

1. Overview of corporate plan actions and corporate risks

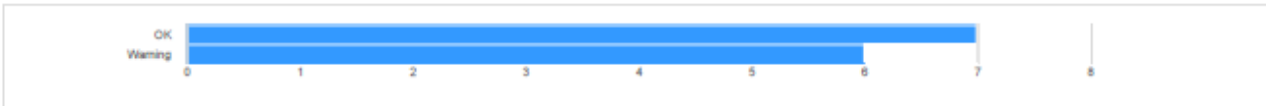
The current status of high level corporate plan actions and corporate risks is shown below.

2016 - 2020 Corporate Plan - Expected Outcomes & Corporate Risks

2016-2020 Corporate Plan



2016/17 Corporate Risk Register



Further details are available in the appendices:

- Corporate Plan Actions: **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 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 £69k with 139 successful claims from 187 applications (compared to 114 successful claims from 190 applications at September 2015) although there is a 3.5 week backlog (4 weeks as at 30 September 2015) with claims still to be processed which will increase this figure.

Live caseload figures are 291 lower than 2015/16 – currently 6,289 (6,580 at September 2015).

NNDR

Reminders (549 at September 2016) are around the same level as 2015/16 levels (550 at September 2015) with summons & liability orders at higher levels to 2015/16. There has been an increase in enforcement agent referrals – 56 to September 2016 (29 at September 2015).

Strong collection performance by the Revenues team is reported with current year collection levels at 57.1%, ahead of target by 1.5% at 30 September. Court costs are around target of £4k.

Arrears for 2015/16 are ahead target at 45.7% compared to target of 25%.

Council Tax

Reminders are 209 lower than 2015/16 levels (8,443 at 30 September 2016 compared to 8,652 at 30 September 2015).

Good collection performance is reported - with current year collection levels at the target of 58.4% at September 2016 (with a target of 98% for the 2016/17 financial year). Court cost income is also ahead of target by £15k at £144k.

Arrears for 2015/16 are slightly ahead of target at 33.5% compared to target of 31.6% - work on further approaches to realise more Council Tax revenue is in place.

Collection Fund – the estimated surplus is £31k for the year with a LCTS projected underspend of £20k (total £51k).

Customer Services

Visits to Marmion House were 6,920 lower by September 2016 (3,463 by September 2016 compared to 10,383 by September 2015).

Council tax enquiries & payments were 173 lower (306 by September 2016 compared to 479 by September 2015).

Due to the demand management actions taken to date, it can be seen that demand has fallen significantly and therefore questions the value of continued monitoring of the impact of welfare benefit reform. It is suggested therefore that as the numbers concerned are insignificant they add little value other than to show channel shift - which is recorded and monitored elsewhere.

Housing

The Housing Income team continue to perform well - Total Rent arrears (excluding former tenants) at 30 September 2016 was £481k compared to £338k at 31 March 2016 – an increase of £143k (compared to a £115k increase as at 30 September 2015).

Total arrears (including garages etc.) are £1.67m at 30 September 2016, compared to £1.46m at 31 March 2016, an increase of £218k (compared to a £198k increase between 31 March 2015 and 30 September 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 the first half of 2016/17 compared to 11 during the same period 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, 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: October 2016

Since the 2016/17 MTFS was approved in February 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 start considering the mid-long term opportunities whilst the dust settles.

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 funds 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, in compliance with the Prudential Code (by which time economic impact, if any, should be clearer).

Currently projections identify:

1. a General Fund shortfall of £1.9m over 3 years (with a shortfall of £7.2m over 5 years), including the minimum approved level of £0.5m;
2. A HRA surplus of £2.9m over 3 years (with a surplus of £2.2m over 5 years) including the minimum recommended balances of £0.5m.

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 required 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 been 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 October 2016 is detailed below:

	General Fund						
MTFS Projections 2017/18 - 2021/22	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
	£'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 Forecast:							
Central Case Revised Forecast Balances Remaining (-) / Overdrawn (Oct 2016)	(6,680)	(5,297)	(3,058)	(613)	1,388	3,943	6,680

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 £1.9m over the 3 years to 2019/20 with a shortfall of c.£4.5m for 2020/21 (including the approved minimum balances of £0.5m).

The shortfall over the next 5 years has been revised to £6.7m (£7.2m 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 underspend of £345k for 2016/17 (as at Period 6);
- 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 (there is also a potential discount of £157k (£120k GF) for payment in advance if agreement can be reached);
- e) 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);
- f) Lower interest from continued low rates arising from the current economic situation – c.£400k p.a.

- g) Returned business rates levy from GBSLEP - £172k in 2016/17;
- h) Revised new homes bonus levels following proposed changes to the scheme and updated forecast new home build levels;
- i) any known changes to the savings targets included within the current MTFS (Senior Management Review);

Housing Revenue Account

The updated forecast as at October 2016 is detailed below:

	Housing Revenue Account						
MTFS Projections 2017/18 - 2021/22	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
	£'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 Remaining (-) / Overdrawn (Oct 2016)	(4,724)	(5,198)	(4,831)	(3,366)	(2,865)	(2,487)	(2,203)

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.£2.5m for 2020/21 with balances over the next 5 years of £2.2m 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 £839k for 2016/17 (as at Period 6);
- 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.

4. Financial Health check Report

Executive Summary

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

General Fund

Revenue

GENERAL FUND	YTD Budget £000	YTD Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000
Chief Executive	96	102	6	-	9	9
Executive Director Corporate Services	82	54	(28)	572	433	(139)
Director of Finance	1,407	1,369	(38)	(320)	(521)	(201)
Director of Technology & Corporate Programmes	645	738	93	17	43	26
Solicitor to the Council	399	334	(65)	791	796	5
Director of Transformation & Corporate Performance	628	687	59	280	426	146
Director of Communities, Planning & Partnerships	32	2	(30)	(18)	(90)	(72)
Director of Housing & Health	365	350	(15)	1,750	1,723	(27)
Director of Assets & Environment	2,279	1,948	(331)	5,389	5,297	(92)
Total	5,933	5,584	(349)	8,461	8,116	(345)

- The General Fund has a favourable variance against budget at Period 6 of £349k (£304k favourable at period 5).
- The projected full year position identifies a projected favourable variance against budget of £345k or 4.08% (£411k or 4.86% unfavourable at period 5).
- This projection has highlighted several budget areas for concern (detailed at **Appendix C**). 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 September 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	170	88	(82)	223	160	(63)	63	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	40	(80)	80	120
Director of Assets & Environment	1,108	921	876	(45)	4,469	1,368	(3,101)	3,100	4,468
Contingency	1,340	1,340	-	(1,340)	1,340	1,000	(340)	340	1,340
TOTAL GENERAL FUND	2,685	2,552	992	(1,560)	6,153	2,569	(3,584)	3,583	6,152

- Capital expenditure incurred was £992k compared to a profiled budget of £2.55m (£845k compared to a profiled budget of £2.49m as at period 5).
- It is predicted that £2.6m will be spent by the year-end compared to a full year budget of £6.15m (this includes re-profiled schemes from 2015/16 of £2.69m).
- There is a projected requirement to re-profile £3.58m of spend into 2017/18. Further detail is shown in the summary of Capital expenditure at **Appendix D**.

Treasury Management

- At the end of September 2016 the Authority had £55.70m invested in the money markets (excluding the £1.15m which is classified as sums at risk invested in Icelandic Banks). The average rate of return on these investments is 0.48% though this may change if market conditions ease. At this point it is anticipated that our investments will earn approximately £279k compared to the budgeted figure of £362k, an unfavourable variance of £83k, due to lower interest rates.
- Borrowing by the Authority stood at £65.060m at the end of September 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 £2.763m compared to the budgeted figure of £2.815m, a favourable variance of £53k, due to no additional borrowing being taken.
- 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 E**.

Balances

Balances on General Fund are projected to be in the region of £5.3m at the year-end from normal revenue operations (£4.54m as at period 5) compared to £3.61m projected within the 2016/17 budget report – additional balances of £1.7m.

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	1,543	1,387	(156)	3,909	3,992	83
Director of Assets & Environment	(101)	(83)	18	(36)	(29)	7
HRA Summary	(8,966)	(9,567)	(601)	(3,505)	(4,134)	(629)
Housing Repairs	2,103	1,393	(710)	-	(300)	(300)
Total	(5,421)	(6,870)	(1,449)	368	(471)	(839)

- The HRA has a favourable variance against budget at Period 6 of £1.45m (£1.35m favourable at period 5).
- The projected full year position identifies a favourable variance against budget of £839k (£472k favourable at period 5). Individual significant budget areas reflecting the variance are detailed at **Appendix C**.

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	1,970	1,093	(877)	10,624	2,924	(7,700)	7,700	10,624
Director of Assets & Environment	2,266	1,764	1,890	126	6,336	6,216	(120)	100	6,316
HRA Summary	-	-	-	-	-	-	-	-	-
HRA Contingency	100	100	-	(100)	100	-	(100)	100	100
TOTAL HOUSING REVENUE ACCOUNT	6,843	3,834	2,983	(851)	17,060	9,140	(7,920)	7,900	17,040

- Housing Capital expenditure of £2.98m has been incurred as at the end of Period 6 compared to a profiled budget of £3.83m (£3.06m compared to a profiled budget of £3.25m as at period 5).
- It is predicted that £9.14m will be spent by the year-end compared to the full year budget of £17.06m (including £6.84m re-profiled from 2015/16).
- There is a projected requirement to re-profile £7.9m of spend into 2017/18. Further detail is shown in the summary of Capital expenditure is shown at **Appendix D**.

Balances

- Balances on the Housing Revenue Account are projected to be in the region of £5.18m at the year-end (£4.81m as at period 5) compared to £2.99m projected within the 2016/17 budget report – additional balances of £2.19m.

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	Housing Management Plus services are now embedded; ahead of schedule.	✔
Develop and deliver Homelessness Prevention services in line with – DCLG gold standard	Achievement of DCLG Gold Standard	Diagnostic Peer Review by June 2017. Achievement of DCLG Gold Standard by 31/3/19	A project group was established in July 2016. An internal assessment will be undertaken in December 2016 leading to the Diagnostic Peer Review in June 2017.	✔

Corporate Objective	Desired Outcome	Outcome Measured by	Update on progress	Expected Outcome
Provision/Development of multi-agency Digital Sharepoint	Improve communication, ensure robust and consistent delivery	Case study approach. Narrative on progress	There are pockets of data sharing in the authority with the County for example but there is no generic approach to date.	

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	Ensure mechanisms for the provision of sports related activities are robust and meet the needs of the community Ensure the services/facilities provided match the demand within the indoor/outdoor Sports Strategy	Narrative on progress	The development in this area continues however a current possible project is being investigated in partnership with the football association is the installation of a new 3G grass pitch - this was an identification of the indoor /outdoor strategy and could possible utilise golf course capital and 106 funds	
Enable the provision of leisure activities targeted at identified sectors of the community	Deliver currently commissioned services and develop proposals for future third sector provision	Narrative on progress	Delivery continues via commissioned services around holiday provision and the department is looking to team up with external providers and the county sports partnership to offer free /low cost community provision in a range of family and individual activities.	
Support the provision of health interventions for	Deliver currently commissioned services	Commissioning Cycle Three; New services in place by April 2017.	Specifications have been drafted and Cabinet have approved the commissioning process which is now	

Corporate Objective	Desired Outcome	Outcome Measured by	Update on progress	Expected Outcome
vulnerable people	and develop proposals for future third sector provision		underway.	
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 decommissioning of services by the County Council has presented different challenges for Tamworth Borough Council. However, partnership opportunities are to be developed by the evolution of the Unified Communities Offer.	✔

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 neighbourhood level	Managed transition from current scale of state support to self-help at a neighbourhood level	Narrative on progress	Proposals being developed.	✔
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	✔

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

Corporate Objective	Desired Outcome	Outcome Measured by	Update on progress	Expected Outcome
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) Updated figures will be available in November 2016.	
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	This has changed to the re-provision of existing services following the withdrawal of the current provider. Further expansion of future options to be scoped by December 2016.	
Develop a unified neighbourhood offer		Development proposals by 31/10/16	Proposals have been developed and discussions undertaken with the Portfolio Holder, Communities & Wellbeing. CMT endorsement is to be sought at their meeting on 31st October 2016.	✓

Title

LQ005 - Work together to improve housing quality in Tamworth

Corporate Objective	Desired Outcome	Outcome Measured by	Update on progress	Expected Outcome
Explore and develop proposals for an asset	Options understood & decisions regarding the	Options understood and decisions regarding the future informed by	This has changed to the re-provision of existing services following the withdrawal of the current	✓

Corporate Objective	Desired Outcome	Outcome Measured by	Update on progress	Expected Outcome
backed vehicle for the delivery of new housing/delivery of services	future informed	September 2017	provider. Further expansion of future options to be scoped by December 2016.	
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	Housing Communities Agency garage sites developments have planning approval. Report to Cabinet in November 2016 to update on the progress made in the provision of affordable housing through the garage development programme & acquisition of units built through s106 agreements.	✓
Deliver regeneration at Tinkers Green and Kerria	New council homes & neighbourhood regeneration	Demolition of Hastings Close (Tinkers Green) by August 2016	On track for demolition by August 2016.	✓
		Appointment of a developer by August 2016	On track to appoint developer by November 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.	
		Demolition of Kerria by December 2017		
		Start construction at Kerria by January		

Corporate Objective	Desired Outcome	Outcome Measured by	Update on progress	Expected Outcome
		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 December 2016. Following the consultation, a final document will be produced in February 2017 ready for Cabinet approval in March 2017.	✔
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 December 2016. Following the consultation, a final document will be produced in February 2017 ready for Cabinet approval in March 2017.	✔

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. A further update report is scheduled to be considered by Cabinet on 20th October 2016.	✓
Use our regulatory powers within Licensing, Planning, and Environmental Health to be proactive with support and advice to	An increase in early intervention with a corresponding reduction in sanction.	A reduction in formal sanctions and appeals year on year.	This is an annually updated figure and results will be available in March 2017.	

Corporate Objective	Desired Outcome	Outcome Measured by	Update on progress	Expected Outcome
enable business development				
The provision of accurate and timely advice, support, guidance and signpost town centre business to relevant information, business support programmes, training and funding opportunities	Increase in businesses staying for longer in the town centre. Increased footfall and dwell time in the town centre	Footfall and dwell time in the town centre	Monitoring framework to be developed in quarter 2 2016/17	
		Length of time businesses stay in the town centre.	At the end of September 2016 there were 35 vacant units out of 302; occupancy rate of 88.4%. The fall in the occupancy rate is attributable to a rise in the number of vacant units in Ankerside Shopping Centre.	
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 April 2018 dependant on outcome of feasibility study in October 2016 and Ballot by October 2018. The BID levy cannot commence until then. Capital appraisal for BID Software to be made for 2017/18.	

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	Maximise collection of business rates within the GBS rate retention pool. Use of insight data to	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	At the end of quarter two, NNDR collection was	

Corporate Objective	Desired Outcome	Outcome Measured by	Update on progress	Expected Outcome
the economy and infrastructure of the region	identify additional business rate collection opportunities in order to maximise local business rate collection levels	collected	ahead of target at 57.10%.	
Working with GBSLEP Legal Directors to ensure Scrutiny and governance compliance	Probity of decision making Robust scrutiny of proposals and decisions	Narrative on progress	There is Member representation on the GBSLEP & WMCA Scrutiny Committees. 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	Increased opportunities	Narrative on progress		✓

Corporate Objective	Desired Outcome	Outcome Measured by	Update on progress	Expected Outcome
GBSLEP & SSoTLEP in their respective programmes targeting young people	for young people in job market			
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 promotes better structured links with employers. Council officers attend the quarterly Primary and Secondary Headteacher' meetings. This engagement allows for two way information sharing.	✔
		TBC support to Secondary and Primary Heads Forum	<p>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.</p> <p>Chief Executive contributes to the Area Review consultation.</p> <p>Council officers attend the quarterly Primary and Secondary Head teacher' meetings. This engagement allows for two way information sharing.</p>	


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
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 plan	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 developers/landowners of the regeneration of the Gungate Site	Robust and Proactive approach to facilitating development of land	Narrative on progress	A series of meetings have been made with the landowner to discuss progress. Further options, including joint venture opportunities, have now been considered.	⚠
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 half of 2016/17. The occupancy rate for our commercial properties is 90.32%. The occupancy rate for our industrial properties is 97.33%	✔
To ensure consideration of commercial opportunities in business decision making	A risk/reward based return on investment requirement within planned projects.	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 The first formal meeting of the Commercial Investment Strategy Board was on 22nd August 2016.	✔

Corporate Objective	Desired Outcome	Outcome Measured by	Update on progress	Expected Outcome
	<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> <p>Increase income through adopted commercial approach.</p>	<p>Rate of return on identified projects</p>	<p>Following an update on progress around this initiative since Cabinet endorsed the initial plans, Members gave their full endorsement for the establishment of a Member-led Steering Group to provide the necessary governance for an Officer/Advisor-led Working Group that in turn would oversee the various major work streams.</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. We will also be exploring new initiatives such as setting up a Subsidiary Housing Company so that we can have more control over housing options.</p> <p>Senior Officers have also attended Seminars to obtain practical guidance on the key legal, governance, financial and tax issues to consider when setting up and running Local Authority Trading Companies (LATC) and 'Building a successful joint venture company'.</p> <p>The Tamworth Commercial Investment Strategy to promote growth and regeneration was approved by Cabinet on 16th June 2016 The first formal meeting of the Commercial Investment Strategy Board was on 22nd August 2016.</p>	

Corporate Objective	Desired Outcome	Outcome Measured by	Update on progress	Expected Outcome
			<p>Following an update on progress around this initiative since Cabinet endorsed the initial plans. Members gave their full endorsement for the establishment of a Member-led Steering Group to provide the necessary governance for an Officer/Advisor-led Working Group that in turn would oversee the various major work streams.</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. We will also be exploring new initiatives such as setting up a Subsidiary Housing Company so that we can have more control over housing options.</p> <p>Senior Officers have also attended Seminars to obtain practical guidance on the key legal, governance, financial and tax issues to consider when setting up and running Local Authority Trading Companies (LATC) and 'Building a successful joint venture company'.</p>	

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 however, work has commenced with the archaeological survey and all major project consultants are now appointed.	✔


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	Recommendations for changes to Revenues and Benefits Services made and implementation of those changes is now underway.	
	Reduced demand and waste	Progress against the Delivery of Quality Services project plan	The sixth floor now redesigned as part of the agile working process with customer services now relocated there.	
	Agreed, measureable		One member of Revenues and one member of	

Corporate Objective	Desired Outcome	Outcome Measured by	Update on progress	Expected Outcome
	<p>standards</p> <p>Availability of data and customer insight to aid future planning</p> <p>Streamlined, efficient corporate services</p>		Benefits have transferred to the Customer Services Centre. Transformation of Revenues/Benefits is underway to enable all customer enquiries for these services to be dealt with by the customer services function.	
Remodel service functions, standards and systems	<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>	Progress against the Delivery of Quality Services project plan	Project implementation review scheduled for December 2016.	



Corporate Objective	Desired Outcome	Outcome Measured by	Update on progress	Expected Outcome
	Streamlined, efficient corporate services			
Co-design Customer Service standards with user groups	<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>	Baseline of performance at the beginning compared to that at the end	<p>Baseline captured as part of demand capture for Revenues and Benefits. Housing services demand capture now underway.</p> <p>The co-design of customer service standards will be developed in line with the Unified Community Offer.</p>	✔
To provide support for the integrated Customer Services Centre	<p>To enable first time resolution and reduction in waste</p> <p>Promotion of digital</p>	Customer satisfaction with CSC	<p>Web Chat service: Of 813 customers using this service, over 80% rated it very good or excellent.</p> <p>In the second quarter, there were more than 309,000 hits on the website; the highest figure</p>	✔

Corporate Objective	Desired Outcome	Outcome Measured by	Update on progress	Expected Outcome
	channels to reduce demand Technical support from back office including appropriately trained staff		recorded. In 2016/17, there have been 711 downloads of the App.	
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	The Delivering Quality Services programme is ongoing. Service redesign for Revenues and Benefits Service to commence to identify further efficiencies.	✔

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. In the second quarter, there were more than 309,000 hits on the website; the highest figure recorded.	✔
	New technology exploited		In 2016/17 there have been 711 downloads of the App.	
	Improved efficiency of access channels	Number of services available on line	TBA	
	Improved customer satisfaction with access to Council Services	Reduction in the cost of delivery of Customer Services	£100k removed from the Customer Services budget but savings from back office functions have been identified to off-set the reduction in budget.	

Corporate Objective	Desired Outcome	Outcome Measured by	Update on progress	Expected Outcome
	Increased number of services available on line Cost of delivery/transaction costs reduced			
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. In the second quarter, there were more than 309,000 hits on the website; the highest figure recorded. In 2016/17 there have been 711 downloads of the App.	
	New technology exploited			
	Improved efficiency of access channels			
	Improved customer satisfaction with access to Council Services	Number of services available on line	TBA	
	Increased number of services available on line	Reduction in the cost of delivery of Customer Services	£100k removed from the Customer Services budget but savings from back office functions have been identified to off-set the reduction in budget.	
	Cost of delivery/transaction costs reduced			
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. In the second quarter, there were more than 309,000 hits on the website; the highest figure recorded.	
	New technology exploited			

Corporate Objective	Desired Outcome	Outcome Measured by	Update on progress	Expected Outcome
	Improved efficiency of access channels		In 2016/17 there have been 711 downloads of the App.	
	Improved customer satisfaction with access to Council Services	Number of services available on line	TBA	
	Increased number of services available on line	Reduction in the cost of delivery of Customer Services	£100k identified within budget.	
	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 reflects the needs of the community and partners	Positive public feedback on how safe the community feels in Tamworth.	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) Updated figures will be available in November 2016.	✔

Corporate Objective	Desired Outcome	Outcome Measured by	Update on progress	Expected Outcome
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. The focus in quarter two has been on 'Exercise Aurora'.	✔

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. Recommendations for changes to Revenues & Benefits Services made and implementation underway.	✔
Continue to develop democratic community leadership	Inspirational informed community leaders Increased number of people who feel they can influence decisions in their locality	E-learning for members implemented by 31/03/17	The e-learning product has been updated. However, the functionality to allow us to write our own sessions is not yet available. Internal Audit is currently reviewing the products that are available as part of the package including the identification of any that would be suitable for roll out to members. Scrutiny workshops held for all members July 2016. Dementia & Safeguarding Training for members held in quarter two.	✔




Corporate Objective	Desired Outcome	Outcome Measured by	Update on progress	Expected Outcome
		Percentage of people who feel they can influence decisions in their locality	Asked as a question in the resident's budget consultation; August/September 2016. 36% of respondents felt they were able to influence decisions in their local area. 44% of respondents said they would like to be involved and 49% would like to be involved depending on the issue.	
local ownership and delivery of services measured by percentage of local public assets & facilities run by Voluntary Bodies, SMEs, etc.	Increase customer capability/capacity to self-manage	Percentage of local public assets & facilities run by Voluntary Bodies, SMEs, 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 took place in August & September and concluded 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 took place in August & September 2016. Report to Cabinet in November 2016 and Council in December 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		


Corporate Objective	Desired Outcome	Outcome Measured by	Update on progress	Expected Outcome
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 during the last canvas with 61% being returned digitally. An updated figure of the number of individuals on the electoral roll to reflect the latest canvas will be available on 1st December 2016 but at the end of quarter two was 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

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 and recommendations for the service made and implementation underway. Delivery Quality Services project for Housing has started with the capture of data. Human Resources/Communications/Performance review completed and savings identified.	✔
Implement organisational transformation to ensure the Councils workforce is equipped and positioned	Creation of an environment that enables people to be the best they can be	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	The post of Director, Communities, Planning & Partnerships has been removed from the	




Corporate Objective	Desired Outcome	Outcome Measured by	Update on progress	Expected Outcome
for change	Reviewed senior management structure to ensure positive, transformational and courageous leadership	& timescale for a formal review of Senior Management in 2017.	establishment. The review of Senior Management has been deferred for twelve months.	
		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 and recommendations for the service made and implementation underway. Delivery Quality Services project for Housing has started with the capture of data. Human Resources/Communications/Performance review completed and savings identified.	
Deliver a training plan that focuses on behaviours, culture and leadership	Delivery of facilitated leadership development programme to create consistent leadership culture Organisation fit for 21st Century	Completion of training programme	Completed for leadership and feedback presented to Chief Executive.	
		Delivery of the Organisational Development Strategy by December 2016	Work in progress to meet delivery date of 31st December 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	The e-learning product has been updated however, the functionality to allow us to write our own sessions is not yet available. Internal Audit is currently reviewing the products that are available as part of the package including the identification of any that would be suitable for roll out to members. Scrutiny workshops were held for all members July 2016.	

Corporate Objective	Desired Outcome	Outcome Measured by	Update on progress	Expected Outcome
			Dementia & Safeguarding Training for members held in quarter two.	
Business case approach to investment decisions	A risk/reward based return on investment requirement with planned projects	Rate of return on identified projects	<p>The Tamworth Commercial Investment Strategy to promote growth and regeneration was approved by Cabinet on 16th June 2016.</p> <p>The first formal meeting of the Commercial Investment Strategy Board was on 22nd August 2016.</p> <p>Following an update on progress around this initiative since Cabinet endorsed the initial plans. Members gave their full endorsement for the establishment of a Member-led Steering Group to provide the necessary governance for an Officer/Advisor-led Working Group that in turn would oversee the various major work streams.</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. We will also be exploring new initiatives such as setting up a Subsidiary Housing Company so that we can have more control over housing options.</p> <p>Senior Officers have also attended Seminars to obtain practical guidance on the key legal,</p>	

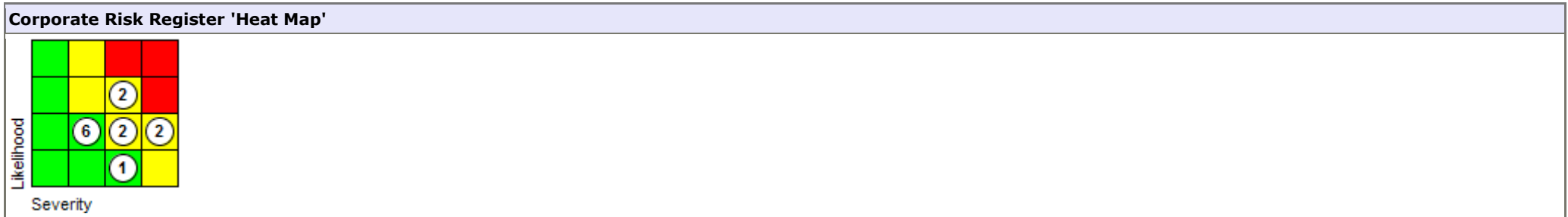
Corporate Objective	Desired Outcome	Outcome Measured by	Update on progress	Expected Outcome
			governance, financial and tax issues to consider when setting up and running Local Authority Trading Companies (LATC) and 'Building a successful joint venture company'.	
To provide appropriate professional support	Provision of financial, legal, ICT and procurement support for the decision making process	Narrative on progress	<p>Financial and legal support provided on the following projects:</p> <ul style="list-style-type: none"> • HRA regeneration (including appointment of Employers Agent & tender for Contractor) • Enterprise Quarter • Gateways project • Commercial Investment Strategy • Renewal of repairs contract <p>CIPFA Benchmarking 2016 completed for Human Resources, Audit, Revenues, Benefits and Finance. Legal support on procurement and elections/referendum</p>	
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 other business models for service to maximise return on Council assets and increase economic benefit for the Council	Narrative on projects identified and the progress on those projects	<p>The Tamworth Commercial Investment Strategy to promote growth and regeneration was approved by Cabinet on 16th June 2016.</p> <p>The first formal meeting of the Commercial Investment Strategy Board was on 22nd August 2016.</p> <p>Following an update on progress around this initiative since Cabinet endorsed the initial plans. Members gave their full endorsement for the establishment of a Member-led Steering Group to</p>	

Corporate Objective	Desired Outcome	Outcome Measured by	Update on progress	Expected Outcome
			<p>provide the necessary governance for an Officer/Advisor-led Working Group that in turn would oversee the various major work streams.</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. We will also be exploring new initiatives such as setting up a Subsidiary Housing Company so that we can have more control over housing options.</p> <p>Senior Officers have also attended Seminars to obtain practical guidance on the key legal, governance, financial and tax issues to consider when setting up and running Local Authority Trading Companies (LATC) and 'Building a successful joint venture company'.</p>	

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



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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	
Health & Safety	Failure to manage Health & Safety	21-Jul-2016	3	2	6	

Risk	Description of Risk	Date Last Reviewed	Severity	Likelihood	Current Risk Rating	Current Risk Status
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	

Risk Status	
	High Risk
	Medium Risk
	Low Risk

General Fund – Main Variances

Cost Centre	Account Code	Year To Date Position	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
Customer Services	Salaries	156,323	132,290	24,033	290,670	36,180	326,850	£100k saving applied to budget not yet achieved
	Salaries - Overtime	28,197	1,800	26,397	3,620	52,770	56,390	Outturn assuming overtime/casual hours continue at same rate
	Telephones	30,098	-	30,098	-	-	-	Offset by underspend on Line Rental Main Switchboard
Ad Partnership & Community Dev	Salaries	-	29,130	(29,130)	76,290	(68,290)	8,000	Interim Management arrangements are in place.
Outside Car Parks	Rates	77,431	104,380	(26,949)	104,380	(20,000)	84,380	Reduced costs due to Spinning School Lane
	Refundable Deposits	16,944	53,520	(36,576)	107,090	(85,000)	22,090	
	Misc Contributions	-	(19,200)	19,200	(38,440)	32,440	(6,000)	
	Short Stay Car Parking	(420,328)	(481,000)	60,672	(925,000)	130,000	(795,000)	
Community Safety	Salaries	17,593	48,645	(31,052)	97,330	(55,000)	42,330	Underspend forecast as there are two vacant posts
Community Wardens	Payments For Temporary Staff	24,000	-	24,000	-	48,000	48,000	Estimated increased costs following an unsuccessful sickness redeployment and ongoing sickness level
Development Control	Fees & Charges Planning App	(220,115)	(100,020)	(120,095)	(200,000)	(40,000)	(240,000)	Income is currently exceeding expectations. With 6 months income still to be received the outturn may be greater than predicted. This cannot be quantified at the moment as this is demand led.
Dev. Plan Local & Strategic	Salaries	22,837	52,140	(29,303)	104,290	(36,000)	68,290	There has been a delay in recruiting to vacant posts. This underspend will be offset, in part, as temporary staff have been used to cover vacancies.
Disabled Facilities Grant-Admin	Salaries	-	13,380	(13,380)	26,740	(26,740)	-	Currently running with a vacant post and reviewing outcome with external agency. Post to be reviewed as contract proceeds.
	Vacancy Allowance	-	(660)	660	(1,340)	1,340	-	
	Car Allowances	-	960	(960)	1,900	(1,900)	-	

Cost Centre	Account Code	Year To Date Position	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
Disabled Facilities Grant-Admin	Provision Of Occupational Health Services	-	2,580	(2,580)	5,200	(5,200)	-	Currently running with a vacant post and reviewing outcome with external agency. Post to be reviewed as contract proceeds.
Commercial Property Management	Rents	(900,451)	(916,000)	15,549	(807,250)	40,000	(767,250)	Based on current estimated usage. The situation will be closely monitored throughout the year.
Industrial Properties	Rents	(512,116)	(490,000)	(22,116)	(735,000)	(20,000)	(755,000)	Based on current estimated usage. The situation will be closely monitored throughout the year.
Marmion House	Rents	(57,762)	(41,190)	(16,572)	(54,920)	(30,000)	(84,920)	Additional income from new hirers to Marmion House along with prior year adjustment for the 5th floor
	Contribution-Common Services	-	-	-	(79,870)	(20,130)	(100,000)	Additional income from new hirers to Marmion House
Assembly Rooms	Heritage Lottery Fund	4,555	62,160	(57,605)	124,300	-	124,300	Budget currently underspent against profile as the project has been delayed.
Treasure Grounds	Gymnasium	21,103	(12,600)	33,703	(25,150)	21,000	(4,150)	£22k relates to an uncollectable sundry debt which is, in part, off set elsewhere by a reduction in bad debt provision.
Castle & Museum	Salaries	65,249	101,160	(35,911)	202,290	(67,000)	135,290	There are several vacant posts which are being covered by casual staff and other staff working increased hours.
	Wages	44,205	4,560	39,645	9,140	60,000	69,140	Casual staff are covering vacant posts and part time staff are working additional hours.
Joint Waste Arrangement	Specific Contingency	-	50,000	(50,000)	50,000	-	50,000	Expected that contingency budget will be required this year due to changes in service delivery
ICT	Mft Licence/Mtce/Imp	305,197	240,820	64,377	362,530	-	362,530	Expenditure in advance of profiled budget
Community Development	Salaries	36,666	54,240	(17,574)	108,460	(34,000)	74,460	Underspend forecast due to a vacant post.
Homelessness	Provision For Bad Debts	47,851	10,000	37,851	10,000	-	10,000	Increased provision reflects increased demand for temporary accommodation

Cost Centre	Account Code	Year To Date Position	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
Homelessness	Bed And Breakfast Cost	139,245	96,120	43,125	192,280	-	192,280	Increased demand reflects national trends relating to both increased homelessness and use of temporary accommodation. Measures to mitigate this position locally are now being put into place and actioned.
	Bed & Breakfast Income	(142,729)	(96,140)	(46,589)	(192,280)	-	(192,280)	Increased income off sets increased expenditure
Corporate Finance	Consultants Fees	-	50,000	(50,000)	50,000	-	50,000	Re commercial/investment strategy - not yet committed
	Specific Contingency	-	-	-	50,000	(50,000)	-	Projected underspend - no known requirements at this stage
	Vacancy Allowance	-	-	-	50,000	(50,000)	-	Offsetting overspends on service cost centres
	Nndr Levy Payments	-	-	-	394,850	331,100	725,950	Increased levy payment due to higher forecast business rates income
	Fees & Charges	-	-	-	-	(172,000)	(172,000)	Returned LEP Levy
	Interest On Internal Balances	-	-	-	-	(282,000)	(282,000)	Interest element of Golf Course receipt
Treasury Management	External Interest Payable	1,381,317	1,407,720	(26,403)	2,815,380	(52,806)	2,762,574	Additional borrowing not taken
	Misc Interest & Dividends	(139,667)	(181,020)	41,353	(362,040)	82,706	(279,334)	Lower interest than budgeted
Electoral Process	Government Grants	(50,335)	-	(50,335)	-	-	-	New Burdens IER grant not yet spent
Benefits	Rent Allowances	4,540,256	4,887,400	(347,144)	10,505,450	(771,930)	9,733,520	Based on DWP Est claim at P6
	Non-Hra Rent Rebates	86,002	180,960	(94,958)	361,860	(189,860)	172,000	Based on e-Fins @ P6
	Council Tenant Rent Rebates	5,771,242	5,766,750	4,492	11,302,930	(685,810)	10,617,120	Based on DWP Est claim at P6
	Council Tenant Grant	(5,650,762)	(5,627,500)	(23,262)	(11,029,670)	597,490	(10,432,180)	
	Private Tenant Grant	(4,424,277)	(4,669,400)	245,124	(10,041,380)	511,490	(9,529,890)	
	Non-Hra Rent Rebate Grant	(74,412)	(76,960)	2,548	(153,910)	5,080	(148,830)	
	Discretionary Hsg Paymt Grant	(40,218)	-	(40,218)	-	(120,655)	(120,655)	DHP Grant max receivable for year based on mid-year est

Cost Centre	Account Code	Year To Date Position	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
Benefits	Overpayment Private Tenant	(200,932)	(359,100)	158,168	(718,150)	316,290	(401,860)	Based on e-Fins @ P6
	Overpayment Council Tenant	(220,231)	(215,100)	(5,131)	(430,170)	(10,290)	(440,460)	
	Pt Overpayment Recovery	77,024	-	77,024	-	154,050	154,050	
	Ct Overpayment Recovery	51,313	-	51,313	-	102,630	102,630	
Benefits Administration	Government Grants	(37,422)	(4,870)	(32,552)	(4,870)	-	(4,870)	New Burdens grant not budgeted & not yet spent
	Admin. Grant	(228,429)	(211,910)	(16,519)	(328,760)	(33,010)	(361,770)	Confirmed final admin grant due greater than budget est

Housing Revenue Account – Main Variances

Cost Centre	Account Code	Year To Date Position	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
Housing Advice	Salaries	105,059	142,500	(37,441)	285,040	(37,000)	248,040	Vacant posts being covered by temporary agency staff
	Payments For Temporary Staff	56,702	29,000	27,702	29,000	37,000	66,000	
Regeneration Project	Council Tax Payments	51,836	-	51,836	-	52,000	52,000	Void properties awaiting demolition prior to regeneration
H R A Summary	Provision For Bad Debts	105,944	470,000	(364,056)	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	(9,406,821)	(9,167,045)	(239,776)	(17,597,530)	(300,000)	(17,897,530)	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	428,566	781,350	(352,784)	1,562,700	(200,000)	1,362,700	Numbers of repairs have reduced as a result of a demand focused management

Cost Centre	Account Code	Year To Date Position	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
								approach
	Voids	342,364	437,500	(95,136)	875,000	(50,000)	825,000	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
	Rechargeable Works	(50,598)	-	(50,598)	-	(50,000)	(50,000)	Recharges to tenants for works outside repairs policy
Repairs - General	Planned Maintenance	131,194	225,000	(93,806)	450,000	-	450,000	Sufficient work identified to take up full spend; some work will not take place until final quarter due to leaseholder consultation

Capital Programme Monitoring

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 Technology & Corporate Programmes										
Replacement It Technology	41	71	75	4	101	101	-	-	101	Project now in progress
EDRMS (Electronic Document Records Management System)	63	63	13	(50)	63	-	(63)	63	63	Project not now expected to recommence until 2017/18
Air Conditioning	-	16	-	(16)	32	32	-	-	32	Project now due to commence
Backup Solution	-	8	-	(8)	15	15	-	-	15	Project now in progress
Gazetteer Development	12	12	-	(12)	12	12	-	-	12	Project in implementation
Directorate Total	116	170	88	(82)	223	160	(63)	63	223	
Director of Transformation & Corporate Performance										
HR / Payroll System	1	1	-	(1)	1	1	-	-	1	-
Directorate Total	1	1	-	(1)	1	1	-	-	1	
Director of Communities, Planning & Partnerships										
Directorate Total	-	-	-	-	-	-	-	-	-	
Director of Housing & Health										
Private Sector Coalfields Fund	120	120	28	(92)	120	40	(80)	80	120	Commitment to WarmZone programme which will restart activity in Early October. Spending plans to be reviewed for the remainder of the budget so may need to re-profile significant spend into 2017/18.
Directorate Total	120	120	28	(92)	120	40	(80)	80	120	

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 Assets & Environment										
Disabled Facilities Grant	180	305	377	72	430	280	(150)	150	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. Slippage due to monies allocated but not actually paid to 3rd parties - outside TBC control.
CCTV Camera Renewals	14	-	-	-	29	9	(20)	20	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	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	12	(30)	30	42	Plans ongoing to deliver items from the Wigginton Park Management Plan
Broadmeadow Nature Reserve	52	52	5	(47)	52	37	(15)	15	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	126	81	(45)	126	106	(20)	20	126	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	160	(150)	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	-	26	53	27	53	53	-	-	53	Working with contractors to determine management plan and delivery timescales
Assembly Rooms Development	180	6	157	151	2,316	316	(2,000)	2,000	2,316	Project team has now reviewed revised plans and now working to an amended timeline. Will be necessary to reprofile significant budgets to 2017/18 with project still due for completion in 2018/19.
Castle Mercian Trail	69	-	-	-	675	69	(606)	605	674	Delays in the project suggest that will only be able to complete Development Phase in 2016/17 will therefore need to reprofile Delivery Phase into 2017/18.

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	24	22	(2)	252	32	(220)	220	252	The County Council are progressing the works to phase two between the Station and the town however, may need to reprofile remaining budgets into 2017/18 depending on progress. Budget reduced to reflect external spend on project previously included.
Cultural Quarter - Phil Dix Centre	-	-	18	18	144	144	-	-	144	Work due on site at the end October with 23 week project timescale so should be nearing completion at end of financial year. Majority of funding from SCC but may need to reprofile some TBC funds into 2017/18 should there be any delays. Budget reduced to reflect external spend on project previously included.
Cultural Quarter - Carnegie Centre	-	-	-	-	10	-	(10)	10	10	No update to report progress not likely until towards the end of the year
Directorate Total	1,108	921	876	(45)	4,469	1,368	(3,101)	3,100	4,468	
Contingency										
Gf Contingency	50	50	-	(50)	50	-	(50)	50	50	Funding to be released by Cabinet once a report detailing any new project has been approved.
Cont-Return On Investment	160	160	-	(160)	160	-	(160)	160	160	Funding to be released by Cabinet once a report detailing any new project has been approved.

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
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.
Private Sector Improvement Grants (Coalfields Funding)	130	130	-	(130)	130	-	(130)	130	130	Spending plans to be reviewed for the remainder of the budget so may need to re-profile significant spend into 2017/18.
Directorate Total	1,340	1,340	-	(1,340)	1,340	1,000	(340)	340	1,340	
GENERAL FUND TOTAL	2,685	2,552	992	(1,560)	6,153	2,569	(3,584)	3,583	6,152	

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 & Renewals 2012	122	390	266	(124)	658	658	-	-	658	Contract behind but has time to complete budgeted spend
Tinkers Green Project	762	300	138	(162)	2,924	224	(2,700)	2,700	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 next few months

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
Kerria Estate Project	646	750	409	(341)	1,495	495	(1,000)	1,000	1,495	Procurement has commenced for the construction contract and expects to award multiple contracts over the next few months. Although decant has only recently started on site and significant number of home loss payments and disturbance payments have been made with the remainder to be paid over the course of this financial year.
Regeneration General	2,947	30	9	(21)	4,547	547	(4,000)	4,000	4,547	Several contracts underway with start on sites expected Jan - Feb 2017. As a result it is anticipated that major spend will need to be reprofiled into 2017/8.
Other Acquisitions	-	500	271	(229)	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 agreed 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	1,970	1,093	(877)	10,624	2,924	(7,700)	7,700	10,624	

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 Assets & Environment										
Structural Works	-	50	76	26	100	100	-	-	100	Ad-hoc works, spend is governed by repair requests.
Bathroom Renewals 2012	-	387	298	(89)	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	-	460	712	252	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	-	-	-	1,055	1,055	-	-	1,055	Majority of spend anticipated 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	-	23	23	235	235	-	-	235	Majority of spend anticipated between Oct & Mar, requires further consultation with Housing Management
Energy Efficiency Improvements	50	-	-	-	100	-	(100)	100	100	Slip total budget into 17/18 to allow for delivery of a single project with a value of £150,000.

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	74	(21)	95	95	-	-	95	Scheme nearing completion
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	-	117	152	35	157	157	-	-	157	Works to commence on site in July and due to be complete by October.
Window & Door Renewals 2012	-	126	52	(74)	250	250	-	-	250	Works commenced in July and due to complete by December.
High Rise Balconies	577	-	11	11	577	577	-	-	577	Majority of spend anticipated between Oct & Mar, part of wider scheme around high-rise blocks and subject to consultation and procurement
Works to High Rise Flats	-	-	38	38	525	525	-	-	525	Majority of spend anticipated between Oct & Mar, part of wider scheme around high-rise blocks and subject to consultation and procurement
External and Environmental Works	55	155	105	(50)	255	255	-	-	255	Works have commenced and will continue on an ad-hoc basis until year-end.
Disabled Adaptations	46	200	200	-	354	354	-	-	354	Works have commenced and will continue on an ad-hoc basis until year-end.
Capital Salaries 2012	-	169	149	(20)	169	149	(20)	-	149	Costs and provisional outturn based on latest estimates of

										staffing costs
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
Cdm Fees 2012	-	5	-	(5)	10	10	-	-	10	-
Directorate Total	2,266	1,764	1,890	126	6,336	6,216	(120)	100	6,316	
HRA Contingency										
HRA Contingency	100	100	-	(100)	100	-	(100)	100	100	Funding to be released by Cabinet once a report detailing any new project has been approved.
Directorate Total	100	100	-	(100)	100	-	(100)	100	100	
HOUSING REVENUE ACCOUNT TOTAL	6,843	3,834	2,983	(851)	17,060	9,140	(7,920)	7,900	17,040	

Treasury Management Update – Period 6 - 2016/17

Investments held as at 30th September 2016:

Borrower	Deposit £m	Rate %	From	To	Notice
Coventry BS	1.00	0.60	05/04/2016	05/10/2016	-
Sumitomo Mitsui Banking Corporation	2.00	0.70	19/04/2016	18/10/2016	-
Lloyds Bank	1.00	0.80	29/04/2016	28/10/2016	-
Nationwide	1.00	0.71	09/05/2016	09/11/2016	-
Nationwide	1.00	0.71	31/05/2016	30/11/2016	-
Lloyds Bank	1.00	0.80	01/06/2016	01/12/2016	-
Bank of Scotland	2.00	0.80	30/06/2016	30/12/2016	-
Lloyds Bank	2.00	0.65	01/07/2016	03/10/2016	-
Coventry BS	1.00	0.50	07/07/2016	09/01/2017	-
Nationwide	2.00	0.42	08/07/2016	10/10/2016	-
Nationwide	1.00	0.49	15/07/2016	13/01/2017	-
Coventry BS	1.00	0.42	20/07/2016	20/01/2017	-
Lloyds Bank	1.00	0.65	09/08/2016	09/02/2017	-
Bank of Scotland	2.00	0.65	10/08/2016	10/02/2017	-
Barclays Bank	1.00	0.40	10/08/2016	10/02/2017	-
Barclays Bank	3.00	0.42	01/09/2016	01/03/2017	-
Barclays Bank	1.00	0.41	05/09/2016	06/03/2017	-
Barclays Bank	1.00	0.41	07/09/2016	07/03/2017	-
Barclays Bank	1.00	0.42	12/09/2016	13/03/2017	-
Coventry BS	4.00	0.37	12/09/2016	13/03/2017	-
Leeds	1.00	0.32	12/09/2016	13/03/2017	-
Nationwide	1.00	0.42	15/09/2016	15/03/2017	-
Nationwide	1.00	0.42	30/09/2016	31/03/2017	-
Santander UK plc	1.00	0.15	-	-	On call
Santander UK plc	6.00	0.65	-	-	On call
MMF - Ignis	8.00	0.32	-	-	On call
MMF - PSDF	6.32	0.29	-	-	On call
MMF - Deutsche	1.38	0.30	-	-	On call
TOTAL	55.70	0.48 (avg)			

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

External Borrowing as at 30th September 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 30/09/2016					
	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)			331,000	
	Total of Claim			3,331,000	
	Repayments Received to date			(2,554,432) *	76.69
	Outstanding at 30/09/2016			776,568 **	
	Estimated Remaining			776,568	
<p>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 £777k, 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.</p>					
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 30/09/2016			30,103	
	Estimated Remaining			-	
<p>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 may be made over the next few months.</p>					
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 30/09/2016			515,979	
	Estimated Remaining			47,629	
<p>As at the end of September the Council had received £2.659m 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.</p>					
Summary					
	Total Principal			7,500,000	
	Interest			511,383	
	Total of Claim			8,011,383	
	Repayments Received to date			(6,688,733)	83.49
	Outstanding at 30/09/2016			1,322,650	
	Estimated Remaining			824,197	
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)			7,512,930	
	Total Estimated % Remaining			93.78%	
	Check Total Repayments				
	Above			(6,688,733)	
	Reconciliation on Investment Database			-6589099	
	Icelandic Monitoring Spreadsheet			-6688733	

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