

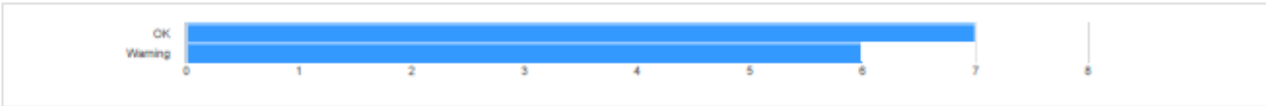
1. Overview of corporate plan actions and corporate risks

The current status of high level corporate plan actions and corporate risks is shown below.

2016-2020 Corporate Plan



2016/17 Corporate Risk Register



Further details are available in the appendices:

- Corporate Plan Actions: **Appendix D**
- Corporate Risk Register: **Appendix E**

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 customer services monitoring of calls/contacts together with the financial impact of collection and demand for benefits and effect on income streams such as rent, council tax and business rates.

Benefits

A reduction in DHP claims is reported - DHP claims are underspent by £90k with 84 successful claims from 106 applications (compared to 66 successful claims from 124 applications at June 2015) although there is a 4 week backlog (4 weeks as at 30 June 2015) with claims still to be processed which will increase this figure.

Live caseload figures are 105 lower than 2015/16 – currently 6,348 (6,696 at June 2015).

NNDR

Reminders (558 at June 2016) are higher than 2015/16 levels (427 at June 2015) with summons & liability orders at slightly higher levels to 2015/16.

Strong collection performance by the Revenues team is reported with current year collection levels at 28.9%, ahead of target by 0.3% at 30 June. Court costs are around target of £2k.

Arrears for 2015/16 are ahead target at 41.0% compared to target of 30.1%.

Council Tax

Reminders are 227 higher than 2015/16 levels (6181 at 30 June 2016 compared to 5954 at 30 June 2015).

Good collection performance is reported - with current year collection levels at 30%, around the target of 30.1% at June 2016 (with a target of 98% for the 2016/17 financial year). Court cost income is also ahead of target by £13k at £57k.

Arrears for 2015/16 are slightly ahead of target at 21.2% compared to target of 19.9% - work on further approaches to realise more Council Tax revenue is in place.

Collection Fund – the estimated surplus is £24k for the year with a LCTS projected underspend of £16k (total £40k).

Customer Services

Data has not been updated since February 2016 when Visits to Marmion House / Council Tax, Housing Benefit & Rent enquiries were 10,678 lower (16,388 by February 2016 compared to 27,066 by February 2015).

Council tax enquiries & payments were 2,613 lower (970 by February 2016 compared to 3,583 by February 2015).

Housing Benefit enquiries 2,892 lower (5,501 by February 2016 compared to 8,393 by February 2015).

Rent enquiries & payments were 1,442 lower (510 by February 2016 compared to 1,952 by February 2015).

Housing

The Housing Income team continue to perform well - Total Rent arrears (excluding former tenants) at 30 June 2016 was £437k compared to £338k at 31 March 2016 – an increase of £99k (compared to a £100k increase as at 30 June 2015).

Total arrears (including garages etc.) are £1.6m at 30 June 2016, compared to £1.46m at 31 March 2016, an increase of £144k (compared to a £153k increase between 31 March 2015 and 30 June 2015).

Total arrears (including garages etc.) were £1.46m at 31 March 2016 compared to 31 March 2015 - £1.35m (£106k higher).

There were 5 evictions during Quarter 1 2016/17 compared to 6 during Quarter 1 of 2015/16.

3. Sustainability Strategy

Medium Term Financial Strategy 2015-2020 Monitoring

In an attempt to provide a clear 'route map' for the transition from surviving to thriving, the Council has designed and adopted a series of strategic plans, policies and processes. Cabinet, on 22nd August 2013, endorsed the overarching document 'Planning for a Sustainable Future' as the strategy for meeting the challenges forecast for the Council's Medium Term Financial Strategy (MTFS) which, through the achievement of targets and outcomes associated with the work streams, enabled the organisation to generate significant efficiencies without there being any large scale impact upon the delivery of essential services.

The Sustainability Strategy delivered more than just 'big ticket' efficiencies detailed below, it brought about changes to working models, cultures and processes – Agile Working; Demand Management; Joint Working; Shared Services; Locality Delivery/ Commissioning all contributed to our journey.

The adoption of a Demand Management operating model was approved by Cabinet in February 2015. This signifies a shift away from trying to sustain a full suite of services at high standards with continuing budget reductions, to understanding the needs of our customers and working with them to co-design how we meet those demands. It will also involve 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.

Linked with this, a major transformation project 'Delivering Quality Services' has commenced which will include all customer-facing departments, and will incorporate a review of processes and demand, with the aim of re-designing processes to meet changing customer expectations and making the best use of technology to deliver efficient and effective services to the customer, including self-service and digital functionality.

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

Update: June 2016

Since the last quarterly update in March 2016, the people of the UK have taken the decision to leave the European Union. What happens next – and the implications for businesses and organisations in the UK – is less clear. There will be a wide range of dynamic factors at play over the coming months and years that will affect the impact on the Council.

After initial market volatility, we can expect a period of instability and uncertainty. It is important to bear in mind that very little changes immediately and so, the Council along with businesses, charities and other public bodies should review their contingency plans and start considering the mid-long term opportunities whilst the dust settles.

Organisations need to assess the risks to their business and develop strategies which mitigate these, or indeed, capitalise on new opportunities. In thinking about the impact, we will need to consider not only legal and regulatory changes but also market reactions, consumer and business behaviours, and the wider political and economic environment.

From a public sector perspective the impact of the Leave vote is unlikely to be felt immediately given the negotiation timescale and the uncertainty over what the outcome of those negotiations looks like in terms of impact on the economy, trade deals and freedom of movement. There are however a number of medium and longer term impacts that will need to be considered including:

- The implementation of the Chancellor's proposed Brexit austerity budget (if implemented) includes 5% further reductions for local government and 2% for health and education. There may be some very specific challenges linked to business rates which as the new model of funding for local government will be very sensitive to economic downturn if it were to be still a consequence of Brexit in 2020;

- Clear recognition by all stakeholders including the public that the funding levels for public services are inexorably linked to the strength of the British economy and funding cannot increase indefinitely;
- There will need to be a major exercise considering the implications of EU directives that currently apply to the UK public sector on topics as diverse as external audit and energy efficiency targets.

A risk assessment is included below; '*Risk Assessment – Impact of Decision to Leave the EU*'

It should be noted that we are still in the early days following the EU vote and that the economic situation is still very uncertain.

The updated economic forecast shows a prolonged period of low (if not negative) interest rates – which could potentially mean a significant impact to the MTFS, given the current investment balances and the receipt of the £25m capital receipt from the sale of the former golf course to support the MTFS.

It is suggested that, given the uncertainty, there should be no knee jerk reactions – with a clear plan to focus on balancing the next 3 years budget position (by which time economic impact, if any, should be clearer).

While the forecast position over 3 years has worsened by £1.6m – work is continuing on a number of actions to address the shortfall:

- Delivering Quality Services project – the demand management approach to shift demand to more efficient methods of service delivery - online, automation (Interactive voice response, IVR);
- recruitment freeze – temporary 12 month appointments are now only being made; there is a robust 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;
- Spend freeze – Managers have previously been require to restrict / limit spending to essential spend only (there was a £2m underspend in 2015/16 – although the majority was windfall income, c. £750k was lower level underspend); A review is to be carried out on where spend has not be made in the last 2 years to identify potential efficiencies for agreement by the manager and CMT;
- Alternative investment options arising from commercial investment strategy;
- Review of reserves / creation of fund for transformation costs (if needed);
- Targeted Savings – Members to identify potential areas for review.

General Fund

The updated forecast as at June 2016 is detailed below:

	General Fund						
MTFS Projections 2017/18 - 2021/22	2015/1 6	2016/1 7	2017/1 8	2018/1 9	2019/2 0	2020/2 1	2021/2 2
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Projected Balances per MTFS Council February 2016	(5,330)	(3,605)	(2,335)	(608)	1,066	4,032	-
Revised Stress Tested Forecasts:							
Central Case Revised Forecast Balances - June 2016	(6,680)	(4,904)	(3,004)	(407)	2,681	7,225	11,812
Worse Case Revised Forecast Balances - June 2016	(6,680)	(4,857)	(2,277)	1,181	5,188	10,365	15,405

When the 3 year MTFS for the General Fund was approved by Council in February 2016, the forecast shortfall in balances was c.£1.6m for 2019/20 increasing to £4.5m in 2020/21. Following the updates the central forecast now identifies a shortfall in balances of £3.2m over the 3 years to 2019/20 with a shortfall of c.£7.7m for 2020/21.

The shortfall over the next 5 years has been revised to £11.8m (£12.3m including the approved minimum balances level of £0.5m).

The forecast has been updated to include:

- a) the final outturn for 2015/16 – additional balances of £1.4m from a higher underspend position;
- b) the projected outturn overspend of £289k for 2016/17 (as at Period 3);
- c) Inclusion of council tax increases of £5 p.a. For forward planning purposes, our three-year budget proposals included a 1.99% increase in 2017/18 with a planned inflationary Council Tax increase of c1.99% per year thereafter. However, the Government have now said that small councils, like Tamworth, can increase their council tax by up to £5 per year;
- d) Increased pensions costs of c.£200k p.a. year on year (c.£150k p.a. GF) following the triennial review as at 31st March 2016 (net of a potential discount of £157k (£120k GF) for payment in advance if agreement can be reached);
- e) Interest on the capital receipt from the sale of the former Golf Course – c.£500k over 3 years;
- f) Cost of the Apprentice Levy of c. £43k p.a. (£33k p.a. GF) and the living wage of c.£25k p.a. (c£.10k p.a. GF);

- g) Lower interest from continued low rates arising from the current economic situation – c.£400k p.a.
- h) Potential recessionary impact on business rates income – 1% p.a.;
- i) Returned business rates levy from GBSLEP - £172k in 2016/17;
- j) Reduced income levels from the potential economic uncertainty c.£70k p.a.
- k) Impact on Government funding levels – 5%, c.£100k p.a. on average;
- l) Revised new homes bonus levels following proposed changes to the scheme – c.£200k in 2017/18;
- m) Potential savings in contingency budgets £250k p.a. (Vacancy allowance £50k & NNDR reserve £75k);
- n) Potential savings of £241k p.a. arising from a review of the 2015/16 outturn underspend of £1.9m – including increased planning fee income (£29k);
- o) any known changes to the savings targets included within the current MTFS (Customer Services / Senior Management Review);

Housing Revenue Account

The updated forecast as at June 2016 is detailed below:

	Housing Revenue Account						
MTFS Projections 2017/18 - 2021/22	2015/1 6	2016/1 7	2017/1 8	2018/1 9	2019/2 0	2020/2 1	2021/2 2
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Projected Balances per MTFS Council February 2016	(3,359)	(2,991)	(2,329)	(1,059)	(1,046)	(878)	-
Revised Stress Tested Forecasts:							
Central Case Revised Forecast Balances - June 2016	(4,724)	(4,652)	(3,927)	(2,580)	(2,377)	(1,933)	(1,535)
Worse Case Revised Forecast Balances - June 2016	(4,724)	(4,639)	(3,438)	(1,619)	(907)	59	965

When the 3 year MTFS for the HRA was approved by Council in February 2016, the forecast balances were c.£0.9m by 2020/21. Following the updates the forecast now identifies balances of c.£1.9m for 2020/21 with balances over the next 5 years of £1.5m by 2021/22.

The forecast has been updated to include:

- a) the final outturn for 2015/16 – additional balances of £1.4m from a higher underspend position;
- b) the projected outturn underspend of £336k for 2016/17 (as at Period 3);
- c) Increased pensions costs of c.£200k p.a. year on year (c.£50k p.a. HRA) following the triennial review as at 31st March 2016 (net of a potential discount of £157k (£37k HRA) for payment in advance if agreement can be reached);
- d) Cost of the Apprentice Levy of c. £43k p.a. (£10k p.a. HRA) and the living wage of c.£25k p.a. (c£.15k p.a. HRA);
- e) Lower interest from continued low rates arising from the current economic situation c.£100k p.a.
- f) With regard to reduced income levels from the potential economic uncertainty – an increased provision for higher debt write offs has already been included.
- g) Potential savings in contingency budgets £100k p.a.

Risk Assessment – Impact of Decision to Leave the EU

Threat	Impact	Risk
Reduced Levels of economic growth and further austerity / prosperity / downturn in the economy – potential recession	NNDR / Council Tax targets not achieved with increased bankruptcy / Liquidations	<u>Short Term</u> Medium / High <u>Longer Term</u> Medium
Changes to Central Government Policy	4 Year RSG Settlement offer rescinded	<u>Short Term</u> Medium / High <u>Longer Term</u> High
EU Grants - ceased	Impact on reduced grant income for Authority And Partners	<u>Short Term</u> Medium <u>Longer Term</u> Medium
Reduced Interest / Zero Base Rate	Reduced levels of Investment Income	<u>Short Term</u> Medium / High <u>Longer Term</u> High
Fewer new homes built re: adverse trading conditions for house builders / buyers uncertainty re employment affecting demand (short term)	Reduced levels of New Homes Bonus & Growth in Council Tax Income	<u>Short Term</u> Medium / High <u>Longer Term</u> High
Increased Level of Financial Uncertainty	Uncertainty affecting estimates / implications MTFS	<u>Short Term</u> Medium / High <u>Longer Term</u> High

4. Financial Health check Report

Executive Summary

This section to the report summarises the main issues identified at the end of June 2016.

General Fund

Revenue

GENERAL FUND	YTD Budget £000	YTD Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000
Chief Executive	50	55	5	-	9	9
Executive Director Corporate Services	(6)	(48)	(42)	572	608	36
Director of Finance	802	724	(78)	(307)	(149)	158
Director of Technology & Corporate Programmes	421	477	56	17	43	26
Solicitor to the Council	231	225	(6)	789	804	15
Director of Transformation & Corporate Performance	326	359	33	269	298	29
Director of Communities, Planning & Partnerships	13	2	(11)	(18)	(13)	5
Director of Housing & Health	140	91	(49)	1,750	1,753	3
Director of Assets & Environment	1,510	1,449	(61)	5,389	5,397	8
Total	3,487	3,334	(153)	8,461	8,750	289

- The General Fund has a favourable variance against budget at Period 3 of £153k.
- The projected full year position identifies a projected unfavourable variance against budget of £289k or 3.42%.
- This projection has highlighted several budget areas for concern (detailed at **Appendix A**). Ongoing investigations into these areas have been initiated to mitigate the levels of the deficit.
- A balance of £50k was held in the General Contingency Budget at the end of June 2016.

Capital

GENERAL FUND	Budget Reprofiled from 2015/16 £000	YTD Budget £000	YTD Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile £000	Outturn £000
Chief Executive	-	-	-	-	-	-	-	-	-
Executive Director Corporate Services	-	-	-	-	-	-	-	-	-
Director of Finance	-	-	-	-	-	-	-	-	-
Director of Technology & Corporate Programmes	116	143	13	(130)	223	223	-	-	223
Solicitor to the Council	-	-	-	-	-	-	-	-	-
Director of Transformation & Corporate Performance	1	1	-	(1)	1	1	-	-	1
Director of Communities, Planning & Partnerships	-	-	-	-	-	-	-	-	-
Director of Housing & Health	120	120	28	(92)	120	120	-	-	120
Director of Assets & Environment	1,108	804	539	(265)	5,538	5,538	-	-	5,538
Contingency	1,340	1,340	-	(1,340)	1,340	1,340	-	-	1,340
TOTAL GENERAL FUND	2,685	2,408	580	(1,828)	7,222	7,222	-	-	7,222

- Capital expenditure incurred was £580k compared to a profiled budget of £2.41m.
- It is predicted that £7.22m will be spent by the year-end compared to a full year budget of £7.22m (this includes re-profiled schemes from 2015/16 of £2.69m).
- A summary of Capital expenditure is shown at **Appendix B**.

Treasury Management

- At the end of June 2016 the Authority had £42.54m invested in the money markets (excluding the £1.147m which is classified as sums at risk invested in Icelandic Banks). The average rate of return on these investments is 0.65% though this may change if market conditions ease. At this point it is anticipated that our investments will earn approximately £262k compared to the budgeted figure of £362k, an unfavourable variance of £100k, due to lower interest rates.
- Borrowing by the Authority stood at £65.060m at the end of June 2016, all being long term loans from the Treasury Public Works Loans Board. The average rate payable on these borrowings equates to 4.29%. At this point it is anticipated that our interest payments will be £2.815m which is no variance to budget.
- A more detailed summary of the Treasury Management situation, detailing our current Lending and Borrowings together with the situation with our Icelandic investments, can be found at **Appendix C**.

Balances

Balances on General Fund are projected to be in the region of £4.67m at the year-end from normal revenue operations compared to £3.61m projected within the 2016/17 budget report – additional balances of £1.1m.

Housing Revenue Account (HRA)

Revenue

HOUSING REVENUE ACCOUNT	YTD Budget £000	YTD Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000
Director of Housing & Health	796	739	(57)	3,894	3,993	99
Director of Assets & Environment	(124)	(115)	9	(36)	(36)	-
HRA Summary	(4,438)	(4,979)	(541)	(3,490)	(3,925)	(435)
Housing Repairs	1,054	658	(396)	-	-	-
Total	(2,712)	(3,697)	(985)	368	32	(336)

- The HRA has a favourable variance against budget at Period 3 of £985k.
- The projected full year position identifies a favourable variance against budget of £336k. Individual significant budget areas reflecting the variance are detailed at **Appendix A**.

Capital

HOUSING REVENUE ACCOUNT	Budget Reprofiled from 2015/16 £000	YTD Budget £000	YTD Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile £000	Outturn £000
Director of Housing & Health	4,477	1,046	796	(250)	10,624	10,624	-	-	10,624
Director of Assets & Environment	2,266	944	1,037	93	6,336	6,316	(20)	-	6,316
HRA Summary	-	-	-	-	-	-	-	-	-
HRA Contingency	100	100	-	(100)	100	100	-	-	100
TOTAL HOUSING REVENUE ACCOUNT	6,843	2,090	1,833	(257)	17,060	17,040	(20)	-	17,040

- Housing Capital expenditure of £1.83m has been incurred as at the end of Period 3 compared to a profiled budget of £2.09m.
- It is predicted that £17.04m will be spent by the year-end compared to the full year budget of £17.06m (including £6.84m re-profiled from 2015/16);
- A summary of Capital expenditure is shown at **Appendix B**.

Balances

- Balances on the Housing Revenue Account are projected to be in the region of £4.678m at the year-end compared to £2.992m projected within the 2015/16 budget report – additional balances of £1.69m.

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
Ad Partnership & Community Development	Salaries	-	10,910	(10,910)	81,680	(68,680)	13,000	Interim Management arrangements are in place.
Outside Car Parks	Refundable Deposits	10,000	26,760	(16,760)	107,090	(91,000)	16,090	Reduced costs due to Spinning School Lane
	Miscellaneous Contributions	(6,000)	(9,600)	3,600	(38,440)	32,440	(6,000)	Reduced income due to Spinning School Lane
	Short Stay Car Parking	(216,288)	(240,500)	24,212	(925,000)	148,000	(777,000)	Impact on income from Spinning School lane
Community Safety	Salaries	9,255	24,323	(15,068)	97,330	(50,000)	47,330	Underspend forecast as there are two vacant posts
Development Control	Fees & Charges Planning App	(78,122)	(50,010)	(28,112)	(200,000)	-	(200,000)	Income received is currently well above the profiled budget. At this time it is too soon to predict if the trend will continue.
Disabled Facilities Grant-Admin	Salaries	-	6,690	(6,690)	26,740	(26,740)	-	Currently running with a vacant post and reviewing outcome with external agency. Post to be reviewed as contract proceeds.
	Car Allowances	-	480	(480)	1,900	(1,900)	-	
	Provision Of Occupational Health Services	-	1,290	(1,290)	5,200	(5,200)	-	
Commercial Property Management	Rents	(498,295)	(506,000)	7,705	(807,250)	40,000	(767,250)	Based on current estimated usage. The situation will be closely monitored throughout the year.
Industrial Properties	Rents	(319,292)	(310,000)	(9,292)	(735,000)	(20,000)	(755,000)	Based on current estimated usage. The situation will be closely monitored throughout the year.
Community Development	Salaries	18,933	27,120	(8,187)	108,460	(35,000)	73,460	Underspend forecast due to a vacant post
Corporate Finance	Vacancy Allowance	-	-	-	50,000	(50,000)	-	Offsetting overspends on service cost centres
	NNDR Levy Payments	-	-	-	394,850	49,850	444,700	Increased levy payment due to higher forecast business rates income

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	Miscellaneous Interest & Dividends	(80,510)	(90,510)	10,000	(362,040)	100,000	(262,040)	Lower interest than budgeted.
Benefits	Rent Allowances	2,255,581	2,424,330	(168,749)	10,505,450	(694,960)	9,810,490	Based on DWP Est claim at P3
	Non-Hra Rent Rebates	37,055	83,520	(46,465)	361,860	(213,640)	148,220	Based on e-Fins @ P3
	Council Tenant Rent Rebates	2,891,780	2,768,040	123,740	11,302,930	417,810	11,720,740	Based on DWP Est claim at P3
	Council Tenant Grant	(2,828,800)	(2,701,200)	(127,600)	(11,029,670)	(521,270)	(11,550,940)	
	Private Tenant Grant	(2,223,629)	(2,317,230)	93,601	(10,041,380)	404,170	(9,637,210)	DHP Grant rec'd to date
	Discretionary Hsg Paymt Grant	(40,218)	-	(40,218)	-	(40,218)	(40,218)	
	Overpayment Private Tenant	(86,209)	(179,550)	93,341	(718,150)	373,310	(344,840)	Based on e-Fins @ P3
	Overpayment Council Tenant	(93,121)	(107,550)	14,429	(430,170)	57,690	(372,480)	
	Pt Overpayment Recovery	35,499	-	35,499	-	141,996	141,996	
	Ct Overpayment Recovery	23,564	-	23,564	-	94,256	94,256	

Housing Revenue Account – 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
H R A Summary	Provision For Bad Debts	62,176	470,000	(407,824)	470,000	(300,000)	170,000	Budget reflects potential impact of welfare reforms and escalation of arrears but presently bad debt is being contained by robust and effective arrears recovery management
	Rents	(4,901,892)	(4,767,673)	(134,219)	(17,597,530)	(135,000)	(17,732,530)	Rent income is currently exceeding budget due to void levels being lower than budgeted but this is offset by right to buy sales and properties being vacated pending demolition prior to regeneration
Repairs Contract	Responsive Repairs	202,095	390,675	(188,580)	1,562,700	-	1,562,700	Numbers of repairs have reduced as a result of a demand focused management approach
	Voids	96,853	218,750	(121,897)	875,000	-	875,000	The number of voids being completed has slightly reduced for the reported period and of those voids where works have been required the quantity and type of repair is less with a reduction in the number of high cost voids

GENERAL FUND	Budget Reprofiled from 2015/16 £000	YTD Budget £000	YTD Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile £000	Outturn £000	Comments
Director of Housing & Health										
Private Sector Coalfields Fund	120	120	28	(92)	120	120	-	-	120	-
Directorate Total	120	120	28	(92)	120	120	-	-	120	
Director of Assets & Environment										
Disabled Facilities Grant	180	243	312	69	430	430	-	-	430	Current backlog of work with the Home Improvement Agency accounts for approximately 80% of the budget available for the full year and new cases are still being referred all the time. This position confirms the current budget allocation is significantly insufficient to meet demand.
CCTV Camera Renewals	14	-	-	-	29	29	-	-	29	Review of cameras locations etc. due to be completed by December - spend plan to be formulated following results of review
Streetscene Service Delivery Enhancements	30	30	-	(30)	30	30	-	-	30	Delays in the project due to the delays in the full implementation of the CRM system - future agile service delivery dependant on delivery of scheme.
Wigginton Park Section Section 106	42	42	3	(39)	42	42	-	-	42	Plans ongoing to deliver items from the Wigginton Park Management Plan
Broadmeadow Nature Reserve	52	52	5	(47)	52	52	-	-	52	Work ongoing to complete works from the management plan and HLS agreement

GENERAL FUND	Budget Reprofiled from 2015/16 £000	YTD Budget £000	YTD Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile £000	Outturn £000	Comments
Public Open Space Section 106	99	99	47	(52)	99	99	-	-	99	Project group established - list of works currently being considered a number of tenders due out in next 3 months
Agile Working Phase 2	310	310	157	(153)	310	310	-	-	310	Building works are now complete, some furniture has been purchased. Anticipate an underspend but exact amount to be determined once the remainder of the furniture has been ordered.
Street Lighting	-	13	-	(13)	53	53	-	-	53	Project plan being established
Enterprise Quarter	180	3	2	(1)	2,902	2,902	-	-	2,902	Project slightly delayed however, progress now being made with the appointment of key professional services. The project manager is working on a revised timetable currently no impact on overall completion date. Update reports will be sent to Cabinet throughout the year.
Castle Mercian Trail	69	-	-	-	675	675	-	-	675	HLF have requested further information and revisions to the bid have been made and resubmitted. Spend was expected to be limited to development phase only in 2015/16 estimated at £69k but this will now need to be reprofiled into 2016/17. The 2016/17 Capital Programme includes additional budgets for the delivery phase as a new scheme.

GENERAL FUND	Budget Reprofiled from 2015/16 £000	YTD Budget £000	YTD Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile £000	Outturn £000	Comments
Gateways	132	12	9	(3)	916	916	-	-	916	The County Council are progressing the works to the Ladybridge. Phase two between the Station and the town is also being designed for spend later in the programme - works to start in 2016/17 so will need to reprofile remaining budgets.
Castle Repairs	-	-	4	4	-	-	-	-	-	-
Directorate Total	1,108	804	539	(265)	5,538	5,538	-	-	5,538	
Contingency										
Gf Contingency	50	50	-	(50)	50	50	-	-	50	Funding to be released by Cabinet once a report detailing any new project has been approved. No spend expected so any underspend in 2015/16 will be reprofiled to the 2016/17 Capital Programme.
Cont-Return On Investment	160	160	-	(160)	160	160	-	-	160	Provisional project - funding cannot be released until detailed scheme approved by Cabinet. No spend expected so any underspend in 2015/16 will be reprofiled to the 2016/17 Capital Programme.
GF Contingency Plant and Equipment	1,000	1,000	-	(1,000)	1,000	1,000	-	-	1,000	Funding to be used to provide most financially advantageous replacement of plant and equipment. Business case to be provided for any potential schemes. No spend expected so any underspend in 2015/16 will be reprofiled to the 2016/17 Capital Programme.

GENERAL FUND	Budget Reprofiled from 2015/16 £000	YTD Budget £000	YTD Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile £000	Outturn £000	Comments
Private Sector Improvement Grants (Coalfields Funding)	130	130	-	(130)	130	130	-	-	130	-
Directorate Total	1,340	1,340	-	(1,340)	1,340	1,340	-	-	1,340	
GENERAL FUND TOTAL	2,685	2,408	580	(1,828)	7,222	7,222	-	-	7,222	

HOUSING REVENUE ACCOUNT	Budget Reprofiled from 2015/16 £000	YTD Budget £000	YTD Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile £000	Outturn £000	Comments
Director of Housing & Health										
Gas Cent Heating Upgrade & Ren 2012	122	256	102	(154)	658	658	-	-	658	Contract behind to achieve spend but has time to complete budgeted spend
Tinkers Green Project	762	150	126	(24)	2,924	2,924	-	-	2,924	Contract for the demolition of the blocks awarded and works to be complete by end of 2016. Procurement has commenced for the construction contract and expect to award multiple contracts over the summer months
Kerria Estate Project	646	375	382	7	1,495	1,495	-	-	1,495	Procurement has commenced for the construction contract and expects to award multiple contracts over the summer months. Decant has only recently started on site and due to run until March 2017 so the majority of home loss payments and disturbance payments are still outstanding and will be paid over the course of this financial year

HOUSING REVENUE ACCOUNT	Budget Reprofiled from 2015/16 £000	YTD Budget £000	YTD Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile £000	Outturn £000	Comments
Regeneration General	2,947	15	5	(10)	4,547	4,547	-	-	4,547	Several contract underway although major spend not expected on the contract till the end of the financial year however, additional spend is planned for further planning application fees and site investigations and an open space contribution.
Other Acquisitions	-	250	181	(69)	1,000	1,000	-	-	1,000	Lack of available properties that fit within our acquisitions policy and a changing housing market has meant that we have not been able to acquire the number of properties required to meet the budget available. Amendments have been put forward to the acquisitions policy with the aim of making the process more flexible thus allowing us to meet future spend targets.
Directorate Total	4,477	1,046	796	(250)	10,624	10,624	-	-	10,624	
Director of Assets & Environment										
Structural Works	-	25	16	(9)	100	100	-	-	100	Ad-hoc works, spend is governed by repair requests.

HOUSING REVENUE ACCOUNT	Budget Reprofiled from 2015/16 £000	YTD Budget £000	YTD Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile £000	Outturn £000	Comments
Bathroom Renewals 2012	-	194	225	31	774	774	-	-	774	Ahead of programme but due to planned nature of the works they can be controlled to ensure full spend at year-end without overspend.
Kitchen Renewals 2012	-	230	331	101	919	919	-	-	919	Ahead of programme but due to planned nature of the works they can be controlled to ensure full spend at year-end without overspend.
High Rise Lift Renewals 2012	712	-	8	8	1,055	1,055	-	-	1,055	Anticipate spend between Oct & Mar, part of wider scheme around high-rise blocks and subject to consultation and procurement
Fire Upgrades To Flats 2012	453	-	-	-	718	718	-	-	718	Anticipate spend between Dec & Mar, part of wider scheme around high-rise blocks and subject to consultation and procurement
Sheltered Schemes	235	-	-	-	235	235	-	-	235	Anticipate spend between Oct & Mar, requires further consultation with Housing Management
Energy Efficiency Improvements	50	-	-	-	100	100	-	-	100	Scheme to be identified, aiming to work with energy company to obtain external funding. Anticipate work being done in 3rd quarter.

HOUSING REVENUE ACCOUNT	Budget Reprofiled from 2015/16 £000	YTD Budget £000	YTD Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile £000	Outturn £000	Comments
Glenfield and Oakendale Heating System Replacements	95	95	92	(3)	95	95	-	-	95	-
Roofing High-Rise 2012	43	-	-	-	43	43	-	-	43	Anticipate spend between Oct & Mar, part of wider scheme around high-rise blocks and subject to consultation and procurement
Roofing Overhaul & Renewal 2012	-	-	3	3	157	157	-	-	157	Works to commence on site in July and due to be complete by October.
Window & Door Renewals 2012	-	-	6	6	250	250	-	-	250	Works commenced in July and due to complete by December.
High Rise Balconies	577	-	11	11	577	577	-	-	577	Anticipate spend between Oct & Mar, part of wider scheme around high-rise blocks and subject to consultation and procurement
Works to High Rise Flats	-	-	5	5	525	525	-	-	525	Anticipate spend between Oct & Mar, part of wider scheme around high-rise blocks and subject to consultation and procurement
External and Environmental Works	55	105	105	-	255	255	-	-	255	-
Disabled Adaptations	46	123	86	(37)	354	354	-	-	354	Works have commenced and will continue on an ad-hic basis until year-end.
Capital Salaries 2012	-	169	149	(20)	169	149	(20)	-	149	-
Cdm Fees 2012	-	3	-	(3)	10	10	-	-	10	-
Directorate Total	2,266	944	1,037	93	6,336	6,316	(20)	-	6,316	

HOUSING REVENUE ACCOUNT	Budget Reprofiled from 2015/16 £000	YTD Budget £000	YTD Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile £000	Outturn £000	Comments
HRA Contingency										
HRA Contingency	100	100	-	(100)	100	100	-	-	100	-
Directorate Total	100	100	-	(100)	100	100	-	-	100	
HOUSING REVENUE ACCOUNT TOTAL	6,843	2,090	1,833	(257)	17,060	17,040	(20)	-	17,040	

Treasury Management Update – Period 3 - 2016/17**Investments held as at 30th June 2016:**

Borrower	Deposit £m	Rate %	From	To	Notice
Coventry BS	1.00	0.60	07-Jan-16	07-Jul-16	
Nationwide	2.00	0.71	08-Jan-16	08-Jul-16	-
Nationwide	1.00	0.71	15-Jan-16	15-Jul-16	-
Coventry BS	1.00	0.60	20-Jan-16	20-Jul-16	-
Barclays Bank	2.00	0.68	03-Feb-16	03-Aug-16	-
Bank of Scotland	2.00	0.75	10-Feb-16	10-Aug-16	-
Nationwide	1.00	0.71	15-Mar-16	15-Sep-16	-
Lloyds Bank	2.00	0.57	01-Apr-16	01-Jul-16	-
Nationwide	1.00	0.71	01-Apr-16	30-Sep-16	-
Coventry BS	1.00	0.60	05-Apr-16	05-Oct-16	-
Sumitomo Mitsui Banking Corporation Europe Ltd	2.00	0.70	19-Apr-16	18-Oct-16	-
Lloyds Bank	1.00	0.80	29-Apr-16	28-Oct-16	-
Nationwide	1.00	0.71	09-May-16	09-Nov-16	-
Lloyds Bank	1.00	0.65	09-May-16	09-Aug-16	-
Nationwide	1.00	0.71	31-May-16	30-Nov-16	-
Lloyds Bank	1.00	0.80	01-Jun-16	01-Dec-16	-
Barclays Bank	1.00	0.48	03-Jun-16	05-Sep-16	-
Barclays Bank	1.00	0.48	07-Jun-16	07-Sep-16	-
Bank of Scotland	2.00	0.80	30-Jun-16	30-Dec-16	-
Nationwide	1.00	0.60	07-Jan-16	07-Jul-16	-
Santander	1.00	0.40	-	-	On call
Santander	6.00	0.90	-	-	On call
MMF - PSDF	6.48	0.47*	-	-	On call
MMF – IGNIS	4.06	0.47*	-	-	On call
Total	42.5	0.65 (avg)			

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

External Borrowing as at 30th June 2016:

<u>Borrowing from PWLB</u>				
<u>Loan Number</u>	<u>Rate</u>	<u>Principal</u>	<u>Start</u>	<u>Maturity</u>
468478	11.750%	2,000,000	23/04/1990	18/02/2017
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		65,060,194		

ICELANDIC BANKING SITUATION AS AT 30/06/2016

	Deposit with;	Ref Number	Date Invested	Amount	%
1	GLITNIR	1696	10/10/2007	1,000,000	
	GLITNIR	1715	31/08/2007	1,000,000	
	GLITNIR	1754	14/12/2007	1,000,000	
	Total Principal			3,000,000	
	Estimated of Contractual or Interest due to point of administration (subject to currency exchange rate fluctuations)			155,000	
	Total of Claim			3,155,000	
	Repayments Received to date			(2,554,432)	* 80.96
	Outstanding at 30/06/2016			600,568	**
	Estimated Remaining			600,568	

On the 15th March 2012, the Council received £2.554m being the majority of our deposits with the bank. The balance of our approved claim, equating to £587k, is being held in an interest bearing ESCROW account. The release of these funds is dependent on a change in Icelandic Law which currently does not allow the distribution of ISK outside the country. Interest will accrue on these funds until the date of final settlement, which is still unknown.

2	Heritable Bank	1802	12/09/2008	500,000	
	Heritable Bank	1803	15/09/2008	1,000,000	
	Total Principal			1,500,000	
	Interest due at point of administration 07/10/2008			5,127	
	Total of Claim			1,505,127	
	Repayments Received to date			(1,475,024)	98.00
	Outstanding at 30/06/2016			30,103	
	Estimated Remaining			-	

As at the end of September the Council had received £1.475m against our claim of £1.505m, a total recovery of 98%. Negotiations are currently underway to finalise the affairs of Heritable and it is anticipated that a distribution of residual funds will be made over the next few months.

3	Singer & Friedlander	1716	31/08/2007	1,000,000	
	Singer & Friedlander	1740	31/10/2007	1,000,000	
	Singer & Friedlander	1746	14/01/2008	1,000,000	
	Total Principal			3,000,000	
	Interest due at point of administration 08/10/2008			175,256	
	Total of Claim			3,175,256	
	Repayments Received to date			(2,659,277)	83.75
	Outstanding at 30/06/2016			515,979	
	Estimated Remaining			47,629	

As at the end of September the Council had received £2.620m against our claim of £3.175m. Current estimates given by the Administrator project a total recovery of 85.25% or approximately £2.707m, with the majority of repayments estimated to be received by March 2017.

Summary					
	Total Principal			7,500,000	
	Interest			335,383	
	Total of Claim			7,835,383	
	Repayments Received to date			(6,688,733)	85.37
	Outstanding at 30/06/2016			1,146,650	
	Estimated Remaining			648,197	

1 Registered Bank in Iceland - In Administration under Icelandic Law

2 & Registered Bank in UK - In Administration in UK by Ernst & Young

3 Under English Law

Total Estimated Recovery (including Outstanding)

7,336,930

Total Estimated % Remaining

93.64%

2016 - 2020 Corporate Plan Progress Report

Title

2016 – 2020 Corporate Plan Actions

Title

SP1: Living a quality life in Tamworth

Title

LQ001 – Support and protect individuals, communities that are or may become vulnerable

Corporate Objective	Desired Outcome	Outcome Measured by	Update on progress	Expected Outcome
Adoption of the Tamworth Prevent Strategy	Successful implementation of the Prevent Strategy evidenced by completed awareness training of Staff, Members and partners	Strategy adopted by Council	The Tamworth Prevention Strategy was adopted by Council in March 2016.	✔
		Percentage of Staff trained	99.9% staff have been trained in the Tamworth Prevent Strategy.	
Implement changes to Sheltered Housing Services	Housing Management Plus services embedded and outcomes achieved	Housing Management Plus services embedded by 31/03/17	Work undertaken has included the transition of staff into a new way of working and the implementation of charging.	✔
Develop and deliver Homelessness Prevention services in line with – DCLG gold standard	Achievement of DCLG Gold Standard	Diagnostic Peer Review by 31/3/17	A project group was established in July 2016. An internal assessment will be undertaken in September 2016 leading to the Diagnostic Peer Review in March 2017.	✔
		Achievement of DCLG Gold Standard by		

Corporate Objective	Desired Outcome	Outcome Measured by	Update on progress	Expected Outcome
		31/3/19		
Provision/Development of multi-agency Digital Sharepoint	Improve communication, ensure robust and consistent delivery	Case study approach. Narrative on progress	No progress on this in the first quarter	

Title

LQ002 - Enable residents to improve their health and quality of life



Corporate Objective	Desired Outcome	Outcome Measured by	Update on progress	Expected Outcome
Enable access to high quality leisure facilities through our partners	<p>Ensure mechanisms for the provision of sports related activities are robust and meet the needs of the community</p> <p>Ensure the services/facilities provided match the demand within the indoor/outdoor Sports Strategy</p>	Narrative on progress	All provision operated via Tamworth Borough Council is of a robust nature and only qualified coaches/ providers are used; safeguarding policies are also adhered to. The department is currently working with Council's safeguarding officer to ensure that all policies are fit for purpose. The sports development team also supports clubs around the town in the form of grants to increase quality standards and supports clubs in obtaining club mark status ensuring all needs are met The sports development team are aware of the requirements noted in the Indoor/Outdoor strategy and are working towards accommodating the needs identified - it is expected that funds from the sale of the golf course and 106 funds will be able to assist. The main requirements e.g. New Leisure centre is also identified in the endorsed local plan	✔
Enable the provision of	Deliver currently	Narrative on progress	Currently reviewing all categories of leisure to	✔

Corporate Objective	Desired Outcome	Outcome Measured by	Update on progress	Expected Outcome
leisure activities targeted at identified sectors of the community	commissioned services and develop proposals for future third sector provision		identify which of those services should form part of the community offer.	
Support the provision of health interventions for vulnerable people	Deliver currently commissioned services and develop proposals for future third sector provision	Commissioning Cycle Three; New services in place by April 2017.	Specifications have been drafted.	✔
To secure and develop the scope of Locality Commissioning opportunities and mechanisms with strategic partners	Development of pooled budgets and integrated systems of working. Explore opportunities for Double Devolution. Agreement of shared priorities & objectives with partners.	Narrative on progress	The implications of the current County Council budget deficit have presented different opportunities for Double Devolution and needs to be reassessed. The Borough Council has engaged with the County Council in relation to empowered communities.	⚠

Title

LQ003 - Work together with partners and residents to tackle the causes of inequality in Tamworth

Corporate Objective	Desired Outcome	Outcome Measured by	Update on progress	Expected Outcome
Explore options and mechanisms for developing self-help opportunities at a	Managed transition from current scale of state support to self-help at a neighbourhood level	Narrative on progress	Proposals being developed.	✔

Corporate Objective	Desired Outcome	Outcome Measured by	Update on progress	Expected Outcome
neighbourhood level				
Engage collaboratively in the review of VCSE support and Development Models	Skilled VCSE 'provider' organisations forming a local 'offer' to the market	Ongoing collaborative engagement	The unfortunate delay by Staffordshire County Council in awarding the new Commission for the county-wide VCSE Infrastructure organisation has set progress back over a month. However the Chief Executive is meeting the chief officers of the successful consortium in July with a view to progressing this objective.	
		Successful appointment of voluntary sector support		
Facilitate review of strategic purpose and processes of the TSP	Aligned locality based multi-agency collaboration	Tamworth Strategic Partnership engaged in the delivery of priorities and objectives	Excellent progress in developing the model, working title 'Unified Community Offer'. The principles of the model have already been tested with the Police, Fire & Rescue Service and shortly the VCSE. It has been very well received by all concerned.	
		Tamworth Strategic Partnership support Tamworth Borough Council in the delivery of the Vision and Corporate Plan.	Next Steps will be to present the concept to Cabinet after the summer holiday period and then a wider multi-agency audience thereafter.	
		Tamworth Strategic Partnership sustain their role on the Commissioning Board		

Title

LQ004 - Work together with residents to maintain and improve a safe, clean and green environment

Corporate Objective	Desired Outcome	Outcome Measured by	Update on progress	Expected Outcome
---------------------	-----------------	---------------------	--------------------	------------------

Corporate Objective	Desired Outcome	Outcome Measured by	Update on progress	Expected Outcome
Ensure all green spaces and nature reserves are accessible by residents and are maintained to a standard that is conducive for use.	Continued use of the Wild about Tamworth project to provide support and guidance to both the volunteer groups and the Council	Quarterly Steering Group meetings to ensure the commission meets targets on education and sites in scope	All targets are being met.	✓
Continued commitment to a Community Safety Partnership that is responsive to locality, and reflects the needs of the community and partners	Public feedback on how safe the community feels in Tamworth	Number of incidents of Anti-Social Behaviour	Data collected annually; due October 2016 as part of the Community Safety Assessment.	✓
		Percentage of people who feel safe during the daytime/after dark	99% feel safe in their local area during the day. 80% feel safe in their local area after dark. (Feeling the Difference survey waves 17 to 20)	
Review and implement options for Council housing repairs & investment services	Strategic decisions regarding the future of repairs & investment services & implementation planning complete	Strategic decisions by 31/05/16.	Report* to Cabinet on 16th June 2016 set the parameters for the strategic decisions to be taken regarding the future of repairs and investment services. <i>*Combined repairs and investment contractual arrangements for council housing stock.</i>	✓
		Implementation planning by 31/12/16		
Develop a unified neighbourhood offer		Development proposals by 30/09/16	Proposals being developed	✓

Title

LQ005 - Work together to improve housing quality in Tamworth

Corporate Objective	Desired Outcome	Outcome Measured by	Update on progress	Expected Outcome
---------------------	-----------------	---------------------	--------------------	------------------

Corporate Objective	Desired Outcome	Outcome Measured by	Update on progress	Expected Outcome
Explore and develop proposals for an asset backed vehicle for the delivery of new housing/delivery of services	Options understood & decisions regarding the future informed	Options understood and decisions regarding the future informed by September 2017	Work ongoing on the options available.	✔
Develop and deliver a programme of housing development on Council owned sites including exploration of asset backed vehicles to deliver prs	New council homes & neighbourhood regeneration	Options understood and decisions regarding the future informed by September 2017	Work ongoing on the options available.	✔
Deliver regeneration at Tinkers Green and Kerria	New council homes & neighbourhood regeneration	Appointment of a developer by August 2016	On track to appoint developer by August 2016.	✔
		Demolition of Hastings Close (Tinkers Green) by August 2016	On track for demolition by August 2016.	
		Secure Reserved Matters Planning Permission by December 2016	On track to secure reserved matters planning permission by December 2016	
		Demolition of Saxon Close, Linthouse Walk, Leisure Walk and Cottage Walk (Tinkers Green) by February 2017		
		Start construction works at Tinkers Green by February 2017		
		Decant all tenants at Kerria by the end of March 2017	This is almost complete, ahead of schedule.	

Corporate Objective	Desired Outcome	Outcome Measured by	Update on progress	Expected Outcome
		Demolition of Kerria by December 2017		
		Start construction at Kerria by January 2018		
		Completion of construction at Kerria by January 2019		
		Completion of construction at Tinkers Green by January 2019		
Review and update the Council's HRA Business Plan including reviewing the impact of government policies	HRA Plan updated to inform strategic investment decisions	HRA Plan updated by 30/04/17	On target for completion by 30th April 2017	✔
Review of Council's Private Sector Housing offer	Review informs strategic investment decision & service development	Private Sector Housing strategy approved by Cabinet	A draft Private Sector Housing Strategy document will be ready for consultation in September 2016. Following the consultation, a final document will be produced in October 2016 ready for Cabinet approval in November 2016.	✔
Complete the review of the Healthy Housing Strategy & Action Plan	Updated strategic approach & action plan	Housing for Wellbeing Plan completed	A draft Healthy Housing Strategy will be ready for consultation in July 2016. A revised route map will be produced in August 2016. Cabinet approval of the Healthy Housing Strategy is scheduled for Cabinet approval in November 2016.	✔

Title

SP2: Growing Strong Together in Tamworth

Title

GS001 - Develop and support the local economy, together with local businesses and partners through our regional influence.

Corporate Objective	Desired Outcome	Outcome Measured by	Update on progress	Expected Outcome
Actively engage in the WMCA work stream for Innovation and Inward Investment	Fair and equitable access to Inward Investment	Narrative on progress		✓
Sustain support for GBSLEP Growth Hub	Proactive stance on managing referrals	Narrative on progress		✓

Title

GS002 - Work with businesses and developers to create a vibrant and sustainable town centre.

Corporate Objective	Desired Outcome	Outcome Measured by	Update on progress	Expected Outcome
To support local businesses with their submission for B.I.D. status	The formation of a Tamworth BID	Feasibility study by October 2016.		✓
		BID formed by June 2017 (Assumes positive result of feasibility study)	Consultation and engagement work underway.	
Use our regulatory powers within Licensing, Planning, and Environmental Health to be proactive with support and advice to enable business development	An increase in early intervention with a corresponding reduction in sanction.	A reduction in formal sanctions and appeals year on year.	Awaiting response from HEH on numbers of sanctions and appeals.	
The provision of accurate and timely advice,	Increase in businesses staying for longer in the	Footfall and dwell time in the town centre	Monitoring framework to be developed in quarter 2 2016/17	

Corporate Objective	Desired Outcome	Outcome Measured by	Update on progress	Expected Outcome
support, guidance and signpost town centre business to relevant information, business support programmes, training and funding opportunities	town centre. Increased footfall and dwell time in the town centre	Length of time businesses stay in the town centre.	At the end of March 2016 there were 30 vacant units out of 299; occupancy rate of 90%.	
Collection of the levy arising from the planned Business Improvement District	Maximise the collection level for investment in local infrastructure	Percentage of BID levy collected.	BID to be formed by June 2017 dependant on outcome of feasibility study in October 2016. The BID levy cannot commence until then.	

Title

GS003 - Use our regional influence to support an environment where business and enterprise can flourish and grow.

Corporate Objective	Desired Outcome	Outcome Measured by	Update on progress	Expected Outcome
Working with GBSLEP Finance Directors to maximise retention of business rates to improve the economy and infrastructure of the region	Maximise collection of business rates within the GBS rate retention pool. Use of insight data to identify additional business rate collection opportunities in order to maximise local business rate collection levels	Percentage change in rateable value of commercial buildings	At the end of quarter four, the rateable value of commercial properties had decreased by 0.42%.	✔
		Percentage of Non Domestic Rates collected	At the end of quarter one, NNDR collection was ahead of target at 28.9%.	
Working with GBSLEP Legal Directors to ensure	Probity of decision making	Narrative on progress	There is Member representation on the GBSLEP & WMCA Scrutiny Committees.	✔

Corporate Objective	Desired Outcome	Outcome Measured by	Update on progress	Expected Outcome
Scrutiny and governance compliance	Robust scrutiny of proposals and decisions		The Solicitor & Monitoring Officer attends the GSLEP quarterly meetings.	
Engage as necessary in order to benefit from Non-Constituent Membership of WMCA	Seek opportunities to enhance key growth, skills regeneration outcomes	Narrative on progress		✓
Maintain ongoing commitment to GBSLEP via Board and Executive membership	Influence major decisions that impact upon economic growth	Narrative on progress		✓
Maintain ongoing commitment to SSoTLEP and countywide collaborations	Further enhance growth opportunities	Narrative on progress		✓

Title

GS003a - Work together to strengthen the relationships between schools/FE & HE/Employers

Corporate Objective	Desired Outcome	Outcome Measured by	Update on progress	Expected Outcome
Actively engage with the GBSLEP & SSoTLEP in their respective programmes targeting young people	Increased opportunities for young people in job market	Narrative on progress		✓
Engage as appropriate in Area Review processes	Skilled & Employment ready workforce	Engagement of secondary schools in the Education Trust Locality project	Encouragement of secondary schools, 6th form and college to engage in the Education Trust Locality project which helps develop strategic approach to careers advice linked to LEP priority areas and	✓

Corporate Objective	Desired Outcome	Outcome Measured by	Update on progress	Expected Outcome
			promotes better structured links with employers.	
		TBC support to Secondary and Primary Heads Forum	Chief Executive chaired a special meeting of secondary heads and college representatives to promote collaborative working between the schools, 6th form and college to provide the full range of career pathways. Chief Executive contributes to the Area Review consultation.	

Title


GS003b - Champion higher skilled and better paid jobs in Tamworth

Corporate Objective	Desired Outcome	Outcome Measured by	Update on progress	Expected Outcome
Actively engage in and influence key strategic work streams namely: WMCA Skills & Productivity Commission & SSoTLEP Employment & Skills work streams	Economic growth through prosperity Impact upon causes of deprivation and reduced reliance on State support	Narrative on progress		

Title



GS004 - Work together to strengthen the connections between schools/FE & HE/Employment to create opportunities for higher skilled and better paid jobs.

Corporate Objective	Desired Outcome	Outcome Measured by	Update on progress	Expected Outcome

Corporate Objective	Desired Outcome	Outcome Measured by	Update on progress	Expected Outcome
Engage in the WMCA and SSoTLEP Skills and Productivity work streams	Improved links between main education providers and businesses	To be agreed once Combined Authorities workstreams convened.	Progress is on track with the 'vesting' of the WMCA completed; the Devolution Deal agreed and the Board membership established. Portfolios have been allocated to Board members for each work stream and it is clear that Skills will remain within the auspices of the GBSLEP. Following the latest meeting of the GBSLEP Board, the Tamworth Board member, Cllr.Steve Claymore has expressed an interest in assisting with driving this agenda forward. Progress in Staffordshire has been awaiting the outcome of the Area Review and associated recommendations. These are completed but not yet in the public domain.	

Title

GS005 – Adopt a commercial approach to managing Council assets in order to enhance the viability of the borough.


Corporate Objective	Desired Outcome	Outcome Measured by	Update on progress	Expected Outcome
To commission a review of the Town Centre Master plan	Refreshed masterplan giving a focused view	Refreshed Master Plan	The project is expected to start in the third quarter of 2015/16.	
To facilitate progress by developers/landowners of sites identified in the local plan for housing and / or commercial activity	Additional homes and floor space	Delivery against the Local Plan Growth Profile	Annual indicator	
To facilitate progress by	Robust and Proactive	Narrative on progress	A series of meetings have been made with the	

Corporate Objective	Desired Outcome	Outcome Measured by	Update on progress	Expected Outcome
developers/landowners of the regeneration of the Gungate Site	approach to facilitating development of land		landowner to discuss progress.	
Explore opportunities that will ensure all Council investment assets produce a revenue stream to support corporate priorities	The production of a planned sustainable income stream based upon investment assets	Occupancy level of TBC Commercial & Industrial properties	Occupation has remained stable through the first quarter of 2015/16.	✔
To ensure consideration of commercial opportunities in business decision making	A risk/reward based return on investment requirement within planned projects. 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. Increase income through adopted commercial approach.	Narrative on projects identified and the progress on those projects	The Tamworth Commercial Investment Strategy to promote growth and regeneration was approved by Cabinet on 16th June 2016	✔
		Rate of return on identified projects	The Tamworth Commercial Investment Strategy to promote growth and regeneration was approved by Cabinet on 16th June 2016	

Title

GS006 - Work together to preserve and promote Tamworth's heritage, leisure and natural environment

GS007 - Work together to preserve our culture; preserve our heritage and sustain our national environment


Corporate Objective	Desired Outcome	Outcome Measured by	Update on progress	Expected Outcome
To project manage the delivery of the Creative Quarter regeneration	Project completed on time and within budget	Narrative on progress to project plan	Initial contractual matters and delayed grant contract has slightly delayed progress.	

Title

SP3: Delivering Quality Services in Tamworth

Title

DQ001 - Provide accurate information via a fully integrated Customer Services Centre.

Corporate Objective	Desired Outcome	Outcome Measured by	Update on progress	Expected Outcome
Undertake fundamental review of customer services functions across every service	Enhanced, consistent and accessible customer services	Temporary relocation of staff to CSC by 04/04/16	Staff relocated 4th April 2016. In June 2016, staff moved back to respective service areas until endorsement of CMT report on 25th July 2016 making recommendations on processes, staff relocations and proposed changes to Customer Services.	
	Improved customer experience and satisfaction ratings	Data/Demand Capture by 13/05/16	Completed for Revenues & Benefits	
	Increased efficiency and capacity	Identification of processes to transform by 27/05/16	Report to CMT 25th July 2016 making recommendations on processes, staff relocations and proposed changes to Customer Services.	
	Reduced demand and	Progress against the Delivery of Quality	Report to CMT 25th July 2016 making	

Corporate Objective	Desired Outcome	Outcome Measured by	Update on progress	Expected Outcome
	<p>waste</p> <p>Agreed, measureable standards</p> <p>Availability of data and customer insight to aid future planning</p> <p>Streamlined, efficient corporate services</p>	<p>Services project plan</p>	<p>recommendations on processes, staff relocations and proposed changes to Customer Services.</p>	
<p>Remodel service functions, standards and systems</p>	<p>Enhanced, consistent and accessible customer services</p> <p>Improved customer experience and satisfaction ratings</p> <p>Increased efficiency and capacity</p> <p>Reduced demand and waste</p> <p>Agreed, measureable standards</p> <p>Availability of data and</p>	<p>Progress against the Delivery of Quality Services project plan</p>	<p>Dates rescheduled to accommodate capacity and resource as discussed at CMT.</p>	<p>✓</p>

Corporate Objective	Desired Outcome	Outcome Measured by	Update on progress	Expected Outcome
	<p>customer insight to aid future planning</p> <p>Streamlined, efficient corporate services</p>			
<p>Co-design Customer Service standards with user groups</p>	<p>Enhanced, consistent and accessible customer services</p> <p>Improved customer experience and satisfaction ratings</p> <p>Increased efficiency and capacity</p> <p>Reduced demand and waste</p> <p>Agreed, measureable standards</p> <p>Availability of data and customer insight to aid future planning</p> <p>Streamlined, efficient corporate services</p>	<p>Baseline of performance at the beginning compared to that at the end</p>	<p>Baseline captured as part of demand capture for Revenues and Benefits. Other services will follow. The co-design of customer service standards will be developed in line with the unified community offer.</p>	<p>✔</p>
<p>To provide support for the</p>	<p>To enable first time</p>	<p>Customer satisfaction with CSC</p>	<p>Web Chat service: Of 813 customers using this</p>	<p>✔</p>

Corporate Objective	Desired Outcome	Outcome Measured by	Update on progress	Expected Outcome
integrated Customer Services Centre	resolution and reduction in waste Promotion of digital channels to reduce demand Technical support from back office including appropriately trained staff		service, over 80% rated it very good or excellent.	
Full and robust implementation of Corporate Change Programme	Provision of digital data and information, enablement of automation and self-service, consistent and robust service provision	Efficiencies in headcount	To be included in the Delivering Quality Services project report to CMT on 25th July 2016	✓

Title

DQ002 - Work with customers to improve their access to Council services

Corporate Objective	Desired Outcome	Outcome Measured by	Update on progress	Expected Outcome
Seek customer feedback consistently across all service areas	24/7 access for a full range of council services	Customer Satisfaction with Customer Service Centre	Web Chat service: Of 813 customers using this service, over 80% rated it very good or excellent.	✓
	New technology exploited	Number of services available on line	TBA	
	Improved efficiency of access channels	Reduction in the cost of delivery of Customer Services	£100k identified within budget.	
	Improved customer			

Corporate Objective	Desired Outcome	Outcome Measured by	Update on progress	Expected Outcome
	<p>satisfaction with access to Council Services</p> <p>Increased number of services available on line</p> <p>Cost of delivery/transaction costs reduced</p>			
Explore and develop new channels of access	24/7 access for a full range of council services	Customer Satisfaction with Customer Service Centre	Web Chat service: Of 813 customers using this service, over 80% rated it very good or excellent.	✔
	New technology exploited	Number of services available on line	TBA	
	Improved efficiency of access channels	Reduction in the cost of delivery of Customer Services	£100k identified within budget.	
	<p>Improved customer satisfaction with access to Council Services</p> <p>Increased number of services available on line</p> <p>Cost of delivery/transaction costs reduced</p>			
Deliver services that are digital by default	24/7 access for a full range of council services	Customer Satisfaction with Customer Service Centre	Web Chat service: Of 813 customers using this service, over 80% rated it very good or excellent.	✔

Corporate Objective	Desired Outcome	Outcome Measured by	Update on progress	Expected Outcome
	New technology exploited	Number of services available on line	TBA	
	Improved efficiency of access channels	Reduction in the cost of delivery of Customer Services	£100k identified within budget.	
	Improved customer satisfaction with access to Council Services			
	Increased number of services available on line			
	Cost of delivery/transaction costs reduced			

Title

DQ003 - Enable and support Tamworth residents and businesses using our statutory and regulatory powers

Corporate Objective	Desired Outcome	Outcome Measured by	Update on progress	Expected Outcome
Implementation of the Crime and Police 2014	Appropriate use of the new legislation to ensure public concerns over ASB are dealt with swiftly	Number of incidents of ASB	Data collected annually; due October 2016 as part of the Community Safety Assessment.	✓
Delivery of a Community Safety Partnership that is responsive to locality, and	Positive public feedback on how safe the community feels in	Percentage of people who feel safe during the daytime/after dark.	99% feel safe in their local area during the day. 80% feel safe in their local area after dark. (Feeling the Difference survey waves 17 to 20)	✓

Corporate Objective	Desired Outcome	Outcome Measured by	Update on progress	Expected Outcome
reflects the needs of the community and partners	Tamworth.			
Proactive Business Continuity information sharing with businesses	Enablement of a full business and community response in the event of an incident	Case study approach. Narrative on progress	Working with the Civil Contingencies Unit to host a road show pertaining to business continuity and emergency planning to which all businesses will be invited. Currently awaiting dates from Civil Contingencies Unit.	✔

Title

DQ004 - Enabling greater public engagement in local decision making

Corporate Objective	Desired Outcome	Outcome Measured by	Update on progress	Expected Outcome
Explore new methods of ways in which the community can engage with the delivery of council services using data and intelligence	Services shaped by users	Number of services shaped by users	The Delivering Quality Services Project and Unified Community Offer present opportunities for services to be shaped by users of those services.	✔
Continue to develop democratic community leadership	Inspirational informed community leaders	E-learning for members implemented by 31/03/17	No progress on e-learning for Members. Scrutiny workshops held for all members July 2016.	✔
	Increased number of people who feel they can influence decisions in their locality	Percentage of people who feel they can influence decisions in their locality	Being measured initially as a question in the resident's budget consultation; result available October 2016.	
local ownership and delivery of services	Increase customer capability/capacity to self-	Percentage of local public assets & facilities run by Voluntary Bodies, SMEs,		

Corporate Objective	Desired Outcome	Outcome Measured by	Update on progress	Expected Outcome
measured by percentage of local public assets & facilities run by Voluntary Bodies, SMEs, etc.	manage	etc.		
Budget Consultation	Carry out annual consultation process to inform local priorities for the MTFS	Narrative on outcomes of the consultation	Report to Cabinet 28th July 2016 outlining the budgetary process including budget consultation. This will take place in August & September and conclude with a report to Cabinet in October 2016.	✔
Local Council Tax Reduction Scheme consultation	Consultation on scheme proposals needed to balance cost of scheme to council taxpayers against needs of the vulnerable	Narrative on outcomes of the consultation	Consultation to commence August 2016. Report to Cabinet in November 2016	✔
State of Tamworth Debate	Encourage through media sources public involvement in the democratic process to add and facilitate the shape of Tamworth the place	Narrative on outcomes of the SoTD		
Registration of Electors/Individual Elector Registration/Elections	Provision of information to citizens through digital channels	Number of electors registering by digital means	There was an increase in digital applications for electoral registration. The number of individuals on the electoral roll currently stands at 58,137.	✔
Council, Cabinet, Planning Committee	Provision of information to citizens through digital channels	All Council Agendas and Minutes on the internet	The agenda for all Council meetings are published on the internet five days before the meeting and the minutes of those meetings are published on the internet five days after the meeting.	✔

Title

Title




DQ005 – Demonstrate value for money

Corporate Objective	Desired Outcome	Outcome Measured by	Update on progress	Expected Outcome
Review, remodel and realign services and resources by aligning them to our vision, purpose and priorities	Unified back office functions	Service realignment from DQS project for Revenues, Benefits & Housing by March 2017	Demand capture completed for Revenues and Benefits. Report to CMT 25th July 2016 presenting findings and recommendations. Delivery Quality Services project for Housing postponed until the beginning of September 2016.	✔
Implement organisational transformation to ensure the Councils workforce is equipped and positioned for change	Creation of an environment that enables people to be the best they can be Reviewed senior management structure to ensure positive, transformational and courageous leadership	Interim senior management arrangements agreed.	Interim senior management arrangements agreed by Appointments & Staffing Committee – April 2016	✔
		Report to Appointments & Staffing Committee setting out the scale, scope & timescale for a formal review of Senior Management in 2017.	Work in progress to meet delivery date of 31st December 2016.	
		Delivery of Workforce Development Plan by December 2016.	Work in progress to meet delivery date of 31st December 2016.	
Challenge statutory need and reduce demand for services	Services aligned to customer needs	Capturing Demand & Channel shift	Demand capture completed for Revenues and Benefits. Report to CMT 25th July 2016 presenting findings and recommendations. Delivery Quality Services project for Housing postponed until the beginning of September 2016.	✔
Deliver a training plan that focuses on behaviours, culture and leadership	Delivery of facilitated leadership development programme to create consistent leadership	Completion of training programme	Completed for leadership and feedback presented to Chief Executive.	✔
		Delivery of the Organisational Development Strategy by December	Work in progress to meet delivery date of 31st December 2016.	

Corporate Objective	Desired Outcome	Outcome Measured by	Update on progress	Expected Outcome
	culture Organisation fit for 21st Century	2016		
Proper Governance advice for officers and Members	Development of e-learning modules to enhance governance awareness	E-learning for members implemented by 31/03/17	No progress on e-learning for Members. Scrutiny workshops held for all members July 2016.	✔
Business case approach to investment decisions	A risk/reward based return on investment requirement with planned projects	Rate of return on identified projects	The Tamworth Commercial Investment Strategy to promote growth and regeneration was approved by Cabinet on 16th June 2016.	✔
To provide appropriate professional support	Provision of financial, legal, ICT and procurement support for the decision making process	Narrative on progress	Financial and legal support provided on the following projects: <ul style="list-style-type: none"> • HRA regeneration • Enterprise Quarter • Gateways project CIPFA Benchmarking 2016 completed for Human Resources and Finance. Legal support on procurement and elections/referendum	✔
Consideration of commercial opportunities in business decision making	Producing options appraisals, businesses cases and review opportunities for setting up local Authority Trading Companies as well as	Narrative on projects identified and the progress on those projects	The Tamworth Commercial Investment Strategy to promote growth and regeneration was approved by Cabinet on 16th June 2016	✔

Corporate Objective	Desired Outcome	Outcome Measured by	Update on progress	Expected Outcome
	other business models for service to maximise return on Council assets and increase economic benefit for the Council			

Key to symbols





Expected outcome	
	Not on track and not in control
	Not on track but is in control
	On track and in control

2016/17 Corporate Risk Register






The corporate risk register has been reviewed to take account of the implications of Brexit. A risk assessment for this is included in the update on the Medium Term Financial Strategy in section three of this report.



Risk	Description of Risk	Date Last Reviewed	Severity	Likelihood	Current Risk Rating	Current Risk Status
Medium Term Financial Planning & Sustainability Strategy	Loss of Funding and Financial Stability & application of uncertainties of Brexit	21-Jul-2016	4	2	8	
Reputation	Damage to Reputation	21-Jul-2016	2	2	4	
Governance & Regulatory Failure	Failure to achieve adequate Governance Standards and statutory responsibilities	21-Jul-2016	2	2	4	
Partnership Working and Supply Chain Challenges	Failure in partnership working, shared services or supply chain	21-Jul-2016	2	2	4	
Emergency & Crisis Response Threats	Failure to manage an external or internal emergency/disaster situation	21-Jul-2016	2	2	4	
Economic Changes	Failure to plan and adapt services to economic changes within the community	21-Jul-2016	3	1	3	
Information Management & Information Technology	Failure to secure and manage data and IT infrastructure	21-Jul-2016	3	2	6	
Loss of Community Cohesion	Failure to achieve community cohesion	21-Jul-2016	3	3	9	
Workforce Planning Challenges	Failure to manage workforce planning challenges	21-Jul-2016	2	2	4	

Risk	Description of Risk	Date Last Reviewed	Severity	Likelihood	Current Risk Rating	Current Risk Status
Health & Safety	Failure to manage Health & Safety	21-Jul-2016	3	2	6	
Corporate Change	Failure to manage corporate change	21-Jul-2016	2	2	4	
Safeguarding Children & Vulnerable Adults	Failure to safeguard children and vulnerable adults	21-Jul-2016	3	3	9	
Inability to manage the impact corporately of the Government Austerity measures and new legislative requirements	Inability to manage the impact corporately of the Government Austerity measures and new legislative requirements	21-Jul-2016	4	2	8	

Key to symbols

Risk Status	
	Alert
	High Risk
	Warning
	OK
	Unknown

This page is intentionally left blank