLA)	1	1				Housing Repairs Planned	1	1	2	1						5	
Total	4	4				Housing Solutions	2		2	2						5	2
Number of Compliments	16	16				Joint Waste	3		3	3						19	
Number of Service Requests	169	169				Land Charges / Legal (Right to Buy)											
Overall Total	249	249	0	0	0	Multiple Depts										3	2
						Partnerships											
						Planning & Development											
Member Enq	Year Total	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Private Sector											
Number of Member Enquiries Received	93					Rental Income	1		1	1							
Response Within SLA	56					Sheltered Housing											1
Response Outside SLA						Street Scene	5	1	6	2	3			1		34	2
No response recorded (Note: one may not be required)	37					Tenacy Management	7		7	2	5					16	5
No response recorded (still within SLA)						Tenacy Involvement Group											
Total	93					Theatre											
						Wardens											
Complaints (%) Qtr 1	Year Total					SCC										6	
Stage 1 - within SLA	60.00					ICT											
Stage 1 - outside SLA	40.00					Total	60	4	64	35	24	1	1	1	1	169	16
Stage 2 - within SLA	50.00					Overall Total	249										
Stage 2 - outside SLA	50.00																
Overall Contact Total	342					Complaints Ack within SLA working days) (Qtr 1)	(5) 63										
						%	98.4										


Appendix 1 - Corporate Project Highlight Reports


Asset management Strategy

Asset management Strategy	Purpose: Development of Asset Management Strategy to guide future of built assets owned by the council. Scope: Review of existing strategy, costed stock condition survey, development of overarching strategy, development of asset management plans.	Overall Project Status		Managed By	Paul Weston
Activities since last period	Surveys completed Gap analysis completed Additional surveys quoted	Planned Activities for next period	Draft strategy document Draft plans	Amber/Red Areas	None
Risks including Stakeholder issues, budget and timing	None	Resourcing Requirements	External resource in place for surveys	Decisions required from CMT	None
Notes	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		03-Jan-2023		Paul Weston


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


Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Development of new Strategy and Plans		Paul Weston	Draft 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

Development of Tourism Strategy	-- enter action details here --	Overall Project Status		Managed By	Anna Miller
Activities since last period	Final report received.	Planned Activities for next period	Book into CMT.	Amber/Red Areas	
Risks including Stakeholder Issues, budget and timing		Resourcing Requirements		Decisions required from CMT	
Note	The Retail Group appointed. Engagement ongoing with consultants. Work to complete in the Spring.	Date	06-Mar-2023	Author	Anna Miller
	A draft tender has been prepared for this work to be commissioned.		15-Nov-2022		Anna Miller


Future High Street Fund


FHSF	Future High Street Fund Project Description goes here	Overall Project Status		Managed By	Anna Miller
Activities since last period	Ongoing discussions with Spellers on costs and programme. Demolition of Coop completed and Kier on site to deliver the college. Work continues on the detailed design work that sit behind the costs. Peel enabling works to start in July/August. Fixed cost due July/August.	Planned Activities for next period	Programme Board. Discussions over cost and programme specifically relating to Middle Entry and Peel. Peel cafe on site in July.	Amber/Red Areas	
Risks including Stakeholder Issues, budget and timing	Budgets and discussion at Full Council.	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 extended in terms of on site completion.	Decisions required from CMT	.
Note	Work is on track and in control. RIBA 2 is completed with RIBA 3 well underway. Legals are nearing completion on remaining acquisitions. A number of applications have been approved by planning committee with the college application submitted and awaiting determination. Challenges persist, the biggest 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

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

	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.		03-Jan-2023		Paul Weston
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Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Construction Phase		Paul Weston	The project has been awarded and a contractor is now on board. Late representations from SCC Highways have delayed start of the project although it is anticipated that works can commence in the summer of 2023.


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
Settings			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

Gungate	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.	Overall Project Status		Managed By	Anna Miller
Activities since last period	Tenders back for ATIK/Buzz split. Valuations of Atik freehold lease and NCP lease to support committee report.	Planned Activities for next period	Evaluation of tendering and appointment of consultants to split ATIK/Buzz. The first Gungate PB is planned for July.	Amber/Red Areas	
Risks including Stakeholder Issues, budget and timing	Charities Commission have requested further information. Unable to acquire SCC land until this is resolved.	Resourcing Requirements		Decisions required from CMT	
Note		Date		Author	

Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Delivery north site			ATIK have suggested a value for the disposal of the lease.

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

		Thomas Hobbs; Karen Moss	
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Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Land Assembly north site	✓	Matthew Fletcher; Thomas Hobbs	Charities commission are requesting further information from SCC. Property Board to agree to disposal of land to TBC with current valuations. Date of Board 7 June. ATIK exploring value of lease to TBC.


Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Land Assembly south site	✓	Matthew Fletcher; Joanne Goodfellow; Thomas Hobbs	Final Heads of Terms agreed with NCP over acquisition of lease.

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


ICT Strategy Implementation Plan	Purpose: Delivery of the 5-year ICT Strategy Scope: Implementation of associated activities to deliver the ICT Strategy 5 key strategic themes.	Overall Project Status		Managed By	Zoe Wolicki
Activities since last period	N/A	Planned Activities for next period	As above	Amber/Red Areas	None
Risks including Stakeholder Issues, budget and timing		Resourcing Requirements	ICT, Graphics team and 3rd party support required.	Decisions required from CMT	None
Note		Date	July 2023	Author	

Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Modernisation of Infrastructure and Application estate		Gareth Youlden	<p>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</p> <p>iTrent HR and Payroll system and Aim income management system migrated to SaaS with app vendors</p> <p>Continued work on website upgrades to Drupal 9</p> <p>Power Apps for Caretakers site inspections and HR workbook created. Power BI reporting customer services dashboard demo'd</p>


Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Office 365 and Cloud Services Adoption		Gareth Youlden	<p>Ongoing work to implement OneDrive and Sharepoint for unstructured data.</p> <p>HR, Payroll and Income management systems moved to SaaS. Discussions ongoing with other key application suppliers regarding move to SaaS</p> <p>Microsoft Azure Landing Zone setup complete with technical handover</p>

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


Local Government Boundary Review


Local Government Boundary Review		Overall Project Status		Managed By	Zoe Wolicki
Activities since last period	awaiting formal communication from boundary commission for project inception	Planned Activities for next period	in line with boundary commission requirements	Amber/Red Areas	none
Risks including Stakeholder Issues, budget and timing	none	Resourcing Requirements	none	Decisions required from CMT	none
Note		Date	July 2023	Author	


Net Zero

<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 102</p> <p>Net Zero</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"> 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; 2) The Council (including the Executive and Scrutiny Committee) consider the impact of climate change and the environment when adopting and reviewing Council policies and strategies; 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; 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>Overall Project Status</p>	<p style="text-align: center;"></p>	<p>Managed By</p>	<p>Anna Miller</p>
<p>Activities since last period</p>	<p>A second round of recruitment. The first was unsuccessful.</p>	<p>Planned Activities for next period</p>	<p>Tender preparation.</p>	<p>Amber/Red Areas</p>	

Risks including Stakeholder Issues, budget and timing		Resourcing Requirements	Difficulty recruiting.	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 & 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
Page 2			Preparation of tender underway.

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Place Investment Strategy


Page 10	Place Investment Strategy	To set out how the Council intends to use its services, influence and relationships to promote Tamworth as a place for people and businesses to visit, live and invest in Scope: To deliver a strategy to encourage investment and development in Tamworth by setting a framework of activity and messages so that the Council is clear on what it will deliver and the associated outcomes, with all services working towards the same coordinate objectives.	Overall Project Status		Managed By	Anna Miller
	Activities since last period	Draft received	Planned Activities for next period		Amber/Red Areas	
	Risks including Stakeholder Issues, budget and timing		Resourcing Requirements		Decisions required from CMT	
	Note		Date		Author	

Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Approve and adopt strategy?		Matthew Fletcher; Thomas Hobbs	The correct date is now showing in Pentana therefore this work is now on track and in control.


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






Town Centre Masterplan

Town Centre Masterplan	Purpose: Preparation of a plan which seeks to coordinate physical regeneration activity across the town centre and sets out the general principles for how that area should be developed. Scope: Key town centre regeneration sites	Overall Project Status		Managed By	Anna Miller
Activities since last period	Final Version received.	Planned Activities for next period	Presentation June 7th by consultants to TBC and HE.	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
Preparation of Masterplan.		Matthew Fletcher; Thomas Hobbs; Anna Miller	Draft received and reviewed.

Town Hall

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

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