

Medium Term Financial Strategy 2020-25

Cabinet Member for Finance, Procurement, Customer Services and Revenues & Benefits



Date: 19 November 2020
Agenda Item:
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Key Decision? YES
Local Ward Members Full Council

**Strategic
(Overview and
Scrutiny)
Committee**

1. Executive Summary

- 1.1 The ability to deliver the outcomes set out in the **Lichfield District Council Strategic Plan**, and beyond, is dependent on the resources available in the Medium Term Financial Strategy (MTFS).
- 1.2 The MTFS is the overall budget framework and consists of the Revenue Budget, Capital Strategy and Capital Programme and General Reserves.
- 1.3 The timetable for consideration of the various elements of the MTFS is detailed in the table below:

Date	Meeting	Topics	
Budget Consultation Takes Place	01/09/2020	Strategic (OS) Committee	Budget timetable, Budget Principles, MTFS Update, Budget Consultation and Budget Assumptions for 2021/22
	06/10/2020	Cabinet	Budget timetable, Budget Principles, MTFS Update, Budget Consultation and Budget Assumptions for 2021/22
	19/11/2020	Strategic (OS) Committee	To review the MTFS and any decisions of Cabinet on 6 October 2020
	01/12/2020	Council Taxbase	To set the Council Taxbase for 2021/22
	27/01/2021	Strategic (OS) Committee	To review the Draft Medium Term Financial Strategy
03/02/2021	Audit and Member Standards Committee	To review the Treasury Management Strategy Statement	
09/02/2021	Cabinet	To recommend the Medium Term Financial Strategy and Council Tax increase to Council	
16/02/2021	Council	Approve the Medium Term Financial Strategy and set the Council Tax	

- 1.4 **The inherently high level of uncertainty surrounding the Local Government Finance regime has been compounded by the COVID-19 pandemic and proposed changes to the Planning system.**
- 1.5 **This unprecedented level of uncertainty means that to ensure the financial sustainability of the Council, the approved budget principles must be rigorously applied in controlling any proposed budgetary growth.**
- 1.6 The Council has at this stage agreed to remain part of the Staffordshire and Stoke Business Rates Pool subject to the outcome of the Local Government Finance Settlement likely in December 2020.

2. Recommendations

- 2.1. The Committee is requested to:
 - Note the contents of the report and provide views on the draft MTFS.
 - Note the intention to remain part of the Staffordshire and Stoke Business Rates Pool for 2021/22 subject to the outcome of the Local Government Finance Settlement for 2021/22.

3. Background

The Medium Term Financial Strategy (MTFS)

- 3.1. Council approved the Medium Term Financial Strategy (Revenue and Capital) 2019-24 on 18 February 2020 which covered the financial years 2019/20 to 2023/24 (plus a forward projection for 2024/25).
- 3.2. The Medium Term Financial Strategy includes:
 - **The Revenue Budget** related to the day to day delivery of the Council's services such as waste collection.
 - **The Capital Programme** and its financing for longer term expenditure in relation to the Council's assets, such as property.
 - **General Reserves** related to the amount of money available to balance the budget in the short term or fund short term initiatives.
- 3.3. The Revenue Budget and Capital Programme are connected by:
 - Any financing of the Capital Programme from the Revenue Budget
 - The repayment of borrowing and the receipt of income from investments
 - Expenditure, income and savings resulting from capital investment.
- 3.4. The Council updates its Budget forecasts at 3, 6 and 8 month (forming the basis of the Revised Budget) intervals.
- 3.5. In terms of uncertainty or risk, in addition to the inherent uncertainty related to the Local Government Financing Regime, there is the added uncertainty related to COVID-19 and changes to the Planning system.
- 3.6. It is important to note that the Government has delayed all of the proposed changes to the Local Government Finance Regime related to New Homes Bonus, further Business Rates retention and the Fair Funding Review by a further year until 2022/23.
- 3.7. However, at this stage, it is unclear whether the Business Rates reset element of the reviews where business rate growth is redistributed within the sector based on need (as reflected in the MTFS), will still be implemented in 2021/22 or whether a further New Homes Bonus payment will be made for 2021/22 (see para 3.29 to 3.32).
- 3.8. To assist in understanding the level of uncertainty or risk present we allocate a MTFS risk rating to each financial year:
 - **Low** – all significant components of the Local Government Funding Regime are known and understood. The impact of COVID-19 is generally understood and mainly mitigated by Government Support.
 - **Medium** – all significant components of the Local Government Funding Regime are known. However there is some uncertainty around how specific elements will operate. The impact of COVID-19 is partially understood and partially mitigated by Government Support.
 - **High** – there is uncertainty around all significant components of the Local Government Funding Regime. The impact of COVID-19 is not fully understood and mitigation through Government Support is uncertain.

The projected impact of COVID-19 on Lichfield District and Support Provided

3.9. The Government has provided financial support to the Council to support businesses and individuals with a list of policy announcements or where there have been updates since 1 September 2020 is shown at **APPENDIX A**.

3.10. In addition to the key policy announcements provided to the Committee on 1 September 2020, a further announcement was made in relation to the Test and Trace Support Scheme.

- **Test and Trace Support scheme** - the government has announced that from 28th September 2020, individuals who are told that they must self-isolate by NHS Test and Trace will be entitled, subject to certain criteria, to a fixed support payment of £500. The scheme is in 2 parts, main and discretionary. Government is providing full funding for the main scheme, however the discretionary grant funding is limited. The Council have been allocated **£33,000**; equivalent to assisting **66** applicants with discretionary payments. The Council has also been awarded **£24,500** to administer the new scheme.
- **Grants to support business, the clinically extremely vulnerable and contain the outbreak** due to the 2nd national lockdown from 5 November to 2 December 2020.

3.11. An update on policy announcements announced to support Lichfield District is provided below:

	Allocation/ Estimate	Actual 31/08/2020	Actual 30/09/2020	Actual % 30/09/2020
Hardship Fund	£562,910	£435,580	£447,907	80%
Business Improvement Districts	£9,650	£9,650	£9,650	100%
Business Rates Relief for retail, Hospitality, Leisure and Nurseries	£13,244,306	£14,070,667	£14,156,982	107%
Small Business Grant Funding and Retail, Hospitality and Leisure Grant Fund	£19,396,000	£18,590,000	£18,605,000	96%
Discretionary Grant Fund	£951,000	£410,000	£951,000	100%
Reopening High Street Safely Funding	£92,501	N/a	£20,713	22%
Test and Trace Support Scheme	£33,000	N/a	£0	0%
Additional Restrictions Grant	£2,095,120	N/a	N/a	N/a
Business Grants for closed businesses	£1,470,384	N/a	N/a	N/a

Updates on the projected impact of COVID-19 on Lichfield District Council

3.12. The updates to budgetary support to Local Government since the meeting on 1 September 2020 are:

- **Grant support** – a further tranche of funding of £0.9bn was announced on 12 October 2020 with the Council receiving a further **(£100,000)**. The Council's total allocation to date is **(£1,313,710)** with **£12,550** utilised in 2019/20 and therefore **(£1,301,160)** is available in 2020/21.
- In addition, £100m has been allocated from the original £1.0bn to support Council run Leisure Centres through a bidding process to the Department of Digital, Cultural and Media and Sport (DCMS) with details on the process awaited at the time of writing.
- **Income losses scheme** – this scheme is for 2020/21 only and is related to income from sales, fees and charges from delivering services. The draft guidance indicated that the calculation was to be based on the overall budget however the final guidance was based on individual income streams. Therefore losses of less than **5%** can be excluded and this change has increased the claim from **(£454,000)** to **(£557,000)**. Further claims will be made during 2020/21.

3.13. The Cabinet Report on 7 July 2020 projected an impact from COVID-19 of between **£1,281,260** and **£4,541,260**.

3.14. The current projections for 2020/21 only based on the information submitted in the latest MHCLG return including the first claim for support from the income losses scheme is shown at **APPENDIX B**.

	Low	31/07/2020	31/08/2020	30/09/2020	30/10/2020	High
Projected Financial Impact	£1,281,260	£2,357,900	£2,579,430	£2,543,180	£2,452,950	£4,541,260
Impact in 2020/21	£1,096,260	£1,267,900	£1,514,430	£1,675,180	£1,547,950	£2,692,260
Impact in later years	£185,000	£1,090,000	£1,065,000	£868,000	£905,000	£1,849,000

How has the MTFS progressed since the meeting on 1 September 2020?

The Approved Revenue Budget

- 3.15. The updated Funding Gap or transfer to general reserves was provided to the Committee at its meeting on 1 September 2020. There has been a number of further updates since that meeting that have been approved by Cabinet and Council.
- 3.16. The impact of these updates (with income or savings shown in brackets) on the Funding Gap or transfer to general reserves is shown below:

	Cabinet or Decision Date	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000
LEVEL OF UNCERTAINTY / RISK		MEDIUM	HIGH	HIGH	HIGH	HIGH
Funding Gap (transfer to General Reserves) at 1 September 2020		(546)	501	798	1,386	1,776
3 months Money Matters Report	08/09/2020	(8)	19	19	19	19
Removal of Investment in Property	06/10/2020	87	278	467	658	658
Removal of ICT Cloud	06/10/2020	30	100	150	150	150
Earmarked reserve for ICT Cloud	06/10/2020	(30)				
Impact of the 2020/21 Pay Award (+0.75%)	06/10/2020	82	84	85	87	89
Approved Funding Gap (transfer to General Reserves)		(385)	982	1,519	2,300	2,692

- 3.17. In terms of the Approved Revenue Budget, it is income projections that have the highest level of uncertainty from both the Local Government Finance regime and COVID-19.
- 3.18. The key assumptions are detailed in **APPENDIX C** and the Approved income Budgets are below:

Total Income	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000
LEVEL OF UNCERTAINTY / RISK	MEDIUM	HIGH	HIGH	HIGH	HIGH
Council Tax	7,029	7,350	7,722	8,093	8,356
New Homes Bonus	1,771	911	680	300	200
Retained Business Rates	3,020	1,780	1,836	1,872	1,884
Sales, Fees and Charges	8,519	8,624	8,682	8,716	8,753
Total Approved Budget	20,339	18,664	18,919	18,981	19,193

- 3.19. Sales, fees and charges budgets with assessed level of uncertainty are shown at **APPENDIX C** and below:

Uncertainty	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000
HIGH	4,794	4,877	4,909	4,918	4,934
MEDIUM	1,742	1,765	1,788	1,812	1,831
LOW	1,983	1,981	1,985	1,986	1,988
Total	8,519	8,624	8,682	8,716	8,753

The Approved Capital Programme

- 3.20. There has been a number of further updates to the Capital Programme since the meeting on 1 September 2020 and their impact (budget reductions are shown in brackets) on the Capital Programme is:

	Cabinet or Decision Date	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000
LEVEL OF UNCERTAINTY / RISK		MEDIUM	HIGH	HIGH	HIGH	HIGH
Capital Programme at 1 September 2020		31,239	13,636	18,821	4,051	0
3 months Money Matters Report	08/09/2020	(23,232)	23,232			
3 months Money Matters Report	08/09/2020	29				
Removal of Investment in Property	06/10/2020		(33,500)	(11,500)		
Removal of ICT Cloud	06/10/2020	(91)				
Approved Capital Programme		7,945	3,368	7,321	4,051	0

- 3.21. It is important to note there will likely be further updates to Approved Budgets in the six and eight month Money Matters Reports and through Cabinet reports that are approved with financial implications.

What stage have we currently reached with the MTFS?

3.22. There are a number of activities currently taking place and these are summarised below:

- Cabinet and Leadership Team have reviewed submissions made through the Service and Financial Planning process and those that have support are included in this report.
- Three scenarios (optimistic, central and pessimistic) are being produced for income from Council Tax, New Homes Bonus, Business Rates and Sales, Fees and Charges.

Service and Financial Planning Submissions

3.23. The revenue budget growth bids identified for inclusion in the MTFS are explained at **APPENDIX D** with the financial implications (figures in brackets are income or savings) summarised below:

Details	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000
Additional External Audit fees		8	8	8	8
Parks management - establish a sinking fund	20	20	20	20	20
Parks management - additional contract income	(20)	(20)	(20)	(20)	(20)
Community governance review		50			
Tenancy sustainment officer	33	34	34	35	36
Less: Bromford funding	(33)	(34)			
Community safety additional resource		21			
Development Management Team	25	5	6	6	6
Earmarked reserve	(25)				
Developing the visitor economy	15	10	10	10	10
Arboriculture Team	1	4	4	4	5
Sports and Leisure Team	49	0	0	0	0
Total Growth Bids	65	98	62	63	65

3.24. The proposals to reduce the funding gap identified for inclusion in the MTFS (figures in brackets are income or savings) are detailed below:

Details	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000
Residual Budget from the former Director Posts	(139)	(149)	(152)	(155)	(158)
Internal Audit shared service		(25)	(25)	(25)	(25)
Treasury Management - further Pooled investment		(50)	(50)	(50)	(50)
New Finance System - Business Case		(20)	(40)	(40)	(40)
Burntwood LC - early repayment of capital investment	979	(140)	(140)	(140)	(140)
Funding to be finalised (see below)	(979)				
Governance Team	23	(3)	(3)	(3)	(3)
Cessation of the Shared Economic Development Team		(35)	(35)	(35)	(35)
Transfer of Burntwood Parks to the Town Council			(28)	(55)	(83)
Garden Waste - additional take up		(45)	(45)	(45)	(45)
Total Funding Gap Measures	(116)	(467)	(518)	(548)	(579)

3.25. The early repayment of the capital investment at Burntwood Leisure Centre funded by external borrowing is an 'invest to save' project that will result in annual savings in Minimum Revenue Provision.

3.26. The funding to enable this option to be implemented is still being finalised, however it is likely to be related to available capital receipts, earmarked reserves and any further windfall gains from the Local Government Settlement such as an additional New Homes Bonus payment not already assumed in the MTFS.

3.27. The capital bids identified for inclusion in the MTFs are explained at **APPENDIX E** with the financial implications (figures in brackets are income or savings) summarised below:

Details	Assessed Score	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000
<u>Financial Information System</u>	76		50			
External Funding			(50)			
<u>Energy Insulation Programme</u>	65					10
External Funding						(10)
<u>Disabled Facilities Grants</u>	60					906
External Funding						(906)
Council Funding			(308)	(44)	(44)	
<u>Home Repair Assistance</u>	57					15
External Funding						(15)
Beacon Park Pathway	46	30				
Dam Street Toilets	45	40				
<u>Bin Replacement</u>	43					150
Existing Revenue Budgets						(150)
Equipment Storage	42	100				
Spend		170	(258)	(44)	(44)	1,081
External Funding		0	(50)	0	0	(931)
Existing Revenue Budgets		0	0	0	0	(150)
Council Funding		(170)	308	44	44	0

3.28. The capital bids result in a net reduction in Council funding from Capital receipts of **(£226,000)** and at this stage, no additional revenue implications related to these capital bids have been identified.

Income Scenarios

3.29. The headline assumptions used in each of these three scenarios are detailed below:

Central Scenario

- **Council Tax** – lower annual property growth, a **30%** increase in working age Council Tax support in 2021/22 reducing to **10%** in 2024/25 and **£5** Band D Council Tax increases to 2023/24 followed by **1.99%** thereafter.
- **New Homes Bonus** – legacy payments paid until 2022/23, no new payment in 2021/22 and no replacement scheme from 2023/24.
- **Business Rates** – negative Revenue Support Grant is abated in 2021/22 and then forms part of funding regime from 2022/23 with no transitional arrangements. Business Rate Growth is retained in full in 2021/22 and then an element is retained from 2022/23. The Council is part of the Business Rates Pool in 2021/22.
- **Sales, Fees and Charges** – a risk based (high **100%** impacted, medium **80%** impacted and low **60%** impacted) headline reduction of **7.5%** in 2021/22 reducing to **1%** in 2024/25.

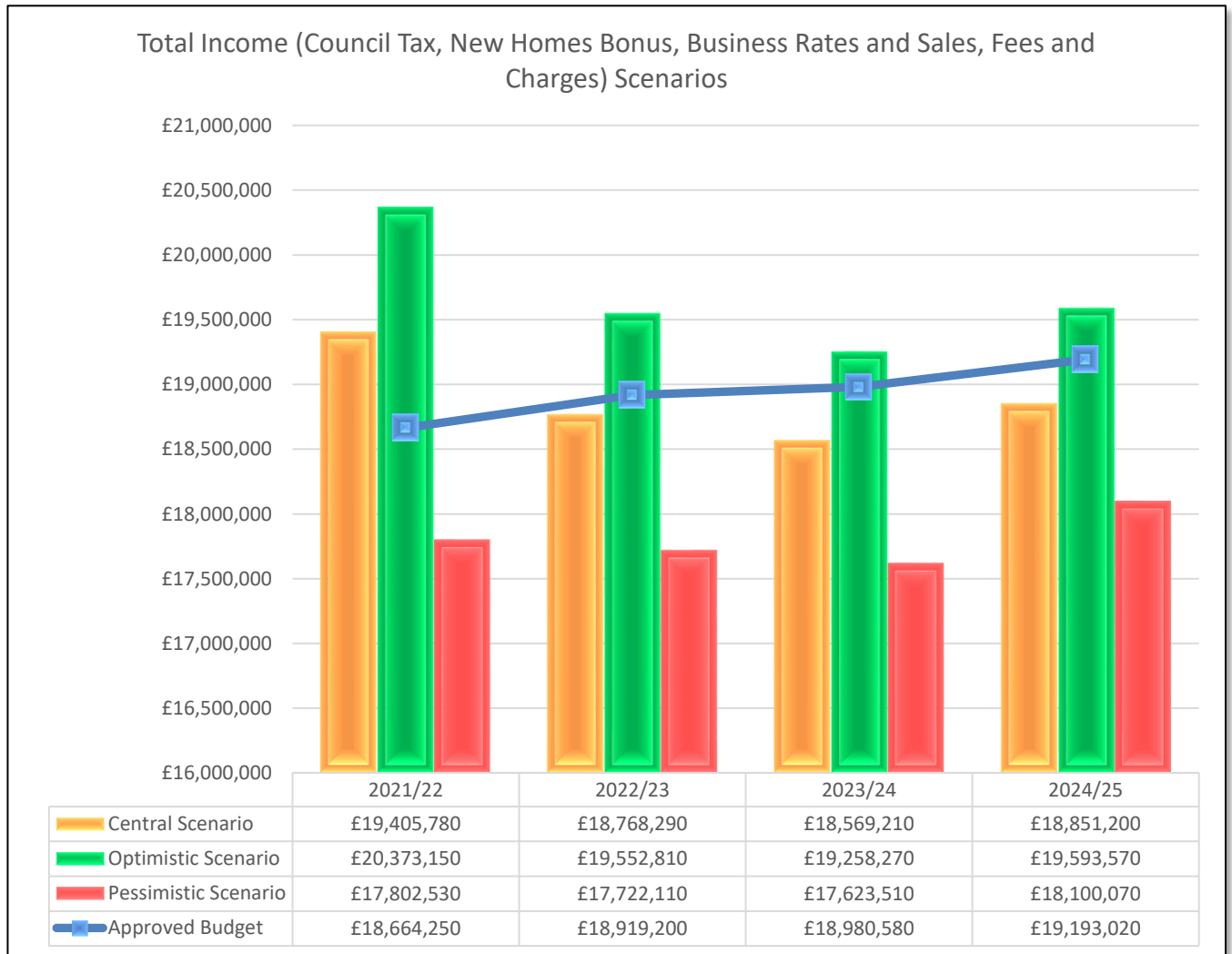
Optimistic Scenario

- **Council Tax** – lower annual property growth, a **30%** increase in working age Council Tax support in 2021/22 reducing to **0%** in 2024/25 and **£5** Band D Council Tax increases in all years.
- **New Homes Bonus** – legacy payments paid until 2022/23, a new payment in 2021/22 estimated to be **(£366,000)** and a replacement scheme from 2023/24 with an annually reducing income commencing at **(£300,000)**.
- **Business Rates** – negative Revenue Support Grant is abated in 2021/22 and then forms part of funding regime from 2022/23 with no transitional arrangements. Business Rate Growth is retained in full in 2021/22 and then a larger element is retained from 2022/23. The Council is part of the Business Rates Pool in 2021/22.
- **Sales, Fees and Charges** – a risk based (high **50%** impacted, medium **30%** impacted and low **10%** impacted) headline reduction of **1.5%** in 2021/22 reducing to **1%** in 2024/25.

Pessimistic Scenario

- **Council Tax** – lower annual property growth, a **100%** increase in working age Council Tax support in 2021/22 reducing to **10%** in 2024/25 and **1.99%** Band D Council Tax increases in all years.
- **New Homes Bonus** – legacy payments paid until 2022/23, no new payment in 2021/22 and no replacement scheme from 2023/24.
- **Business Rates** – negative Revenue Support Grant is abated in 2021/22 and then forms part of funding regime from 2022/23 with no transitional arrangements. No Business Rate Growth is retained from 2021/22. The Council is not part of the Business Rates Pool in 2021/22.
- **Sales, Fees and Charges** – a risk based (high **100%** impacted, medium **100%** impacted and low **60%** impacted) headline reduction of **10%** in 2021/22 reducing to **2.5%** in 2024/25.

3.30. The current outcomes of these three scenarios together with the Approved Budget are shown below:



3.31. This modelling provides an indication of the range of outcomes for income compared to the Approved Budget. A comparison of each scenario to the Approved Budget is summarised below (higher income compared to the Approved Budget is shown in brackets):

	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000
Central v Approved Budget	(742)	151	411	342
Optimistic v Approved Budget	(1,709)	(634)	(278)	(401)
Pessimistic v Approved Budget	862	1,197	1,357	1,093

3.32. It would also be prudent with the level of uncertainty to set aside an element of ‘windfall’ income from the Local Government Finance settlement for 2021/22 into a contingency budget. This budget would be used to manage the risk of additional costs, lower income or to provide funding for recovery activities.

The Draft MTFS (Revenue Budget, Capital Programme and General Reserves)

3.33. The **draft Revenue Budget** with submissions and income scenarios (income or savings are in brackets) together with their impact on the Funding Gap or transfer to General Reserves is summarised below:

	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000
LEVEL OF UNCERTAINTY / RISK	MEDIUM	HIGH	HIGH	HIGH	HIGH
Approved Funding Gap (transfer to General Reserves)	(385)	982	1,519	2,300	2,692
Revenue Growth Bids	65	98	62	63	65
Funding Gap Proposals	(116)	(467)	(518)	(548)	(579)
Changes in Income - central scenario					
Council Tax		152	171	166	132
New Homes Bonus		0	0	300	200
Retained Business Rates		(961)	(397)	(244)	(66)
Negative Revenue Support Grant		(493)	0	0	0
Sales, Fees and Charges		561	377	189	76
Sub Total	0	(742)	151	411	342
Risk or Recovery contingency budget		129	0	0	0
Funding Gap (transfer to General Reserves) - central	(436)	0	1,214	2,226	2,520
Funding Gap (transfer to General Reserves) - optimistic	(436)	(1,709)	580	1,949	2,119
Funding Gap (transfer to General Reserves) - pessimistic	(436)	862	2,411	3,583	3,613

3.34. The projection of no Funding Gap in 2021/22 assumes that in the Local Government Finance Settlement, negative Revenue Support Grant is abated and the Council is able to retain Business Rate growth.

3.35. The **draft Capital Programme** including capital bids is detailed at **APPENDIX F** and is summarised below:

	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000
LEVEL OF UNCERTAINTY / RISK	MEDIUM	HIGH	HIGH	HIGH	HIGH
Approved Capital Programme	7,945	3,368	7,321	4,051	0
Capital Programme Bids - spend	170	(258)	(44)	(44)	1,081
Draft Capital Programme	8,115	3,110	7,277	4,007	1,081

3.36. The **draft General Reserves** (assuming at this stage, the minimum level remains at **£1,600,000**) based on the projections contained in this report are summarised below:

	2020/21		2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000
	Original Budget £000	Revised Budget £000				
LEVEL OF UNCERTAINTY / RISK	LOW	MEDIUM	HIGH	HIGH	HIGH	HIGH
Available General Reserves Year Start	4,792	4,792	4,851	5,132	4,145	1,980
(Funding Gap) / transfer to General Reserves	462	436	0	(1,110)	(2,009)	(2,187)
COVID-19 Revenue Budget Impact		(1,548)				
COVID-19 Council Tax Collection Fund			(130)	(157)	(156)	
COVID-19 Business Rates Collection Fund			(4,571)	(146)	(145)	
Business Rates Volatility Reserve			4,571	146	145	
New Homes Bonus in excess of the 'Cap'	1,171	1,171	411	280	0	0
Available General Reserves Year End	6,425	4,851	5,132	4,145	1,980	(206)
Minimum Level	1,600	1,600	1,600	1,600	1,600	1,600
Total General Reserves - central scenario	8,025	6,451	6,732	5,745	3,580	1,394
Optimistic scenario	8,025	6,451	8,608	8,725	7,533	6,675
Pessimistic scenario	8,025	6,451	5,870	3,687	164	(3,115)

What are the next stages in developing the MTFS?

3.37. The next meeting of the Committee will take place on 27 January 2021 and the Council should then be in a more informed position with the development of the MTFS that includes:

- The detail of the Local Government Finance Settlement for 2021/22 including the treatment of negative Revenue Support Grant, New Homes Bonus and Business Rate Growth will become clearer in early December 2020.
- Any further outcomes from the Service and Financial Planning process and the impact on the MTFS will be identified.
- Further information on the financial implications of COVID-19, the Council's budgetary position and any further funding support to Local Government to inform the MTFS.
- The outcomes of the Budget Consultation will be available.

3.38. This information plus other updates such as Reports approved by Cabinet and the outcome of reviewing the base budgets will be included in the next version of the MTFS for the Committee to review.

Alternative Options	Where alternative options exist, they are identified within the background section of the report.
Consultation	A Budget Consultation exercise is currently taking place in line with the recently approved engagement strategy to inform the MTFS. The results of the consultation will form part of the report to this Committee on 27 January 2021.
Financial Implications	These are included in the background section of the report.
Contribution to the Delivery of the Strategic Plan	The report directly links to overall performance and especially the delivery of Lichfield District Council's Strategic Plan and beyond.
Equality, Diversity and Human Rights Implications	These areas are addressed as part of the specific areas of activity prior to being included in Lichfield District Council's Strategic Plan.
Crime & Safety Issues	These areas are addressed as part of the specific areas of activity prior to being included in Lichfield District Council's Strategic Plan.
Environmental Impact	These areas are addressed as part of the specific areas of activity prior to being included in Lichfield District Council's Strategic Plan.
GDPR/Privacy Impact Assessment	These areas are addressed as part of the specific areas of activity prior to being included in Lichfield District Council's Strategic Plan.

	Risk Description	How We Manage It	Severity of Risk
Strategic Risk SR1 - Non achievement of the Council's key priorities contained in the Strategic Plan due to the availability of finance.			
A	Implementation of the Check, Challenge and Appeal Business Rates Appeals and more frequent revaluations	To closely monitor the level of appeals. An allowance for appeals has been included in the Business Rate Estimates.	Likelihood : Yellow Impact : Yellow Severity of Risk : Yellow
B	The review of the New Homes Bonus regime	Not all of the projected New Homes Bonus is included as core funding in the Base Budget. In 2021/22 £500,000 is included and this is then being reduced by £100,000 per annum.	Likelihood : Red Impact : Yellow Severity of Risk : Yellow
C	The increased Localisation of Business Rates and the Fair Funding Review in 2022/2023	To assess the implications of proposed changes and respond to consultations to attempt to influence the policy direction in the Council's favour.	Likelihood : Red Impact : Red Severity of Risk : Red
D	The affordability and risk associated with the Capital Strategy	An estates management team has been recruited to provide professional expertise and advice in relation to investment in property and to continue to take a prudent approach to budgeting.	Likelihood : Yellow Impact : Yellow Severity of Risk : Yellow
Strategic Risk SR3: Capacity and capability to deliver / adapt the new strategic plan to emerging landscape.			
E	The financial impact of COVID-19 is not fully reimbursed by Government and exceeds the reserves available resulting in a Section 114 notice	The use of general and earmarked reserves to fund any shortfall	Likelihood : Green Impact : Red Severity of Risk : Yellow
F	The Council cannot achieve its approved Delivery Plan for 2020/21	There will need to be consideration of additional resourcing and/or reprioritisation to reflect the impact of the pandemic.	Likelihood : Yellow Impact : Yellow Severity of Risk : Yellow
G	The resources available in the medium to longer term to deliver the Strategic Plan are diminished	The MTFs will be updated through the normal review and approval process	Likelihood : Yellow Impact : Yellow Severity of Risk : Yellow
H	Government and Regulatory Bodies introduce significant changes to the operating environment	To review all proposed policy changes and respond to all consultations to influence outcomes in the Council's favour	Likelihood : Green Impact : Yellow Severity of Risk : Yellow

Background documents

- CIPFA Code of Practice for Treasury Management in the Public Services.
- The Prudential Code for Capital Finance in Local Authorities.
- Money Matters: Medium Term Financial Strategy (Revenue and Capital) 2019-24 – Cabinet 11 February 2020.
- Money Matters: Medium Term Financial Strategy (Revenue and Capital) 2019-24 – Council 18 February 2020.
- Money Matters: 2019/20 Review of Financial Performance against the Financial Strategy – Cabinet 2 June 2020.
- The Medium Term Financial Strategy and the projected financial impact of the COVID-19 Pandemic – Cabinet 7 July 2020.
- Money Matters: 2019/20 Review of Financial Performance against the Financial Strategy – Cabinet 8 September 2020.
- Medium Term Financial Strategy 2020-25 – Cabinet 6 October 2020.

Relevant web links

APPENDIX A

Policy Announcements and Updates since 1 September 2020

Funding	When Announced	Allocation	Notes
Income loss scheme for sales, fees and charges	16 July	£557,000 in first claim	<p>The is based on sales, fees and charges income incurred in delivering services and therefore excludes other types of income such as commercial income.</p> <p>Further details are still awaited, however it will be based on:</p> <ul style="list-style-type: none"> • Updated – now based on individual income budgets (those with losses of less than 5% can be excluded). • The first 5% of income loss will be the Council’s responsibility • Income losses in excess of 5% will be shared 25% Council and 75% Government
Test and Trace Support Scheme - support	28 September	£33,000	<p>The government has announced that from 28th September 2020, individuals who are told that they must self-isolate by NHS Test and Trace will be entitled, subject to certain other criteria, to a support payment of £500.</p> <p>The Department for Health and Social Care (DHSC) has sent Local Authorities an implementation guide that confirms the eligibility for the payments, the application process and reporting requirements.</p>
Test and Trace Support Scheme - administration	28 September	£24,500	
Additional Funding 4 th Tranche £0.9bn	12 October	£100,000	<p>Based on the distribution basis used for the third funding tranche that takes account of spend, population, deprivation and the cost of providing services in each area.</p> <p>All Councils received a minimum allocation of £100,000.</p>
Cold Weather Payments £10m	13 October	TBD	For councils to help support rough sleepers, an additional £2m is also available for faith and community groups who work with rough sleepers
Support to Council run Leisure Centres £100m from the 4 th tranche funding of £1.0bn	22 October	TBD	This is a bid process to the Department of Digital, Culture, Media and Sport (DCMS).
Support for Clinically Extremely Vulnerable People	2 November	TBD	£32m provided to upper tier Councils in England to support clinically extremely vulnerable people who need it during the 28 day period the restrictions are in force. It is essential that upper tier Councils provide sufficient resources to lower tier authorities to carry out any responsibilities that they are asked to undertake.
Additional Restrictions Grant to Support businesses	2 November	£2.095m	One off funding of £1.1bn to Councils in England, distributed on the basis of £20 per head, to enable Councils to support businesses over the coming months more broadly, who are a key part of the local economy.
Business Grants for closed businesses	2 November	£1.470m	The Government will provide funding to Councils in England so that grants worth up to £3,000 per month can be distributed to business premises forced to close due to the restrictions in the retail, hospitality and leisure sectors. Properties with a rateable value of £15,000 or less = £1,334 per four weeks, Properties with a Rateable Value of over £15,000 and below £51,000 = £2,000 per four weeks and those over £51,000 = £3,000 per four weeks.
Backdated cash grants for businesses in local Covid alert levels “high” and “very high”	2 November	TBD	Businesses in hospitality, leisure and accommodation sectors that have seen reduced demand due to local restrictions will receive backdated grants to 1 August and up to 5 November at 70% of the value of closed grants up to a maximum of £2,100 per month for this period. Properties with a rateable value of £15,000 or less = £934 per four weeks, Properties with a Rateable Value of over £15,000 and below £51,000 = £1,400 per four weeks and those over £51,000 = £2,100 per four weeks.
Contain Outbreak Management Fund	2 November	N/a	Upper tier Councils in England will receive a one off payment of £8 per head to support local, test, trace and contain activities.

The current COVID-19 projections for 2020/21 only

(Including Tranche 4 funding allocation)

Details	October	Comments
Support for Leisure Partner	£407,700	Current Projection
Housing and Homelessness Support	£80,580	
Additional Hardship / Discretionary Housing Payments	£0	Rent protection now extended therefore shown in What If scenarios
Additional costs of Waste Collection	£166,810	
ICT Support Costs for Remote Working	£109,890	Current support to end of December
Additional Personal Protective Equipment (PPE), Building Cleaning and Other Costs	£31,560	
Bank Charges for Grant Processing	£2,990	
Transport for food deliveries	£12,030	
Project costs	£29,720	Delays in some projects result in additional costs.
Other costs	£94,860	Potential costs for agency/casual/overtime for essential workers, savings and other
Total additional Costs	£936,140	
Reduced commercial rents, Investment Income and other Contributions	£170,000	An element is now shown under sales, fees and charges
Reduced Sales, Fees and Charges	£1,430,420	Car Parking income is the highest risk.
Total excluding What if Scenarios	£2,536,560	

What if scenarios:	October
Projected reductions in Council Tax (LDC & Parishes 13%) are included (will impact in later years)	£470,000
Projected reductions in Business Rates (LDC 40%) are included (will impact in later years)	£435,000
Hardship / Housing Payments extends for 12 months	£226,000
Support for the Leisure Partner extends for 12 months	£643,550
Total of all What if scenarios	£1,774,550
Total including What if Scenarios	£4,311,110
Government Support in 2020/21 + Earmarked Reserve	(£1,301,160)
Income Guarantee Estimate	(£557,000)

Total potential financial impact	£2,452,950
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Impact in 2020/21	£1,547,950
Impact in later years	£905,000

APPENDIX C

Approved MTFS Key Assumptions

Council Tax	2020/21	2021/22	2022/23	2023/24	2024/25
Band D Equivalent Properties	45,337	45,337	45,337	45,337	45,337
Annual Band D Equivalent Growth	517	692	918	869	517
Discounts and exemptions	(3,816)	(3,816)	(3,816)	(3,816)	(3,816)
Local Council Tax Support	(2,613)	(2,613)	(2,613)	(2,613)	(2,613)
Provision for non-collection	1%	1%	1%	1%	1%
Council Tax increase	£5.00	£5.00	£5.00	£5.00	1.99%
Approved Budget	£7,029,000	£7,350,000	£7,722,000	£8,093,000	£8,356,000

New Homes Bonus	2020/21	2021/22	2022/23	2023/24	2024/25
Change in Housing Supply in Band D equivalents	717	528	707	938	888
Affordable Housing	268	109	146	193	183
Baseline level	176	182	185	187	191
National average Band D Council Tax	£1,750	£1,750	£1,750	£1,750	£1,750
Approved Budget	£1,771,000	£911,000	£680,000	£300,000	£200,000

Business Rates	2020/21	2021/22	2022/23	2023/24	2024/25
Total Rateable Value	£89,866,000	£89,866,000	£89,866,000	£89,866,000	£89,866,000
Gross Rates Payable	£44,037,000	£44,478,000	£44,914,000	£45,355,000	£45,800,000
Mandatory and Discretionary Reliefs	(£5,495,000)	(£5,552,160)	(£5,663,623)	(£5,776,396)	(£5,891,484)
Empty Properties Relief (4%)	(£1,787,000)	(£1,805,000)	(£1,841,000)	(£1,878,000)	(£1,916,000)
Provision for non-payment (0.9%)	(£321,000)	(£321,000)	(£321,000)	(£321,000)	(£321,000)
Appeals (4.7%)	(£1,707,000)	(£1,724,000)	(£1,737,000)	(£1,751,000)	(£1,765,000)
Non Domestic Rating Income	£34,605,000	£34,953,840	£35,229,377	£35,506,604	£35,784,516

Approved Budget - Baseline Funding Level	£2,117,000	£1,691,000	£1,720,000	£1,749,000	£1,784,000
Approved Budget - Projected Retained Growth	£903,000	£88,600	£115,500	£123,000	£100,000

Sales, Fees and Charges	2020/21	2021/22	2022/23	2023/24	2024/25
Sales, Fees and Charges	£7,838,090	£7,913,060	£7,971,110	£8,004,990	£8,042,430
Commercial Rents	£680,820	£710,590	£710,590	£710,590	£710,590
Approved Budget	£8,518,910	£8,623,650	£8,681,700	£8,715,580	£8,753,020

APPENDIX C

Sales, Fees and Charges Assessed level of Uncertainty

Fees and Charges	Pricing Objective	Uncertainty	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000
Planning pre application advice	Cost recovery	HIGH	(£40)	(£40)	(£40)	(£40)	(£40)
Building Regulations	Cost recovery	MEDIUM	(£915)	(£933)	(£951)	(£969)	(£988)
Local Land Charges - LDC	Cost recovery	MEDIUM	(£294)	(£299)	(£305)	(£310)	(£310)
Bulky Waste Collection	Cost recovery	LOW	(£67)	(£67)	(£67)	(£67)	(£67)
LOPS - Invest to Save	Cost recovery	HIGH	(£55)	(£57)	(£59)	(£60)	(£61)
Housing Options & Homelessness	Cost recovery	LOW	(£42)	(£44)	(£45)	(£47)	(£49)
Other	Cost recovery		(£145)	(£162)	(£164)	(£167)	(£166)
Sub Total			(£1,558)	(£1,603)	(£1,631)	(£1,661)	(£1,681)
Other	Deminimus		(£5)	(£0)	(£2)	(£1)	(£1)
Sub Total			(£5)	(£0)	(£2)	(£1)	(£1)
Lichfield Car Parks	Fair charging	HIGH	(£2,056)	(£2,056)	(£2,056)	(£2,056)	(£2,056)
Garden Waste Service (Both Councils)	Fair charging	LOW	(£1,403)	(£1,403)	(£1,403)	(£1,403)	(£1,403)
Grounds Maintenance	Fair charging	LOW	(£202)	(£202)	(£202)	(£202)	(£202)
Street Cleansing	Fair charging	LOW	(£86)	(£86)	(£86)	(£86)	(£86)
Other	Fair charging		(£39)	(£39)	(£39)	(£39)	(£39)
Sub Total			(£3,785)	(£3,785)	(£3,785)	(£3,785)	(£3,785)
Trade Waste Collection - Charges	Full commercial	HIGH	(£320)	(£320)	(£320)	(£320)	(£320)
Trade Waste Collection - Recycling	Full commercial	HIGH	(£78)	(£79)	(£80)	(£80)	(£81)
Beacon Park	Full commercial	MEDIUM	(£96)	(£96)	(£96)	(£96)	(£96)
Freedom Leisure Commercial Bid	Full commercial	HIGH	(£89)	(£124)	(£151)	(£155)	(£171)
Other	Full commercial		(£36)	(£36)	(£36)	(£36)	(£36)
Sub Total			(£619)	(£654)	(£683)	(£687)	(£704)
Planning Applications	Statutory	HIGH	(£903)	(£903)	(£903)	(£903)	(£903)
Parking Enforcement	Statutory	HIGH	(£84)	(£84)	(£84)	(£84)	(£84)
Waste Shared Service - 4 Ashes	Statutory	MEDIUM	(£60)	(£60)	(£60)	(£60)	(£60)
Waste Shared Service - Recycling	Statutory	MEDIUM	(£331)	(£331)	(£331)	(£331)	(£331)
Corporate Debt Recovery	Statutory	HIGH	(£206)	(£206)	(£206)	(£206)	(£206)
Licensing	Statutory	HIGH	(£177)	(£177)	(£177)	(£177)	(£177)
Environmental Protection	Statutory	LOW	(£20)	(£20)	(£20)	(£20)	(£20)
Other			(£38)	(£38)	(£38)	(£38)	(£38)
Sub Total			(£1,819)	(£1,819)	(£1,819)	(£1,819)	(£1,819)
Other			(£52)	(£52)	(£52)	(£52)	(£52)
Total Sales, Fees and Charges			(£7,838)	(£7,913)	(£7,971)	(£8,005)	(£8,042)

Investment Properties - Rents	Fair charging	HIGH	(£265)	(£265)	(£265)	(£265)	(£265)
Other Land & Buildings - Rents	Fair charging	HIGH	(£416)	(£445)	(£445)	(£445)	(£445)
Total Commercial Rents			(£681)	(£711)	(£711)	(£711)	(£711)

Total			(£8,519)	(£8,624)	(£8,682)	(£8,716)	(£8,753)
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Revenue Growth Bids

Initiative	Need Assessment	Community Benefit	Impact and benefits if approved	Risks or alternative options if not approved
Tenancy sustainment officer	Essential	Yes	<ul style="list-style-type: none"> The Homelessness Reduction Act (HRA) significantly increased the work of the housing options team and in 2019/20, the number of homelessness applications was 110% higher than in 2017/18 before the HRA was introduced. Since lockdown there has been on average per month, a 14% rise in enquiries and a 10% rise in homelessness applications compared to the last financial year and we expect a further increase once the eviction moratorium ends and the recession and effects of Covid-19 impact. Government has indicated it will look at sustainable funding in the spending review to address the impact of the Homelessness Reduction Act. 	<ul style="list-style-type: none"> The Flexible Housing Support Grant (FHSG) reserve pot is an option, however we will need this to ensure adequate housing options staff to manage demand and also to continue the housing first rough sleeper outreach service from 2021/22.
Development Management (DM) Technical Support Team	Essential	Yes (improved process and less complaints)	<ul style="list-style-type: none"> The Technical Support Team is busy and has important tasks to complete to ensure the effective and timely registration & validation of all applications submitted under the Town & Country Planning Act and that planning decisions and the committee administrative process are progressed effectively, for example. If the tasks are not undertaken effectively they have serious implications for the team i.e. serious legislative errors and/or can impact on the ability of the planning case officer work and their capacity. The recent pandemic lockdown and also more recent sickness absence within the team, has also highlighted resilience and capability issues within the team. 	<ul style="list-style-type: none"> If we were to continue ‘as is’ there would be continued on-going back log in the validation and registration process; lack of resilience within the team when members of the team are on leave/absent; continued mistakes and lack of expertise within the team; and the provision of poor support to the wider DM team/planning officers (placing undue resource implications on more senior officers) and also a reduced customer service/increase in complaints as a result. Do nothing therefore is not an option. Less fundamental changes to the current structures have been considered as well as filling vacant posts. These options have been discounted given the nature of the concerns over the performance of the existing team and the need to have the right people in suitable posts.
Community safety	Essential	Yes	<ul style="list-style-type: none"> The additional resource will enable community safety to respond to the increased demand and shift in focus 	<ul style="list-style-type: none"> Options have been explored with the police to use the newly appointed vulnerability co-ordinator to provide additional support but due to the current and anticipated demands of

APPENDIX D

Initiative	Need Assessment	Community Benefit	Impact and benefits if approved	Risks or alternative options if not approved
			<p>towards outcomes around effective safeguarding, reducing vulnerability and risk.</p> <ul style="list-style-type: none"> • The district has a small number of complex individuals whose challenging behaviour has consumed a massive amount of council officer and partner time without generally resolving the issues. This increased capacity will offer the opportunity for early intervention and give greater likelihood of achieving some resolution. • Indirect cost savings would be made through reduced officer engagement in issues associated with cases. In addition to Community Safety this includes officers in Connects, Revenue & Benefits, Environmental health and Leadership Team in general. 	<p>this post this is not an option in the short to medium term. The Hub was traditionally organised and supported by Police resources but these were diverted to support the MARAC leaving LDC to pick up this workload.</p> <ul style="list-style-type: none"> • There has been a significant increase in Anti-Social Behaviour (ASB) complaints during the Covid-19 pandemic.
Community governance review	Essential	Yes	<ul style="list-style-type: none"> • Required to be carried out as developments take place and at the request or parish/wards. 	<ul style="list-style-type: none"> • Statutory requirement that must be conducted on a regular basis to ensure it is effective.
Sports and Leisure Team	Essential	No	<ul style="list-style-type: none"> • Resolves a number of legacy issues – unfunded team growth and reliance on precarious and unachieved income – have created a significant and ongoing salary pressure within the Sport and Leisure Team. 	<ul style="list-style-type: none"> • A growth bid to sustain the existing structure could be developed. However this would reflect an approximately £80k budget pressure, which would be difficult to justify. • Rather than cost saving this bid avoids overspend.
External Audit Fees	Essential	No	<ul style="list-style-type: none"> • The External Auditor provides an independent assessment of the Council’s financial statements including the Annual Governance Statement. • Additionally External Audit provide a value for money assessment “In all significant respects, the audited body takes properly informed decisions and deploys resources to achieve planned and sustainable outcomes for taxpayers and local people. 	<ul style="list-style-type: none"> • There is little to no discretion given the reporting requirements of the Financial Reporting Council (FRC). • In the event additional budget is not agreed it is very likely that the Council would overspend its budget allocation.
Parks management - sinking fund	Desirable	Yes	<ul style="list-style-type: none"> • This will provide support for maintenance activities to support the long-term sustainability of our assets. A full 	<ul style="list-style-type: none"> • Not completing the work will create a backlog and accumulated liabilities that would ultimately need

APPENDIX D

Initiative	Need Assessment	Community Benefit	Impact and benefits if approved	Risks or alternative options if not approved
			<p>schedule of activities will follow, but examples include lake dredging and statue waxing.</p> <ul style="list-style-type: none"> • An established reserve may present an opportunity to match-fund external funding applications to enhance resources. • The avoidance of large unbudgeted costs. 	<p>addressing. Without which standards may drop to a point where there are safety and reputational risks.</p>
Developing the visitor economy	Desirable	Yes	<ul style="list-style-type: none"> • This campaign would support the recovery of the Visitor Economy of Lichfield District. • Its aim is to attract visitors back to the district, raise the profile of the District as a great place to visit, shop, dine and enjoy, as well as highlight the Districts unique tourism offer. 	<ul style="list-style-type: none"> • An alternative option is not to undertake any marketing activity, which could be very detrimental to our area.
Arboriculture Team	Desirable	No (direct benefit)	<ul style="list-style-type: none"> • Increasingly applications involving trees and landscaping are becoming more complex and require a high degree of knowledge and expertise to deal with. Arboriculture by its nature is very technical subject with a need to fully understand the science and put this in the context of development. • During the next two years it is anticipated that the current workload will increase with strategic sites coming forward for detailed/reserved matters consideration as well as other major applications coming forward. This is likely to exceed resources even on a purely reactive work programme. 	<ul style="list-style-type: none"> • Whilst we could seek to retain two Band I posts this would not address the structural issues highlighted about not having a service lead and responsibility for developing the service and playing in to new, important agendas re. Green Infrastructure and response to Climate Change. • It would also not address the issue of day to day management issues and the relationship with the Head of Service. • Consideration has been given to an additional junior post to supplement that of the two existing posts (or to complement a principal and senior role). This would involve additional costs over and above existing budgets (more so with the proposal to introduce a principal role). Whilst a junior role could assist with administrative tasks and contribute towards certain aspects of the workload, it is thought that the service needs at this time are such that more experienced and skilled officers are required. • Temporary or fixed term posts would not be appropriate given the on-going nature of the service demands.

APPENDIX E

Capital Programme Bids

Capital Programme Bid	Assessed Score	Spend £	Council Funding £
Financial information system - the Council approved the inclusion of £250,000 in the Capital Programme based on estimates from soft market testing. We now have more detailed costing information and this budget will need to be increased to £300,000 and will include an integrated debtors system. Therefore it is considered appropriate that the additional £50,000 funded is from a Revenues and Benefits earmarked reserve “New Burdens funding”.	78	£50,000	£0
Energy insulation programme for 2024/25 - EIP grants supports the delivery of the council’s Warmer Homes, Greener District initiative, which focuses on addressing fuel poverty and cold homes. The grant will be available to the project to provide match funding for domestic heating, hot water and insulation measures to low income households who are unable to fully or partially fund these.	65	£10,000	£0
Disabled Facilities Grant (DFG) for 2024/25 and reduced Council funding - DFGs provide adaptations for older and disabled people within our communities to enable them to remain living independently in the community for longer. The Council has a statutory duty to provide DFGs.	60	£510,000	(£396,000)
Home Repair Assistance for 2024/25 - HRA grants are available for emergency repairs to domestic properties to reduce the likelihood of occupants coming to harm by lessening or removing an identified hazard from the home.	57	£15,000	£0
Beacon Park pathway - to enhance the network of paths around Beacon Park to create a jogging route.	46	£30,000	£30,000
Dam Street Toilets - to improve the standard and DDA compliance of the Dam Street Toilets.	45	£40,000	£40,000
Bin replacement for 2024/25 - To fund the purchase of new bins, to replace existing damaged bins, new bins for new developments and additional recycling bins for residents who request them.	43	£150,000	£0
Equipment storage - to develop a storage structure for Parks and Grounds Maintenance equipment in Beacon Park.	42	£100,000	£100,000
Total		£905,000	(£226,000)

APPENDIX F

Draft Capital Programme

Project	Draft Capital Programme						
	(R=>500k, A=250k to 500k and G=<250k)						
	2020/21	2021/22	2022/23	2023/24	2024/25	Total	Corporate
	£000	£000	£000	£000	£000	£000	
Gym Equipment at Burntwood Parks	34	0	0	0	0	34	0
New Build Parish Office/Community Hub	92	0	0	0	0	92	0
Armitage with Handsacre Village Hall storage container	6	0	0	0	0	6	0
Re-siting/improvement of Armitage War Memorial	120	0	0	0	0	120	0
Canopy and installation of artificial grass at Armitage	3	0	0	0	0	3	0
Burntwood LC CHP Unit	223	0	0	0	0	223	0
King Edwards VI School	101	0	0	0	0	101	0
Friary Grange - Short Term Refurbishment	640	0	0	0	0	640	0
Replacement Leisure Centre	195	189	2,349	2,260	0	4,993	0
St. Stephen's School, Fradley	22	0	0	0	0	22	0
Beacon Park Pathway	30	0	0	0	0	30	30
Accessible Homes (Disabled Facilities Grants)	1,100	1,649	906	906	906	5,467	0
Home Repair Assistance Grants	36	15	15	15	15	96	0
Decent Homes Standard	147	0	0	0	0	147	0
Energy Insulation Programme	48	10	10	10	10	88	0
DCLG Monies	212	0	0	0	0	212	0
Unallocated S106 Affordable Housing Monies	684	0	0	0	0	684	0
Enabling People Total	3,693	1,863	3,280	3,191	931	12,958	30
Darnford Park	13	0	0	0	0	13	0
Canal Towpath Improvements (Brereton & Ravenhill)	36	0	0	0	0	36	0
Loan to Council Dev Co.	675	0	0	0	0	675	116
Lichfield St Johns Community Link	35	0	0	0	0	35	0
Staffordshire Countryside Explorer	44	0	0	0	0	44	0
Equity in Council Dev Co.	225	0	0	0	0	225	0
Vehicle Replacement Programme (Waste)	0	0	3,190	75	0	3,265	75
Vehicle Replacement Programme (Other)	54	327	142	202	0	725	57
Bin Purchase	150	150	150	150	150	750	0
Dam Street Toilets	40	0	0	0	0	40	40
Upper St John St & Birmingham Road (S106)	7	0	0	0	0	7	0
Stowe Pool Improvements (S106) (Jul 2012)	50	0	0	0	0	50	5
The Leomansley Area Improvement Project	3	0	0	0	0	3	0
Cannock Chase SAC	51	25	0	0	0	76	0
Shaping Place Total	1,383	502	3,482	427	150	5,944	293
Multi Storey Car Park Refurbishment Project	300	0	0	0	0	300	0
Birmingham Road Site - Coach Park	1,475	0	0	0	0	1,475	418
Birmingham Road Site - Short Term Redevelopment	222	0	0	0	0	222	0
Car Parks Variable Message Signing (S106) (Jul 2012)	32	0	0	0	0	32	0
Old Mining College - Refurbish access and signs (S106)	13	0	0	0	0	13	0
St. Chads Sculpture (Lichfield City Art Fund)	5	0	0	0	0	5	5
Developing Prosperity Total	2,047	0	0	0	0	2,047	423
Property Planned Maintenance	229	150	180	215	0	774	774
Depot Sinking Fund	0	11	0	0	0	11	11
Equipment Storage	100	0	0	0	0	100	100
New Financial Information System	150	150	0	0	0	300	250
IT Infrastructure	154	35	15	0	0	204	204
IT Innovation	280	50	50	0	0	380	275
ICT Hardware	4	161	160	174	0	499	499
District Council House Repair Programme	50	188	110	0	0	348	310
Good Council Total	967	745	515	389	0	2,616	2,423
Draft Capital Programme	8,090	3,110	7,277	4,007	1,081	23,565	3,169

