



# Scrutiny Panel - Performance

**To All Members of the Performance Scrutiny Panel on Tuesday, 04 October 2022**

**Date of meeting:** Wednesday, 12 October 2022

**Time:** 18:30

**Venue:** Harborough Innovation Centre  
Harborough Innovation Centre, Wellington Way, Airfield  
Business Park, Market Harborough, LE16 7WB

Members of the public can access a live broadcast of the meeting from the [Council website](#), and the meeting webpage. The meeting will also be open to the public.

## Agenda

- 1 Apologies for Absence and Notification of Substitutes.**
- 2 Minutes**  
To approve as a true record the Minutes of the previous Meeting.  
**DRAFT Performance Scrutiny Minutes - 23 June 2022** **3 - 12**
- 3 Declarations of Members' Interests**
- 4 2021/22 Revenue and Capital Monitoring – Quarter 4/Outturn**  
**Scrutiny Q4 2021-22 Financial Performance** **13 - 32**
- 5 2022/23 Revenue and Capital Monitoring – Quarter 1**  
**Scrutiny Q1 2022-23 Financial Performance** **33 - 52**
- 6 Performance: Quarter 1, 2022/23 Year**

**7 Any Urgent Business**

To be decided by the Chairman.

LIZ ELLIOTT  
INTERIM CHIEF EXECUTIVE AND HEAD OF PAID SERVICE  
HARBOROUGH DISTRICT COUNCIL

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Circulate to: Cllr Critchley, Cllr Frenchman, Cllr Mark Graves, Cllr Phil Knowles, Cllr Mahal, Cllr Rickman, Cllr Wood

**And all other Councillors for information**

## **HARBOROUGH DISTRICT COUNCIL**

### **MINUTES OF THE MEETING OF THE PERFORMANCE SCRUTINY PANEL**

held at

The Council Chamber

Symington Building, Adam & Eve Street, Market Harborough, LE16 7AG

on

23<sup>rd</sup> June 2022

Commencing at 6.30 p.m.

Present:

Councillors Critchley, Frenchman, James, Knowles, Mahal, Mrs Page (ex-Officio)  
Rickman (Chairman) and Mrs Wood

Officers present: E. Bird, J. Evans (remote), N. Kwasa and C. Mason

Guests: T. Bhaur and T. Neal – Lightbulb (remote)

#### **1. ELECTION OF THE CHAIRMAN FOR THE YEAR 2022/23**

The Scrutiny Commissioner opened the meeting. She noted that the first item on the agenda was the Election of a Chairman for the Performance Scrutiny Panel for the municipal year 2022/23. Councillor Critchley nominated Councillor Rickman, this was seconded by Councillor Mrs Wood. There being no other nominations, Councillor Rickman was duly elected.

Councillor Rickman took the chair and introduced the Panel and the officers present.

#### **2. APPOINTMENT OF THE VICE CHAIRMAN FOR THE YEAR 2022/23**

The Chairman asked for nominations to the position of Vice Chairman of the Performance Scrutiny Panel for the municipal year 2022/23. Councillor Mrs Page nominated Councillor Critchley, this was seconded by Councillor Frenchman. There being no other nominations, Councillor Critchley was duly elected.

#### **3. APOLOGIES FOR ABSENCE AND NOTIFICATION OF SUBSTITUTES**

Apologies were received from Councillor Graves who was substituted by Councillor James.

#### 4. DECLARATIONS OF MEMBERS' INTERESTS

There were none.

#### 5. MINUTES

The Chairman noted the updates from the actions of the previous meeting of the Performance Scrutiny Panel; and the following was noted;

- Pg 1. Inactive Registered Providers: The inactive providers have to remain on the listing and continued effort is being made to try and work with these providers.
- Pg 1. Afghan Relocation Scheme: The current situation is that Afghan families are now in situ in two of the Council properties and the third Council property and that of the private landlord are waiting for families.
- Pg 1. The request from the Panel to write a letter to central Government regarding the Afghan resettlement scheme was approved at the 4th April Cabinet with the content to be agreed by the Leader and sent by the Interim Chief Executive on behalf of the Council.
- Pg 3. Briefing note on Affordable Housing: This was sent out today and is tabled.
- Pg 3. Housing Providers Contact List: This was sent in April and re-sent out today.
- Pg 6: EMHA List of houses: The Council has the number of houses in the District, but not the locations at present. Work to establish the locations has commenced and this would be circulated to the Panel once complete.
- Pg 8: 95 passes issued to Ukrainian Guests & 2 passes issued to individuals living with Parkinsons.
- Pg 11: Empty Properties Strategy: The Empty Properties Strategy Review was considered by the Communities Scrutiny Panel last year, and the comments and actions from the Panel taken on board. The review of the Strategy will be taken to Cabinet in due course.

Councillor Frenchman asked for clarification on the tabled Briefing note on Affordable Housing in regard to the difference between affordable rented housing (up to 80% local market rates) and intermediate rent (also up to 80% local market

rates). The Director of Finance, ICT and Assets AGREED to take this away and bring the answer back to the Panel.

The Panel also discussed the late circulation of the minutes and the Director of Finance, ICT and Assets confirmed that as of this week there was additional resource within the Democratic Services Team and that Members comments had been noted.

Following the discussion it was;

**RESOLVED that the Minutes of the Meeting of the Performance Scrutiny Panel held on the 17<sup>th</sup> March 2022 and then adjourned to 12<sup>th</sup> April 2022 be signed by the Chairman as a true record.**

## 6. LIGHTBULB SERVICE DELIVERY PRESENTATION

The Officers from Lightbulb delivered a presentation updating the Panel on the work the service has been doing to enable residents to stay safe and well in their own homes over the past year. Members had the chance to question Officers and the following comments were recorded;

Question / Comment	Response
Could the presentation please be circulated to all Members.	It was AGREED this would be taken as an ACTION.
Are there figures broken down specifically for Harborough, for example cases and timeframes? Are there any national indicators or local KPIs and if so are they broken down by areas and could we see them please?	<p>There is only one KPI on the dashboard – others such as procurement and response times from housing report coordinators are monitored by operations managers in the background, as well as officer casework.</p> <p>HDC are provided on a quarterly basis with information from Lightbulb on every household that has a Disabled Facilities Grant, this is generally a high level overview. A delta review has been set up nationally so we can do comparisons in different areas but this is still early days.</p> <p>The Regulatory Services Manager AGREED to arrange for the dashboard to be sent out to the Panel following the meeting.</p>
The response time has gone from 30 weeks to 20 weeks, has the backlog of work been caught up with?	When Lightbulb was set up there were no KPIs for Leicestershire and performance varied from district to

	<p>district – the worst delivery time was about a year and the best was about 30 so we took that and wanted to get it down to 20 weeks which is why that is the KPI for a Better Care Fund adaptation – there was not a major backlog with Covid.</p>
Is Harborough's contribution additional to the Better Care Fund allocation?	<p>The Harborough contribution is taken out of the Disabled Facilities Grants (DFG) allocations – all allocations for the District now come into the Better Care Fund and normally that DFG money is passported directly to the districts to cover the costs for DFG but as agreed by Lightbulb's governance board, this is top sliced and some is left in the Fund so that we can be more flexible with the money and have the ability to transfer from capital to revenue funding to try pilots and make it more innovative.</p>
Are there shorter timescales for minor adaptations to facilitate discharge from hospital? Could you please outline what goes on for smaller adaptations and how admission avoidance is approached?	<p>The target time for equipment is a lot lower for urgent changes for example hospital discharges – average of 6 days turnaround and managers work proactively with procurement and companies which supply equipment to ensure that happens.</p> <p>Admission to hospital avoidance – we are trialling with hospital Occupational Therapists using the hospital discharge grant to look at access to properties – there have been 22 cases over the last 6 months which have been really helpful in sorting access into and out of homes early on and enable people to access and be in their properties safely.</p> <p>The Housing MOT enables us to assess things such as if someone is regularly falling and how we can prevent that person from falling again – this may be adaptations but we are also linking to your health and leisure teams and other existing services to try and prevent further hospital admissions.</p>

Carry over fund - £235,000 was that an underspend and are you allowed to carry it over so you don't lose it?	Yes it is able to be carried forward and remained Harborough's money spent on Harborough residents.
How much construction is emergency work and how much is planned work? how do you deal with those can lightbulb help?	Around 80% planned and 20% emergency work, so most planned work enabling people to remain in their property.
What is the age profile of your clients?	These can be any age.
How do you deal with people who have hearing or visual impairments?	We are able to support these people and have recently done so using our home gadgets fund to provide equipment for a partially sighted person.
How do people access the service or become referred?	There are several ways, generally these come through the customer service centre at County Hall. We also have a website and general line where they can contact us directly.

The Chairman thanked the Lightbulb representatives for their presentation.

## 7. HOUSING ENFORCEMENT POLICY AND FINANCIAL PENALTIES

The Regulatory Services Manager introduced the report, the purpose of which was to consider the draft Housing Enforcement Policy and Civil Penalties Policy before being considered for approval by Cabinet. She noted that she would circulate the slides to the Panel following the meeting. Members had the chance to question Officers and the following comments were recorded;

<b>Question / Comment</b>	<b>Response</b>
What were the complaints listed about?	The main complaints are about disrepair in properties – heating, condensation and similar issues, although we do also get complaints on overcrowding.
There are seven licensed houses of multiple occupancy in the District – do you know where they are?	The majority are in Market Harborough but there is one in Fleckney and a couple in Lutterworth.
Are there timelines for the flowcharts?	Some of the timings are set in the legislation and these can be added to the flowcharts but others vary depending what work is needed so we would not want to be too specific in the flowcharts.
Could the Civil Penalties Policy be simplified as it seems over-complicated.	It supports decision the making of officers having this level of policy but we can make it simpler for landlords.

	The number of enforcement actions are very low, so this is a tool for the team to use as needed rather than something used all the time.
How are we working with landlords to support them, especially those with houses of multiple occupation?	£30,000 is the maximum fine we can issue and would only be used in the severest of cases – we work with landlords and agents to explain what needs to be done and give them a suitable time to do that informally before we give any notices. Civil penalties only kick in if notice is not complied with and are a long way down the process.
Why are the proposed financial penalties not set to the maximum, as this would give us the option but we would not necessarily charge this? The early payment discount is too generous.	The fees are a proposal and are for discussion so I welcome any comments. We could do selected licensing like some other local authorities, for example Nottingham, but there are a number of criteria to meet to introduce selected licensing and we feel we can't justify the introduction of a scheme like that which risks deterring good landlords from renting their properties – it is also incredibly resource intensive bearing in mind the income.
Timelines should be included and the policy needs to be as simple as it possibly can which is easier to follow and easier to enforce.	
P.5, 3.2 – does it include gypsy and traveller caravan and mobile home sites?	Yes under the relevant legislation – it is all encompassing.
Do you receive complaints mainly from tenants? How would you deal with situations in which there is a complex chain of people involved, for example a landlord may be offshore, there is an agent, management company, company for maintenance work, leaseholder, buy to let with landlord status too and an agent, and then a tenant in occupation? Do you get involved with tenant deposit scheme?	<p>Complaints are generally from tenants or family members; we do pick up some issues with proactive work but by far the majority are directly from tenants. There is a complexity to enforcement – all part of that investigation to determine who would be the most appropriate people to take action against.</p> <p>The Regulatory Services Manager noted that is not the tenancy deposit scheme is not the responsibility of the team but AGREED to find out who's responsibility this is.</p>



Following these questions, Councillor Knowles then MOVED that the report in totality be DEFERRED and a slim-lined version with greater clarity brought back to the Panel, with flowcharts attached, for discussion, including on all charges and levels. This was seconded by Councillor James. On taking this to the vote the motion was LOST.

The Chairman then MOVED to ADJOURN the meeting for a short time in order that the flowcharts from the presentation be printed in larger print for the Panel to view. The meeting was ADJOURNED at 20.35.

The meeting restarted at 20.54. The Chairman noted that the Panel had now been provided with all flowcharts from the presentation and they would work through each systematically. The following questions and responses were recorded;

Question / Comment	Response
<p><b>Flowchart on carbon monoxide poisoning:</b></p> <p>This only mentions poisoning from solid fuel burning but not from a gas boiler.</p>	<p>The Regulatory Services manager AGREED to check the regulations regarding this, but believed this specific legislation relates only to solid fuel burners.</p>
<p><b>Appendix D - Smoke and Carbon Monoxide (England) Regulations 2015 Financial Penalties Harborough District Council Statement of Principles</b></p> <p>The introduction reads that;</p> <p>‘This statement sets out the principles that Harborough District Council will apply when exercising its powers to require a landlord (relevant landlord) to pay a financial penalty.’</p> <p>Should it state what the financial penalty is for?</p> <p>P. 68 – ‘The regulations impose a number of procedural steps which must be taken before the council can impose a requirement on a landlord to pay a penalty charge.’ – Could a link to these procedural steps be included?</p>	<p>This is included in the flowchart and will be linked.</p>
<p>Are we working with partners to provide smoke detectors or could we be?</p>	<p>The Fire Brigade are very proactive in providing smoke detectors. Our advice would be to refer to the Fire Brigade and</p>

	then there would only be fines if they did not follow this advice.
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Councillor Frenchman then MOVED that where there is a statutory maximum fine that can be levied, that this be reflected in the policies as an option, and that the discount offered be reduced from 33% to 20 – 25%. The Regulatory Services Manager noted that the 33% discount was in line with national Courts guidance, and that options could be brought to Cabinet. The motion was not seconded and therefore fell. Further questions and responses were recorded;

Question / Comment	Response
<b>Minimum Energy Efficiency Standards:</b> Early repayment should be a lot less or the fine should be higher so even with a discount the landlord is paying more than it would cost to fulfil the minimum requirement.	The Chairman noted that this would be forwarded to the Cabinet for their consideration.
Are there certain timelines and can links to the website and government legislation be included for reference?	Indicative and proscribed timelines can be included for ease and links can be provided.
<b>Civil Penalties:</b> It would be good to have this streamlined, made simpler and easier to understand with flow charts, and footnotes would be useful for easy explanation.	Footnotes can be included for clarity and there are some worked examples within the policy to explain what criteria is being used by the officers.
Concern that these examples provide ready-made excuses for rogue landlords to avoid the highest penalties.	
If the debt recovery box could be slightly reordered that would make it much more powerful.	Noted.
Do caravans and mobile homes fall under this policy if they are being rented out?	The Civil Penalties side does not apply to caravans and mobile homes but there is other legislation we can use e.g. licensing and planning. It was AGREED this information would be included in the updated policy and useful links in relation to this.

Following the discussion it was;

**RESOLVED** that the Performance Scrutiny Panel had considered the draft Housing Enforcement Policy and the introduction of civil penalties and other financial penalties for private housing as set out in Appendix A – D of the report, and that the comments of the Panel would be forwarded to the Cabinet.

## 8. REGULATION OF INVESTIGATORY POWERS ACT (2000) RIPA

The Director of Finance, ICT and Assets introduced the report which provides the Panel with details of the use of covert surveillance under the Regulation of Investigatory Powers Act (RIPA) by Harborough District Council. He noted that the Council has not to date had the need to invoke RIPA powers.

Councillor Critchley asked for confirmation on the following paragraph which does not read very clearly;

‘2.6 Further restrictions have now been imposed on local authority’s use of RIPA. It restricts Authorising Officers from authorising the carrying out of directed surveillance unless it is for the purpose of preventing or detecting a criminal offence unless the criminal offence to be prevented or detected is punishable by a maximum term of at least six months’ imprisonment or constitutes an offence under sections 146, 147 or 147A of Licensing Act 2003 (sale of alcohol to children) or section 7 of the Children and Young Persons Act 1933 (sale of tobacco to children under 18 years old). The Policy has been amended to reflect this provision.’

The Director of Finance, ICT and Assets AGREED that he would seek clarification on this. It was therefore,

**RESOLVED that the Panel note that the Council has not to date had the need to invoke RIPA powers.**

## 9. ANY URGENT BUSINESS

There was none.

The meeting closed at 21.18



## Harborough District Council

### Report to the Performance Scrutiny Panel Meeting of 12<sup>th</sup> October 2022



<b>Title:</b>	<b>2021/22 Revenue and Capital Monitoring – Quarter 4/Outturn</b>
<b>Status:</b>	Public – For Discussion
<b>Report Author:</b>	Carolyn Bland, Finance Services Manager
<b>Portfolio Holder:</b>	Cllr James Hallam
<b>Appendices:</b>	<b>A. Cabinet Report 4<sup>th</sup> July 2022, 2021/22 Revenue and Capital Monitoring – Quarter 4/Outturn</b> <b>B. Cabinet Report 4<sup>th</sup> July 2022, 2021/22 Revenue and Capital Monitoring – Quarter 4/Outturn Appendices</b>  <b>ADDENDUM - reserves Qtr 4 App 2</b>

<b>Executive Summary</b>	
To provide the Scrutiny Panel with the revenue and capital budget monitoring report up to 31 <sup>st</sup> March 2022 for consideration.	
<b>Recommendations</b>	
<b>1.1</b>	<b>Consideration of the attached budget monitoring report (Appendix A) to 31<sup>st</sup> March 2022.</b>
<b>Reasons for Recommendations</b>	
2.1	The Panel is presented with the report in order to provide assurance that the Council's financial position is monitored and kept under review by the Cabinet.
2.2	The Panel has the opportunity to consider the same report.

#### **1. Purpose of Report**

To provide the Scrutiny Panel with the revenue and capital budget monitoring report up to 31<sup>st</sup> March 2022 for consideration.

#### **2. Background**

- 2.1 The Panel is presented with the report in order to provide assurance that the Council's financial position is monitored and kept under review by the Cabinet.
- 2.2 The Panel has the opportunity to consider the same report.

### **3. Details**

The detailed report for discussion is the attached Cabinet report at Appendix A with its associated appendices.

### **4. Implications of Decisions**

#### **4.1 Corporate Priorities**

The contents of this report are evidence of how the Council monitors issues that may affect the delivery of its Corporate Priorities.

#### **4.2 Financial**

The financial issues are identified in the attached appendices.

#### **4.3 Legal**

The Council is legally required to set and manage a balanced budget.

#### **4.4 Policy**

None directly arising from this report.

#### **4.5 Environmental Implications including contributions to achieving a net zero carbon Council by 2030**

No direct impact

#### **4.6 Risk Management**

It is important to monitor the position against budget regularly in order to ensure any issues can be addressed appropriately.

#### **4.7 Equalities Impact**

None directly arising from this report.

#### **4.8 Data Protection**

None directly arising from this report.

### **5. Summary of Consultation and Outcome**

Budget holders and finance business partners discuss the financial performance against budgets at quarterly budget monitoring meetings. Financial performance is discussed at Corporate Management Team and with Portfolio Holders as part of Portfolio Holder briefings.

### **6. Alternative Options Considered**

None directly arising from this report.

### **7. Background papers**

Not applicable







# ADDENDUM

## REPORT 1

### Appendix 2

2020/21 Outturn	Reconciliation to Council Tax Requirement	Original Budget	BC25: Tranche 2	BC25: Tranche 3	Approved Budget Increases	Virements & Reserve Movements	Updated Budget	Actual Quarter 4	CV19 Spend	Outturn	Variance	
£000		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
14,415	<b>Net Expenditure</b>	13,098	39	(296)	10	(1,051)	11,800	11,807	0	11,807	7	0.1%
	Contributions to/(from) Reserves											
(854)	- General Reserves	(1,935)	(39)	296	(10)	(292)	(1,980)	(1,636)	0	(1,636)	344	-17.4%
(137)	- Earmarked Reserves	2,550	0	0	0	1,245	3,795	3,416	0	3,416	(379)	-10.0%
0	- Earmarked Reserves - CV19	127	0	0	0	61	188	161	0	161	(27)	-14.4%
(991)		742	(39)	296	(10)	1,014	2,003	1,941	0	1,941	(62)	-3.1%
13,424	<b>Budget Requirement</b>	13,840	0	0	0	(37)	13,803	13,748	0	13,748	(55)	-0.4%
(7,356)	Corporate Funding & Grants	(7,551)				37	(7,514)	(7,459)	0	(7,459)	55	-0.7%
6,068	<b>Council Tax Requirement</b>	6,289				0	6,289	6,289	0	6,289	0	0.0%

2020/21 Outturn	2021/22 Reserve Movements					Appendix 2 (continued)			
£000		Original Budget £000				Updated Budget £000		CV19 Spend £000	Outturn £000
	> General Fund (Unallocated) Reserve								
	b/f	2,882				2,883			2,883
	Cont from/(to) Services	(1,935)	(39)	296	(10)	(292)	(1,980)		(1,636)
	Cont from/(to) Budget Surplus Reserve	1,673				1,457			1,114
2,883	c/f	2,620				2,360			2,361
	Min Level Reserves	13,098				11,800			11,807
	Gen Fund Minimum @ 20%	2,620				2,360			2,361
	Are Reserves maintained at 20% of Net Expenditure	Yes				Yes			Yes
	> Earmarked Reserves								
	Budget Surplus Reserve								
	b/f	0				0			0
	Cont from/(to) General Fund	(1,673)				(1,457)			(1,114)
	Cont from/(to) Earmarked Reserves	1,673				1,457			1,114
0	c/f	0				0			0
	CV19 Internal Recovery Reserve								
	b/f	947				7,637			7,637
	Cont from/(to) Services	(220)				(159)	(2,346)	(161)	(2,507)
	Cont from/(to) Corp Funding & Grants	347				1,252	1,252	0	1,252
	Cont from/(to) Earmarked Reserves	0				0			0
	Cont from/(to) Budget Surplus	0				(186)	(2,211)		(2,211)
7,637	c/f	1,074				8,544			4,171
	Projects, Risk & Smoothing Reserve								
	b/f	316				316			316
	Cont from/(to) Services	0				594	635		635
	Cont from/(to) Corp Funding & Grants	1,005				(905)	100		100
	Cont from/(to) Budget Surplus	(402)				402	0		0
	Earmarked Reserve								
316	c/f	919				1,010			1,051
	Capital & Contract Reserve								
	b/f	403				1,081			1,081
	Cont from/(to) Services	0				479	807		807
	Cont from/(to) Budget Surplus	0				0			0
	Earmarked Reserve								
1,081	c/f	403				1,560			1,888
	Transformation Reserve								
	b/f	2,000				1,753			1,753
	Cont from/(to) Services	0				84	84		84
	Cont from/(to) Budget Surplus	0				0			0
	Earmarked Reserve								
1,753	c/f	2,000				1,837			1,837
	Community, Economic & Infrastructure Reserve								
	b/f	2,411				2,411			2,411
	Cont from/(to) Services	0				(1)	(1)		(1)
	Cont from/(to) Corp Funding & Grants	308				308	308		308
	Cont from/(to) Budget Surplus	(1,271)				(1,271)	(1,271)		(1,271)
	Earmarked Reserve								
2,411	c/f	1,448				1,447			1,447
	Commercial Investment Reserve								
	b/f	1,890				1,890			1,890
	Cont from/(to) Services	(88)				1	1		1
	Cont from/(to) Corp Funding & Grants	1,325				1,325	1,325		1,325
	Cont from/(to) Budget Surplus	0				0	(282)		(282)
	Earmarked Reserve								
1,890	c/f	3,127				3,216			2,934

## Harborough District Council

### Report to the Cabinet Meeting of 04 July 2022



<b>Report Number:</b>	1
<b>Title:</b>	<b>2021/22 Financial Performance Report – Outturn Quarter 4 (Year ending 31 March 2022)</b>
<b>Status:</b>	Public
<b>Key Decision:</b>	No
<b>Report Author:</b>	Carolyn Bland, Financial Services Manager
<b>Portfolio Holder:</b>	Cllr James Hallam, Finance
<b>Appendices:</b>	<p><b>Appendix 1:</b> Summary Revenue Budgets and Capital Programme for 2021/22 Budget and MTFS (2022/23 to 2024/25).</p> <p><b>Appendix 2:</b> 2021/22 Revenue Forecast Outturn and Variance Analysis by Portfolio &amp; Director Service Categorisation.</p> <p><b>Appendix 3:</b> Commentary on 2021/22 Budget Variances Greater than £25,000, by Director Service Categorisation.</p> <p><b>Appendix 4:</b> 2021/22 Capital Forecast Outturn and Variance Analysis.</p> <p><b>Appendix 5:</b> Carry forwards</p>

Executive Summary
<p>This report sets out the financial position (outturn) for the year ending 31 March 2022, for revenue and capital. Revenue is showing an overspend of £7k, a variance of 0.1% to the approved budget. Capital is showing an underspend of £251k, a variance of 11% to the approved budget.</p>
Recommendations
<ul style="list-style-type: none"> <li>• <b>That Cabinet considers the financial performance report and comments on the Outturn (31<sup>st</sup> March 2022) as detailed within the report and associated appendices.</b></li> <li>• <b>The Cabinet approves the Revenue carry forwards in Appendix 5 totalling £286k into 2022/23.</b></li> <li>• <b>The Cabinet approves the Capital carry forwards (slippage) in Appendix 4, totalling £4.349m into 2022/23.</b></li> </ul>
Reasons for Recommendations
<p>Good financial governance requires the Cabinet to consider and comment on the forecast financial outturn for 2021/22. Such commentary demonstrates to customers, partners, and stakeholders that the Council is actively considering the financial environment within which the Council is operating.</p>



## 1. Purpose of Report

The Council approved the 2021/22 Budget and Medium-Term Financial Strategy (2022/23 to 2024/25) (MTFS); which included the Capital Programme in February 2021. After in-year adjustments for Budget Challenge 2025 (reported to Cabinet in September 2021), the Updated 2021/22 Budget and MTFS is summarised below.

## 2. Background

### 2.1 In respect of:

- the **Revenue budget**, the 2021/22 net service expenditure is £12.2m and after capital financing (£857k), the net expenditure for the delivery of services is £13.1m; over the MTFS period, this increases to £13.5m by 2024/25. This is summarised in **Table 1** below.

Approved Revenue Expenditure: Approved 2021/22 Budget & MTFS (2022/23 to 2024/25) + BC25 + other adjustments					Table 1		
			2021/22 Original £000	2021/22 Updated £000	2022/23 £000	2023/24 £000	2024/25 £000
Net Expenditure			13,098	13,212	13,023	13,036	13,500
Increase in service expenditure:	Minute No.						
- Leisure: Contractor Costs	26.04.21		0	10	120	327	0
- Leisure Contractor: Costs	10.11.21	0	0	0	100	0	0
Updated Net Expenditure			13,098	13,222	13,243	13,363	13,500
- additional use of Reserves			0	(10)	(220)	(327)	0
Updated Contributions to/(from) Reserves			742	581	(3,121)	(3,569)	(2,630)
Budget Requirement			13,840	13,803	10,122	9,794	10,870
Total Grants			(7,551)	(7,514)	(3,579)	(2,960)	(3,702)
Council Tax Requirement			6,289	6,289	6,543	6,834	7,168

\* the increase in Net Expenditure between the 2021/22 Original and Updated budgets is due to adjustments related to 2020/21 approved carry-forwards and adjustments following the Budget Challenge 2025 programme.

- the **Capital Programme**, the 2021/22 programme totals £3.4m and is financed by £2.4m of external grants and capital receipts, £311k of direct revenue funding and £723k of unsupported borrowing (minimum revenue provision). Over the MTFS period the capital programme decreases to £1.1m.
- Reserves**, Council approved a net contribution to reserves of £742k; this was made-up of a contribution to reserves of £2.7m and a draw-down from reserves of £1.9m – the latter being the Councils “budget gap”.

## 3. Details

### Revenue Headlines

3.1 The forecast outturn for the current financial year and the impact over the MTFS is summarised below.

3.2 **2021/22**; in respect of the Updated Net Expenditure budget of £13.2m, the outturn is showing a net overspend of £7k. A “financial” variance analysis based on both Portfolio and Director service categorisation, and an accompanying Reserve analysis is shown at **Appendix 2** and summarised in **Table 2** below. The reasons for variances greater than £25k is shown in **Appendix 3**. Once the budget carry forward requests of £286k (detailed in **Appendix 5**) are removed the overspend rises to £293k. Carry forwards are requested from underspent cost centres only.

Summary of 2021/22 Revenue Budget Variances, by Director Service Categorisation				Table 2
Service	Updated Budget £000	Forecast Outturn £000	Variance £000	Commentary
Chief Executive	210	224	14	
Deputy Chief Executive	1,508	1,308	(200)	Savings on Harborough Innovation Centre, Corporate Administration and Register of Electors
Governance	823	1,275	452	Reduced use of Car Parks plus cost of Monitoring Officer less savings on Members travel allowances and Staff training
Finance & Assets	2,633	3,104	471	Reduced income on the Symington Building, Quick Response Team and interest plus increased costs on migration to MS Office 365 and audit, less savings on Finance, Revenues & Benefits and Corporate Asset Management
Communities	5,663	5,433	(230)	Savings on Communications, Street Cleaning, Open Spaces, Homelessness and Housing
Planning	106	11	(95)	Savings on Strategic Growth Team and other smaller savings
<b>Net Direct Cost of Services</b>	<b>10,943</b>	<b>11,355</b>	<b>412</b>	
Finance & Assets: Capital Financing (*)	857	452	(405)	Reduction in Minimum Revenue Provision
<b>Net Expenditure</b>	<b>11,800</b>	<b>11,807</b>	<b>7</b>	
NB.				
* Finance & Assets are allocated to this item, but this item (Minimum Revenue Provision) is dependent on other services actioning the capital programme.				

3.3 It should be noted that the categorisation of services by Director is based on the structure used for setting the 2021/22 budget and does not reflect the current temporary structure in place due to vacancies in the Chief Executive and Director: Law & Governance positions.

3.4 **Pay Award** It should be noted that the pay award included in the Quarter 3 forecast was agreed at 1.75% for all NJC staff on SCP 2 and above (a 2.75% increase on SCP 1) back dated to 01 April 2021; an increase of 1.75% represented an additional cost in 2021/22 of £122k and was implemented in

March 2022 and included in this outturn for 2021/22. Over the MTFS this increases the pay budget by £670k.

- 3.5 The Covid-19 outturn has not been reported in quarter 4 as wholly accounted for in previous quarters and there is no new information to report.

## Reserves

- 3.6 Inevitably as the Council progresses through any year its use of reserves will flex depending on:
- the macro and micro economic climate that the Council finds itself, and
  - along with its need to meet its corporate priorities and statutory obligations.
- 3.7 As required by the Reserves Strategy, Cabinet is asked to note that through the active management of reserves that the General Fund (Unallocated) Reserve is maintained at 20%, the approved minimum level of reserves.
- 3.8 Reserves are being finalised in line with the Statement of Accounts deadlines. The expected position on the General Fund and Earmarked Reserves is £15.689m (31 March 2021 £17.971m). The main reasons for the reserve reduction is due to a combination of the net impacts of agreed reserve movements when the budget was set in February 2021 along with the considerable, and unbudgeted, s.31 grants that the Council received prior to the end of the 2020/21 that the government gave to all local authorities to compensate for the Covid 19 impact on Business Rates losses that would be recognised and released in 2021/22.

## Capital Programme

- 3.9 The Capital Programme for **2021/22** totals £5.3m, of which £1.4m is in respect of new initiatives for 2021/22. The forecast outturn is showing a £251k underspend compared to this. A summary variance analysis is shown in **Table 4**, and a detailed analysis, with associated commentary, is shown in **Appendix 4**. There is also capital slippage of £4.349m to be approved.

Service	Updated Budget £000	Outturn £000	Additional Slippage £000	Variance £000		Commentary
Capital Projects Approved in previous years (either commenced or to start)	3,980	1,857	(1,877)	(246)	-6%	Play area schemes slip to 22/23 due to ongoing Covid-19 impact. S106 schemes - allocations made but schemes not started.
New Capital Proposals	1,394	478	(916)	0	0%	Roman Way scheme - appointment of contractors in 2022/23. Delays in Lutterworth TC Heritage Action Zone.
<b>Net Capital Programme</b>	<b>5,374</b>	<b>2,336</b>	<b>(2,792)</b>	<b>(246)</b>	<b>-5%</b>	

## Government Grants Awarded to the Councils Community

- 3.10 Members will recall that since the start of the pandemic the Council has been acting as agent for the Government and awarding a varied range of grants to both its business and residential community. From the 01 April 2021 the government still required the Council to deliver a number of grants; a summary analysis of grants paid this year is shown below in **Table 6**.

ANALYSIS OF GRANTS SINCE 1ST APRIL 2021		TABLE 6
TYPE OF GRANT	Grants from 1/4/2021 PAYMENTS £	Grants from 1/4/2021 NO OF GRANTS No.
National Lockdown Grant & Closed Lockdown Payment .	244,513	29
National Lockdown Grant	234,187	89
Local Restrictions Support Grant	53,532	60
Additional Restrictions Grant - discretionary grant	1,769,003	766
Test and trace self isolation payments	106,000	212
Restart Grant	4,021,375	541
Omicron Hospitality Grant	643,370	190
<b>TOTAL</b>	<b>7,071,980</b>	<b>1,887</b>

## 4. Implications of Decisions

#### **4.1. Corporate Priorities**

The contents of this report are evidence of how the Council monitors issues that may affect the delivery of its Corporate Priorities.

#### **4.2. Financial**

This report gives the outturn position for the Council's 2021/22 revenue and capital budgets.

#### **4.3. Legal**

The Council is legally required to set and manage a balanced budget.

#### **4.4. Policy**

No policy issues arise directly from this report.

#### **4.5. Environmental Implications including contributions to achieving a net zero carbon Council by 2030**

No environmental issues arise directly from this report.

#### **4.6. Risk Management**

It is important to monitor the position against budget in order to ensure any issues can be addressed appropriately and in a timely manner.

#### **4.7. Equalities Impact**

No equalities issues arise directly from this report.



#### **4.8. Data Protection**

No data protection issues arise directly from this report.

#### **5. Summary of Consultation and Outcome**

Consultation has been undertaken with the Portfolio Holder.

#### **6. Alternative Options Considered**

Not applicable.

#### **7. Background papers**

None.



## Appendix 1

## Summary Revenue Budgets and Capital Programme for 2021/22 Budget and MTFS (2022/23 to 2024/25)

<b>REVENUE</b>				
<b>Approved 2021/22 Budget &amp; Medium-Term Financial Strategy (2022/23 to 2024/25)</b>				
	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
<b>Net Direct Cost of Services</b>	<b>12,241</b>	<b>12,111</b>	<b>12,067</b>	<b>12,332</b>
Capital Financing	857	912	969	1,168
<b>Net Expenditure</b>	<b>13,098</b>	<b>13,023</b>	<b>13,036</b>	<b>13,500</b>
Contributions to/(from) Reserves				
- General Reserves	(1,935)	(2,559)	(2,739)	(2,630)
- Earmarked Reserves	2,677	(342)	(503)	0
	<b>742</b>	<b>(2,901)</b>	<b>(3,242)</b>	<b>(2,630)</b>
<b>Budget Requirement</b>	<b>13,840</b>	<b>10,122</b>	<b>9,794</b>	<b>10,870</b>
Total Grants	(7,551)	(3,579)	(2,960)	(3,702)
<b>Council Tax Requirement</b>	<b>6,289</b>	<b>6,543</b>	<b>6,834</b>	<b>7,168</b>

<b>CAPITAL PROGRAMME</b>				
<b>Approved 2021/22 Budget &amp; Medium-Term Financial Strategy (2022/23 to 2024/25)</b>				
	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
<b>Capital Projects Approved in previous years (either commenced or to start)</b>	<b>2,512</b>	<b>7,057</b>	<b>1,835</b>	<b>1,065</b>
<b>New Capital Proposals</b>				
ICT & Transformation	280	150	100	0
Lifeline	40	0	0	0
Environmental	59	0	0	0
Lutterworth Town Centre Heritage Action Zone	530	0	0	0
<b>Total</b>	<b>3,421</b>	<b>7,207</b>	<b>1,935</b>	<b>1,065</b>
<b>Sources of Finance</b>				
External Funding & Grants	1,571	720	720	720
Capital Receipts	816	3,650	450	50
Service Charges	61	6	6	17
Direct Revenue Financing	250	150	100	0
Unsupported Borrowing (MRP)	723	2,681	659	278
<b>Total</b>	<b>3,421</b>	<b>7,207</b>	<b>1,935</b>	<b>1,065</b>
<b>Net Cost of Capital Programme</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

2021/22 Revenue Forecast Outturn and Variance Analysis by Portfolio & Director Service Categorisation											Appendix 2	
2020/21 Outturn	Service Analysis - BY PORTFOLIO	Original Budget	BC25: Tranche 2 "Firm Savings"	BC25: Tranche 3 "Firm Savings"	Approved Budget Increases	Virements & Reserve Movements	Updated Budget	Actual Quarter 4	CV19 Spend	Outturn	Variance	
£000		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
3,289	Finance	2,730	327	(48)	0	(146)	2,863	3,007	0	3,007	144	5%
5,376	Planning, Environment & Waste	5,342	(199)	0	0	(768)	4,375	4,265	0	4,265	(110)	-2.5%
1,159	Wellbeing, Communities & Housing	1,134	0	(48)	10	(128)	968	890	0	890	(78)	-8.1%
399	Strategy (aka Planning & Regeneration)	723	(23)	(5)	0	(8)	687	588	0	588	(99)	-14.4%
3,372	Corporate & Regulatory Services	2,366	(66)	(195)	0	(1)	2,104	2,652	0	2,652	548	26.0%
0	Contingency (including Pay/Services/FCC Inflation)	(54)		0	0	0	(54)	(47)	0	(47)	7	-13.0%
13,595	<b>Net Direct Cost of Services</b>	<b>12,241</b>	<b>39</b>	<b>(296)</b>	<b>10</b>	<b>(1,051)</b>	<b>10,943</b>	<b>11,355</b>	<b>0</b>	<b>11,355</b>	<b>412</b>	<b>3.8%</b>
820	Capital Financing	857	0	0	0	0	857	452	0	452	(405)	-47.3%
14,415	<b>Net Expenditure</b>	<b>13,098</b>	<b>39</b>	<b>(296)</b>	<b>10</b>	<b>(1,051)</b>	<b>11,800</b>	<b>11,807</b>	<b>0</b>	<b>11,807</b>	<b>7</b>	<b>0.1%</b>

2020/21 Outturn	Service Analysis - BY DIRECTOR	Original Budget	BC25: Tranche 2	BC25: Tranche 3	Approved Budget Increases	Virements & Reserve Movements	Updated Budget	Actual Quarter 4	CV19 Spend	Outturn	Variance	
£000		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
293	Chief Executive	301	0	0	0	(91)	210	224	0	224	14	7%
1,561	Deputy Chief Executive	1,197	315	(130)	0	126	1,508	1,308	0	1,308	(200)	-13.3%
2,011	Governance	975	(66)	(80)	0	(6)	823	1,275	0	1,275	452	54.9%
2,637	Finance & Assets	2,845	(77)	(48)	0	(87)	2,633	3,104	0	3,104	471	17.9%
6,028	Communities	5,930	0	(38)	10	(239)	5,663	5,433	0	5,433	(230)	-4.1%
1,065	Planning	993	(133)	0	0	(754)	106	11	0	11	(95)	-89.6%
13,595	<b>Net Direct Cost of Services</b>	<b>12,241</b>	<b>39</b>	<b>(296)</b>	<b>10</b>	<b>(1,051)</b>	<b>10,943</b>	<b>11,355</b>	<b>0</b>	<b>11,355</b>	<b>412</b>	<b>3.8%</b>
820	Capital Financing	857	0	0	0	0	857	452	0	452	(405)	-47.3%
14,415	<b>Net Expenditure</b>	<b>13,098</b>	<b>39</b>	<b>(296)</b>	<b>10</b>	<b>(1,051)</b>	<b>11,800</b>	<b>11,807</b>	<b>0</b>	<b>11,807</b>	<b>7</b>	<b>0.1%</b>

2020/21 Outturn	Reconciliation to Council Tax Requirement	Original Budget	BC25: Tranche 2	BC25: Tranche 3	Approved Budget Increases	Virements & Reserve Movements	Updated Budget	Forecast Actual Quarter 4	CV19 Spend	Outturn	Variance	
£000		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
14,415	<b>Net Expenditure</b>	<b>13,098</b>	<b>39</b>	<b>(296)</b>	<b>10</b>	<b>(1,051)</b>	<b>11,800</b>	<b>11,807</b>	<b>0</b>	<b>11,807</b>	<b>7</b>	<b>0.1%</b>
(854)	Contributions to/(from) Reserves - General Reserves	(1,935)	(39)	296	(10)	1,014	(674)	522	0	522	1,196	-177.4%
(137)	- Earmarked Reserves	2,550	0	0	0	0	2,550	1,419	0	1,419	(1,131)	-44.4%
0	- Earmarked Reserves - CV19	127	0	0	0	0	127	0	0	0	(127)	-100.0%
(991)		742	(39)	296	(10)	1,014	2,003	1,941	0	1,941	(62)	-3.1%
13,424	<b>Budget Requirement</b>	<b>13,840</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(37)</b>	<b>13,803</b>	<b>13,748</b>	<b>0</b>	<b>13,748</b>	<b>(55)</b>	<b>-0.4%</b>
(7,356)	Corporate Funding & Grants	(7,551)				37	(7,514)	(7,459)	0	(7,459)	55	-0.7%
6,068	<b>Council Tax Requirement</b>	<b>6,289</b>				<b>0</b>	<b>6,289</b>	<b>6,289</b>	<b>0</b>	<b>6,289</b>	<b>0</b>	<b>0.0%</b>

Commentary on 2021/22 Budget Variances Greater than £25,000, by Director Service Categorisation		Appendix 3	
Service	Directorate Variance £000	Detailed Service Variance	
		£000	Commentary
<b>Chief Executive</b> Cumulative variances less than £25k	14	14	
<b>Deputy Chief Executive</b> Corporate Administration  Register of Electors  Harborough Innovation Centre  Cumulative variances less than £25k	(200)	(38) (27) (114) (21)	Salaries £43k underspent due to vacant posts and officer becoming part time, £5k on consultancy and other smaller savings less £14k under recovered on Street Naming and Numbering New methods of working and accuracy of existing register reduced anticipated costs £25k not spent on EV Charging Points, and £30k on LED Lighting as problems with supplier and work delayed to 22/23 (request to carry forward). £31k underspend on salaries (business advisor), £18k on consultants fees and various smaller savings
<b>Governance</b> Corporate and Management Training Members Allowances and Expenses Car Parks  Director : Governance Cumulative variances less than £25k	452	(27) (32) 499 57 (45)	Savings on training programmes not undertaken Savings on allowances with use of virtual instead of in-person meetings Severely reduced demand for car parking due to the impact of Covid 19 - Pay & Display income down by £514k, season tickets by £17k and increased charges for pay by phone as more people migrate to this as a payment option £26k. Offset by underspend on business rates and government grant support on lost fees and charges Interim Monitoring Officer plus exit package
<b>Finance &amp; Assets</b> Finance Services IT Services Revenues and Benefits Non Domestic Rates Interest & Investment Income  Quick Response Team  Corporate Asset Management  Corporate Savings Council Tax Support Scheme  The Symington Building  External Audit Cumulative variances less than £25k	471	(31) 99 (38) (59) 43 60 (36) 120 (76) 270 36 83	Consultant costs, requested to carry forward Licences and costs to migrate to MS Office 365 Various savings on LRBP budget and 20/21 fee Renewable energy adjustment above budget Continued reduction in interest and dividends due to the impact of Covid-19 although improvement of rates towards end of year Planned migration of service to FCC has not happened and reduced income due to reduced capacity Vacancies only partly offset by agency costs, including problems recruiting less income budget not achieved Corporate vacancy saving matched by actual savings in other cost centres £63k underspend on scheme, £6k increased admin grant and £7k admin grant for Household Support Fund payments Rental and service charge income down £253k including adjustment for earlier years plus £13k overspend on salaries and other small overspends Fee variations
<b>Communities</b> Communications  Grants to External Bodies  Street Cleaning Physical Activity Open Spaces & Amenity Areas Homelessness Housing Services  Cumulative variances less than £25k	(230)	(38) (25) (27) 34 (28) (37) (57) (52)	Salary savings due to delays in recruitment plus other costs funded by Covid-19 grant Saving on budget for young persons strategy - due to delays in recruiting into post Savings on contractor costs Reduced fee income from grants and activities due to COVID Increased income from developers due to new site £35k saving on temporary accommodation £41k saving due to vacancies (slow filling of new posts agreed), plus saving on miscellaneous costs
<b>Planning</b> Strategic Growth Team Cumulative variances less than £25k	(95)	(40) (55)	Savings £37k on Consultants as projects not started in 21/22, other small savings
<b>Finance &amp; Assets: Capital Financing</b> Minimum Revenue Provision Cumulative variances less than £25k	(405)	(405) 0	Reduction in MRP due to revised policy
<b>Net Expenditure</b>	7	7	

2021/22 Capital Outturn and Variance Analysis									Appendix 4	
Capital Projects	Original Budget	Approved Budget Increases	Virements & Reserve Movements	Slippage to 2022/23 at Q3	Updated Budget	2021/22 Outturn	Variance	Additional Slippage	(Under)/over spend	Commentary
	£000	£000	£000	£000	£000	£000	£000	£000	£000	
<b>Capital Projects Approved in previous years (either commenced or to start)</b>										
CCTV	20	65	0	0	85	71	(14)	0	(14)	-21%
Harborough Innovation Centre	20	12	0	0	32	37	5	0	5	14%
Market Hall	138	58	0	0	196	141	(55)	0	(55)	-39%
Housing & Homelessness Schemes	400	150	0	(140)	410	273	(137)	(137)	0	0%
Lightbulb (Disabled Facilities Grants) & Other Social Services	418	0	(17)	0	401	401	0	0	0	0%
Leisure, Open Spaces & Play	740	508	0	(632)	616	120	(496)	(249)	(247)	-205%
Corporate Buildings	331	35	0	(273)	93	161	68	0	68	42%
Car Parks & Similar Facilities	0	522	0	(517)	5	1	(4)	0	(4)	-281%
Capital Works-S.106	250	1,463	0	0	1,713	340	(1,373)	(1,373)	0	0%
ICT & Transformation	195	234	0	0	429	311	(118)	(118)	0	0%
	<b>2,512</b>	<b>3,047</b>	<b>(17)</b>	<b>(1,562)</b>	<b>3,980</b>	<b>1,857</b>	<b>(2,123)</b>	<b>(1,877)</b>	<b>(246)</b>	<b>-13%</b>
<b>New Capital Proposals</b>										
ICT & Transformation	280	5	0	0	285	226	(59)	(59)	0	0%
Lifeline	40	0	0	0	40	35	(5)	0	(5)	-15%
Environmental	59	0	0	0	59	47	(12)	(12)	0	0%
Lutterworth Town Centre Heritage Action Zone	530	0	0	0	530	3	(528)	(528)	0	0%
Housing & Homelessness Schemes	0	480	0	0	480	168	(312)	(312)	0	0%
	<b>909</b>	<b>485</b>	<b>0</b>	<b>0</b>	<b>1,394</b>	<b>478</b>	<b>(916)</b>	<b>(911)</b>	<b>(5)</b>	<b>-1%</b>
<b>Total</b>	<b>3,421</b>	<b>3,532</b>	<b>(17)</b>	<b>(1,562)</b>	<b>5,374</b>	<b>2,336</b>	<b>(3,038)</b>	<b>(2,787)</b>	<b>(251)</b>	<b>-11%</b>
<b>Sources of Finance</b>										
External Funding & Grants	1,571	2,018	(17)	(140)	3,432	1,225	(2,207)			-64%
Capital Receipts	816	636	0	(705)	747	260	(487)			-65%
Service Charges	61	0	0	(55)	6	11	5			86%
Direct Revenue Financing	250	0	50	0	300	840	540			180%
Unsupported Borrowing (MRP)	723	864	0	(698)	889	0	(889)			-100%
<b>Total</b>	<b>3,421</b>	<b>3,518</b>	<b>33</b>	<b>(1,598)</b>	<b>5,374</b>	<b>2,336</b>	<b>(3,038)</b>			<b>-57%</b>

Proposed Budget Carry Forwards to 2022/23				Appendix 5
Cost Centre	Cost Centre Name	Reason	£'000	Requested by
10025	Accountancy Services	To fund new finance system implementation project costs	32	Carolyn Bland
10042	Non Domestic Rates	Virtualisation of Council Chamber	40	Clive Mason
10076	Grants to External Bodies	Delay BC25 Grant saving to 1 April 2023	20	Thomas Day
10076	Grants to External Bodies	Final grant for food bank deliveries to support return to business as usual	5	Thomas Day
10201	Community Safety	Extra hours for Ukraine/Jubilee Grant/Community Safety	15	Thomas Day
10210	Joint Strategic Planning	Balance to 22/23 to fund increasing budget costs	21	Tess Nelson
10235	Corporate Asset Management	Future restructure	36	Clive Mason
10248	Harborough Innovation Centre	Balance to Investment Plans	48	Liz Elliot
10248	Harborough Innovation Centre	EV Charging Points at Harborough Innovation Centre	25	Tim Bradbury
10248	Harborough Innovation Centre	Lighting LED lighting at Harborough Innovation centre	30	Tim Bradbury
10263	Discretionary Discount Scheme	Balance to 22/23 against impact of economy on Council Tax payers	14	Leigh Butler
			286	





## Harborough District Council

### Report to the Performance Scrutiny Panel Meeting of 12<sup>th</sup> October 2022



<b>Title:</b>	<b>2022/23 Revenue and Capital Monitoring – Quarter 1</b>
<b>Status:</b>	Public – For Discussion
<b>Report Author:</b>	Carolyn Bland, Finance Services Manager
<b>Portfolio Holder:</b>	Cllr James Hallam
<b>Appendices:</b>	<b>A. Cabinet Report 12<sup>th</sup> September 2022, 2022/23 Revenue and Capital Monitoring – Quarter 1</b> <b>B. Cabinet Report 12<sup>th</sup> September 2022, 2022/23 Revenue and Capital Monitoring – Quarter 1 Appendices</b>

<b>Executive Summary</b>
To provide the Scrutiny Panel with the revenue and capital budget monitoring report up to 30th June 2022 for consideration.
<b>Recommendations</b>
1.1 Consideration of the attached budget monitoring report (Appendix A) to 30th June 2022.
<b>Reasons for Recommendations</b>
2.1 The Panel is presented with the report in order to provide assurance that the Council's financial position is monitored and kept under review by the Cabinet.
2.2 The Panel has the opportunity to consider the same report.

#### 1. Purpose of Report

To provide the Scrutiny Panel with the revenue and capital budget monitoring report up to 30th June 2022 for consideration.

#### 2. Background

- 2.1 The Panel is presented with the report in order to provide assurance that the Council's financial position is monitored and kept under review by the Cabinet.
- 2.2 The Panel has the opportunity to consider the same report.

#### 3. Details

- 3.1 The detailed report for discussion is the attached Cabinet report at Appendix A with its associated appendices.

#### **4. Implications of Decisions**

##### **Corporate Priorities**

- 4.1 The contents of this report are evidence of how the Council monitors issues that may affect the delivery of its Corporate Priorities.

##### **Financial**

- 4.2 The financial issues are identified in the attached appendices.

##### **Legal**

- 4.3 The Council is legally required to set and manage a balanced budget.

##### **Policy**

- 4.4 None directly arising from this report.

##### **Environmental Implications including contributions to achieving a net zero carbon Council by 2030**

- 4.5 No direct impact

##### **Risk Management**

- 4.6 It is important to monitor the position against budget regularly in order to ensure any issues can be addressed appropriately.

##### **Equalities Impact**

- 4.7 None directly arising from this report.

#### **4.8 Data Protection**

None directly arising from this report.

#### **5 Summary of Consultation and Outcome**

Budget holders and finance business partners discuss the financial performance against budgets at quarterly budget monitoring meetings. Financial performance is discussed at Corporate Management Team and with Portfolio Holders as part of Portfolio Holder briefings.

#### **6 Alternative Options Considered**

None directly arising from this report.

## 7 Background papers

Not applicable





## Harborough District Council

### Report to the Cabinet Meeting of 12 September 2022



<b>Report Number:</b>	1
<b>Title:</b>	<b>2022/23 Financial Performance Report – Outturn Quarter 1 (Year ending 31 March 2023)</b>
<b>Status:</b>	Public
<b>Key Decision:</b>	No
<b>Report Author:</b>	Carolyn Bland, Financial Services Manager
<b>Portfolio Holder:</b>	Cllr James Hallam, Finance
<b>Appendices:</b>	<p><b>Appendix 1:</b> Summary Revenue Budgets and Capital Programme for 2022/23 Budget and MTFS (2023/24 to 2026/27).</p> <p><b>Appendix 2:</b> 2022/23 Revenue Forecast Outturn and Variance Analysis by Portfolio &amp; Director Service Categorisation.</p> <p><b>Appendix 3:</b> Commentary on 2022/23 Budget Variances Greater than £25,000, by Director Service Categorisation.</p> <p><b>Appendix 4:</b> General Fund Reserves 31.03.2022.</p> <p><b>Appendix 5:</b> Potential Compounding of Cost/Inflation Pressures.</p> <p><b>Appendix 6:</b> 2022/23 Capital Forecast Outturn and Variance Analysis.</p> <p><b>Appendix 7:</b> Disposal of Land at Naseby Square, Market Harborough.</p>

#### Executive Summary

This report sets out the financial position (outturn) for the year ending 31 March 2023, based on information at the end of June for revenue and capital. Based on the financial position as at 30 June 2022, based on known income and expenditure commitments and working assumptions, the forecast:

- Revenue is forecasting an overspend of £1,041k, a variance of 8.7% to the approved budget.
- Capital is forecasting an on-budget position.

#### Recommendations

- **That Cabinet considers the financial performance report and comments on the Forecast Outturn (31<sup>st</sup> March 2023) as detailed within the report and associated appendices.**

#### Reasons for Recommendations

Good financial governance requires the Cabinet to consider and comment on the forecast financial outturn for 2022/23. Such commentary demonstrates to



customers, partners, and stakeholders that the Council is actively considering the financial environment within which the Council is operating.

## 1. Purpose of Report

To update Cabinet in respect of the Quarter 1 forecast outturn for 2022/23 for both revenue, capital and reserves.

## 2. Background

The Council approved the 2022/23 Budget and Medium-Term Financial Strategy (2023/24 to 2026/27) (MTFS); which included the Capital Programme in February 2022. In respect of:

- the **Revenue budget**, the 2022/23 net service expenditure is £11.1m and after capital financing (£506k), the net expenditure for the delivery of services is £11.6m; over the MTFS period, this increases to £13.6m. This is summarised in **Appendix 1**.
- the **Capital Programme**, the 2022/23 programme totals £11.1m and is financed by £8.1m of external grants and capital receipts, £636k of direct revenue funding and £2.4m of unsupported borrowing (minimum revenue provision). Over the MTFS period the capital programme decreases to £860k.
- **Reserves**, Council approved a net contribution to reserves of £1.4m.

## 3. Details

### Revenue Headlines

- 3.1 Providing an accurate forecast outturn based on the financial performance at Quarter 1 can be challenging as many things can occur between the end of June and the end of the financial year; as the potential impact of the new proposed pay rise has clearly shown. Finance have been working closely with services, acting as a critical friend to value check their forecast outturns, however it must be remembered that the forecast outturns are the responsibility of respective services.
- 3.2 The forecast outturn for the current financial year and the impact over the MTFS is summarised below.
- 3.3 **2022/23**; in respect of the updated net expenditure budget of £12m, the forecast outturn is £13.1m, which represents an overspend of the budget by £1,041k. A “financial” variance analysis based on both Portfolio and Director service categorisation is summarised in **Table 1** below. An accompanying Reserve analysis is shown at **Appendix 2** and the reasons for variances greater than £25k is shown in **Appendix 3**.

Summary of 2022/23 Revenue Budget Variances, by Director Service Categorisation				Table 1
Service	Updated Budget £000	Forecast Outturn £000	Variance £000	Commentary
Interim Chief Executive	2,304	2,259	(45)	Savings on post and one off receipt less inflation
Interim Deputy Chief Executive (Finance, ICT & Assets)	2,561	3,295	734	Additional proposed pay increase £317k, corporate savings not achieved £351k plus £45k achieved plus inflation
Communities	5,964	6,250	286	Carparking income down
Planning	695	828	133	Savings from shared service proposal not achieved
<b>Net Direct Cost of Services</b>	<b>11,524</b>	<b>12,632</b>	<b>1,108</b>	
Finance & Assets: Capital Financing (*)	506	439	(67)	MRP saving
<b>Net Expenditure</b>	<b>12,030</b>	<b>13,071</b>	<b>1,041</b>	
NB. * Finance & Assets are allocated to this item, but this item (Minimum Revenue Provision) is dependent on other services actioning the capital programme.				

- 3.4 It should be noted that the categorisation of services by Director is based on the structure used for setting the 2022/23 budget, some responsibilities have temporarily changed, Legal and Democratic Services are currently reporting to the Interim Deputy Chief Executive not the Interim Chief Executive.

### Inflationary and Non-Inflationary Costs

- 3.5 Of the £1m costs noted in 3.3, some are directly related to inflationary (cost-of-living impacts) whereas others are due to underachievement of savings or variances related to normal operational delivery. A summary of these is shown below and detailed in **Appendix 5**.

- Inflationary variances £423k
- Underachievement of savings £445k
- Normal operational delivery £173k

### Inflationary Costs

- 3.6 **Pay Award** It should be noted that included within the 2022/23 forecast estimate is a corporate increase in respect of employees pay. The Council was notified in July that a pay offer of £1,925 on all pay points had been made.



Members will recall that as part of the budget they approved the following employee pay indices for 2022/23 and for each year of the MTFS.

- 2022/23: 1.75%
- 2023/24: 2.0%
- 2024/25: 2.0%
- 2025/26: 2.5%
- 2026/27 2.5%

If this increase is agreed for local government, the additional cost in 2022/23 is £481k, an overspend over the budgeted increase of £317k. It should be noted that at the time of writing, the union Unite has rejected this proposed offer of £1,925 and the unions GMB and Unison are consulting members.

- 3.7 **Inflation** A review of the impact of inflation on the Council's expenditure has concluded that there will be no impact during 2022/23 on the Council's major revenue contracts, except for energy costs. An increase of £106k over current budget has been included in the forecast due to gas/electricity volatility. Wider impact of the cost-of-living crisis could lead to non-collection of rates and other debts.

### **Underachievement of Savings**

- 3.8 **Senior Management review** The review of the "target operating model" (the way the Council operates) has been delayed because of the Council decision to investigate the sharing of senior management. Savings of £353k were identified in the budget but now only £49k are forecast to be achieved during 2022/23.

- 3.9 **Development Management** At the time the budget was being set the Council was exploring the potential to share services with another Leicestershire District Council which would have generate a saving of £94k; unfortunately, this proposition is no longer being taken forward. However, alternative sharing arrangements are being discussed but it is considered that if this alternative proposition was taken forward it is unlikely any savings would be achieved this financial year.

### **Potential Mitigations**

- 3.10 The Council currently holds considerable capital receipts. In 2021/22 the council used revenue and capital receipts in financing its capital programme in place of internal borrowing. This saved the Council £67k in 2022/23 due to reduced capital financing (minimum review provision). Currently it looks likely that capital receipts can be used for financing, in place of borrowing, for

2023/24. It is currently considering applying those receipts to mitigate some of the current revenue capital financing costs. If this is the case, it will save the Council approximately £410k over the remaining period of the current MTFS (2023/24 to 2026/27). This will be reported on further as part of the Quarter 2 monitoring.

### **Budget Setting**

- 3.11 The Council has started its budget preparations for 2023/24 and subsequent years. As part of this process, as well as addressing future costs, officers are considering what savings or income generation opportunities exist to help mitigate the current in-year budget pressures. This will be reported further as part of the Quarter 2 financial performance monitoring.

### **Reserves**

- 3.12 Inevitably as the Council progresses through any year its use of reserves will flex depending on:
- the macro and micro economic climate that the Council finds itself, and
  - along with its need to meet its corporate priorities and statutory obligations.
- 3.13 As required by the Reserves Strategy, considering the 2022/23 forecast overspend of the revenue budget, Cabinet is asked to note that through the active management of reserves that the General Fund (Unallocated) Reserve is maintained at 20%, the approved minimum level of reserves.
- 3.14 Further, members will recall that when the budget was set in February, no contribution from reserves was needed. With the various budget changes noted within this report, including the additional pay award, there is now a “budget gap” of £1m (**Appendix 3**). At the 31<sup>st</sup> March 2022, the Council had revenue reserves totalling £15.7m; however not all these reserves are useable and these are shown in **Appendix 4**. Of these reserves, £6.1m are potentially useable and sufficient to meet the in-year pressure.
- 3.15 However, in a “worst-case scenario” i.e. the Council took no action to address the current £1m budget pressure; it is currently estimated that the pressure would exceed £7m over the medium-term financial strategy (**Appendix 5**). If this is adjusted through reserves, this shows that the Council will have totally depleted its usable reserves during 2026/27 and thus would not meet the budget principle agreed by Cabinet (November 2021):

***To ensure that over the medium term, financial sustainability can be achieved.***

### **Capital Programme**

- 3.16 The Capital Programme for **2022/23** totals £11.1m, of which £7.9m was brought forward from previous years and £3.2m is in respect of new initiatives for 2022/23. The forecast outturn is in line with budget. A summary variance analysis is shown in **Table 2**, and a detailed analysis, with associated commentary, is shown in **Appendix 6**.

Summary of 2022/23 Capital Budget Variance Greater than £25,000					Table 2
Service	Updated Budget £000	Forecast Outturn £000	Variance		Commentary
			£000	%	
Capital Projects	11,090	11,090	0	0%	forecast as on budget

### **Disposal of Land at Naseby Square, Market Harborough**

- 3.17 The Council completed on the sale of land at Naseby Square to Platform Housing Group, a social housing provider, on the 25<sup>th</sup> April 2022 for £1.4m. After the setting off of known costs when the Council was looking to self-develop and the more recent costs of disposal, the net capital receipt is £59k. A detailed analysis is shown in **Appendix 7**.

## **4. Implications of Decisions**

### **4.1. Corporate Priorities**

The contents of this report are evidence of how the Council monitors issues that may affect the delivery of its Corporate Priorities.

### **4.2. Financial**

This report gives the outturn position for the Council's 2022/23 revenue and capital budgets.

### **4.3. Legal**

The Council is legally required to set and manage a balanced budget.

### **4.4. Policy**

No policy issues arise directly from this report.

### **4.5. Environmental Implications including contributions to achieving a net zero carbon Council by 2030**

No environmental issues arise directly from this report.

4.6. **Risk Management**

It is important to monitor the position against budget in order to ensure any issues can be addressed appropriately and in a timely manner.

4.7. **Equalities Impact**

No equalities issues arise directly from this report.

4.8. **Data Protection**

No data protection issues arise directly from this report.

5. **Summary of Consultation and Outcome**

Consultation has been undertaken with the Portfolio Holder.

6. **Alternative Options Considered**

Not applicable.

7. **Background papers**

None.

## Appendix 1

## Summary Revenue Budgets and Capital Programme for 2022/23 Budget and MTFs (2023/24 to 2026/27)

<b>REVENUE</b>					
<b>Approved 2022/23 Budget &amp; Medium-Term Financial Strategy (2023/24 to 2026/27)</b>					
	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
<b>Net Direct Cost of Services</b>	<b>11,064</b>	<b>10,942</b>	<b>11,094</b>	<b>11,896</b>	<b>12,708</b>
Capital Financing	506	541	741	819	907
<b>Net Expenditure</b>	<b>11,570</b>	<b>11,483</b>	<b>11,835</b>	<b>12,715</b>	<b>13,615</b>
Contributions to/(from) Reserves					
- General Reserves	0	0	0	(551)	(1,962)
- Earmarked Reserves	1,428	(1,451)	(725)	(804)	(31)
	<b>1,428</b>	<b>(1,451)</b>	<b>(725)</b>	<b>(1,355)</b>	<b>(1,993)</b>
<b>Budget Requirement</b>	<b>12,998</b>	<b>10,032</b>	<b>11,110</b>	<b>11,360</b>	<b>11,622</b>
Total Grants	(6,344)	(3,020)	(3,749)	(3,675)	(3,601)
<b>Council Tax Requirement</b>	<b>6,654</b>	<b>7,012</b>	<b>7,361</b>	<b>7,685</b>	<b>8,021</b>

<b>CAPITAL PROGRAMME</b>					
<b>Approved 2022/23 Budget &amp; Medium-Term Financial Strategy (2023/24 to 2026/27)</b>					
	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b>Capital Projects</b>					
CCTV	20	20	20	20	20
Harborough Innovation Centre	20	20	20	20	20
Housing & Homelessness Schemes	650	0	0	0	0
Lightbulb (Disabled Facilities Grants) & Other Social Services	420	420	420	420	420
Leisure, Open Spaces & Play	2,886	3,600	3,100	1,000	150
Corporate Buildings	222	375	1,000	5,000	0
Car Parks & Similar Facilities	90	400	400	0	0
Economic Development	0	0	0	0	0
Capital Works-S.106	250	250	250	250	250
ICT & Transformation	2,205	175	0	0	0
<b>Total</b>	<b>6,763</b>	<b>5,260</b>	<b>5,210</b>	<b>6,710</b>	<b>860</b>
<b>Sources of Finance</b>					
External Funding & Grants	1,626	1,820	3,328	1,270	720
Capital Receipts	3,926	500	450	50	50
Service Charges	6	6	6	6	6
Direct Revenue Financing	630	100	0	0	0
Unsupported Borrowing (MRP)	575	2,834	1,426	5,384	84
<b>Total</b>	<b>6,763</b>	<b>5,260</b>	<b>5,210</b>	<b>6,710</b>	<b>860</b>

<b>2022/23 Revenue Forecast Outturn and Variance Analysis by Portfolio &amp; Director Service Categorisation</b>	<b>Appendix 2</b>
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2021/22 Outturn	Service Analysis - BY PORTFOLIO	Original Budget	Approved Budget Increases	Virements & Reserve Movements	Updated Budget	Forecast Outturn	Variance	
£000		£000	£000	£000	£000	£000	£000	
3,007	Finance	2,353	0	136	2,489	2,562	73	3%
4,218	Planning, Environment & Waste	4,986	0	190	5,176	5,322	146	2.8%
890	Wellbeing, Communities & Housing	1,270	0	40	1,310	1,287	(23)	-1.8%
588	Strategy (aka Planning & Regeneration)	670	0	32	702	734	32	4.6%
2,652	Corporate & Regulatory Services	1,785	0	62	1,847	2,727	880	47.6%
<b>11,355</b>	<b>Net Direct Cost of Services</b>	<b>11,064</b>	<b>0</b>	<b>460</b>	<b>11,524</b>	<b>12,632</b>	<b>1,108</b>	<b>9.6%</b>
452	Capital Financing	506	0	0	506	439	(67)	-13.2%
<b>11,807</b>	<b>Net Expenditure</b>	<b>11,570</b>	<b>0</b>	<b>460</b>	<b>12,030</b>	<b>13,071</b>	<b>1,041</b>	<b>8.7%</b>

2021/22 Outturn	Service Analysis - BY DIRECTOR	Original Budget	Approved Budget Increases	Virements & Reserve Movements	Updated Budget	Forecast Outturn	Variance	
£000		£000	£000	£000	£000	£000	£000	
1,532	Interim Chief Executive	2,196	0	108	2,304	2,259	(45)	-2%
3,104	Interim Deputy Chief Executive (Finance, ICT & Assets)	2,439	0	122	2,561	3,295	734	28.7%
1,275	Governance	0	0	0	0	0	0	0.0%
5,433	Communities	5,924	0	40	5,964	6,250	286	4.8%
11	Planning	505	0	190	695	828	133	19.1%
<b>11,355</b>	<b>Net Direct Cost of Services</b>	<b>11,064</b>	<b>0</b>	<b>460</b>	<b>11,524</b>	<b>12,632</b>	<b>1,108</b>	<b>9.6%</b>
452	Capital Financing	506	0	0	506	439	(67)	-13.2%
<b>11,807</b>	<b>Net Expenditure</b>	<b>11,570</b>	<b>0</b>	<b>460</b>	<b>12,030</b>	<b>13,071</b>	<b>1,041</b>	<b>8.7%</b>

2021/22 Outturn	Reconciliation to Council Tax Requirement	Original Budget	Approved Budget Increases	Virements & Reserve Movements	Updated Budget	Forecast Outturn	Variance	
£000		£000	£000	£000	£000	£000	£000	
<b>11,807</b>	<b>Net Expenditure</b>	<b>11,570</b>	<b>0</b>	<b>460</b>	<b>12,030</b>	<b>13,071</b>	<b>1,041</b>	<b>8.7%</b>
	Contributions to/(from) Reserves							
(1,636)	- General Reserves	0	0	0	0	(1,041)	(1,041)	0.0%
3,577	- Earmarked Reserves	1,428	0	(460)	968	968	0	0.0%
<b>1,941</b>		<b>1,428</b>	<b>0</b>	<b>(460)</b>	<b>968</b>	<b>(73)</b>	<b>(1,041)</b>	<b>-107.5%</b>
<b>13,748</b>	<b>Budget Requirement</b>	<b>12,998</b>	<b>0</b>	<b>0</b>	<b>12,998</b>	<b>12,998</b>	<b>0</b>	<b>0.0%</b>
(7,459)	Corporate Funding & Grants	(6,344)	0	0	(6,344)	(6,344)	0	0.0%
<b>6,289</b>	<b>Council Tax Requirement</b>	<b>6,654</b>	<b>0</b>	<b>0</b>	<b>6,654</b>	<b>6,654</b>	<b>0</b>	<b>0.0%</b>

Original Budget £000	2022/23 Reserve Movements		Appendix 2 (continued)			
		Updated Actuals 31.03.22 £000		Updated Budget £000		Forecast Outturn £000
	<b>&gt; General Fund (Unallocated) Reserve</b>					
<b>2,741</b>	<b>b/f</b>	<b>2,361</b>		<b>2,361</b>		<b>2,361</b>
0	Cont from/(to) Services	0		0		(1,041)
(450)	Cont from/(to) Budget Surplus Reserve	(70)		(70)		1,294
<b>2,291</b>	<b>c/f</b>	<b>2,291</b>		<b>2,291</b>		<b>2,614</b>
11,570	Net Expenditure	11,570		11,570		13,071
(117)	- CV19 adjustment 1 - Earmarked Res	(117)		(117)		
11,453	Min Level Reserves	11,453		11,453		
2,291		2,291		2,291		2,614
<b>Yes</b>	<b>Are Reserves maintained at 20% of Net Expenditure</b>	<b>Yes</b>		<b>Yes</b>		<b>Yes</b>
	<b>&gt; Earmarked Reserves</b>					
	<b>Budget Surplus Reserve</b>					
<b>0</b>	<b>b/f</b>	<b>0</b>		<b>0</b>		<b>0</b>
450	Cont from/(to) General Fund	70		70		(1,294)
(451)	Cont from/(to) Earmarked Reserves	(451)	380	(71)		1,293
<b>(1)</b>	<b>c/f</b>	<b>(381)</b>		<b>(1)</b>		<b>(1)</b>
	<b>CV19 Internal Recovery Reserve</b>					
<b>7,825</b>	<b>b/f</b>	<b>4,171</b>		<b>4,171</b>		<b>4,171</b>
(4,935)	Cont from/(to) Services	(4,935)		(4,935)		(4,935)
(733)	Cont from/(to) Corp Funding & Grants	(733)		(733)		(733)
0	Cont from/(to) Earmarked Reserves	0		0		0
<b>2,157</b>	<b>c/f</b>	<b>(1,497)</b>		<b>(1,497)</b>		<b>(1,497)</b>
	<b>Projects, Risk &amp; Smoothing Reserve</b>					
<b>691</b>	<b>b/f</b>	<b>1,051</b>		<b>1,051</b>		<b>1,051</b>
300	Cont from/(to) Services	300		300		300
2,278	Cont from/(to) Corp Funding & Grants	2,278		2,278		2,278
451	Cont from/(to) Budget Surplus Earmarked Reserve	451	(380)	71		71
75	Cont from/(to) Earmarked Reserves	75		75		75
<b>3,795</b>	<b>c/f</b>	<b>4,155</b>		<b>3,775</b>		<b>3,775</b>
	<b>Capital &amp; Contract Reserve</b>					
<b>748</b>	<b>b/f</b>	<b>1,888</b>		<b>1,888</b>		<b>1,888</b>
0	Cont from/(to) Budget Surplus Earmarked Reserve	0		0		0
0	Cont from/(to) Services	0	(460)	(460)	(460)	(460)
<b>748</b>	<b>c/f</b>	<b>1,888</b>		<b>1,428</b>		<b>1,428</b>
	<b>Transformation Reserve</b>					
<b>2,067</b>	<b>b/f</b>	<b>1,837</b>		<b>1,837</b>		<b>1,837</b>
(1,000)	Cont from/(to) Earmarked Reserves	(1,000)		(1,000)		(1,000)
<b>1,067</b>	<b>c/f</b>	<b>837</b>		<b>837</b>		<b>837</b>
	<b>Community, Economic &amp; Infrastructure Reserve</b>					
<b>1,447</b>	<b>b/f</b>	<b>1,447</b>		<b>1,447</b>		<b>1,447</b>
425	Cont from/(to) Earmarked Reserves	425		425		425
<b>1,872</b>	<b>c/f</b>	<b>1,872</b>		<b>1,872</b>		<b>1,872</b>
	<b>Commercial Investment Reserve</b>					
<b>2,357</b>	<b>b/f</b>	<b>2,934</b>		<b>2,934</b>		<b>2,934</b>
500	Cont from/(to) Earmarked Reserves	500		500		500
<b>2,857</b>	<b>c/f</b>	<b>3,434</b>		<b>3,434</b>		<b>3,434</b>

Commentary on 2022/23 Budget Variances Greater than £25,000, by Director Service Categorisation		Appendix 3	
Service	Directorate Variance £000	Detailed Service Variance	
		£000	Commentary
<b>Interim Chief Executive</b> Land Charges Deputy Chief Executive  Provision for Utilities inflation Cumulative variances less than £25k	(45)	(48) (36)  41 (2)	£48k payment from HM Land Registry for moving land charges register. Nearly 3 months of salary savings until interim appointment of Director: Finance, ICT & Assets to post until end of December 2022, assuming Deputy returns to post from January 2023. Market Hall and Harborough Innovation Centre
<b>Interim Deputy Chief Executive (Finance, ICT &amp; Assets)</b> Finance Services  IT Services Director: Finance, ICT & Assets)  Corporate Savings - pay increase  Corporate Savings - other savings  Provision for Utilities inflation Cumulative variances less than £25k	734	80  51 (49)  317  396  45 (106)	Initial delays in new financial system project had a knock on effect on the planned restructure savings of £118k, now only anticipating savings for 4 months from December 2022. Unbudgeted cost of Microsoft licences less savings. Saving generated as post holder acting as Deputy Chief Executive until end of December 2022. Original budget for pay increase of 1.75% increased in line with current request of £1,925 per scale point. £304k target operating model savings will not be achieved in 2022/23, plus £47k of cross cutting savings. £45k of vacancy savings matched by vacancy savings in individual cost centres. Mostly the Symington Building
<b>Communities</b> Carparking - fee income  Carparking - other  Cumulative variances less than £25k	286	105  196 (15)	£94k down on car park fee income, £15k down on permits less increase in electric vehicle charging income of £4k. £176k Sainsburys profit share plus increased expenses including £6k inflation.
<b>Planning</b> Development Control  Cumulative variances less than £25k	133	141 (8)	£94k shared service not proceeded with, £39k down on income, plus other smaller overspends.
<b>Finance &amp; Assets: Capital Financing</b> Cumulative variances less than £25k	(67)	(67)	Minimum Revenue Provision (MRP) saving.
<b>Net Expenditure</b>	<b>1,041</b>	<b>1,041</b>	



## Appendix B

General Fund Reserves, 31 <sup>st</sup> March 2022				Appendix 4
Reserve	Balance (£m)		Purpose	Useable / Unusable
General Fund (Unallocated Reserve)	2.4		Emergency funding (20% of net expenditure)	Unusable
<b>Earmarked Reserves</b>	<b>13.3</b>			
CV19	4.2		To meet known costs relating to the Coronavirus Pandemic.	Unusable, as it is mainly TIG grant to meet current and next year Collection Fund deficits.
Projects, Risks & Smoothing	1.1		To meet known future pressures, primarily the Local Plan.	Unusable, as this is funding set-aside to meet known future costs.
Capital & Contracts	1.9		To meet known capital and revenue contract costs.	Unusable, as this is funding set-aside to meet known future costs.
Transformation	1.8		To meet costs relating to the current transformation programme.	Usable, but this would not be available to meet costs of transformation.
Community, Economic & Infrastructure	1.4		To meet potential costs relating to community etc development.	Usable, but this would not be available to meet the costs of community development.
Commercial Investment	2.9		To meet potential costs where investments will generate a return; £900k of this is potentially committed to co-fund the Levelling-Up Fund Bid.	Usable, but this would not be available to support the costs of commercial investment.
<b>Total</b>	<b>15.7</b>			

## Appendix B

Potential Medium-Term Impact of Cost/Inflationary Pressures								Appendix 5	
	In-Year Pressures			Potential Impact if No Mitigation				Cumulative Impact over MTFS	Reasoning
	2022/23			2023/24	2024/25	2025/26	2026/27		
	Saving £000	Cost £000	Net £000	£000	£000	£000	£000		
<b>Inflation</b>									
Pay	0	317	317	634	951	1,268	1,585		Assume increase year-on-year
Utility Bills	0	106	106	0	0	0	0		Assume reduce next year.
	0	423	423	634	951	1,268	1,585	4,861	
<b>Underachievement of Savings</b>									
Senior Management Review (TOM)	0	304	304	228	0	0	0		Saving achieved after 9 months in 2023/24.
Cross Cutting Savings	0	47	47	35	0	0	0		Saving achieved after 9 months in 2023/24.
Vacancy Savings	(45)	45	0	0	0	0	0		Saving achieved
Development Management Shared Service	0	94	94	128	64	0	0		Saving achieved after 6 months in 2024/25.
	(45)	490	445	391	64	0	0	900	
<b>Normal operational delivery</b>									
Land Charges	(48)	0	(48)	0	0	0	0		Impact only 2022/23
Deputy Chief Executive	(36)	0	(36)	0	0	0	0		Impact only 2022/23
Finance	0	80	80	0	0	0	0		Impact only 2022/23
IT Services	0	51	51	51	51	51	51		Cost will need meeting in future years
Director: Finance etc	(49)		(49)	0	0	0	0		Impact only 2022/23
Carparking (lost income)	0	301	301	301	301	301	301		Anticipating permanent reduction in demand
Development Management (underachievement of income)	0	47	47	0	0	0	0		Impact only 2022/23
MRP saving	(67)	0	(67)	0	0	0	0		
Variances less than £25k	(129)	23	(106)	0	0	0	0		Impact only 2022/23
	(329)	502	173	352	352	352	352	1,581	
<b>Total</b>	(374)	1,415	1,041	1,377	1,367	1,620	1,937	7,342	

## Appendix B

2022/23 Capital Forecast Outturn and Variance Analysis									Appendix 6
Capital Projects	Original Budget	Virements & Reserve Movements	Slippage to 2023/24	Updated Budget	Actual to Quarter 1	Forecast Outturn	Variance		Commentary
	£000	£000	£000	£000	£000	£000	£000	%	
CCTV	20	0	0	20	39	20	0	0%	CCTV schemes underway
Harborough Innovation Centre	20	0	0	20	4	20	0	0%	
Housing & Homelessness Schemes	927	0	0	927	1	927	0	0%	Roman Way in planning phase. Plowmans Yard development out to tender.
Lightbulb (Disabled Facilities Grants) & Other Social Services	732	0	0	732	(113)	732	0	0%	Delivered through Lightbulb partnership and on track
Leisure, Open Spaces & Play	3,749	0	0	3,749	18	3,749	0	0%	Covers - play areas - schemes out for pricing, leisure centre maintenance, which is in commitment stage and Welland Park toilet refurbishments.
Corporate Buildings	513	125	(148)	490	6	490	0	0%	Symington Building ventilation scheme put on hold awaiting outcome of review of TSB future usage. New depot project underway - pull budget forward from future years allocations. Works to Frank Whittle monument commenced early - bring budget forward from 23/24
Car Parks & Similar Facilities	619	0	0	619	0	619	0	0%	Covers EV points at car parks plus budget b/f for the coach park
Economic Development	528	0	0	528	0	528	0	0%	Lutterworth TC Heritage Zone plan
Capital Works-S.106	1,623	0	0	1,623	678	1,623	0	0%	Community grants funded through s106 contributions
ICT & Transformation	2,382	0	0	2,382	177	2,382	0	0%	All principle projects underway (new finance and assets system, ICT transformation programme, customer call centre in-sourcing).
<b>Total</b>	<b>11,113</b>	<b>125</b>	<b>(148)</b>	<b>11,090</b>	<b>810</b>	<b>11,090</b>	<b>0</b>	<b>0%</b>	
<b>Sources of Finance</b>									
External Funding & Grants	4,000			4,000	566	4,000	0	0%	
Capital Receipts	4,054	0		4,054	177	4,054	0	0%	
Service Charges	6	0		6	4	6	0	0%	
Direct Revenue Financing	630	0		630		630	0	0%	
Unsupported Borrowing (MRP)	2,423	125	(148)	2,400	63	2,400	0	0%	
<b>Total</b>	<b>11,113</b>	<b>125</b>	<b>(148)</b>	<b>11,090</b>	<b>810</b>	<b>11,090</b>	<b>0</b>	<b>0%</b>	

## Appendix B

Disposal of Land at Naseby Square, Market Harborough	Appendix 7
	£'000
Sale Proceeds	(1,400)
Planning application	18
Design and planning works	178
Legal and admin costs	8
Purchase of land at 3 Naseby Close	126
Purchase of 87 Granville Street	957
Net Book Value of land held at Newcombe Street	54
	1341
<b>Net Surplus from Sale</b>	<b>(59)</b>

## Harborough District Council

### Report to the Performance Scrutiny Panel on 12<sup>th</sup> October 2022



<b>Title:</b>	Performance: Quarter 1, 2022/23 Year
<b>Status:</b>	Public
<b>Key Decision:</b>	No
<b>Report Author:</b>	L. Elliott, Interim Chief Executive
<b>Portfolio Holder:</b>	Councillor Paul Dann, Corporate & Regulatory Services
<b>Appendices:</b>	A. Key Activities in Detail, End of Quarter 1 B. Strategic Performance Dashboard, End of Quarter 1

#### Executive Summary

- Status of all 32 Key Activities at the end of Quarter 1 of the 2022/23 year (see Appendix A for full details): 27 (84.4%) Key Activities had a status of Green. 5 (15.6%) Key Activities had Amber status. 0 (0.0%) Key Activities were classed as Red status.
- Two Key Activities were added to the Corporate Plan during Quarter 1 of the 2022/23 year:
  - KA.01.13 External maintenance works to The Symington Building and
  - KA.01.14 Refurbishment of toilets in Welland Park, Market Harborough.

#### Recommendation

**It is recommended that the Panel consider and comment on the contents of this report.**

#### Reasons for Recommendation

The Council's Performance Management Framework requires that both Scrutiny and the Cabinet have a role in monitoring the performance of the Council against its Corporate Delivery Plan.

#### 1. Purpose of Report

To consider and comment on the contents of this report.

#### 2. Background

Performance is monitored and reported on to Officers and Members on a quarterly basis as part of the Council's Performance Management Framework. Performance Reports are submitted to both Scrutiny and the Cabinet via quarterly reports.



### 3. Details

3.1 This report consists of:

- **Appendix A: Key Activities in Detail**

This appendix contains a performance summary of each of the Key Activities identified in the Corporate Delivery Plan for the 2022/23 year including a status, progress comment and next steps.

- **Appendix B: Strategic Performance Dashboard**

The Strategic Performance Dashboard consists of the Council's key performance indicators for each priority and is designed to provide an overview of how the Council is performing. The Council's Performance Management database contains information on a wider range of performance indicators including further indicators from the Corporate Delivery Plan and operational indicators. Exceptions are addressed through one-to-one Portfolio Holder meetings and the Performance Improvement Board. The status of these items is categorised as either 'Green' (on or better than the set target), 'Amber' (within a tolerance of 5% below the target) or 'Red' (5% or more below target). The Direction of Travel column indicates whether the indicator has changed status since the previous month. Direction of Travel is stated as either 'Better', 'Same' or 'Worse'.

3.2 Officers are required to provide a status of Complete, Green, Amber or Red for each Key Activity. Definitions of these are as follows:

Status	Description
Red	Planned actions have not been achieved or have missed their target date. Issues are now impacting on delivery or expected outcomes.
Amber	Most actions completed. Some issues recognised which may impact on the delivery or expected outcomes.
Green	Planned actions completed, project on track. There are no known issues.
Complete	The project has been completed.

### 3.3 Performance Summary

#### 3.3.1 Status of Key Activities

Figure 1 below shows the status of all 32 Key Activities at the end of Quarter 1 of the 2022/23 year (see Appendix A for full details): 27 (84.4%) Key Activities had a status of Green. 5 (15.6%) Key Activities had Amber status. 0 (0.0%) Key Activities were classed as Red status.



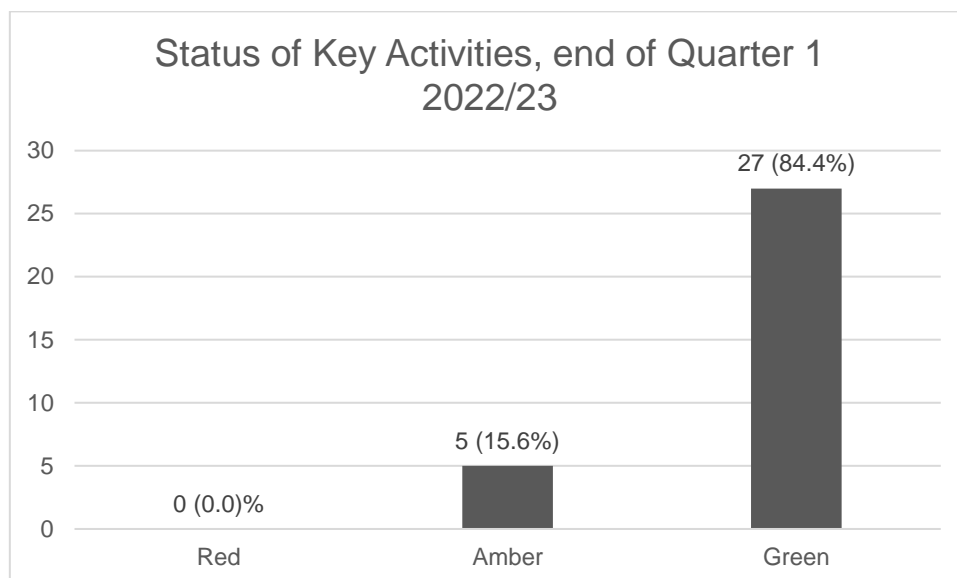


Figure 1 Status of Key Activities, End of Quarter 1 of the 2022/23 year

### 3.3 Exceptions

The following key performance indicators on the Strategic Performance Dashboard were Red status at the end of Quarter 1 of the 2022/23 year.

#### 3.3.1 Number of new affordable housing completions during the year

End of Quarter 1 status = Red

##### Comments

37 affordable housing units were completed during Quarter 1 of the 2022/23 year. The target for the end of Quarter 1 was 45 units. The target for the 2022/23 year is 179 units. It is anticipated that completion of units will increase in subsequent Quarters and that the target for the year will be met.

#### 3.3.2 60% of major planning applications determined within 13 weeks or other agreed time

End of Quarter 1 status = Red

##### Comments

During Quarter 1 of the 2022/23 year, 6 out of 11 (54.5%) major planning applications were determined on time. Since the start of the year 2.5 FTE posts have become vacant; however, active recruitment is now underway and by November the service will only be 0.5 FTE short of full establishment. From November, it is expected that performance will improve. Performance will of course be closely monitored.

#### 3.3.3 Number of Interventions carried out to encourage owners of empty properties to bring them back into use/ number of properties brought back into use.

End of Quarter 4 status = Red



### Comments

During Quarter 1 of the 2022/23 year no interventions were carried out. The target for the year is 35 interventions. Due to resource pressures within the team, it has been necessary to focus resources on the statutory services.



## **4. Implications of Decisions**

### **4.1. Corporate Priorities**

The contents of this report are evidence of how the Council has performed in meeting its Corporate Priorities.

### **4.2. Financial**

No financial issues arise directly from this report.

### **4.3. Legal**

No legal issues arise directly from this report.

### **4.4. Policy**

No policy issues arise directly from this report.

### **4.5. Environmental Implications including contributions to achieving a net zero carbon Council by 2030**

No environmental issues arise directly from this report.

### **4.6. Risk Management**

Risks are managed alongside performance through the Council's Performance Management database. Risk reports are provided to the Cabinet at regular intervals during each year.

### **4.7. Equalities Impact**

Equality actions are identified as part of the Business Planning Process and are captured where relevant for each Key Activity.

### **4.8. Data Protection**

No data protection issues arise directly from this report.

## **5. Summary of Consultation and Outcome**

At its meeting on 12 September 2022, the Cabinet considered the contents of this report.

## **6. Alternative Options Considered**

Not applicable.





## **7. Background papers**

- Corporate Plan.
- Performance Management Framework.








## Key Activity Quarterly Report (Quarter 1, 2022/23)

Action Status Key	
	Red (Planned actions have not been achieved or have missed their target date. Issues now impacting on delivery or expected outcomes).
	Amber (Most actions completed. Some issues recognised which may impact on delivery or expected outcomes).
	Green (Planned actions completed, project on track. There are no known issues).
	Completed

### Council Priority 1: Community leadership to create a sense of pride and wellbeing



Activities	Status	Progress	Next Steps	CMT Lead / Team	Portfolio
KA.01.01 Improve and enhance the future delivery of Customer Services		- Project remains on-track in line with the project plan.	- Build and implementation of the new contact centre. - Undertake staff training.	Customer Services and Engagement	Corporate
Activities	Status	Progress	Next Steps	CMT Lead / Team	Portfolio
KA.01.02 Increase the digitalisation of services		- Work is continuing to build and implement online services for our customers.	- Start the development of online licensing forms within Netcall. Monitor/review current/new online forms through customer feedback. Continue with the re-engineering and redesign of the Council's website.	Customer Services and Engagement	Corporate

Activities	Status	Progress	Next Steps	CMT Lead / Team	Portfolio
KA.01.03 To ensure effective Strategic Communications across the District to keep residents informed of Council services and Key Activities		<ul style="list-style-type: none"> <li>- Key news and updates are shared with stakeholders via the Council's communication channels in a timely, accurate and engaging way and links with partners and local media continue to help us to widen our reach to residents across the Harborough District.</li> </ul>	<ul style="list-style-type: none"> <li>- Continue to deliver high-quality communication activities for key projects and initiatives, and in support of service areas and corporate plan priorities, across the Council's communication channels to stakeholders.</li> <li>- Corporate Communications Strategy update in progress, to be completed by September 2022.</li> <li>- Engagement Strategy draft in progress, to be completed by September 2022.</li> </ul>	Communications	Strategy


Activities	Status	Progress	Next Steps	CMT Lead / Team	Portfolio
KA.01.04 Investment in community facilities through the Section 106 process		<ul style="list-style-type: none"> <li>- £486,238.32 allocated to community facilities and open space facilities.</li> <li>- The status of this activity is 'Amber' since and up- to-date balance sheet has not been provided to the Grants Officer since January 2022.</li> </ul>	<ul style="list-style-type: none"> <li>- 2023 contributions are at risk since balances have not been provided to parishes.</li> </ul>	Community Partnerships	Wellbeing


Activities	Status	Progress	Next Steps	CMT Lead / Team	Portfolio
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## Appendix A

KA.01.05 To prevent crime, tackle antisocial behaviour and support vulnerable victims		<ul style="list-style-type: none"> <li>- Lighter Nights/Respect and Tolerate Campaigns run in April/ May 2022.</li> <li>- Community Safety Partnership road shows were held in secondary schools during March and April 2022.</li> <li>- Public Spaces Protection Orders (PSPOs) for Psychoactive Substances were advertised on waste vehicles.</li> <li>- Social Media Campaigns on Promoted Knife Crime Education were offered.</li> <li>- Joint FATAL Four Operation on Springfield Street, Market Harborough took place in May 2022.</li> <li>- A Stakeholder event was held at the Harborough Innovation Centre during May 2022.</li> <li>- A Safer Summer Campaign was launched in June 2022.</li> <li>- Increased use of Community Protection Notices (CPNs) for Cannabis smells.</li> </ul>	<ul style="list-style-type: none"> <li>- Run the Safer Summer campaign through July/August 2022, including Safer Summer Days in Market Harborough and Lutterworth.</li> <li>- Run Anti-social Behaviour (ASB) Awareness Week with diversionary activities at open spaces in the District where ASB has historically occurred.</li> <li>- Continue work towards Domestic Abuse Housing Alliance (DAHA) accreditation.</li> <li>- Continue to issue newsletters to schools each term.</li> </ul>	Community Partnerships	Wellbeing
Activities	Status	Progress	Next Steps	CMT Lead / Team	Portfolio
KA.01.06 Review and implement any emerging issues that come from government policies		<ul style="list-style-type: none"> <li>- There were no relevant emerging issues from government policies in Quarter 1 of the 2022/23 year.</li> </ul>	<ul style="list-style-type: none"> <li>- Continue to proactively monitor any relevant emerging issues.</li> </ul>	Legal and Democratic Services	Corporate

## Appendix A


Activities	Status	Progress	Next Steps	CMT Lead / Team	Portfolio
KA.01.07 Implementation and monitoring of the adopted Harborough Local Plan (2011-2031)		- Continued support for implementation and ongoing monitoring of the adopted Local Plan.	- 2021-22 Housing and employment monitoring. Preparation of the five-year housing land supply position.	Strategic Planning	Planning


Activities	Status	Progress	Next Steps	CMT Lead / Team	Portfolio
KA.01.08 Planning decisions and planning enforcement are maintained in line with the adopted Harborough Local Plan (2011-2031)		- Planning application decision time has declined over the past quarter. This is partly due to the managed reduction in performance following 5 FTE redundancies made in the service. This has also been temporarily exacerbated by 2.5 FTE officers leaving in June. There has been a successful recruitment campaign and 2 FTE planning officers have been recruited. These new officers are due to start in October and November. So, whilst performance improvement may not be immediate it is anticipated there will be improvement by Quarter 4, if not before. The post head count will remain 0.5 FTE below the head count prior to the resignations, so it is likely there will be a degree of ongoing residual impact on performance moving forward. However, once the new posts are in place, it is expected that performance on this KA will get better.	- Continue to monitor planning application performance.	Development Management	Planning


Activities	Status	Progress	Next Steps	CMT Lead / Team	Portfolio
KA.01.09 Continue the preparation of the next Local Plan, ensuring that design codes are developed to		- Local Development Scheme revision published.	- Completion and publication of the SHELAA.	Strategic Planning	Planning

## Appendix A

shape the District in line with our place-shaping ambitions		- Strategic Housing and Economic Land Availability Assessment (SHELAA) is in progress.			
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Activities	Status	Progress	Next Steps	CMT Lead / Team	Portfolio
KA.01.10 Planning Obligations Policy preparation and ongoing monitoring		- Planning Obligations Supplementary Planning Document (SPD) is now adopted and published. Monitoring continues.	- Support colleagues in the implementation of the Planning Obligation SPD. Further round of recruitment to seek to fill the current vacancy in order to further progress monitoring work.	Strategic Planning	Planning

Activities	Status	Progress	Next Steps	CMT Lead / Team	Portfolio
KA.01.11 Continue the programme of review of the Council's conservation areas and preparation of the Local List of Heritage Assets		- Bitteswell Conservation Area review is in progress. Next tranche of the Local List designations are being prepared prior to consideration by the Panel prior to seeking approval for public consultation.	- Completion of Bitteswell Conservation Area Review and second Tranche of the Local List prior to public consultation in the Autumn.	Strategic Planning	Planning

Activities	Status	Progress	Next Steps	CMT Lead / Team	Portfolio
KA.01.12 Support the preparation of Neighbourhood Plans		- Leire Neighbourhood Plan referendum was held on 12 May 2022.  - East Langton Review Examination took place between 31 March 2022 and 30 June 2022.	- East Langton Review Referendum date provisionally agreed as 27 October 2022.  - Hold Dunton Bassett	Strategic Planning	Planning

## Appendix A


		<ul style="list-style-type: none"> <li>- Dunton Bassett Examination started on 8 June 2022.</li> <li>- Kibworth Review Examination: examiner appointed on 11 July 2022.</li> <li>- Tugby and Keythorpe Examination took place between 3 May 2022 to 29 June 2022.</li> </ul>	<ul style="list-style-type: none"> <li>Referendum.</li> <li>- Hold Kibworth Review Referendum.</li> <li>- Hold Tugby and Keythorpe Referendum (provisional date: 27 October 2022).</li> <li>- Support Plans as they progress: Medbourne Review, Houghton Review, Lubenham Review, Lutterworth start (all dates TBC).</li> </ul>		
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Activities	Status	Progress	Next Steps	CMT Lead / Team	Portfolio
KA.01.13 External maintenance works to The Symington Building		<ul style="list-style-type: none"> <li>- Contract administration, Principal designer / CDM (construction design and management) advisor appointed.</li> <li>- Contractor has been appointed through the Scape framework. Surveys have been carried out by sub-contractors to be able to supply fixed costs, as the budget cost was provided over a year ago.</li> </ul>	- Fixed costs to be received and agreed along with a programme of work.	Property Team	Finance

Activities	Status	Progress	Next Steps	CMT Lead / Team	Portfolio
KA.01.14 Refurbishment of toilets in Welland Park, Market Harborough		- A bid was submitted and has been approved for funding towards the refurbishment of the toilets to include for Changing Places Toilets (fully accessible	- Approval of the proposed layout from Changing places team.	Property Team	Finance


		<p>toilets) with no net loss to the existing provision.</p> <ul style="list-style-type: none"> <li>- Grant funding from changing places toilets bid has been approved (£88k), Section 106 funding approved (£)100k, Capital funding approved (£122k).</li> <li>- The appointed contractor has been to site to carry out various surveys. Consultation has been carried out with the Equality &amp; Diversity Officer and relevant people who have provided an input from a user/ practical point of view.</li> <li>- The revised layout has been submitted to the Changing Places team for consideration and approval.</li> <li>- It is envisaged that, due to lead in times and school holidays, the work on site will be programmed for the end of the summer break although this still needs to be confirmed to ensure that requirements around S106 are met.</li> </ul>	<ul style="list-style-type: none"> <li>- Finalise fixed costs for the proposed work.</li> <li>- Finalise programme of work.</li> </ul>		
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**Council Priority 2: Promoting health and wellbeing and encouraging healthy life choices**

Activities	Status	Progress	Next Steps	CMT Lead / Team	Portfolio
KA.02.01 Provide support for the most vulnerable in our communities, ensuring that they		- A contractor has been appointed to Improve our temporary accommodation	- Complete fire safety audit recommendations.	Community Partnerships	Wellbeing

## Appendix A


have suitable accommodation to safeguard them from harm and we provide high-quality help and advice on housing options		<p>units at Plowman's Yard (ongoing).</p> <ul style="list-style-type: none"> <li>- Two households assisted to move with Homelessness Prevention Fund.</li> <li>- Two Housing Options Officers have been appointed to enable households to receive tailored housing options advice</li> <li>- An Application for Funding has been approved through the Housing Advisors Programme at LGA. The funding is to develop a more active and structured approach to increasing single person Housing provision. Work on the project has commenced with the appointment of the lead consultant and will be ongoing through the year.</li> </ul>	- Provide extensive training to the Housing Options Officer.		
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Activities	Status	Progress	Next Steps	CMT Lead / Team	Portfolio
KA.02.02 Agree and implement the Young Persons Strategy		<ul style="list-style-type: none"> <li>- The Young Persons Opportunity Plan and Action Plan was drafted ready for Scrutiny in July 2022.</li> <li>- The Young Persons Officer delivered the Jubilee school arts project.</li> <li>- The Young persons Officer facilitated Community Safety Partnership (CSP) roadshows in secondary schools.</li> </ul>	- The draft Young Persons Opportunity Plan and Action Plan to be considered by Scrutiny in July 2022.	Community Partnerships	Wellbeing

Activities	Status	Progress	Next Steps	CMT Lead / Team	Portfolio
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## Appendix A

KA.02.03 Implement a Health and Wellbeing Strategy that will empower people to take action to improve health and wellbeing for themselves and others through providing effective, timely and appropriate support where it is needed		<ul style="list-style-type: none"> <li>- The Health and Wellbeing Strategy was taken to Scrutiny on 30 June 2022. Following Scrutiny, the Cabinet will consider the Strategy.</li> <li>- The Strategy aims to work with communities and build a future for the people of Harborough District that gives them the best life chances and opportunities through: community leadership to create a sense of pride in our place, promoting health and wellbeing and encouraging healthy life choices, creating a sustainable environment to protect future generations, and supporting residents and businesses to deliver a prosperous local economy.</li> </ul>	<ul style="list-style-type: none"> <li>- The Strategy will go to cabinet in the Autumn of 2022.</li> <li>- Staff will continue to work through the associated action plan.</li> </ul>	Community Partnerships	Wellbeing
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Activities	Status	Progress	Next Steps	CMT Lead / Team	Portfolio
KA.02.04 Review the current leisure services provisions and service delivery options for the future, including preparations for any new contractual arrangements		<ul style="list-style-type: none"> <li>- The existing contract with Sports and Leisure Management (SLM) for operation of Harborough Leisure Centre and Lutterworth Leisure Centre ends in March 2024. We have appointed the Sport, Leisure and Culture Consultancy (SLC) to provide support with the overall programme of procuring these services. Through SLC we have undertaken direct engagement with the leisure operator market in order to better understand: <ul style="list-style-type: none"> <li>• The level of interest of leisure</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>- Development of SLC Shadow Bid to test contract value and affordability.</li> <li>- Development of Procurement Strategy key considerations briefing paper.</li> <li>- Project Team Workshop on Procurement Strategy.</li> <li>- Procurement Strategy to be considered by Cabinet in September 2022.</li> </ul>	Community Partnerships	Wellbeing

		<p>operators in the Council's services, including those facilities that are within the scope of the existing contract with SLM.</p> <ul style="list-style-type: none"> <li>• How comfortable leisure operators are with extending the reach and impact of the services beyond core facilities through outreach programmes designed to help tackle inactivity and health inequalities in the wider community.</li> <li>• Leisure operators' current thinking on contract length and future risk share in terms of maintenance, utilities, and commercial risk linked to Covid recovery.</li> <li>• Whether leisure investment will make to contract more attractive.</li> <li>• Any other financial considerations that would make the opportunity more or less attractive to leisure operators.</li> <li>• Any issues, concerns or risks that might prevent leisure operators from participating in a future tender process.</li> </ul>			
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Activities	Status	Progress	Next Steps	CMT Lead / Team	Portfolio
KA.02.05 Implement measures to improve the living accommodation within the District		- During Quarter 1 of the 2022/23 year 37 rented housing units were completed.	- Continue monitoring affordable housing unit delivery and work closely partner organisations.	Strategic Planning	Wellbeing


Activities	Status	Progress	Next Steps	CMT Lead / Team	Portfolio
KA.02.06 Delivery of the agreed objectives of the Armed Forces Covenant		<p>- Current activity to sustain the Armed Forces Covenant is assessed as Green.</p> <p>- In Quarter 1 a new Armed Forces Officer (AFO) was appointed who is determining priorities for the next 6 to 12 months. Widespread engagement with local veterans' groups, charities, reserve organisations and other AFOs from across the region is helping to inform the setting of priorities.</p>	<p>- Plans for Quarter 2 include reviewing the Central Government guidance on the implementation of the Armed Forces Covenant Duty, which is due to be implemented in the Autumn. This includes specifically understanding what the implications are for the Council. Guidance is due to be published in the summer but no clearer date has been provided.</p> <p>- Plans will be set in motion in during Quarter 2 to create a monthly Lutterworth Wellness Hub for veterans from October, building on the development of the extant Veterans Drop-In Centre over the past four months. This is</p>	Legal and Democratic Services	Corporate

			supported by funding from the Armed Forces Covenant Trust.		
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Activities	Status	Progress	Next Steps	CMT Lead / Team	Portfolio
KA.02.07 Provision of a sustainable 24-hour Lifeline Service		- Customer numbers are recovering to pre-pandemic levels. Budgets forecast achievement of targets.	- Continue marketing of service.	Commissioning and Lifeline	Wellbeing


### Council Priority 3: Community leadership to create a sense of pride and wellbeing


Activities	Status	Progress	Next Steps	CMT Lead / Team	Portfolio
KA.03.01 Reduce environmental crime through promoting a cleaner, greener environment using education and enforcement		- We continue our three-year success with reducing fly-tipping in the District through patrols, campaigns and enforcement. The Tip Off campaign, along with other campaigns has been, and continues to be, very successful in driving fly tippers out of the District.	- Continue the work on our successful campaigns.  - Develop new campaigns for this year to include: dog fouling and littering etc.	Environmental Services and Health & Safety	Regulatory

Activities	Status	Progress	Next Steps	CMT Lead / Team	Portfolio
KA.03.02 Prepare for re-procurement of the Environmental Services contract, ensuring that any new requirements from government are included in the specifications		- Project not started yet.	- TBC.	Environmental Services and Health & Safety	Regulatory


## Appendix A


Activities	Status	Progress	Next Steps	CMT Lead / Team	Portfolio
KA.03.03 Produce a Welland Park Strategy and further develop a 10-year strategy for the use of all Council-owned parks and green spaces		<ul style="list-style-type: none"> <li>- Part of the changes, agreed during the BC25 process, have been implemented.</li> <li>- The first stage of consultation has taken place.</li> </ul>	- Draft the Strategy, in line with consultation and engagement.	Environmental Services and Health & Safety	Regulatory

Activities	Status	Progress	Next Steps	CMT Lead / Team	Portfolio
KA.03.04 Provide effective local air quality management		<ul style="list-style-type: none"> <li>- The Annual Status Report has been developed and the draft submitted to DEFRA with the final report to be submitted following sign off.</li> <li>- We are progressing with the implementation of the successful grant funding for particulate monitoring. We are working with North West Leicestershire District Council and have purchased additional monitoring equipment and provisionally identified a site for the monitor to be placed. A communication plan has been developed and we are currently drafting a questionnaire.</li> </ul>	- Confirm the study location and send out initial questionnaires.	Regulatory Services	Regulatory


Activities	Status	Progress	Next Steps	CMT Lead / Team	Portfolio
KA.03.05 All Council activities will work towards being carbon neutral by 2030		- The Climate Officer Group continues to meet and have a series of actions underway, including new electric	- A draft report on the Climate emergency action Plan will be prepared by	Regulatory Services	Regulatory

		vehicle charge points.	September 2022.		
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Activities	Status	Progress	Next Steps	CMT Lead / Team	Portfolio
KA.03.06 Provide domestic energy efficiency advice and measures in partnership with external organisations and encourage households to participate in the Council's Collective Switching and Solar Together initiatives		<ul style="list-style-type: none"> <li>- Collective switching has halted due to issues in the energy market. Solar together reached 1,500 registrants with around 200 accepting offers so far.</li> <li>- 128 energy efficiency measures were completed under ECO3. 77 properties are being improved under LADS2.</li> </ul>	<ul style="list-style-type: none"> <li>- LAD2 properties to be completed by end of October 2022.</li> <li>- Installations of solar together start in October 2022.</li> <li>- ECO4 flexible eligibility is due to be signed off in September 2022.</li> </ul>	Regulatory Services	Regulatory


Activities	Status	Progress	Next Steps	CMT Lead / Team	Portfolio
KA.03.07 Develop and implement a Rural Strategy for the District		<ul style="list-style-type: none"> <li>- Development of the Rural Strategy is on track. A draft Strategy was considered by the Communities Scrutiny Panel on 28 July 2022.</li> </ul>	<ul style="list-style-type: none"> <li>- The draft Rural Strategy is due to be considered by the Cabinet on 10 October 2022.</li> </ul>	Community Partnerships	Wellbeing


### Council Priority 1: Community leadership to create a sense of pride and wellbeing


Activities	Status	Progress	Next Steps	CMT Lead / Team	Portfolio
KA.04.01 Ensure that Harborough District's towns, villages and rural areas remain attractive and vibrant places to live, work invest and visit		<ul style="list-style-type: none"> <li>- Finalised the Town Centre Masterplan for Market Harborough, which was approved by Council in June 2022.</li> </ul>	<ul style="list-style-type: none"> <li>- Submit a bid to the Government's Levelling Up Funding for Market Harborough Town Centre</li> </ul>	Economic Development	Finance

## Appendix A

		<ul style="list-style-type: none"> <li>- Launched new promotional video promoting tourism within Harborough District in April 2022.</li> </ul>	<ul style="list-style-type: none"> <li>and develop plans for the UK Shared Prosperity Fund to support the District's towns, villages and rural areas.</li> <li>- Develop implementation plans for both Market Harborough and Lutterworth Town Centre Masterplans.</li> </ul>		
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Activities	Status	Progress	Next Steps	CMT Lead / Team	Portfolio
KA.04.02 Ensure that we support new and existing businesses with Harborough District to be as successful as they can be		- Continued to evolve and develop the support and facility offer at the Harborough Innovation Centre to meet the needs of businesses, which resulted in occupancy rates of over 85%, (up from 48% during the Covid pandemic).	- Develop plans for the UK Shared Prosperity Fund to support new and existing businesses within Harborough District.	Economic Development	Finance

Activities	Status	Progress	Next Steps	CMT Lead / Team	Portfolio
KA.04.03 Ensure that Harborough District residents (particularly young people), can gain access to the education, training, and skills they require to obtain high-quality employment and careers to help them meet their potential and live a fulfilling life		- Worked in partnership with the Job Centre Plus and other partners to deliver monthly Job Club events in Lutterworth and the first Market Harborough Job Fair in April 2022. Work has also focussed on helping Ukrainian nationals who are living in the District to find employment.	- Develop plans for the UK Shared Prosperity Fund to support District residents gaining skills and employment.	Economic Development	Finance








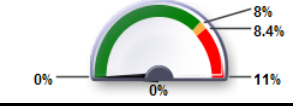







Activities	Status	Progress	Next Steps	CMT Lead / Team	Portfolio
KA.04.04 Review and revise the		- Work has been undertaken to	- Commence detailed work	Economic	Finance

Economic Development Strategy to ensure it is fit for purpose in the current climate		assess the current position of Harborough District post-Covid and in the context of the Government's Levelling Up agenda.	to review and develop a new Economic Development Strategy for the District.	Development	
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## Strategic Performance Dashboard

Council Priority: Community Leadership to create a sense of pride in our place

KPI	Status	Value	Target	Gauge	Direction of Travel	Comments
SP 01 Number of new affordable housing completions during the year		37.0	45.0	<p>Q1 2022/23 result</p> 		37 affordable housing units were completed during Quarter 1 of the 2022/23 year. The target for the end of Quarter 1 was 45 units. The target for the end of the year is 179 units.
SP 02 Supply of ready to develop housing sites in forthcoming five year period compared to requirement (achievement of five-year land supply)		149.9	100.0	<p>March 2021 result</p> 		Data for this indicator was last calculated on 31 March 2021. At this time a 149.9% (7.49 years) supply was available. Note: the calculation as at 31 March 2022 is expected to be available during Quarter 2 of the 2022/23 year.
CCS 05 Reducing avoidable contact		0%	8%	<p>Average result for Q1 2022/23 as of June 2022</p> 		During Quarter 1 of the 2022/23 year, an average of 0% avoidable contact was recorded (8% better than the target of 8%).
HS 07 Number of Repeat Homelessness Acceptances		0	0	<p>Q1 2022/23 result</p> 		During Quarter 1 of the 2022/23 year there were zero instances of repeat homelessness.
COR 01 Stage 1 and Stage 2 complaints responded to within 20 working days (%)		95.5%	90.0%	<p>Cumulative result for Q1 2022/23 as of June 2022</p> 		During Quarter 1 of the 2022/23 year, 95.5% (42 out of 44) of corporate complaints were responded to within the target time of 20 working days.

## Council Priority: Promoting health and wellbeing and encouraging healthy life choices

KPI	Status	Value	Target	Gauge	Direction of Travel	Comments
CP 11 Number of attendances at sport and physical activities	✓	34,014	25,000	<p>Q4 2021/22 result</p>	↑	Data for this indicator is reported twice per year (at the half-year and end-of-year positions). The first data for the 2022/23 year will be reported at the end of Quarter 2. The result shown here is for the end of Quarter 4 of the 2021/22 year.
RS 16 Average number of weeks taken to complete Disabled Facilities adaptations	✓	17	20	<p>Q1 2022/23 result</p>	↑	During Quarter 1 of the 2022/23 year, Disabled Facilities Adaptions were completed within an average of 17 weeks (2 weeks better than the target of 19 weeks).

## Council Priority: creating a sustainable environment to protect future generations

KPI	Status	Value	Target	Gauge	Direction of Travel	Comments
CON 10 Levels of Litter and Detritus (% of sites are Grade B or better)	✓	89.6%	88%	<p>Q1 2022/23 result</p>	↑	At the end of Quarter 1 of the 2022/23 year, 89.6% of the District (112 out of 125 sites) was Grade B or better level of litter or detritus.
CON 14 Average number of working days to respond to reports of fly-tipping (days)	✓	2.13	5.00	<p>Q1 2022/23 result</p>	↑	At the end of Quarter 1 of the 2022/23 year, reports of fly-tipping were responded to within an average of 2.1 days (2.9 days better than the target of 5 days).
DM 01 60% of major applications determined within 13 weeks or other agreed time	✗	54.5%	60.0%	<p>Cumulative result for Q1 2022/23 as of July 21</p>	↓	At the end of Quarter 1 of the 2022/23 year, 54.5% (6 out of 11) of Major Planning applications had been determined within 13 weeks or other agreed time. The result was 5.5% short of the 60% target.

## Appendix B

KPI	Status	Value	Target	Gauge	Direction of Travel	Comments
DM 02 Percentage of minor and other applications determined within 8 weeks or other agreed time	✓	72.4%	70.0%	Cumulative result for Q1 2022/23 as of June 2 	↓	At the end of Quarter 1 of the 2022/23 year, 72.4% (181 out of 250) of minor and other planning applications had been determined within 8 weeks or other agreed time.
DM 07 Less than 10% of major decisions allowed at appeal	✓	0.0%	10.0%	Cumulative result for Q1 2022/23 as of July 2 	→	At the end of Quarter 1 of the 2022/23 year, zero major planning applications appeals had been allowed.
FS 02 Establishment and Agency costs are kept within agreed revised budget	✓	£2,076,290.00	£2,286,582.00	Cumulative result for Q1 2022/23 as of June 2 	↑	The target for the end of Quarter 1 of the 2021/22 year was ≤£2,286,582. The value achieved of £2,076,290 was 9.2% better than target. The total budget for the 2022/23 year is £9,528,733.
FS 03 90% of payments to creditors within 30 days	⚠	86.3%	90.0%	Cumulative result for Q1 2022/23 as of June 2 	↓	At the end of Quarter 1 of the 2022/23 year, 86.3% (843 out of 977) of payments to creditors were made within 30 days. The value achieved was 3.7% short of the target of 90%.
HR 02 Percentage staff turnover (%)	✓	1.8	4.0	Cumulative result for Q1 2022/23 as of June 2 	↑	At the end of Quarter 1 of the 2022/23 year, staff turnover was 1.8%. The average number of employees during Quarter 1 was 189. The target staff turnover for the 2022/23 year is ≤16.
HR 03.1 Working days lost due to Sickness Absence (short-term only)	✓	0.4	0.9	Average result for Q1 2022/23 as of June 2 	↓	At the end of Quarter 1 of the 2022/23 year 0.4 days per FTE had been lost due to short-term sickness (0.5 days better than the target of 0.9 days).

Council Priority: supporting businesses and residents to deliver a prosperous local economy

## Appendix B

KPI	Status	Value	Target	Gauge	Direction of Travel	Comments
ED 08.1 Market Harborough Footfall	✓	1,737,879	480,000		↑	At the end of Quarter 1 of the 2022/23 year, footfall in Market Harborough was recorded as 1,737,879 (262.1% ahead of the target of 480,000).
ED 08.2 Lutterworth Footfall	⚠	378,049	390,000		↑	At the end of Quarter 1 of the 2022/23 year, footfall in Lutterworth was measured at 378,049 (3.2% short of the target of 390,000).
RS 14 Number of interventions carried out to encourage owners of empty properties to bring them back into use/ number of properties brought back into use	✗	0	8.75		↓	During Quarter 1 of the 2022/23 year, zero interventions were carried out to encourage owners of empty properties to bring them back into use. The target for the 2022/23 year is 35 interventions.
RB 01 In-Year Council Tax Collection Rate of 98.4%	⚠	29.2%	29.9%		↓	At the end of Quarter 1 of the 2022/23 year, 29.2% of Council Tax had been collected. (0.7% short of target).
RB 02 Achieve an average time of 19 days to process new benefit claims	✓	14.9	20.3		↓	During Quarter 1 of the 2022/23 year, new Benefit claims were processed within an average of 14.9 days (4.1 days better than the target of 19 days).