



**Borough of Tamworth**

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## **CORPORATE SCRUTINY COMMITTEE**

6 November 2018

Dear Councillor

A Meeting of the Corporate Scrutiny Committee will be held in **Committee Room 1 - Marmion House on Wednesday, 14th November, 2018 at 6.00 pm**. Members of the Committee are requested to attend.

Yours faithfully

A handwritten signature in black ink, consisting of stylized initials and a long horizontal stroke.

**Chief Executive**

### **A G E N D A**

#### **NON CONFIDENTIAL**

- 1 Apologies for Absence**
- 2 Minutes of the Previous Meeting (Pages 5 - 10)**
- 3 Declarations of Interest**

*To receive any declarations of Members' interests (personal and/or personal and prejudicial) in any matters which are to be considered at this meeting.*

*When Members are declaring a personal interest or personal and prejudicial interest in respect of which they have dispensation, they should specify the nature of such interest. Members should leave the room if they have a personal and prejudicial interest in respect of which they do not have a dispensation.*

**4 Responses to Reports of the Corporate Scrutiny Committee**

*(Update on responses received to Reports of Corporate Scrutiny Committee)*

**5 Consideration of matters referred to Corporate Scrutiny Committee from Cabinet**

*(Discussion item)*

**6 2018/19 Forward Plan**

*(Discussion item – link to Forward Plan is attached)*

<http://tammodgov.tamworth.gov.uk/mgListPlans.aspx?RPId=120&RD=0&bcr=1>

**7 Customer Portal (Pages 11 - 18)**

*(Update from Councillor Chesworth and the Head of Revenues on the Customer Portal project – the initial Cabinet report which was considered at Cabinet on 28 September 2018 is attached for information)*

**8 Quarter 2 Performance Report 2018/19 (Pages 19 - 76)**

*(Report of the Leader of the Council)*

**9 Working Group Updates**

**a Festive Grants Recommendations (Pages 77 - 78)**

*(Report of the Festive Ward Grants Working Group)*

**b Webcasting**

*(Feedback from the Webcasting Working Group)*

**10 Private Sector Housing Enforcement policy report (Pages 79 - 80)**

*(Report of the Assistant Director, Partnerships)*

**11 2018/19 Corporate Scrutiny Committee Work Plan (Pages 81 - 82)**

*(Update and discussion on the Corporate Scrutiny Committee Work Plan)*

*People who have a disability and who would like to attend the meeting should contact Democratic Services on 01827 709264 or e-mail [committees@tamworth.gov.uk](mailto:committees@tamworth.gov.uk) preferably 24 hours prior to the meeting. We can then endeavour to ensure that any particular requirements you may have are catered for.*

To Councillors: J Oates, M Summers, C Cooke, R Ford, S Goodall, T Jay, Dr S People,  
B Price and P Standen

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**MINUTES OF A MEETING OF THE  
CORPORATE SCRUTINY COMMITTEE  
HELD ON 10th OCTOBER 2018**

PRESENT: Councillor J Oates (Chair), Councillors M Summers, C Cooke, R Ford, S Goodall, T Jay, Dr S Peale and P Standen

CABINET Councillors D Cook and M Thurgood

The following officers were present: Jo Hutchison (Democratic and Elections Officer)

**29 APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillor B Price

**30 MINUTES OF THE PREVIOUS MEETING**

The minutes of the meeting held on 15<sup>th</sup> August 2018 were approved and signed as a correct record.

*(Moved by Councillor M Summers and seconded by Councillor S Goodall)*

**31 DECLARATIONS OF INTEREST**

There were no Declarations of Interest.

**32 RESPONSES TO REPORTS OF THE CORPORATE SCRUTINY COMMITTEE**

The Chair reported that two items had been referred to full Council from this Committee and were considered by full Council at its meeting on 11 September 2018:

1. Prayers at Full Council, where following a discussion at Council it was resolved that
  - In the light of modern times prayers should be held before the mayor opens the formal part of a full council meeting
  - That prayers will be held in the Chamber at 18.00 then the Council meeting will commence at 18.10.
  - When the meeting is in order the Mayor is informed by the Deputy or assistant to make their entry in the traditional way
  - The Mayor under opens the meeting with a 'thought of the day' style

comment to remind attendees why the council exists.

2. Against Hate Campaign, where Council resolved to endorse Cabinet's decision regarding Amnesty International's Against Hate Campaign.

Councillor Dr S People requested that an item on Modern Slavery be added to the Corporate Scrutiny Committee's Work Plan.

### **33 CONSIDERATION OF MATTERS REFERRED TO CORPORATE SCRUTINY COMMITTEE FROM CABINET**

The Chair reported that no matters had been referred for this Committee's consideration by Cabinet.

### **34 2018/19 FORWARD PLAN**

The Committee considered the Forward Plan for 2018/19.

The Committee identified that the new Town Centre item on the Forward Plan and due to be considered by Cabinet on 8<sup>th</sup> November 2018 would be added to the Corporate Scrutiny Committee's Work Plan and that Councillor R Pritchard be invited to attend the meeting.

It was noted that the Revised Gambling Act 2005 Statement of Principles was due to be considered by Cabinet and full Council during November and December 2018, following the Licensing Committee's review. The Chair of the Infrastructure Safety and Growth Scrutiny Committee reported that scrutiny by that committee would be appropriate and that accordingly this item would be added to the agenda for the next meeting of the Infrastructure Safety and Growth Scrutiny Committee.

### **35 WORKING GROUP UPDATES**

#### **35.1 Webcasting**

It was reported that this item was awaiting support with the consultation process.

#### **35.2 Members Support**

The working group had split into three sub-groups and the subgroup on member induction reported that it had formed recommendations covering initial introductions for Councillors to the senior management team and their activities, which would be brought to the next meeting.

The sub-groups on information technology and member support were reported to be on-going.

#### **35.3 Combined Authority Preparation**

The Committee considered the WMCA Overview & Scrutiny Committee Forward Plan and identified an upcoming Housing & Regeneration Report to be considered by that committee in February 2019. The Corporate Scrutiny

Committee agreed that it would invite the councillor who attended as Tamworth's representative to its February 2019 meeting to gain an understanding of this item and to enable its members to provide any input as necessary. It was agreed to add this item to the Corporate Scrutiny Work Plan.

#### **35.4 Festive Grants**

Councillor S Goodall reported that the Festive Grants working group had met to consider the process undertaken to award festive grants in 2017, and agreed that no major changes were required for the festive grants process about to be launched for 2018. However, it had noted that additional flexibility could be built into the scheme to enable smaller groups to potentially access the grants in future years. It was agreed that the working group's formal recommendations would be considered at a future Committee meeting and that the Work Plan be updated to reflect this.

#### **36 SPRINKLER UPDATE**

The Committee considered the Fire Sprinkler Update Report of the Assistant Director Assets, which highlighted that a contract had been awarded to Lovell Partnerships Limited.

#### **37 2018/19 CORPORATE SCRUTINY WORK PLAN**

##### **Corporate Scrutiny Work Plan**

<b>Work Plan 2018 - 2019</b>	
<b>DATE</b>	<b>SUBJECT</b>
Quarter 2 – 14 <sup>th</sup> November Quarter 3 - 6 <sup>th</sup> February Quarter 4 - TBC	Quarterly Performance Reports;
14 <sup>th</sup> November	Customer Portal – Councillor Pritchard and Councillor Claymore to be invited
14 <sup>th</sup> November	Town Centre item – Councillor Pritchard to be invited
14 <sup>th</sup> November	Private Sector Housing – Enforcement Policy (moved from 10/10/2018)
14 <sup>th</sup> November	Modern Slavery – Councillor Dr S Peale to provide report
14 <sup>th</sup> November	Festive Ward Grant - Working Group (SP, SG, RF and MS)
14 <sup>th</sup> November	Support for Members – Working Group (JO, MS, PS, CC, RF, SP, TJ, SG, BP)
14 <sup>th</sup> November	Garage Sites
14 <sup>th</sup> November	Live Streaming/Webcasting Council Meetings – Working Group (JO, MS, PS, CC, RF, SP)
6 <sup>th</sup> February	Combined Authority Scrutiny – TBC representative at WMCA scrutiny committee to be invited to discuss Housing & Regeneration Report
TBC	Gungate Site – Working Group (JO, RF, SG, CC (provisional) and Labour Group to nominate two attendees).
TBC	Isolation – Working Group (TJ, JF and RB from H&W Scrutiny and JO, SP and CC from Corporate Scrutiny)
TBC	Budget Scrutiny – Working Group (TJ, RF, CC, PS, SP)
TBC	Housing Allocation Policy – Joint Scrutiny with H&W Scrutiny.
Ongoing	Tenants Consultancy Group – Ongoing Updates after any meeting.
TBC/Ongoing	Chairs Updates to other Committees (format to be decided)
TBC	Review of senior management restructuring
TBC	Constitutional working group
TBC	Corporate investment strategy



<b>Upcoming Corporate Scrutiny Committee Meetings</b>
Wednesday 14 <sup>th</sup> November 2018
Wednesday 6 <sup>th</sup> February 2019
Wednesday 13 <sup>th</sup> March 2019

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Chair

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THURSDAY, 28 SEPTEMBER 2017

**REPORT OF THE PORTFOLIO HOLDER FOR ASSETS AND FINANCE****CUSTOMER PORTAL****EXEMPT INFORMATION**

Not exempt

**PURPOSE**

To seek approval to commence the procurement process to establish a contract for the provision of a Customer Portal and to release the contingency funding already requested via the Council's budget process.

To give delegated authority to award the contract to the Director of Transformation and Corporate Performance in conjunction with the Portfolio Holder for Assets and Finance.

The establishment of the contract for a Customer Portal supports the strategic priority of Delivering Quality Services in Tamworth

**RECOMMENDATIONS**

- That the capital contingency of £115k identified as part of the budget process is released.
- That approval is given to commence the procurement process to establish a contract for the provision of a Customer Portal for a period of three years with the option to extend for a further two years.
- That delegated authority to award the contract is given to the Director of Transformation and Corporate Performance in conjunction with the Portfolio Holder for Assets and Finance.

**EXECUTIVE SUMMARY**

Since 2014 we have been mapping the journey the customer takes when interacting with the Council. By utilising the Council's Demand Management Model we know how many customers are making a request for service/information, their preferred and used access channels and why the customer is contacting us.

Our chosen transformation methodology has enabled and embedded processes that have reduced the demand placed on the Council as well as continuing to improve performance and process efficiency.

To continue this journey, and as part of the Council's commitment to improve service to customers, a Customer Portal is now required to enable the Council to take the next step in delivering digital customer service.

The translation of demand onto digital platforms is being driven by the requirements of customers. The pace of change in digital customer service delivery is rapid; whereby

customers are used to receiving their services, sometimes completely online.

## **OPTIONS CONSIDERED**

### **Option 1 - Continue to deliver services as they are, without progression or increasing the Council's digital presence.**

#### Benefits:

- No additional capital or on-going revenue investment is required
- Continued use of telephone and face to face channels of service delivery

#### Risks:

- Dissatisfaction from customers
- No provision of 24/7 services
- A move away from the ethos of DQS
- Does not support the Council's agile working arrangements
- The current process does not allow the council to take advantage of more modern and efficient ways to deal with customers
- Technology will be needed to support customer service delivery from 2019.
- Inefficient, silo'd processes
- Failure to meet the customer's needs
- Disparate customer service delivery across the council via different service areas
- No joined up cohesive customer service digital delivery in place

### **Option 2 – A purpose built product, built by our own technical staff.**

This option would mitigate the need for procurement. However, after careful consideration it is deemed that we do not have the capacity or expertise in house to provide a full solution.

#### Benefits:

- The potential for little or no capital investment required
- On-going revenue costs would be minimal
- The potential for all Council requirements to be met
- A 'grow our own' ethos resulting in a skilled workforce and a product to sell on to other local authorities

#### Risks:

The council do not have capacity to free up the resources needed to build the solution and:-

- Maintain normal service delivery
- Support the numerous organisational back office systems
- Integrate to back office systems without additional technology
- The need for more than one officer to build so that there is no single point of failure
- The costs are unknown and could be significant as additional resources would likely be required.
- The technical ability to continually update and meet the customers' changing needs are unknown
- The amount of time needed to build something from scratch could make this option cost prohibitive and ultimately end up costing the Council more

### **Option 3 – procure individual components/solutions/systems**

The components needed to provide a self-service portal and those that have been tendered for mainly consist of (this is not an exhaustive list) –

- Essential & Desirable Specification for a, CRM lite, customer portal including customer account, online forms and key integrations giving us -
  - A system whereby customers can securely sign in and authenticate who they are.
  - A system that can present and store selected information from numerous back office systems
  - An e-forms package
  - Payment making facilities (including self-service direct debit)
  - The ability to track information, requests and to store documents.
  - Scheduling capability
  - A Customer Relationship Management System

#### Benefits

- A number of bespoke systems may offer a more tailored/specialised system.

#### Risks

- With this option we are inherently increasing risk due to the introduction of a number of different systems
- There is an increased risk for the integration with back office systems to fail.
- The risk for conflict with each system and our ICT infrastructure is increased.
- It is likely to be more costly (purchase/maintenance/development).
- More skills, and resource will be required to manage and develop each system
- Increased stakeholder/contract management resource and therefore overall more costly.

An estimate of the costs for this option could be –

Approx £15k eform package + integration costs (unknown) + maintenance costs (1.5K)

Approx £50k CRM costs + integrations (unknown) + maintenance costs (£5k)

Approx £10K Paye/Automated Direct Debit and other costs + integration costs (unknown) + Maintenance costs (1K)

Customer Account/portal approx. £50K plus integration costs, approx. £4k per back office system (approx. 8 x £4k) = £82k

Approx total if procured separately = £160k plus other integration costs\*.

\* NB – these are estimates based on observed pricing and soft market testing/research of these different systems.

#### **Option 4 – Procure a proven system that meets the essential technical and customer service specifications.**

There are several proven technological solutions available that will deliver most, if not all of the Council's requirements to deliver a digital and automated customer service.

#### Benefits:

- A proven solution already in operation within other Councils, delivering the same or similar services
- Supports the Governments Digital by Default Strategy.
- Provision of digital customer service 24/7 via any device
- The potential for all of the Council's digital requirements to be met
- The ability to streamline processes and provide a 'tell us once' service

- An integrated solution that will pull information from existing back office systems within the Council (e.g. the Council Tax system)
- Meeting the increasing needs of the Council's customers to interact with the council via a variety of access channels
- Support the agile ethos ' Any place, anytime, anywhere'.
- Many of the providers have demonstrated additional products such as automated direct debits as part of their overall solution
- On-going revenue and the capital costs for the procurement of the system are fixed.

#### Risks:

- Cost of integration to the Council's back office systems is unknown
- Legacy system providers maybe unwilling to work with our chosen supplier
- Most providers have stated that there is little or no technical knowledge required to deliver their solution, however there could be a risk that this is not the case. This would have resource implications for ICT.

An estimate of the total cost is approx. £92k initial costs plus other integration costs. This is made up approx £60k purchase and initial implementation costs with a further £4k per integration costs for each back office system (it is likely that there are approx. 6-8 systems to integrate into), plus the integration costs of the back office system supplier (which is unknown at this stage)\*\*.

\*\* an estimate based on the procurement activity undertaken by the Staffordshire Connects partnership

## RESOURCE IMPLICATIONS

### Savings

The most obvious savings will include a reduction in staff dealing with both customer enquiries and processing information on behalf of the Council. Following approval of a two-year temporary Customer Services staffing structure which commenced in April this year, a policy change saving of £67k from 2019/20 has been built into base budgets. Optimisation of a self-service portal and the resultant savings is dependent upon take-up by our customers.

In addition, the Council will save –

- CRM costs £62k from 2019 (saving already included in MTFS)
- Make better use of customer intelligence to shape services
- Postage costs
- The costs associated with developing our mobile app could will be eliminated (portal could replace a mobile app)
- Define a single view of the customer across all back office systems
- Produce efficiencies by reducing data duplication, service silos, and save staff time by reducing unnecessary contacts.

## BACKGROUND INFORMATION

Soft market testing has been undertaken working with numerous colleagues across Staffordshire whereby solution providers have demonstrated their customer portal systems. Each of these providers has proven purpose built systems that will enable the council to deliver service digitally.

Tamworth Borough Council working with partners across Staffordshire were involved in a process to procure a customer portal lead by Lichfield District Council. A specification, with the emphasis on delivering a corporate Customer Self Service portal in readiness for the introduction of the chargeable green waste service was written jointly by several partners and tendered under the Braintree framework agreement. After a successful tender evaluation, Jadu were awarded the contract and are now working with LDC to deliver their portal.

Because the above tender was designed with the emphasis on meeting the requirements of the Joint Waste Management Service, and excluded integration with some of our back office systems, we have taken the decision to re-tender in order to ensure that our essential requirements are met, and that the integrations required with our existing technology is detailed. Although, we can opt to award the contract to Jadu and reserve the right to do so following should this this tender process be unsuccessful.

A customer portal is a single sign-on online self-service portal for the council to unlock the savings associated with channel shift and improve the service to our customers. The portal will provide a common interface through which authenticated customers can access personalised services and information (integrating with any number of back office systems) and a platform to create a seamless online experience whereby customers can access their personal account 24 hours a day, from any device.

A customer portal does not replace a Council's website, it works seamlessly with it; the website provides static content, directing customers to the online portal when customers want to transact with the council.

Customers can also link directly into the portal, where search engines have been used to locate a specific service. \*\*Over one million UK customers have signed up to a Self-service alone, one new council purchased Self-service portal every two weeks.

Customers can manage their own accounts with the Council, and update their records. They can receive notifications from the Council and submit information to support applications and reports. Portals are designed so that customers can easily access services whilst staying online.

#### **The Portal will -**

##### **Customer Experience**

Once a customer is signed into the portal they will automatically receive a better online experience. Forms will automatically pre-populate fields from the information in their customer profile and customers can access their account 24/7 including seeking information about their accounts and making reports (via any device) which equates to a significant volume in customer demand.

##### **Customers will also be able to –**

- Log in and authenticate themselves which will vary dependent upon enquiry.
- Use email verification, social media logins or we can choose what information is captured in the account registration form.
- Lookup their property information for easy access and the pre-population of forms
- Utilise and complete interactive online e-forms, (these forms provide a first class online experience) that are intelligent enough to personalise the navigation, assisting people through relevant questions based on what they say. Onscreen validation pops ups, and even video and audio can be added to help.
- Receive personalised and unique to tracking of service requests generated via scheduled emails or SMS communications keeping the customer informed of progress throughout.
- Provide feedback
- Have a single place to transact with the council.
- Have access to historical and active forms, interactions, communications normally sent via post and pickup any actions the council have passed back e.g. more information or evidence that is required.
- Receive online translation services into multiple languages e.g. English to

Welsh.

- Personalise their home screen
- Receive a personalised service, based on their 'home' location allowing them to receive notification alerts.

Example of alerts can include:

- Where's my nearest (Map geo-location information)
- Accounts (promotion or high-level 'MyAccount' balances)
- Bins (Information about your next bin collections)
- Leisure (promotion of leisure/castle/shows)
- Campaigns e.g. only display 'the winter warming campaign' to those that are over 60.

Transactions are automated, join services end-to-end, and all transactions are also available to the councils Customer Service Officers providing a true multichannel customer services platform.

### Link to the Customer Relationship/Record Management System (CRM)

The Council's current CRM which was purchased in conjunction with the Staffordshire Connects Partnership's expires in September 2019. This is the main tool used to log and record customer interactions with the Council. The Partnership will work towards decommissioning this technology whilst each local authority involved seeks to find a replacement. The natural progression with this technology is a Customer Portal, which will enable self-service delivery to customers.

### Project objectives

A draft project initiation document is being developed, and whilst the table below is not a definitive list of the objectives, the project will seek to improve transparency and 24/7 access to the councils services from any device.

1. To deliver and actively develop a Corporate Customer Portal	
Benefits	Measures
<ul style="list-style-type: none"> <li>• Open for business 24/7</li> <li>• Saves time for TBC and customers</li> <li>• Allows a secure and efficient way to get information which bypasses queues and waiting on return calls or emails</li> <li>• Allows customers to access their own records, accounts, to initiate enquiries, check status of issue without the need for the customer to email, telephone or contact the Council directly</li> <li>• Offers customer password protection security</li> <li>• Up to date and current information</li> <li>• Improves customer experience</li> <li>• Development of customer knowledge base</li> </ul>	<ul style="list-style-type: none"> <li>• 'Sign up' Numbers</li> <li>• Efficiency savings</li> <li>• No of integrations</li> <li>• No of 'Tell Us' comments</li> <li>• No of systems for CS to access reduced</li> <li>• Reduced number of multiple logins</li> <li>• Achievement of project plan</li> <li>• Satisfaction</li> <li>• Open and transparent</li> <li>• Less chase up calls</li> <li>• No. of self-serve processes</li> <li>• Reduction in no. of calls</li> <li>• Postage Reduction</li> </ul>

\*\* Nick Murthwaite, Firmstep self-portal 2017



**REPORT AUTHOR**

**Tracey Tudor  
Head of Customer Services**

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WEDNESDAY, 14 NOVEMBER 2018

**REPORT OF THE LEADER OF THE COUNCIL**

**QUARTER 2 PERFORMANCE REPORT 2018/19**

**EXEMPT INFORMATION**

Not applicable.

**PURPOSE**

This report aims to provide Corporate Scrutiny Committee with a performance and financial health-check. The report will then be considered by Cabinet on 29<sup>th</sup> November 2018.

**RECOMMENDATIONS**

That Corporate Scrutiny Committee endorses the contents of this report.

**EXECUTIVE SUMMARY**

This report is divided into the following sections:

1. Overview of corporate plan actions, measures and corporate risks,
2. Impact of welfare benefit reform,
3. Sustainability Strategy,
4. Financial health check

**OPTIONS CONSIDERED**

Not applicable

**RESOURCE IMPLICATIONS**

There are none

**LEGAL/RISK IMPLICATIONS BACKGROUND**

There are none

**SUSTAINABILITY IMPLICATIONS**

There are none

**REPORT AUTHOR**

John Day

**APPENDICES**

Quarter Two 2018/19 Performance Report

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## **Quarter Two 2018/19 Performance Report**

- 1. Overview of corporate plan actions, measures and corporate risks,**
- 2. Impact of Welfare Benefit Reform on Council services,**
- 3. Medium term financial strategy monitoring,**
- 4. Financial healthcheck.**

**Appendix A** 2017 to 2020 Corporate Plan actions and performance measures update,

**Appendix B** Corporate Risks,

**Appendix C** General Fund & Housing Revenue Account main variances,

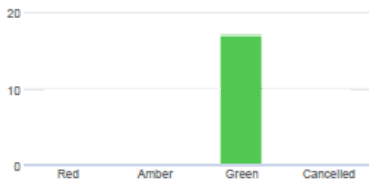
**Appendix D** Capital programme monitoring,

**Appendix E** Treasury management update.

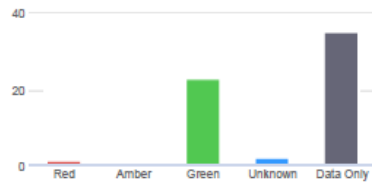
## 1. Overview of corporate plan actions, performance measures and corporate risks

The current status of corporate plan actions, measures and corporate risks is shown below.

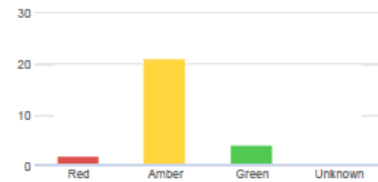
**Corporate Plan Actions**



**Performance Measures**



**Corporate Risk Register**



Further details are available in the appendices:

- Corporate plan actions and performance measures: **Appendix A**
- Corporate risks: **Appendix B**

## 2. Impact of Welfare Benefit Reform on Council services

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

### Benefits

An increase in Discretionary Housing Payments (DHP) claims is reported - DHP claims paid total £77k (£17k higher than at September 2017 - £60k) with 177 successful claims from 264 applications (compared to 134 successful claims from 216 applications at September 2017). There is a 4 week backlog (1 week as at 30 September 2017) with claims still to be processed which may increase this figure.

Live caseload figures are 391 lower than 2017/18 – currently 5,599 (5,990 at September 2017). The average time taken to process new Housing Benefit/Council Tax Benefit claims and change events was 11.4 days to September 2018 (12.6 days to September 2017).

### NNDR

Reminders (396 at September 2018) are lower than 2017/18 levels (436 at September 2017) with summons and liability orders also at slightly lower levels than 2017/18. Enforcement agent referrals are 38% lower than 2017/18 levels (20 referrals to September 2018 compared to 32 at September 2017).

Strong collection performance is reported - current year collection levels are at 56.4%, ahead of target by 0.3% at 30 September. Court costs of £4k are lower than the target of £6k due to the lower levels of recovery action. Arrears for 2017/18 are ahead of target at 27.2% compared to target of 17.4%.

## Council Tax

Reminders are 302 higher than 2017/18 levels (8,774 at 30 September 2018 compared to 8472 at 30 September 2017), with summonses and liability orders referrals slightly lower. Enforcement agent referrals are 20% lower than 2017/18 levels (881 referrals to September 2018 compared to 1099 at September 2017).

Current year collection levels at 58.1% are behind the target of 58.4% at September 2018 (with a target of 98% for the 2018/19 financial year) due to higher levels of re-profiling of payment instalments over 12 months. Court cost income is lower than target by £7k at £130k.

Arrears for 2017/18 are slightly behind of target at 31.1% compared to target of 34% - work on further approaches to realise more Council Tax revenue is in place.

Collection Fund – the estimated surplus is £28k for the year with a LCTS projected underspend of £21k (total £49k compared to £54k at September 2017).

## Housing

Total Rent arrears (excluding former tenants) at 30 September 2018 were £678k compared to £379k (as adjusted) at 31 March 2018 – an increase of £299k (compared to a £205k increase as at 30 September 2017).

Total arrears (including garages etc.) are £2m at 30 September 2018, compared to £1.68m at 31 March 2018, an increase of £320k (compared to a £224k increase between 31 March 2017 and 30 September 2017).

Total arrears (including garages etc.) were £1.68m at 31 March 2018 compared to 31 March 2017 - £1.6m (£81k higher).

There were 6 evictions during the period to 30 September 2018 compared to 7 during the period to 30 September 2017.

There were 3 court cases where bedroom subsidy, cap or other is the primary reason for possession proceedings (nil to September 2017).

## Universal Credit

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

Indicator	September 2018
Number of Assisted Digital Support Received (Universal Credit)	109
Number of Assisted Digital Support Actioned (Universal Credit)	100
Number of Assisted Digital Support did not attend (Universal Credit)	12
Number of Personal Budgeting Support Received (Universal Credit)	72
Number of Personal Budgeting Support Actioned (Universal Credit)	50
Number of Personal Budgeting did not attend (Universal Credit)	22
Number of Universal Credit claimants in Tamworth <b>as at 30 June 2018</b>	<b>1644</b>
Number of Universal Credit Social Sector claimants with the Housing Element (data provided by DWP and figure for Private Sector tenants is not available) <b>as at 30 June</b>	<b>612</b>
Number of Council Tenants on Universal Credit	<b>523</b>
Number of Council Tenants on Universal Credit and in Rent Arrears	<b>441</b>
Percentage of Council Tenants on Universal Credit and in Rent Arrears	<b>84.3%</b>
Number of Council Tenants on Universal Credit and not in Rent Arrears	82
Percentage of Council Tenants on Universal Credit and not in Rent Arrears	15.7%
Number of successful Alternative Payment Arrangements set up (Universal Credit)	148
Number of Council Tax Payers on Universal Credit	<b>529</b>
Number of Council Tax Payers on Universal Credit and in arrears with Council Tax payments	<b>161</b>
Percentage of Council Tax Payers on Universal Credit and in arrears with Council Tax payments	<b>30.4%</b>
Number of Council Tax Payers on Universal Credit and not in arrears with Council Tax payments	368
Percentage of Council Tax Payers on Universal Credit and not in arrears with Council Tax payments	69.6%
Number of Universal Credit claimants nationally	1100000
Discretionary Housing Payments made - Year to date	£76,487
Amount of Discretionary Housing Payments made to Universal Credit claimants - Year to date	£34,343



### **3. Medium Term Financial Strategy 2018 to 2023 monitoring: September 2018**

The budget setting process has faced significant constraints in Government funding in recent years - over 50% in real terms since 2010. The four year Local Government Finance Settlement confirmed in February 2016 that austerity measures are to continue with Revenue Support Grant (RSG) all but eradicated for most Councils by 2020 – and suggests that the key challenges that the Authority is currently addressing are likely to become greater.

The Authority has been proactive in the design and implementation of innovative and effective measures for driving efficiency and reducing cost within the Medium Term Financial Strategy (MTFS).

The Council remains committed to promoting and stimulating economic growth and regeneration; meeting our housing needs; creating a vibrant town centre economy and protecting those most vulnerable in our communities. To this end, we pledge to explore and invest in viable and sustainable methods of generating income and moving towards financial independence.

In addition, through the adoption of a 'Demand Management' operating model, the Council will have far greater control upon the alignment of services or 'supply' to the increased needs and expectations of the public or 'demand'. Key to this will be the application of existing and new technology to capture, collate and analyse customer insight, intelligence and data so as to understand not just the 'need' but the cause, behaviours or decisions creating the need.

This approach will change the organisation and how it works; will require Members to put evidence and insight at the heart of our decision making to ensure that we are transparent about the rationale for our decisions and plans; will involve managed risks; and will sustain essential services critical in supporting the most vulnerable in our communities at a time when demand is increasing and resources reducing.

However, there remains a high degree of uncertainty arising from the most significant changes in Local Government funding for a generation in 2020/21 arising from:

- The Government's Fair Funding Review (FFR) of the distribution methodology including:
  - changes to the needs assessment (which will determine each Council's share of the national funding for Local Government – it is likely that this will reflect the impact of Social Care demands and that funding will be redistributed to Unitary and County Councils to the detriment of District Councils);
  - treatment of relative resources (to determine how much each Council can fund locally through income from fees and charges and council tax); and
  - any transitional arrangements to protect Councils from significant reductions in funding – and the impact from their unwinding from 2021/22.
- Spending Review 2019 (SR19) – where the total spending allocation for Government Departments will be set – including national control totals for Local Government spending. It has already been announced that significant additional funding will be diverted to the NHS which could mean further reductions for other Departments including Local Government;

- The ongoing review of the Business Rates Retention (BRR) scheme – the Government announced that Councils will be able to retain 75% of business rates collected from 2020/21 rather than 100% as previously planned with work progressing on the design of the new system including the impact of ‘rolling in’ grants such as Housing Benefit administration and New Homes Bonus;
- The planned reset of the Business Rates baseline for each Council from 2020/21 and redistribution of the growth achieved since 2013 (of over £1m p.a.);
- Uncertainty over the ongoing funding for the New Homes Bonus scheme, local growth in housing numbers and share of the national pool (including potential increases to the ‘deadweight’ for which Councils no longer receive grant).

In addition, the next planned national Business Rates Revaluation will take effect from 2021/22 – with latest indications that the Government will also aim to introduce a centralised system for business rate appeals at the same time to cover future changes arising from the 2021 valuation list.

While we are aware of these forthcoming changes, little to no information is available on the potential impact for individual Councils’ finances.

A summary of the indicative Government timetable for the reviews is shown below:

<b>Date</b>	<b>Issues</b>
May 2018	Risk and gearing; appeals and loss payments; updates on Pool prospectus; update on FFR consultation.
July 2018	Resets and measuring growth; Revaluation; BRR transitional arrangements; Pooling; FFR – structure of needs assessment, treatment of relative resources, principles for transitional arrangements.
Oct 2018	Overall short term package and future reform; update on SR 2019; Potential consultation on BRR Baseline reset.
Early 2019	Technical BRR consultation and links to FFR; SR 2019 emerging issues; Potential consultation on BRR Baseline reset.
Mid 2019	Results of consultations (hopefully); SR 2019 emerging issues.
Later 2019	Indicative impact of systemic changes potentially this late
Late 2019 /Early 2020	Provisional Local Government Finance Settlement detailing impact for Councils

Corporate Management Team (CMT) review the most up-to-date budget forecasts on a quarterly basis, and discuss the delivery of the planned savings to support our Medium Term Financial Strategy (MTFS) – as outlined below.

Work is continuing to mitigate the financial position in future years through:

- Delivering Quality Services project – the demand management approach to shift demand to more efficient methods of service delivery – online and automation (Interactive Voice Response).  
A savings target of £100k p.a. has already been included within the MTFs together with reduced Customer Relationship Management (CRM) costs of £62k p.a. from 2019/20;
- Recruitment re-justification process – where possible, temporary 12 month appointments are now only being made; there is a robust challenge / re-justification process in place for all vacant posts with a requirement to investigate alternative options including restructuring to fill vacancies / looking at what we can stop doing.

We took the opportunity to increase the vacancy allowance from 5% to 7.5% by 2021/22 c. £45k p.a. year on year for the General Fund, c.£14k p.a. for the HRA (It should be noted that staffing in some services e.g. planning, are key to the delivery of the Council's economic growth agenda and have significant demand from the public and local businesses but can also experience severe recruitment difficulties – which may lead to the use of market supplements to attract staff).

- Spend freeze – Managers have previously been required to restrict / limit spending to essential spend only (there was a £1.8m underspend in 2017/18 – although much of this arose from windfall income, c. £1m was lower level underspends). A review of the underspend position is underway with a view to driving out as many savings as possible.
- Alternative investment options arising from the Commercial Investment Strategy (as well as the Treasury Management Investment Strategy, including any prudential borrowing opportunities) to generate improved returns of c. 4 to 5% p.a. (plus asset growth) including:
  - Set up of trading company to develop new income streams;
  - Local investment options – Lower Gungate / Solway Close development including the potential to drawdown funding from the Local Growth Fund / Local Enterprise Partnerships (GBS and Staffordshire);
  - Investments in Diversified Property Funds – a savings target to return c.4% p.a. from £12m invested has already been included from 2019/20.

Note: these would represent long term investments of between 5 – 10 years (minimum) in order to make the necessary returns (after set up costs).

- Review of reserves (including ensuring adequate provision for the funding uncertainties) / creation of a fund for transformation (if needed).
- Targeted Savings – to identify potential areas for review in future years. 6 priority reviews have been identified – Business Support, CCTV, Cleaning Services, Commercialisation, Community Leisure and Review and rationalisation of IT systems.
- Review and rationalisation of IT systems.

## General Fund

The updated forecast as at September 2018 is detailed below:

	General Fund						
MTFS Projections 2017/18 - 2023/24	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Projected Balances per MTFS Council February 2018	(6,631)	(3,553)	(1,846)	(551)	428	1,429	-
Revised Stress Tested Forecasts:							
Revised Forecast Balances - September 2018	(6,918)	(4,751)	(3,688)	(1,507)	564	2,573	4,783

On 2<sup>nd</sup> August, Cabinet approved the budget setting process (& project plan) for 2019/20.

In line with the approved timetable, work on the preparation of the detailed 5 year budget / forecast has progressed in order to inform the Base Budget Forecast for Cabinet on 29th November

As a result the updated forecast, the forecast projections identify a shortfall in General Fund balances of £1.1m over 3 years (compared with a forecast shortfall in the February 2018 MTFS projections of £0.9m) – with a shortfall of £3.1m to 2022/23 increasing to £5.3m over 5 years (the shortfall was previously forecast at £1.9m in 2022/23), including the minimum approved level of £0.5m – before the inclusion of the policy change proposals.

Further savings of around £0.35m p.a. will be required over the next 3 years (based on annual £5 increases in Council Tax). On an annualised basis this would equate to a year on year ongoing saving of £0.2m over 3 years.

The forecast has been updated to include:

- The final outturn for 2017/18 – additional balances of £0.3m from a higher than forecast underspend position of £1.8m. A projected underspend of £0.9m for 2018/19 has been included (including returned business rates levy from GBSLEP of £0.4m);
- Potential impact from the Business Rates Baseline reset – c. £1.2m p.a. reduced income / increased tariff from 2020/21 from a reset to the Council's baseline need level. No further changes to the level of Government support / grants arising from the Fair Funding Review / SR 2019 have been included given the uncertainty;
- Revised new homes bonus levels through the redistribution process - a 50% reduction in New Homes Bonus funding has been assumed, £0.5m over 3 years;
- Additional income from the Commercial Investment Strategy acquisitions – c.£0.25m to 2020/21;

- Additional savings arising from phases 1 and 2 of the Senior Management Review – c.£0.5m over 3 years;
- Work is progressing to understand the impact of the recent pay award and associated changes to pay scales arising from implementation of the national living wage – at this stage no additional costs have been included.

## Housing Revenue Account

The updated forecast as at September 2018 is detailed below:

	Housing Revenue Account						
MTFS Projections 2017/18 - 2023/24	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Projected Balances per MTFS Council February 2018	(6,850)	(3,045)	(2,223)	(1,565)	(1,048)	(698)	-
Revised Stress Tested Forecasts:							
Revised Forecast Balances - September 2018	(6,824)	(3,177)	(3,126)	(2,886)	(2,844)	(2,954)	(3,226)

As part of the approved MTFS in February 2108, a balanced 5 year forecast was presented for the Housing Revenue Account (HRA).

As a result the updated forecast, over the 3 year period to 2021/22, balances will remain above the approved minimum of £0.5m at £2.8m (compared with a forecast in February of £1m) with balances of £3m over the 4 years to 2022/23 increasing to £3.2m in 2023/24 (balances were previously forecast at £0.7m in 2022/23) – before the inclusion of the policy change proposals.

The forecast has been updated to include:

- The final outturn for 2017/18 and a projected underspend of £169k for 2018/19 has been included;
- Savings arising from phases 1 and 2 of the Senior Management Review – c.£0.1m p.a.
- The proposals arising from the review of the HRA Business plan will be included within planned policy changes.

## 4. Financial Healthcheck

### Financial healthcheck report – Period 6 September 2018

#### Executive Summary

This section to the report summarises the main issues identified at the end of September 2018.

#### General Fund

#### Revenue

GENERAL FUND	YTD Budget £000	YTD Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000
Chief Executive	904	832	(72)	1,465	1,328	(137)
AD Growth & Regeneration	657	507	(150)	1,976	1,969	(7)
ED Organisation	412	384	(28)	594	605	11
AD People	1,381	1,390	9	188	239	51
AD Operations & Leisure	1,587	1,682	95	2,782	2,842	60
ED Finance	233	235	2	179	180	1
AD Finance	2,145	1,772	(373)	1,468	631	(837)
AD Assets	(722)	(829)	(107)	(1,067)	(1,260)	(193)
AD Neighbourhoods	335	317	(18)	1,261	1,347	86
AD Partnerships	503	555	52	1,423	1,478	55
<b>Total</b>	<b>7,435</b>	<b>6,845</b>	<b>(590)</b>	<b>10,269</b>	<b>9,359</b>	<b>(910)</b>

- The General Fund has a favourable variance against budget at Period 6 of £590k (£567k favourable at period 5)
- The projected full year position identifies a favourable variance against budget of £910k or 8.86% % (£691k or 6.73% favourable at period 5).
- This projection has highlighted several budget areas for concern (detailed at **Appendix C**).
- A balance of £242k was held in the General Contingency Budget at the end of September 2018.

## Capital

GENERAL FUND	Budget Reprofiled from 2017/18 (memo only) £000	YTD Budget £000	YTD Actual Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile to 2019/20 (memo only) £000	Outturn £000
Chief Executive	-	4,000	3,270	(730)	4,000	4,000	-	-	4,000
AD Growth & Regeneration	771	825	143	(682)	898	898	-	-	898
ED Organisation	-	-	-	-	-	-	-	-	-
AD People	208	281	138	(143)	333	333	-	-	333
AD Operations & Leisure	1,276	2,865	1,076	(1,789)	4,188	3,948	(240)	210	4,158
AD Finance	6,000	9,000	3,869	(5,131)	12,000	12,000	-	-	12,000
AD Assets	155	517	395	(122)	1,060	906	(154)	30	936
AD Neighbourhoods	44	66	17	(50)	89	89	-	-	89
AD Partnerships	92	92	-	(92)	92	42	(50)	50	92
GF Contingency	559	577	-	(577)	609	-	(609)	609	609
<b>TOTAL GENERAL FUND</b>	<b>9,105</b>	<b>18,223</b>	<b>8,908</b>	<b>(9,315)</b>	<b>23,268</b>	<b>22,215</b>	<b>(1,053)</b>	<b>899</b>	<b>23,114</b>

- Capital expenditure incurred was £8.908m compared to a profiled budget of £18.223m. (£8.702m compared to a profiled budget of £17.395m as at period 5).
- It is predicted that £22.215m will be spent by the year-end compared to a full year budget of £23.268m (this includes re-profiled schemes from 2017/18 of £9.105m).
- A summary of Capital expenditure is shown at **Appendix D**.

## Treasury Management

- At the end of September 2018 the Authority had £66.51m invested in the money markets. The average rate of return on these investments is 0.77% though this may change if market conditions ease.
- Borrowing by the Authority stood at £63.060m at the end of September 2018, all being long term loans from the Treasury Public Works Loans Board. The average rate payable on these borrowings equates to 4.05%.
- A more detailed summary of the Treasury Management situation, detailing our current Lending and Borrowings can be found at **Appendix E**.

## Balances

Balances on General Fund are projected to be in the region of £4.75m at the year-end from normal revenue operations compared to £3.55m projected within the 2018/19 budget report – additional balances of £1.2m.

## Housing Revenue Account (HRA)

### Revenue

HOUSING REVENUE ACCOUNT	YTD Budget £000	YTD Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000
HRA Summary	(9,157)	(9,322)	(165)	(456)	(686)	(230)
AD Operations & Leisure	232	244	12	563	582	19
AD Assets	254	276	22	1	1	-
AD Neighbourhoods	1,313	1,183	(130)	3,698	3,750	52
Housing Repairs	2,361	2,002	(359)	-	-	-
<b>Total</b>	<b>(4,997)</b>	<b>(5,617)</b>	<b>(620)</b>	<b>3,806</b>	<b>3,647</b>	<b>(159)</b>

- The HRA has a favourable variance against budget at Period 6 of £620k. (£473k at period 5)
- The projected full year position identifies a favourable variance against budget of £159k. (£1k unfavourable at period 5)
- Individual significant budget areas reflecting the variance are detailed at **Appendix C**.

### Capital

HOUSING REVENUE ACCOUNT	Budget Reprofiled from 2017/18 (memo only) £000	YTD Budget £000	YTD Actual Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile to 2019/20 (memo only) £000	Outturn £000
AD Assets	18,098	9,323	6,933	(2,390)	31,622	30,867	(755)	474	31,341
HRA Contingency	100	100	-	(100)	100	-	(100)	100	100
<b>TOTAL HOUSING REVENUE ACCOU</b>	<b>18,198</b>	<b>9,423</b>	<b>6,933</b>	<b>(2,490)</b>	<b>31,722</b>	<b>30,867</b>	<b>(855)</b>	<b>574</b>	<b>31,441</b>

- Housing Capital expenditure of £6.933m has been incurred as at the end of Period 6 compared to a profiled budget of £9.423m. (£4.432m compared to a profiled budget of £7.823m at period 5)
- It is predicted that £30.867m will be spent by the year-end compared to the full year budget of £31.722m (including £18.198m re-profiled from 2017/18);
- A summary of Capital expenditure is shown at **Appendix D**.

### Balances

Balances on the Housing Revenue Account are projected to be in the region of £3.18m at the year-end compared to £3.05m projected within the 2018/19 budget report – additional balances of £0.13m.



## 2017 -2020 Corporate Plan Progress Report







## 2017 – 2020 Corporate Plan Actions

## Corporate Priority




## 1. Living a quality life in Tamworth

Project/Action	Maintain & Manage the environment within Tamworth		
<b>Desired Outcome</b>	Well managed local nature reserves and sports pitches that are maintained at a level proportionate to their use. Provision of high quality open spaces both existing and arising from new developments. Ensure the Council meets its obligations to ensure its watercourses and drainage systems are maintained. Provision of well- maintained play facilities. To ensure cleansing is carried out to a standard that meets or exceeds measured requirements Achieving a gold standard in the 'Tamworth in Bloom' programme		
<b>Latest Update</b>			
Milestones	Due Date	Completed (Yes/No)	Note
Play area provision scoped	30-Sep-2017	Yes	Project scoped and considered by Cabinet in August 2017. Project now in tender stage.
Installation of a new play facility	31-Mar-2018	Yes	The play facility was installed in December 2017
Tamworth In Bloom Judging 2018	31-Jul-2018	Yes	Judging complete 19/7/18
Tamworth in Bloom 2018 award notification	30-Sep-2018	Yes	9th consecutive Gold Award, also Mike Garwood memorial Award and Gold for Wigginton park for second year running
Balancing pond dredging works scoped in accordance with the management plan	31-Dec-2018	No	Tender documents are prepared and waiting to be put out through

			procurement, we have been waiting for a silt analysis report to include with the documents which had led to the delay.  Still awaiting silt analysis reports
Ongoing commitment throughout the year to ensure green spaces are managed	31-Mar-2020	No	Identified projects are underway.








Performance Measures	RAG Status	Current Value	Last Update	Latest Note
Ongoing works to deliver the output of the watercourse management plan are actioned				
Tamworth 'In Bloom' Gold Award		3	2018/19	'Gold' awarded for the ninth year in a row.
Improved street and environmental cleanliness – Detritus		8.15%	July 2018	
Improved street and environmental cleanliness – Graffiti		1.51%	July 2018	
Improved street and environmental cleanliness – Litter		1.51%	July 2018	
Improved street and environmental cleanliness – Dog Fouling		0.67%	July 2018	

<b>Project/Action</b>	<b>Delivery of the Community Safety Partnership</b>		
<b>Desired Outcome</b>	The adoption of the community safety action plan Early intervention programmes commissioned for priority themes Continued development of the multi-agency approach to problem solving		
<b>Latest Update</b>			
<b>Milestones</b>	<b>Due Date</b>	<b>Completed (Yes/No)</b>	<b>Note</b>
Commissioning process for the action plan commences	30-Apr-2017	Yes	Commissioning is ongoing throughout the year.
Community Safety Assessment received.		Yes	Assessment received and used to inform the current community assessment action plan.

<b>Performance Measures</b>	<b>RAG Status</b>	<b>Current Value</b>	<b>Last Update</b>	<b>Latest Note</b>
All Crime – Total		4,676	2018	For the period January 2018 to August 2018. (Figure was 5019 for the same period last year).
Incidents of Anti-Social Behaviour		1,471	2018	For the period January 2018 to August 2018. (Figure was 1636 for the same period last year).
Percentage of people surveyed who feel very/fairly safe outside in their local area after dark (Feeling the Difference FTD survey)		85%	H2 2017/18	March 2018 survey (Waves 21 to 24).








Percentage of people surveyed who feel very/fairly safe outside in their local area during the day (Feeling the Difference FTD survey)		98%	H2 2017/18	March 2018 survey (Waves 21 to 24).
Percentage of people surveyed who had been a victim of crime in the last twelve months (Feeling the Difference FTD survey)		7%	H2 2017/18	March 2018 survey (Waves 21 to 24).
Percentage of people surveyed who feel very/fairly likely to be a victim of crime in their local area (Feeling the Difference FTD survey)		13%	H2 2017/18	March 2018 survey (Waves 21 to 24).

<b>Project/Action</b>	<b>Delivery of an effective regulatory service</b>		
<b>Desired Outcome</b>	Continue to support businesses to comply with legislation Ensure the statutory inspection plan of food businesses provides a high standard of hygiene in the Borough. Delivery of effective taxi, gambling and premise licensing Delivery of an effective and responsive development control service		
<b>Latest Update</b>			
<b>Milestones</b>	<b>Due Date</b>	<b>Completed (Yes/No)</b>	<b>Note</b>






<b>Performance Measures</b>	<b>RAG Status</b>	<b>Current Value</b>	<b>Last Update</b>	<b>Latest Note</b>
The number of food businesses that are 0 and 2 star rated		43	Q2 2018/19	
The quarterly percentage of planned high risk interventions undertaken		100%	Q2 2018/19	
The percentage of planned interventions undertaken		100%	Q2 2018/19	
The percentage of complaints relating to smoking legislation responded to		100%	H1 2018/19	
The annual percentage of planned inspections undertaken of industry for environmental emissions		100%	2017/18	
Satisfaction of business with local authority regulation services (Tamworth)		83%	2017/18	
Food establishments in the area which are broadly compliant with food hygiene law (Tamworth)		91.4%	2017/18	

Project/Action	Growth & Regeneration in Tamworth		
<b>Desired Outcome</b>	<p>Enterprise Quarter regeneration including a modernised cultural offer, enhanced night-time offer, quality public realm, and facility for new businesses to grow</p> <p>The delivery of a vibrant and meaningful inward investment strategy to promote the Town to business</p> <p>Delivery of a trading arm to provide facility to invest in assets such as housing and commercial facilities which can provide sustainable income to the Council</p> <p>Continued progression of enhancement to Tamworth's gateways</p> <p>The production of a town centre strategy Continued engagement with West Midland Combined Authority, Local Enterprise Partnerships for the purpose of growth, skills, infrastructure and economy</p>		
<b>Latest Update</b>			
Milestones	Due Date	Completed (Yes/No)	Note
The Opening of the Enterprise Centre	31-May-2017	Yes	The centre is operational and currently 100% occupied.
Scoping works for both the production of an inward investment strategy and a town centre strategy.	30-Jun-2017	Yes	
Adoption of the inward investment strategy and the town centre strategy	31-Oct-2018	No	Cabinet will be asked to consider an approach to working re the town centre, and the production of a strategy in Oct / Nov 18
Re-opening of the Assembly Rooms and new facility at the Carnegie Centre	28-Feb-2019	No	Marketing for the Carnegie Centre has commenced
Completion of the public realm enhancements	30-Apr-2019	No	
Completion of works to Tamworth Library	30-Apr-2019	No	
Scoping works with partners to look at viability/opportunities with the current vacant site at Gungate.		No	Report to Full Council 11th April 2018 to consider the proposal.

			<p>The site was acquired by the Council in June 2018 for investment purposes with the longer term aim of unlocking it for regeneration.</p> <p>The Council has successfully bid for £100k support to develop options for the site</p>
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Performance Measures	RAG Status	Current Value	Last Update	Latest Note
Number of Businesses		2,335	2017/18	
Number of empty Business Premises		193	September 2018	
Percentage of total rateable value of commercial floorspace that is unoccupied		5%	2017/18	
Percentage change in rateable value of commercial buildings		1.61%	Q2 2017/18	
Birth of New Business Enterprises in the year		355	2016/17	
Death of Business Enterprises in the year		290	2016/17	
Number of active Business Enterprises		2,620	2016/17	

Project/Action	Tinkers Green & Kerria Regeneration			
<b>Desired Outcome</b>	Access to suitable housing is improved Neighbourhoods are improved Satisfaction with neighbourhoods increased			
<b>Latest Update</b>				
Milestones	Due Date	Completed (Yes/No)	Note	
4. Demolition at Kerria commenced	01-Jul-2018	Yes	Demolition commenced	
3. Contractor start on site	31-Jul-2018	Yes	The contractor has taken possession of the site and commenced some preparatory work.	
6. Completion of build	31-Jul-2020	No		
7. Allocation of New Homes	31-Jul-2020	No		
1. Demolition at Tinkers Green completed		Yes	The demolition at Tinkers Green is now complete	
2. Contractor appointed		Yes	Contractor appointed	
5. Demolition at Kerria completed		No	Date TBA	

Performance Measures	RAG Status	Current Value	Last Update	Latest Note
Satisfaction of tenants with new homes and neighbourhood – Tinkers Green				
Satisfaction of tenants with new homes and neighbourhood – Kerria				
Number of new homes built and allocated to those who need them – Kerria				
Number of new homes built and allocated to those who need them – Tinkers Green				
New Retail Facility Created – Tinkers Green				





New Retail Facility Created – Kerria



<b>Project/Action</b>	<b>Garage sites redevelopment</b>		
<b>Desired Outcome</b>	Access to suitable housing is improved Neighbourhoods are improved Satisfaction with neighbourhoods increased		
<b>Latest Update</b>	The programme is currently on hold with a revised programme to be completed by August 2019.		
<b>Milestones</b>	<b>Due Date</b>	<b>Completed (Yes/No)</b>	<b>Note</b>
Phase One start on site	30-Apr-2017	Yes	Work has started on Phase One.
Phase One Completed	31-Dec-2017	Yes	Phase one was completed ahead of schedule at the end of November 2017 and provided 19 units of accommodation across the borough.
Revised programme		No	A revised approach to garage sites redevelopment is to be considered by Cabinet.



<b>Performance Measures</b>	<b>RAG Status</b>	<b>Current Value</b>	<b>Last Update</b>	<b>Latest Note</b>
Satisfaction of tenants with new homes and neighbourhood – Garage Sites Redevelopment				
Number of new homes built and allocated to those who need them – Garage Sites Redevelopment				

<b>Project/Action</b>	<b>New Repairs Contract</b>		
<b>Desired Outcome</b>	Council homes and neighbourhoods are maintained to a high standard Tenants receive a responsive repairs service The housing asset is maintained in accordance with stock condition requirements		
<b>Latest Update</b>			
<b>Milestones</b>	<b>Due Date</b>	<b>Completed (Yes/No)</b>	<b>Note</b>
Commission consultants to support options review	30-Apr-2017	Yes	
New contractor mobilised	30-Apr-2017	Yes	
Review of new contract performance	30-Sep-2017	Yes	
Findings of options review agreed	31-Dec-2017	Yes	Findings of options review agreed and being considered by Cabinet in February 2018.
Report to members on future arrangements for service delivery	22-Feb-2018	Yes	Report at Cabinet on 22nd February 2018.
Further report to members to enable a final decision to be taken on the financial and commercial viability of an in-house contractor	28-Feb-2019	No	
Implement future options		No	
Measure satisfaction		No	



<b>Performance Measures</b>	<b>RAG Status</b>	<b>Current Value</b>	<b>Last Update</b>	<b>Latest Note</b>
KPI 1 - (Responsive) To determine the overall satisfaction with the works		94.2%	2018/19	
Percentage of local authority dwellings that achieve the decent homes standard		99.07%	2017/18	

<b>Project/Action</b>	Preparation for collection of the Business Improvement District (BID) Levy			
<b>Desired Outcome</b>	Implementation of the software necessary to facilitate collection of the levy income Maximise the level of income collected for investment in local infrastructure			
<b>Latest Update</b>	As the ballot resulted in the BID being rejected, the software is now no longer required.			
<b>Milestones</b>	<b>Due Date</b>	<b>Completed (Yes/No)</b>	<b>Note</b>	
Budget approval for purchase of software	30-Apr-2017	Yes	Budget approved by Council on 21 February 2017	
Software purchased	03-Nov-2017	Yes	Original plan was to purchase software by 31 August – delayed until result of the ballot known early in November 2017. As the ballot resulted in the BID being rejected, the software is now no longer required.	
Software installed and tested	31-Dec-2017	Yes	As the ballot resulted in the BID being rejected, the software is now no longer required.	
Levy included on 2018/19 bills	31-Mar-2018	Yes	As the ballot resulted in the BID being rejected, the software is now no longer required.	
<b>Performance Measures</b>	<b>RAG Status</b>	<b>Current Value</b>	<b>Last Update</b>	<b>Latest Note</b>







<b>Project/Action</b>	<b>Business Rates Retention</b>		
<b>Desired Outcome</b>	Maximise collection of business rates within the GBS rate retention pool		
<b>Latest Update</b>	<p>The Council is a member of the Greater Birmingham and Solihull Local Enterprise Partnership (GBSLEP) Business Rates Pool – for 2017/18 a levy of £1.2m (payable to the GBSLEP pool) was generated through additional growth in business rates income.</p> <p>As a result of the pool being in place, the GBSLEP will have an additional £3.3m in total from LEP members from the outturn for 2017/18 to support projects to improve the economy and infrastructure of the region.</p>		
<b>Milestones</b>	<b>Due Date</b>	<b>Completed (Yes/No)</b>	<b>Note</b>

<b>Performance Measures</b>	<b>RAG Status</b>	<b>Current Value</b>	<b>Last Update</b>	<b>Latest Note</b>
Percentage of Non-domestic Rates Collected		56.40%	September 2018	
Percentage change in rateable value of commercial buildings		1.61%	Q2 2017/18	

<b>Project/Action</b>	<b>Commercial opportunities in business decision making</b>		
<b>Desired Outcome</b>	<p>A risk/reward based return on investment requirement within planned projects</p> <p>Producing options appraisals, business cases and review opportunities for setting up Local Authority Trading Companies as well as other business models for service to maximise return on Council assets and increase economic benefit for the Council</p>		
<b>Latest Update</b>	<p>The Tamworth Commercial Investment Strategy to promote growth and regeneration was approved by Cabinet on 16th June 2016.</p> <p>Key outcomes such as the revitalisation of the Town Centre; the regeneration of the Gungate site; the development of an Inward Investment Strategy that will seek to provide the basis for ongoing managed growth, future funding bids and more.</p> <p>Work has progressed on the development (and set up) of a trading company (including the potential for development of private sector housing for market rental), the regeneration of the Gungate site and the development of a Place Investment Strategy. A Business Case investment model was finalised during the first quarter of 2018, including advice on the treatment of taxation.</p> <p>Council on 17th July 2018 approved the set up (at the beginning of August 2018) of a Local Authority Trading Company which will provide the means and structure from which we can generate sustainable income streams on behalf of the Council. Initially this will be by acting as Private Sector Landlord; but could lead to, subject to viability and a robust business plan, operating services on a commercial footing. The establishment of the Trading Company is very much seen as the precursor to us building new houses for market rent in the very near future.</p> <p>Further work has centred on the regeneration of the former Gungate Precinct site, including the acquisition of the site by the Council in June 2018, and the potential to increase the size of the site to include other land in order to encourage a more ambitious development scheme.</p> <p>Progress has been made on the third work stream with proposals designed to encourage both Inward Investment and the continued Growth of Existing Business with the consequence that we now have an outline specification/brief to support the commissioning of the strategy.</p>		
<b>Milestones</b>	<b>Due Date</b>	<b>Completed (Yes/No)</b>	<b>Note</b>

Performance Measures	RAG Status	Current Value	Last Update	Latest Note
Income collected through adopted commercial approach		£219,200.00	Q2 2018/19	Return expected in 2018/19 on investments made through CIS – Gungate together with 2 Property Fund investments
Rate of return on identified projects in excess of 5%		£219,200.00	Q2 2018/19	3.2% return on investments expected 2018/19 (part year) – 3.9% on an annualised basis



<b>Project/Action</b>	<b>Heritage, leisure &amp; events</b>		
<b>Desired Outcome</b>	A defined successful outdoor events programme is implemented Heritage venues are well maintained and open to the public Heritage lottery bid submitted to progress improvement works at the Castle		
<b>Latest Update</b>			
<b>Milestones</b>	<b>Due Date</b>	<b>Completed (Yes/No)</b>	<b>Note</b>
Outdoor events plan published	30-Apr-2017	Yes	
Castle Heritage Lottery bid submitted	31-Aug-2017	Yes	The bid was submitted in August 2017 and was successful; £499,000 was awarded. The money will be used for a project that will create an innovative and engaging permanent exhibition exploring and celebrating Tamworth's important Anglo-Saxon history.
Events held throughout the year	31-Mar-2019	No	

<b>Performance Measures</b>	<b>RAG Status</b>	<b>Current Value</b>	<b>Last Update</b>	<b>Latest Note</b>
Number of attendees at Arts Development Events		1,100	2018/19	
Number of participants at Arts Development Events		6,500	2018/19	
Visitor Numbers (Outdoor Events)		15,000	2018/19	
Overall Satisfaction Rate "Good to Excellent" (Outdoor Events)		99%	2018/19	
Percentage of people surveyed who would recommend event (Outdoor Events)		99%	2018/19	
Number of additional events supported – Outdoor Events		16	2018/19	

Total Number of visits/usages – Tamworth Castle		14,043	2018/19	
Total Number of Visitors – Tamworth Castle		13,785	2018/19	
Trip Advisor Rating – Tamworth Castle		4.5	2017/18	










<b>Project/Action</b>	<b>Organisational well-being</b>		
<b>Desired Outcome</b>	A workforce that is dynamic, agile and capable to adapt to our changing environment		
<b>Latest Update</b>	ELT briefings held in place of AGM due to non-availability of Assembly Rooms.  Celebration event to be held in new year		
<b>Milestones</b>	<b>Due Date</b>	<b>Completed (Yes/No)</b>	<b>Note</b>
Corporate Well-being day	30-Apr-2017	Yes	
Time to Change Pledge	30-Apr-2017	Yes	
Staff Attitude Survey	31-Dec-2017	Yes	Details of initial findings presented to CMT Oct 18 – draft action plan developed. Plan to be discussed with new Human Resources Business Partner for delivery and communication
Payroll/HR services available via self serv	31-Jan-2018	Yes	All services now available.
Delivery of Corporate Plan	31-Mar-2018	Yes	
Completion of the Agile Working Project	31-Dec-2018	No	A new implementation plan will be developed immediately following the Senior Management Review.
Staff Annual General Meeting/Celebration event	31-Dec-2018	No	ELT briefings held in place of AGM due to non-availability of Assembly Rooms. Celebration event to be held in new year
Workforce Development Plan approved	31-Dec-2018	No	Work has commenced on this and is linked to the senior management review.

Performance Measures	RAG Status	Current Value	Last Update	Latest Note
Working Days Lost Due to Sickness Absence (Year to date)		1.87	June 2018	
Results of Staff Attitude Survey		Yes	2017/18	Details of initial findings presented to CMT Oct 18 – draft action plan developed. Plan to be discussed with new Human Resources Business Partner for delivery and communication

<b>Project/Action</b>	Digital Customer Services			
<b>Desired Outcome</b>	Council services available for customers available on-line			
<b>Latest Update</b>				
<b>Milestones</b>	<b>Due Date</b>	<b>Completed (Yes/No)</b>	<b>Note</b>	
Customer Access Survey	30-Apr-2017	Yes		
Specification of Customer Portal	30-Apr-2017	Yes		
Procurement of customer portal	31-May-2018	Yes	A specification has been detailed. Soft market testing carried out with several suppliers. Specification launched in January 2018 and procurement anticipated by end of May 2018. The portal was purchased in July 2018.	

Approve revised Customer Services, Access & Digital Strategy	30-Jun-2018	Yes	The Customer Services, Access & Digital Strategy is complete and now needs to link to the ICT Strategy
Communications and Marketing Plan	31-Dec-2018	No	The review of PR, communications & marketing activities is to be completed by December 2018.
Implementation of customer portal commencing with Council Tax	31-Dec-2018	No	The portal has now been purchased and will commence with Council Tax. A project plan has been developed and will 'Go live' by the end of December 2018.
Review of Customer Services and Access Strategy	30-Jun-2019	No	The strategy is scheduled for completion by June 2018 consequently, the review will be undertaken by June 2019
Review portal implementation and customer satisfaction.	30-Sep-2019	No	
Website Development Plan (static content)	30-Sep-2019	No	The Content Management System (CMS) is being upgraded from Drupal 7 to 8 over the next two years up to 30th September 2019. All content will be reviewed during this process which has commenced with the 'Visit Tamworth' site.


Performance Measures	RAG Status	Current Value	Last Update	Latest Note
The number of face to face enquiries		9,210	2017/18	
The number of self-serve processes available for customers		67	2017/18	
The number of Portal users		0	2017/18	Portal not yet

				procured.
The number of downloads from the Tamworth App		504	2017/18	
The number of active users of the Tamworth App		404	Q2 2018/19	
The number of Ombudsman complaints received		7	2016/17	
The number of Ombudsman decisions made		8	2016/17	

<b>Project/Action</b>	<b>Corporate Knowledge Hub</b>			
<b>Desired Outcome</b>				
<b>Latest Update</b>	Initial plan now discussed by CMT			
	Further development work to be linked to Organisational Change Process with a view to formal Cabinet approval by end of March 2019			
<b>Milestones</b>	<b>Due Date</b>	<b>Completed (Yes/No)</b>	<b>Note</b>	
Workshop to scope design and delivery	31-May-2017	Yes		
Initial Plan discussed by CMT	31-Mar-2019	No	The development of the 'Tamworth Community Offer' is now in the final stages of design with a supporting action plan. Implementation of the plan will be directly linked to the Organisational Change Process prior to formal approval by Cabinet in March 2019	

<b>Performance Measures</b>	<b>RAG Status</b>	<b>Current Value</b>	<b>Last Update</b>	<b>Latest Note</b>
Number of Reports delivered to support the Tamworth Community Offer				


<b>Project/Action</b>	<b>New General Data Protection Regulations</b>			
<b>Desired Outcome</b>	Processes and procedures to enable compliance with data legislation			
<b>Latest Update</b>	Activity in the third quarter of 2017/18 has seen the development of the Information Asset and an awareness campaign.			
<b>Milestones</b>	<b>Due Date</b>	<b>Completed (Yes/No)</b>	<b>Note</b>	
Endorsement of action plan for implementation	30-Apr-2017	Yes	Action plan endorsed and in progress Two members of staff qualified as practitioners in General Data Protection Regulations to enable implementation. A new statutory role of Data Protection Officer has been established.	
All staff trained in internal framework and legislation	31-May-2018	Yes	On line training commenced in March 2018 with three modules; 'Accountability and the GDPR', 'Preparing for GDPR' and 'The right to be forgotten'. In addition, 'face to face' training given to those members of staff in higher risk areas. Three additional modules were rolled out in April 2018.	
Processes and procedures tested and developed into local framework	31-Jul-2018	Yes	The development of processes is ongoing and on target for completion by the end of July 2018.	

<b>Performance Measures</b>	<b>RAG Status</b>	<b>Current Value</b>	<b>Last Update</b>	<b>Latest Note</b>
The number of data breaches		11	Q1 2018/19	

The number of complaints upheld by the Information Commissioner's Office			2017/18	The criteria around this still needs to be agreed and measurement of this performance indicator won't commence until 25/05/2018.
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<b>Project/Action</b>	<b>Office 365</b>			
<b>Desired Outcome</b>	Corporate roll out of Office 365 functionality All officers trained and competent in use of technology Access to Exchange online Access to cloud services			
<b>Latest Update</b>	Progress in the trial areas:  <ul style="list-style-type: none"> <li>• Revenues – Managers trained and testing the product and providing fortnightly updates on progress. Training is being arranged for the rest of the team,</li> <li>• Housing – Training scheduled for managers,</li> <li>• ICT – Managers trained and testing virtual meetings.</li> </ul>			
<b>Milestones</b>	<b>Due Date</b>	<b>Completed (Yes/No)</b>	<b>Note</b>	
Roll out of technology	31-Jan-2018	Yes	The technology is installed and dependent on feedback from Revenues, Housing and ICT.	
New working practises in place	30-Jun-2018	Yes	Pilots are in place in Revenues, Planning and Housing. Once the pilots are completed, the learning will be available on Infozone as	

			case studies for reference for the rest of the organisation.
Training completed	30-Jun-2018	Yes	All those in the areas doing the pilots have been trained.






Performance Measures	RAG Status	Current Value	Last Update	Latest Note
The percentage of the organisation using Office 365		N/A	Q4 2017/18	Trials of this in the scoped service areas (ICT, Housing, Revenues) have commenced and subject to the testing it will be rolled out corporately after the trial.

<b>Project/Action</b>	<b>Enablement of Self-Service</b>			
<b>Desired Outcome</b>	Delivery of technology to support self-service including portal, online forms, mobile apps and website development			
<b>Latest Update</b>	Engaged with supplier  Project team assembled  Work commenced: business analyst looking at high volume processes			
<b>Milestones</b>	<b>Due Date</b>	<b>Completed (Yes/No)</b>	<b>Note</b>	
Revenues Process Maps	31-Oct-2018	Yes	Revenues process maps supplied to Civica	
Housing Process Maps	15-Nov-2018	No		

Data Protection Impact Assessment	30-Nov-2018	No	
Golden Customer Record Specified	31-Dec-2018	No	
Upgrade Workflow360 to rel25	31-Dec-2018	No	
Housing Portal Process Build	31-Jan-2019	No	
Implementation of customer portal and integration to support website development	31-Jan-2019	No	Two responses were received to the procurement activity; one of these was discounted due to it being cost prohibitive. The contract for the customer portal was awarded in July 2018. Site visits and scoping will take place next prior the project 'kick off'.
Implementation of mobile apps and online forms	31-Jan-2019	No	The first mobile app 'Report It' is under development with implementation due for the end of July 2018.
Process Builders' training	31-Jan-2019	No	
Revenues Portal Process Build	31-Jan-2019	No	

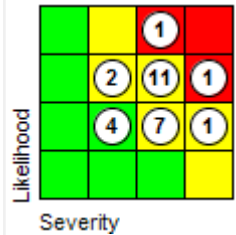
Performance Measures	RAG Status	Current Value	Last Update	Latest Note
The number of face to face enquiries		9,210	2017/18	
The number of telephone calls into the Customer Services Centre		19,882	Q2 2018/19	
The number of self-serve processes available for customers		67	2017/18	



PI RAG Status	
	Alert
	Warning
	OK
	Unknown
	Data Only

Corporate Risk Register

Corporate Risk Register – Heat Map









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Title	Description
Finance	To ensure that the Council is financially sustainable as an organisation

Risk	Date Reviewed	Current Risk Severity	Current Risk Likelihood	Current Risk Rating	Current Risk Status
Funding gaps	04-Sep-2018	3	3	9	
Business Rates Retention	04-Sep-2018	3	3	9	
New Homes Bonus	04-Sep-2018	3	2	6	
Brexit	04-Sep-2018	3	4	12	
Welfare and Benefit Reform	04-Sep-2018	3	3	9	
Failure to manage budgets	04-Sep-2018	3	2	6	




Title	Description
Modernisation & Commercialisation Agenda	Develop and implement continuous improvement and develop employees to perform the right work

Risk	Date Reviewed	Current Risk Severity	Current Risk Likelihood	Current Risk Rating	Current Risk Status
Contract Management & Procurement	04-Sep-2018	2	2	4	
Management of Assets	04-Sep-2018	2	2	4	
New Revenue Streams	04-Sep-2018	3	3	9	
Workforce Planning Challenges	05-Sep-2018	3	2	6	
Continuous Improvement	05-Sep-2018	2	2	4	
Partnerships fail	16-Oct-2018	3	2	6	





Title	Description
Governance	Ensure that processes, policies and procedures are in place and the authority is held to account

Risk	Date Reviewed	Current Risk Severity	Current Risk Likelihood	Current Risk Rating	Current Risk Status
Democratic Process	05-Sep-2018	3	3	9	
Assurance Process	04-Sep-2018	2	3	6	
Legislation	05-Sep-2018	3	2	6	
Policies & Procedures	05-Sep-2018	3	2	6	
Ethics	10-Oct-2018	2	2	4	




Title	Description
Community Focus	To ensure the safety, health and wellbeing of the citizens of the borough




Risk	Date Reviewed	Current Risk Severity	Current Risk Likelihood	Current Risk Rating	Current Risk Status
Community Cohesion & Engagement	16-Oct-2018	3	3	9	
Safeguarding Children & Adults (including Modern Slavery)	16-Oct-2018	2	3	6	
Emergency Planning	10-Oct-2018	3	2	6	

Title	Description
Economic Growth & Sustainability	To ensure that the economic growth and sustainability of the borough is maintained

Risk	Date Reviewed	Current Risk Severity	Current Risk Likelihood	Current Risk Rating	Current Risk Status
Regeneration	10-Oct-2018	3	3	9	
Housing Needs	10-Oct-2018	3	3	9	
Economic Changes	10-Oct-2018	3	3	9	
Demographics	10-Oct-2018	3	3	9	

Title	Description
Information Safeguarding	To ensure that our data is protected

Risk	Date Reviewed	Current Risk Severity	Current Risk Likelihood	Current Risk Rating	Current Risk Status
Data Protection	05-Sep-2018	4	3	12	
Cyber Security	05-Sep-2018	4	2	8	
Business Continuity	10-Oct-2018	3	3	9	

Risk Status	
 High Risk	
 Medium Risk	
 Low Risk	

## General Fund – Main Variances

Cost Centre	Account Code	Year To Date Position Sub Total	Year To Date Position Budget	Year To Date Position Variance	Full Year Position Budget	Full Year Position Predicted Outturn Variance	Full Year Position Predicted Outturn	Comment
ICT	Vacancy Allowance	-	(16,260)	16,260	(32,480)	32,480	-	Vacancy Allowance
Disabled Facilities Grant-Admin	Salaries	-	13,680	(13,680)	27,330	(27,330)	-	Holding until outcome of new contract -may need to transfer to Capital budgets
	Car Allowances	-	1,020	(1,020)	2,010	(2,010)	-	
	Prov Of Occup Health Services	-	2,700	(2,700)	5,360	(5,360)	-	
Commercial Property Management	Finance Lease Income	(39,836)	-	(39,836)	-	(110,000)	(110,000)	Windfall Income - Gungate lease income
GP062 Homelessness	Provision For Bad Debts	13,343	57,700	(44,357)	57,700	-	57,700	Report to go to Cabinet re write off of historical B&B debt
	Bed And Breakfast Cost	59,359	101,520	(42,161)	203,000	(50,000)	153,000	Report will be going to Cabinet outlining changes to charging policy for B&B, following audit and review by TMM
	Bed & Breakfast Income	(25,819)	(101,520)	75,701	(203,000)	100,000	(103,000)	
Community Wardens	Salaries	77,955	107,520	(29,565)	215,080	(50,000)	165,080	Underspend is offset by costs of external arrangement for car park enforcement - income derived from this is shown on GP0605 budgets
	Payments For Temporary Staff	38,215	-	38,215	-	50,000	50,000	Overspend offset by underspend on 3FTE vacant posts shown elsewhere noting income derived is on GP06
Community Development	Actuarial Strain Payments	46,354	-	46,354	-	46,350	46,350	Unbudgeted costs following service review
Joint Waste Arrangement	Specific Contingency	-	50,000	(50,000)	50,000	(50,000)	-	Specific contingency that may be required to delivery services through the joint waste arrangement

Cost Centre	Account Code	Year To Date Position Sub Total	Year To Date Position Budget	Year To Date Position Variance	Full Year Position Budget	Full Year Position Predicted Outturn Variance	Full Year Position Predicted Outturn	Comment
	Refuse Joint Arrangements	641,430	675,440	(34,010)	1,350,860	(68,000)	1,282,860	Revised estimated figures from LDC re year end charges
Chief Executive	Salaries	64,650	86,153	(21,502)	209,170	(50,000)	159,170	CE vacancy at start of year, plus reduced cost re Democratic Services support
Development Control	Cont To Reserves	28,000	-	28,000	-	28,000	28,000	Following government guidelines planning application fees were increased by 20% but this increase will need to be re-invested in the Planning Service and therefore a temporary reserve will be sort.
	Fees & Charges Planning App	(169,716)	(104,020)	(65,696)	(218,080)	(30,000)	(248,080)	Fee income is well above profiled budget to date due to two major applications. Should the trend continue the current predicted outturn could well be more significant but 20% of all income collected will need to be re-invested in the service, as per government guidelines, following an increase in fees. A temporary reserve will be requested in order to retain 20% of the outturn amount
Benefits	Rent Allowances	3,597,909	4,292,000	(694,091)	9,175,580	(1,436,600)	7,738,980	Based on DWP est claim @ P6
	Non-HRA Rent Rebates	14,047	138,060	(124,013)	275,980	(225,130)	50,850	
	Council Tenant Rent Rebates	4,847,049	5,247,250	(400,201)	10,074,830	(1,183,310)	8,891,520	
	Council Tenant Grant	(4,730,971)	(5,155,250)	424,279	(9,897,950)	1,163,850	(8,734,100)	
	Private Tenant	(3,473,509)	(4,161,400)	687,891	(8,896,620)	1,363,790	(7,532,830)	

Cost Centre	Account Code	Year To Date Position Sub Total	Year To Date Position Budget	Year To Date Position Variance	Full Year Position Budget	Full Year Position Predicted Outturn Variance	Full Year Position Predicted Outturn	Comment
	Grant							
	Non-HRA Rent Rebate Grant	(23,105)	(57,720)	34,615	(115,260)	70,760	(44,500)	
	Discretionary Hsg Paymt Grant	(46,873)	-	(46,873)	-	(140,620)	(140,620)	Based on DHP Mid-Year Est
	Overpayment Private Tenant	(251,678)	(187,140)	(64,538)	(374,320)	(129,040)	(503,360)	Based on e-Fins @ P6
	Pt Overpayment Recovery	105,928	-	105,928	-	211,860	211,860	
	Ct Overpayment Recovery	62,596	-	62,596	-	125,190	125,190	
Page 64 Benefits Administration	Cont To Reserves	-	-	-	-	87,610	87,610	Unspent Gov't grant income to transfer to reserve at year end subject to approval
	Government Grants	(113,424)	(17,160)	(96,264)	(17,160)	(96,260)	(113,420)	Government grant unspent at year end to transfer to reserve subject to approval
Welfare Bens & Fairer Charging	Salaries	30,422	39,900	(9,478)	73,040	(42,620)	30,420	Staff transferred back to SCC
Welfare Bens & Fairer Charging	Fees & Charges	(37,506)	(50,940)	13,434	(101,920)	64,410	(37,510)	No further income due on cessation of provision of service to SCC
Corporate Finance	Pensions	643,100	679,850	(36,750)	679,850	(36,750)	643,100	Underspend in 2018/19 arising from pension pre-payment agreement
	Consultants Fees	46,070	87,480	(41,410)	175,000	-	175,000	No variance underspend reported at this stage
	Specific Contingency	-	-	-	242,000	(142,000)	100,000	Contingency for potential reduced income levels not required 2018/19
	NNDR Levy Payments	-	-	-	781,960	41,910	823,870	Higher levy due to additional business rates income
	Government Grants	(340,264)	(325,320)	(14,944)	(650,600)	(113,540)	(764,140)	Additional S31 Grant income for Business Rates Relief



Cost Centre	Account Code	Year To Date Position Sub Total	Year To Date Position Budget	Year To Date Position Variance	Full Year Position Budget	Full Year Position Predicted Outturn Variance	Full Year Position Predicted Outturn	Comment
Treasury Management	Minimum Revenue Provision Gf	73,140	52,140	21,000	104,270	42,000	146,270	Offsetting underspend on interest income
	Misc Interest & Dividends	(237,960)	(87,960)	(150,000)	(175,970)	(300,000)	(475,970)	Interest expected above budget
	Property Fund Dividends	(13,693)	-	(13,693)	-	(109,200)	(109,200)	Receipt of Property Fund interest due to investment earlier than budgeted

#### Housing Revenue Account – Main Variances

Page 65	Cost Centre	Account Code	Year To Date Position Sub Total	Year To Date Position Budget	Year To Date Position Variance	Full Year Position Budget	Full Year Position Predicted Outturn Variance	Full Year Position Predicted Outturn	Comment
H R A Summary	Provision For Bad Debts		161,019	196,200	(35,181)	196,200	-	196,200	Bad debt is likely to increase whilst the rollout of UC continues. Income recovery remains a priority to limit any increase in arrears.
	Specific Contingency		-	2,500	(2,500)	117,500	(100,000)	17,500	No issues currently identified that would require the use of this budget
	Rents		(9,120,328)	(9,021,256)	(99,072)	(17,320,810)	(130,000)	(17,450,810)	Rent income is currently exceeding budget due to void levels being lower than budgeted. The acquisition programme also continues to provide additional properties let at Affordable Rent and offset those sold under the Right to Buy.

## Capital Programme Monitoring

Directorate	Budget Reprofiled from 2017/18 (memo only) £000	YTD Budget £000	YTD Actual Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile to 2019/20 (memo only) £000	Outturn £000	Comments
<b>Chief Executive</b>										
Gungate Development	-	4,000	3,270	(730)	4,000	4,000	-	-	4,000	Site purchased in June work on going to develop plans for redevelopment
<b>Directorate Total</b>	<b>-</b>	<b>4,000</b>	<b>3,270</b>	<b>(730)</b>	<b>4,000</b>	<b>4,000</b>	<b>-</b>	<b>-</b>	<b>4,000</b>	
<b>AD Growth</b>										
Castle Mercian Trail	748	748	128	(621)	748	748	-	-	748	Work to start on site imminently
Gateways	15	66	7	(59)	138	138	-	-	138	Aethelflaed statue installed and phase 2 complete. Brief for Phase 3 (Corporation St) finalised.
Cultural Quarter - Carnegie Centre	7	7	4	(3)	7	7	-	-	7	No update to report, currently being used as site office for overall project.
Cultural Quarter - Public Realm	-	4	4	(0)	4	4	-	-	4	Works being led by SCC - although any spend from TBC to support project will be reclaimed through SLGF Returns.
<b>Directorate Total</b>	<b>771</b>	<b>825</b>	<b>143</b>	<b>(682)</b>	<b>898</b>	<b>898</b>	<b>-</b>	<b>-</b>	<b>898</b>	
<b>AD People</b>										
Replacement It Technology	7	59	15	(45)	112	112	-	-	112	At this stage budget is expected to spent in line with requirements set out in capital appraisal

Directorate	Budget Reprofiled from 2017/18 (memo only) £000	YTD Budget £000	YTD Actual Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile to 2019/20 (memo only) £000	Outturn £000	Comments
EDRMS (Electronic Document Records Management System)	63	63	13	(50)	63	63	-	-	63	Scoping of project following migration from Oracle platform to SQL server to be agreed with supplier
Income Management & Receipting System	-	20	20	(0)	20	20	-	-	20	Upgrade Capita system following Cabinet approval 2nd August 2018
Gazetteer Development	9	9	-	(9)	9	9	-	-	9	Amount re-profiled for further development of the system
New Time Recording System 17/18	15	15	-	(15)	15	15	-	-	15	Project to commence shortly
Self Service Customer Portal	115	115	90	(25)	115	115	-	-	115	Standstill in progress before award of contract
<b>Directorate Total</b>	<b>208</b>	<b>281</b>	<b>138</b>	<b>(143)</b>	<b>333</b>	<b>333</b>	<b>-</b>	<b>-</b>	<b>333</b>	
<b>AD Operations &amp; Leisure</b>								-		
Streetscene Service Delivery Enhancements	30	30	-	(30)	30	-	(30)	-	-	Delays in the project due to the delays in the full implementation of the CRM system.
Wigginton Park Section Section 106	20	22	10	(12)	22	22	-	-	22	Plans ongoing to deliver items from the Wigginton Park Management Plan
Broadmeadow Nature Reserve	23	23	-	(23)	23	23	-	-	23	Ongoing works to complete management plan and HLS agreement. Bridge works now completed however ongoing contractual dispute over rates and works undertaken.

Directorate	Budget Reprofiled from 2017/18 (memo only) £000	YTD Budget £000	YTD Actual Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile to 2019/20 (memo only) £000	Outturn £000	Comments
Public Open Space Section 106	24	24	15	(9)	24	24	-	-	24	Project group established - list of works currently being collated.
Street Lighting	4	6	4	(2)	7	7	-	-	7	Works to be delivered in line with 30 year project plan
Local Nature Reserves	36	39	16	(23)	39	39	-	-	39	Work ongoing to deliver items from management plan
Community Woodland Cycleway	-	160	-	(160)	160	-	(160)	160	160	At this stage budget is expected to spent in line with requirements set out in capital appraisal
Arington Community Woodland	-	25	7	(18)	50	-	(50)	50	50	At this stage budget is expected to spent in line with requirements set out in capital appraisal
Assembly Rooms Development	1,140	2,436	1,024	(1,412)	3,732	3,732	-	-	3,732	Work started on site December - Building works to be finished in approx. 15 months.
Indoor and Outdoor Sports Feasibility	-	100	-	(100)	100	100	-	-	100	At this stage budget is expected to spent in line with requirements set out in capital appraisal
<b>Directorate Total</b>	<b>1,276</b>	<b>2,865</b>	<b>1,076</b>	<b>(1,789)</b>	<b>4,188</b>	<b>3,948</b>	<b>(240)</b>	<b>210</b>	<b>4,158</b>	
<b>AD Finance</b>										
Property Funds	6,000	9,000	3,869	(5,131)	12,000	12,000	-	-	12,000	Opportunities to invest being continuously reviewed. As such the budget will be spent on an ad-hoc basis throughout the financial year.
<b>Directorate Total</b>	<b>6,000</b>	<b>9,000</b>	<b>3,869</b>	<b>(5,131)</b>	<b>12,000</b>	<b>12,000</b>	<b>-</b>	<b>-</b>	<b>12,000</b>	

Directorate	Budget Reprofiled from 2017/18 (memo only) £000	YTD Budget £000	YTD Actual Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile to 2019/20 (memo only) £000	Outturn £000	Comments
<b>AD Assets</b>										
Disabled Facilities Grant	31	356	391	35	681	681	-	-	681	Current referrals nearly accounts for the budget available for the full year and new cases are still being opened all the time .This position confirms the current budget allocation is significantly insufficient to meet demand. Monies allocated but not actually paid to 3rd parties - outside TBC control.
Agile Working Phase 2	124	124	-	(124)	124	-	(124)	-	-	Expenditure of this budget is reliant upon us entering into a formal lease agreement with the a 3rd party to occupy space in Marmion House.
Energy EFF Upgrade Commercial and Industrial Properties	-	38	4	(33)	75	75	-	-	75	The energy efficiency works will largely be allocated to bringing vacant properties up to the minimum required standard for letting. As such the budget will be spent on an ad-hoc basis throughout the financial year.

Directorate	Budget Reprofiled from 2017/18 (memo only) £000	YTD Budget £000	YTD Actual Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile to 2019/20 (memo only) £000	Outturn £000	Comments
Castle Grounds Toilet Refurbishment	-	-	-	-	180	150	(30)	30	180	Tenders for this work will be invited through the summer months with a view to commencing works in the Autumn/Winter period in readiness for the toilets to re-open in the Spring. Anticipate full spend before March 31st.
<b>Directorate Total</b>	<b>155</b>	<b>517</b>	<b>395</b>	<b>(122)</b>	<b>1,060</b>	<b>906</b>	<b>(154)</b>	<b>30</b>	<b>936</b>	
<b>AD Neighbourhoods</b>										
Homelessness Reduction Act	-	15	-	(15)	30	30	-	-	30	At this stage budget is expected to spent in line with requirements set out in capital appraisal
CCTV Camera Renewals	44	51	17	(35)	59	59	-	-	59	Further report to Scrutiny Committee in 2018 to discuss way forward.
<b>Directorate Total</b>	<b>44</b>	<b>66</b>	<b>17</b>	<b>(50)</b>	<b>89</b>	<b>89</b>	<b>-</b>	<b>-</b>	<b>89</b>	
<b>AD Partnerships</b>										
Private Sector Coalfields Fund	92	92	-	(92)	92	42	(50)	50	92	Programme of new initiatives to be developed to target help for vulnerable residents based on results of recent stock condition survey
<b>Directorate Total</b>	<b>92</b>	<b>92</b>	<b>-</b>	<b>(92)</b>	<b>92</b>	<b>42</b>	<b>(50)</b>	<b>50</b>	<b>92</b>	
<b>GF Contingency</b>										
Gf Contingency	50	35	-	(35)	35	-	(35)	35	35	Will require approval from Cabinet to release funds
Cont-Return On Investment	160	160	-	(160)	160	-	(160)	160	160	Will require approval from Cabinet to release funds

Directorate	Budget Reprofiled from 2017/18 (memo only) £000	YTD Budget £000	YTD Actual Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile to 2019/20 (memo only) £000	Outturn £000	Comments
GF Contingency Plant and Equipment	100	100	-	(100)	100	-	(100)	100	100	Will require approval from Cabinet to release funds
Civil Contingencies Technology 17/18 (Contingency)	19	19	-	(19)	19	-	(19)	19	19	Will require approval from Cabinet to release funds
Refurbishment of Marmion House Reception (Contingency)	100	100	-	(100)	100	-	(100)	100	100	Will require approval from Cabinet to release funds
GDPR Compliance (Contingency)	-	23	-	(23)	45	-	(45)	45	45	Will require approval from Cabinet to release funds
Mobile Phone Contract (Contingency)	-	10	-	(10)	20	-	(20)	20	20	Will require approval from Cabinet to release funds
Private Sector Improvement Grants (Coalfields Funding)	130	130	-	(130)	130	-	(130)	130	130	Will require approval from Cabinet to release funds
<b>Directorate Total</b>	<b>559</b>	<b>577</b>	<b>-</b>	<b>(577)</b>	<b>609</b>	<b>-</b>	<b>(609)</b>	<b>609</b>	<b>609</b>	
<b>GENERAL FUND TOTAL</b>	<b>9,105</b>	<b>18,223</b>	<b>8,908</b>	<b>(9,315)</b>	<b>23,268</b>	<b>22,215</b>	<b>(1,053)</b>	<b>899</b>	<b>23,114</b>	

HOUSING REVENUE ACCOUNT										
Directorate	Budget Reprofiled from 2017/18 (memo only) £000	YTD Budget £000	YTD Actual Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile to 2019/20 (memo only) £000	Outturn £000	Comments
<b>AD Assets</b>										
Structural Works	-	50	3	(47)	100	100	-	-	100	This is an ad-hoc budget that is driven by reported repairs.
Bathroom Renewals	-	409	555	146	817	817	-	-	817	Sufficient works issued to take up full spend by year-end.
Gas Central Heating Upgrades and Renewals	-	210	(3)	(213)	420	420	-	-	420	Sufficient works issued to take up full spend by year-end.
Kitchen Renewals	8	743	397	(346)	1,228	1,228	-	-	1,228	Sufficient works issued to take up full spend by year-end.
Major Roofing Overhaul and Renewals	-	83	-	(83)	166	166	-	-	166	Sufficient works issued to take up full spend by year-end.
Window and Door Renewals	12	137	14	(124)	262	262	-	-	262	Sufficient works issued to take up full spend by year-end.
Disabled Facilities Adaptations	108	270	163	(107)	432	432	-	-	432	Sufficient works issued to take up full spend by year-end. Likelihood of being more demand than we can fund.
Strode House Car Park and Garages	-	75	457	382	530	530	-	-	530	Awaiting final project costs, anticipate full spend by year-end.
Renew High Rise Lifts	-	-	-	-	280	-	(280)	-	-	Extension of current project. May extend into 2019/20. Confirmation of programme during year.



Directorate	Budget Reprofiled from 2017/18 (memo only) £000	YTD Budget £000	YTD Actual Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile to 2019/20 (memo only) £000	Outturn £000	Comments
Renew Walkways Magnolia	-	37	-	(37)	260	260	-	-	260	Awaiting final project costs, anticipate full spend by year-end.
High Rise Lift Renewals 2012	278	125	20	(105)	278	138	(140)	140	278	Contract currently on site, may extend into 2019/20.
Fire Upgrades To Flats 2012	2,057	2,057	-	(2,057)	2,057	2,057	-	-	2,057	Tenders received, awaiting contract award. Programme of works to be agreed but likely to extend into 2019/20
Roofing High-Rise	43	-	-	-	43	43	-	-	43	Due to be completed summer 2018.
High Rise Balconies	577	288	403	115	577	463	(114)	114	577	Contract currently on site, may extend into 2019/20.
Works to High Rise Flats	573	836	509	(327)	1,098	878	(220)	220	1,098	Contract currently on site, may extend into 2019/20.
Retention of Garage Sites	15	-	183	183	385	385	-	-	385	Scheme to be agreed.
Capital Salaries	-	-	-	-	177	177	-	-	177	
CDM Fees	-	3	-	(3)	5	-	(5)	-	-	No longer required
Creation of Eringden Office	-	5	2	(3)	10	10	-	-	10	Subject to planning consent works to be completed during the summer of 2018.
Tinkers Green	8,554	1,250	1,453	203	13,070	13,070	-	-	13,070	Contract currently on site, will extend into 2019/20
Kerria Estate Project	2,178	410	488	78	6,840	6,840	-	-	6,840	Contract currently on site, will extend into 2019/20
Regeneration General	2,234	-	4	4	-	4	4	-	4	Budget vired to Regeneration schemes as per April Cabinet report
Other Acquisitions	1,461	2,336	2,286	(50)	2,586	2,586	-	-	2,586	Scheme to be agreed.
<b>Directorate Total</b>	<b>18,098</b>	<b>9,323</b>	<b>6,933</b>	<b>(2,390)</b>	<b>31,622</b>	<b>30,867</b>	<b>(755)</b>	<b>474</b>	<b>31,341</b>	

Directorate	Budget Reprofiled from 2017/18 (memo only) £000	YTD Budget £000	YTD Actual Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile to 2019/20 (memo only) £000	Outturn £000	Comments
<b>HRA Contingency</b>										
HRA Contingency	100	100	-	(100)	100	-	(100)	100	100	Will require approval from Cabinet to release funds
<b>Directorate Total</b>	<b>100</b>	<b>100</b>	<b>-</b>	<b>(100)</b>	<b>100</b>	<b>-</b>	<b>(100)</b>	<b>100</b>	<b>100</b>	
<b>HRA Total</b>	<b>18,198</b>	<b>9,423</b>	<b>6,933</b>	<b>(2,490)</b>	<b>31,722</b>	<b>30,867</b>	<b>(855)</b>	<b>574</b>	<b>31,441</b>	

**Treasury Management Update – Period 6 - 2018/19****Investments held as at 30<sup>th</sup> September 2018:**

Borrower	Deposit £	Rate %	From	To	Notice
Lloyds Bank	1,000,000	0.90%	30-Nov-17	30-Nov-18	
Lloyds Bank	1,000,000	0.90%	01-Dec-17	30-Nov-18	-
Bank of Scotland	2,000,000	0.85%	03-Jan-18	03-Jan-19	-
Bank of Scotland	2,000,000	0.85%	05-Jan-18	04-Jan-19	-
Lloyds Bank	1,000,000	0.80%	09-Feb-18	08-Feb-19	-
Bank of Scotland	2,000,000	0.85%	12-Feb-18	11-Feb-19	-
Coventry BS	4,000,000	0.60%	13-Mar-18	13-Sep-18	-
Lloyds Bank	2,000,000	0.90%	03-Apr-18	03-Apr-19	-
Lloyds Bank	2,000,000	0.90%	03-Apr-18	03-Apr-19	-
Barclays Bank	2,000,000	0.75%	05-Apr-18	05-Oct-18	-
Royal Bank of Scotland	2,004,563	0.87%	10-Apr-18	27-Nov-18	-
Barclays Bank	2,000,000	0.76%	10-Apr-18	10-Oct-18	-
Coventry BS	2,000,000	0.67%	25-May-18	26-Nov-18	-
National Westminster Bank plc	2,000,593	0.94%	29-Jun-18	28-Jun-19	-
National Westminster Bank plc	4,001,189	0.95%	05-Jul-18	05-Jul-19	-
Barclays Bank	3,000,000	0.81%	12-Sep-18	12-Mar-19	-
Coventry BS	2,000,000	0.79%	12-Sep-18	12-Mar-19	-
Guildford Council	4,000,000	0.85%	13-Sep-18	13-Mar-19	-
Goldman Sachs	10,000,000	0.67%	-	-	180 day
Santander	10,000,000	0.70%	-	-	180 day
MMF - Ignis	508,000	0.62%*	-	-	On call
MMF – PSDF	10,000,000	0.69%*	-	-	On call
<b>Total</b>	<b>66.51</b>	<b>0.77 (avg)</b>			

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

## External Borrowing as at 30<sup>th</sup> September 2018:

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

14 NOVEMBER 2018

**WORKING GROUP REPORT**

**FESTIVE WARD GRANTS REVIEW**

**EXEMPT INFORMATION**

Not applicable.

**PURPOSE**

On 17<sup>th</sup> October 2017 Cabinet resolved to implement a Festive Ward Grants Scheme and the first awards were made under the scheme for the 2017 festive period. The Cabinet (Grants) Sub Committee administered the awards.

Corporate Scrutiny Committee considered that a working group should be formed to review the process and make recommendations if required. The working group comprised Councillors Simon People, Simon Goodall, Richard Ford and Martin Summers.

**RECOMMENDATIONS**

The Working Group makes the following recommendations to the Corporate Scrutiny Committee:

1. That Cabinet be requested to investigate the potential for there to be more flexibility in the festive grant scheme to allow smaller groups that do not meet the exacting requirements that the scheme currently prescribes.
2. That the scheme should not be openly promoted through the press.
3. That no issues were found in allowing grants to be awarded to the previous years' recipients.

**REPORT AUTHOR**

Councillor S Goodall on behalf of the Working Group.

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14 NOVEMBER 2018

**REPORT OF THE ASSISTANT DIRECTOR PARTNERSHIPS****REPORT ON IMPACT OF PRIVATE SECTOR HOUSING ENFORCEMENT POLICY****EXEMPT INFORMATION**

None.

**PURPOSE**

The report concerns the impact of the Private Sector Housing Enforcement Policy approved by Cabinet on 7th September 2017.

**RECOMMENDATIONS**

This report is for information only and the Committee is asked to note its contents.

**EXECUTIVE SUMMARY**

The Council has a range of responsibilities regarding the Private Sector as set out in legislation, regulation and directed by best practice guidance. This includes the Housing Act 2004 and the underlying principles to be applied are outlined in the Regulators Code i.e. fairness, transparency and proportionality.

The Regulators Code was introduced by the Department for Business Innovation and skills back in 2014 as part of the drive from central government to deal with what was often portrayed as unnecessary and complicated red tape and burdensome regulation which worked against economic growth.

Regulators **must** have regard to the code and should carry out their activities in a way that supports those they regulate to comply and grow and they should choose proportionate approaches to those they regulate, based on relevant factors including, for example, business size, capacity and culpability.

The Enforcement Policy is one of a number of policy documents approved by Cabinet on 7<sup>th</sup> September 2017 which set out the Council's overall approach to fulfilling our obligations in regulating and improving standards across private housing in Tamworth. The Enforcement Policy seeks to clarify for all parties including, tenants, landlords, agents and homeowners what services we offer and what we expect from them. It also clarifies the Council's approach to charging. The Council's approach is to work in partnership with all parties and to use sanctions only as a last resort. This aligns with good practice guidance and offers more opportunities for improved outcomes for all stakeholders.

At the time of approval the Private Sector Policies anticipated upcoming legislation in the Housing and Planning Act 2016 and stated our intention to use new powers and sanctions where appropriate, including the powers to issue civil penalties for certain breaches of the Housing Act 2004, and look to make use of banning orders and the Rogue landlord database. This legislation has now been enacted.

As a major part of its activity the Council's private sector housing team offer advice and support to tenants, landlords, owner occupiers and agents which has a significant impact with an average of some 18 interventions per week since September 2017. Most of these interventions have been informal interventions.

The Housing and Planning Act 2016 has extended mandatory licensing of Houses in Multiple Occupation. Since 1<sup>st</sup> October 2018 HMOs where 5 people live require a Licence. (The 3 storey rule has been removed.) This area of work has been a major focus in relation to the Council's regulatory role. Landlords whom we considered likely to be affected by the new requirements have been contacted.

Some 30 new licence applications are currently being processed and action will be taken against landlords who fail to apply for a licence.

The Council facilitates, in partnership with Lichfield DC, a highly successful Landlords Forum which continues to grow and provide a useful forum to both communicate with and educate local landlords and encourage them to work with us in helping to get applicants to the Housing Solutions re-housed or lease a property to us.

As previously stated the Council has an approach whereby enforcement action is taken as a last resort. However, where a problem cannot be resolved the Council will take a pro-active and proportionate approach. Since September 2017 the Council has issued eight Formal Housing Act 2004 Notices which have been complied with. A further three notices for Filthy and Verminous Properties have also been issued and we have assisted help to clean up 2 of these to date. A Civil Penalty of £7,500 has been issued in a situation where the landlord of an HMO breached management regulations. We continue to develop joint working with our colleagues in the Community Safety Team to deal with issues such as antisocial behaviour in or around HMOs.

Over the next 12 months the Council is focussed on ensuring that all relevant HMO's are licensed within the borough and taking a pro-active approach in pursuit of those who fail to licence. In addition work will be undertaken to continue to identify and bring back into use empty homes and to develop the range of advice and support available to landlords, tenants and agents to ensure that the various rights and responsibilities are understood. We are also undertaking a growing number of inspections of properties on behalf of our colleagues in the Housing Solutions Team to ensure that any properties they help fund for applicants are safe and suitable. We also hope to be able to undertake some more work around some other issues including ensuring that all agents operating locally are registered with a redress scheme or enforcing against them if they are not. We also hope to develop a new protocol and service level agreement with the fire service to offer better advice around fire safety issues and install alarms where it becomes necessary in breach of the Smoke Detection regulations 2015.

## **REPORT AUTHOR**

Sue Phipps, Strategic Housing Manager  
Jo Sands, Assistant Director, Partnerships  
Rob Barnes, Executive Director, Communities



## Corporate Scrutiny Work Plan

<b>Work Plan 2018 - 2019</b>	
<b>DATE</b>	<b>SUBJECT</b>
Quarter 2 – 14 <sup>th</sup> November Quarter 3 - 6 <sup>th</sup> February Quarter 4 - TBC	Quarterly Performance Reports;
14 <sup>th</sup> November	Customer Portal – Councillor Pritchard and Councillor Chesworth to be invited
14 <sup>th</sup> November	Town Centre item – Councillor Claymore to be invited
14 <sup>th</sup> November	Private Sector Housing – Enforcement Policy (written report)
14 <sup>th</sup> November	Live Streaming/Webcasting Council Meetings – Working Group (JO, MS, PS, CC, RF, SP)
14 <sup>th</sup> November	Support for Members – Working Group (JO, MS, PS, CC, RF, SP, TJ, SG, BP)
14 <sup>th</sup> November	Festive Ward Grant - Working Group (SP, SG, RF and MS)
14 <sup>th</sup> November	Modern Slavery – Councillor Dr S Peale
6 <sup>th</sup> February	Combined Authority Scrutiny – TBC representative at WMCA scrutiny committee to be invited to discuss Housing & Regeneration Report
TBC	Gungate Site – Working Group (JO, RF, SG, CC (provisional) and Labour Group to nominate two attendees).
TBC	Isolation – Working Group (TJ, JF and RB from H&W Scrutiny and JO, SP and CC from Corporate Scrutiny)
Ongoing	Tenants Consultancy Group – Ongoing Updates after any meeting.
TBC	Review of senior management restructuring
TBC / mid 2019	Garage Sites
13 <sup>th</sup> March	Constitution Review
TBC	Corporate investment strategy

<b>Upcoming Corporate Scrutiny Committee Meetings</b>
Wednesday 6 <sup>th</sup> February 2019
Wednesday 13 <sup>th</sup> March 2019

