

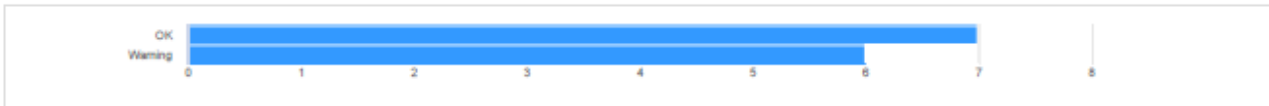
1. Overview of corporate plan actions and corporate risks

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 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

An increase in successful DHP claims is reported - DHP claims are underspent by £28k with 203 successful claims from 264 applications (compared to 174 successful claims from 265 applications at December 2015) although there is a 1 week backlog (4 weeks as at 31 December 2015) with claims still to be processed which will increase this figure.

Live caseload figures are 264 lower than 2015/16 – currently 6,231 (6,495 at December 2015).

NNDR

Reminders (648 at December 2016) are around the same level as 2015/16 levels (648 at December 2016) with liability orders and 7 day letters at higher levels to 2015/16. There has been an increase in enforcement agent referrals – 77 to December 2016 (40 at December 2015).

Strong collection performance by the Revenues team is reported with current year collection levels at 83.5%, ahead of target by 0.1% at 31 December. Court costs received are £6k compared to the target of £8k.

Arrears for 2015/16 are behind target at 36.3% compared to target of 40.2%.

Council Tax

Reminders are 319 lower than 2015/16 levels (10,501 at 31 December 2016 compared to 10,820 at 31 December 2015).

Good collection performance is reported - with current year collection levels at 86.8% close to the target of 87.0% at December 2016 (with a target of 98% for the 2016/17 financial year). Court cost income is ahead of target by £8k at £210k.

Arrears for 2015/16 are slightly behind target at 41.4% compared to target of 41.6% - work on further approaches to realise more Council Tax revenue is in place.

Collection Fund – the estimated surplus is £29k for the year with a LCTS projected underspend of £24k (total £53k).

Housing

The Housing Income team continue to perform well - Total Rent arrears (excluding former tenants) at 31 December 2016 was £486k compared to £338k at 31 March 2016 – an increase of £148k (compared to a £137k increase as at 31 December 2015).

Total arrears (including garages etc.) are £1.71m at 31 December 2016, compared to £1.46m at 31 March 2016, an increase of £251k (compared to a £239k increase between 31 March 2015 and 30 December 2015).

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

There were 8 evictions to December 2016 compared to 16 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: January 2017

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 £846k over 3 years (with a shortfall of £4.829m over 5 years), including the minimum approved level of £0.5m;

Further savings of around £0.28m p.a. will be required over the next 3 years (based on annual £5 increases in Council Tax) with savings of £1.0m p.a. required over 5 years. On an annualised basis this would equate to a year on year ongoing saving of £141k over 3 years (£322k over 5 years).

2. A HRA surplus of £3.0m over 3 years (with a surplus of £2.4m over 5 years) including the minimum recommended balances of £0.5m.

Work is continuing on a number of actions to address the General Fund shortfall to inform the final MTFS proposals for consideration by Council in February 2017:

- 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. £0.75m was lower level underspend);
- Alternative investment options arising from the Commercial Investment Strategy (as well as the Treasury Management Investment Strategy, including any prudential borrowing opportunities) to generate improved returns of c.3 - 5% p.a. (plus asset growth) including:
 - Set up of trading company to develop new income streams;
 - Local investment options – Lower Gungate / Solway Close development;
 - Investments in a diversified Property Fund;
 - Investments in a diversified Investment Vehicle (property, shares etc.);

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

- Review of reserves / creation of fund for transformation costs (if needed), and
- Targeted Savings – Members to identify potential areas for review.

General Fund

The updated forecast as at January 2017 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 (Jan 2017)	(6,680)	(5,396)	(3,442)	(1,233)	346	2,324	4,329

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 £0.8m over the 3 years to 2019/20 with a shortfall of c.£2.8m for 2020/21.

The shortfall over the next 5 years has been revised to £4.3m (£4.8m including the approved minimum balances level of £0.5m).

The forecast has been updated to include:

- a) the projected outturn underspend of £443k for 2016/17 (as at Period 7);
- b) 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;
- c) The approved council tax base of 21,093;
- d) Updated business rates tariff levels following publication of the Local Government Finance Settlement (and after the Business Rates revaluation from April 2017 have been factored in). RSG levels were unchanged as the 4 year offer was confirmed;
- e) Indicative Business Rates income following the publication of the new multiplier and revised valuations from 1 April 2017 – these are still subject to finalisation / review (including any surplus from 2016/17) prior to 31 January deadline (& approval of the indicative forecast by Cabinet in January);
- f) Revised New Homes Bonus levels following confirmation of the revised scheme (including the deadweight of 0.4% rather than the 0.25% they consulted on) although no major changes as we have adjusted the year 3 prudency factor from 50% to 75% given the greater certainty;
- g) Inclusion of the confirmed £120k GF element of the pre-payment of pension costs saving (£37k HRA);

- h) Golf Course - interest element of capital receipt in 2017/18 & 2018/19;
- i) Removal of Vacancy allowance contingency £50k p.a.
- j) Contribution from the unspent Building repair fund - £53k p.a. for 4 years;
- k) The capital programme scheme savings / payback / return on investment;
- l) £64k p.a. saving following procurement of new vehicle fleet (contract hire);
- m) Council tax collection fund surplus £80k in 2017/18.

Housing Revenue Account

The updated forecast as at January 2017 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)	(5,163)	(4,827)	(3,431)	(2,961)	(2,614)	(2,361)

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.£2.6m for 2020/21 with balances over the next 5 years of £2.4m by 2021/22.

The forecast has been updated to include:

- a) the projected outturn underspend of £806k for 2016/17 (as at Period 7);
- b) Inclusion of the confirmed £37k HRA element of the pre-payment of pension costs saving;
- c) Rents for Supported Accommodation to be increased by CPI + 1%, £31k p.a. additional income.

4. Financial Health check Report

Executive Summary

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

General Fund

Revenue

GENERAL FUND	YTD Budget £000	YTD Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000
Chief Executive	142	151	9	-	9	9
Executive Director Corporate Services	141	109	(32)	548	425	(123)
Director of Finance	2,016	1,817	(199)	(320)	(756)	(436)
Director of Technology & Corporate Programmes	936	1,005	69	17	43	26
Solicitor to the Council	575	455	(120)	791	748	(43)
Director of Transformation & Corporate Performance	944	1,001	57	304	417	113
Director of Communities, Planning & Partnerships	47	2	(45)	(28)	(98)	(70)
Director of Housing & Health	701	651	(50)	1,751	1,734	(17)
Director of Assets & Environment	3,187	2,756	(431)	5,398	5,111	(287)
Total	8,689	7,947	(742)	8,461	7,633	(828)

- The General Fund has a favourable variance against budget at Period 9 of £742k (£740k favourable at period 8).
- The projected full year position identifies a projected favourable variance against budget of £828k or 9.79% (£514k or 6.07% at period 8).
- This projection has highlighted several budget areas for concern (detailed at **Appendix C**). Ongoing investigations into these areas have been initiated.
- A balance of £50k was held in the General Contingency Budget at the end of December 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	196	75	(121)	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	2,114	1,219	(895)	4,569	1,404	(3,165)	3,039	4,443
Contingency	1,340	1,340	-	(1,340)	1,340	-	(1,340)	1,340	1,340
TOTAL GENERAL FUND	2,685	3,771	1,322	(2,449)	6,253	1,605	(4,648)	4,522	6,127

- Capital expenditure incurred was £1.3m compared to a profiled budget of £3.77m (£1.2m compared to a profiled budget of £2.92m as at period 8).
- It is predicted that £1.6m will be spent by the year-end compared to a full year budget of £6.25m (this includes re-profiled schemes from 2015/16 of £2.69m).
- There is a projected requirement to re-profile £4.52m of spend into 2017/18. Further detail is shown in the summary of Capital expenditure at **Appendix D**.

Treasury Management

- At the end of December 2016 the Authority had £57.83m invested in the money markets (excluding the £1.3m which is classified as sums at risk invested in Icelandic Banks). The average rate of return on these investments is 0.49% though this may change if market conditions ease. At this point it is anticipated that our investments will earn approximately £280k compared to the budgeted figure of £362k, an unfavourable variance of £82k, due to lower interest rates.
- Borrowing by the Authority stood at £65.060m at the end of December 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 £5.78m at the year-end from normal revenue operations (£5.47m as at period 8) compared to £3.61m projected within the 2016/17 budget report – additional balances of £2.17m.

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	2,253	2,118	(135)	3,909	3,923	14
Director of Assets & Environment	(78)	(51)	27	(36)	(36)	-
HRA Summary	(13,494)	(14,150)	(656)	(3,505)	(4,235)	(730)
Housing Repairs	3,151	2,136	(1,015)	-	(680)	(680)
Total	(8,168)	(9,947)	(1,779)	368	(1,028)	(1,396)

- The HRA has a favourable variance against budget at Period 9 of £1.78m (£1.61m favourable at period 8).
- The projected full year position identifies a favourable variance against budget of £1.4k (£978k at period 8). 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	5,917	2,657	(3,260)	10,624	4,485	(6,139)	6,139	10,624
Director of Assets & Environment	2,266	3,984	2,701	(1,283)	6,335	3,348	(2,987)	2,967	6,315
HRA Summary	-	-	-	-	-	-	-	-	-
HRA Contingency	100	100	-	(100)	100	-	(100)	100	100
TOTAL HOUSING REVENUE ACCOUNT	6,843	10,001	5,358	(4,643)	17,059	7,833	(9,226)	9,206	17,039

- Housing Capital expenditure of £5.36m has been incurred as at the end of Period 9 compared to a profiled budget of £10m (£4.55m compared to a profiled budget of £7.6m as at period 8).
- It is predicted that £7.83m 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 £9.2m of spend into 2017/18. Further detail is shown in the summary of Capital expenditure is shown at **Appendix D**.
- Under the terms of the agreement with the DCLG, £292k of 1-4-1 receipts have been spent, however, it has been necessary to repay £164k (including interest) of 1-4-1 Receipts back to DCLG, where spend on additional new homes has not been achieved

within the 3 year deadline. These funds will no longer be available to support the HRA Capital Programme.

Balances

- Balances on the Housing Revenue Account are projected to be in the region of £5.74m at the year-end (£5.32m as at period 8) compared to £2.99m projected within the 2016/17 budget report – additional balances of £2.75m.

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.	A project group was established in July 2016. An internal assessment was undertaken in December 2016 with an improvement plan being drafted in January 2017. The Diagnostic Peer Review will now take place in September 2017.	✔

Corporate Objective	Desired Outcome	Outcome Measured by	Update on progress	Expected Outcome
		Achievement of DCLG Gold Standard by 31/3/19	.	
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. Data sharing protocols are in place for appropriate data. In addition, Sharepoints are being established as appropriate and can be evidenced as required.	

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	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	

Corporate Objective	Desired Outcome	Outcome Measured by	Update on progress	Expected Outcome
			<p>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. The service has now produced new documentation around safeguarding and commissioning of leisure activities including outdoor events and hirers of the Castle grounds e.g. Fairs and Circus – the new documentation strengthens the Councils position on Safeguarding and has been develop with the safeguarding officer.</p> <p>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.</p> <p>In quarter three 2016/17 meetings have continued around the 3G installation and all safeguarding practises have now been approved and are being utilised.</p>	
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.	

Corporate Objective	Desired Outcome	Outcome Measured by	Update on progress	Expected Outcome
			The service is looking to develop a package that can assist in other services of the Council e.g. Housing / Community development / housing tenants -in order to enable the passing of the information on the services on offer that can address areas / individual needs thus providing direct tailored services at the heart of the community and targeted to specific areas that can be assisted e.g. mental Health.	
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 and Cabinet have approved the commissioning process which is now underway. Bids are now being assessed.	✅
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 through revised arrangements.	⚠️

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. A review of community development approaches is due to commence shortly.	✔
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 & Successful appointment of voluntary sector support	The VCSE Contract was finally awarded after a significant delay; split between two providers, Support Staffordshire and SCYVS. This Council believes that this is a positive development as progress and delivery via the former provider was not to the standards required or expected. The CEOs of both organisations have met with Council officers and agreed a range of work streams and projects relating to mutual objectives.	✔
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	The development of the Unified Community Offer continues to progress well and it is proposed that it will be presented to Members for adoption as the corporate working principles in spring of this year. This will then serve as the basis by which the Tamworth Strategic Partnership is reviewed and revised and also to inform the scope and standard of services to be provided via the Delivering Quality Services thematic priority.	✔
		Tamworth Strategic Partnership support Tamworth Borough Council in	As above	

Corporate Objective	Desired Outcome	Outcome Measured by	Update on progress	Expected Outcome
		the delivery of the Vision and Corporate Plan.		
		Tamworth Strategic Partnership sustain their role on the Commissioning Board	As above	

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.	
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	At the end of November 2016 there were 2065 incidents recorded. Calendar year 2015; 2300 Calendar year 2014: 1907 Calendar year 2013: 2092 Calendar year 2012: 2220 Calendar year 2011: 2262 The new Community Assessment (January 2017) has now been received will be used to inform the forward plan for community safety.	
		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.	

Corporate Objective	Desired Outcome	Outcome Measured by	Update on progress	Expected Outcome
			(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>	✔
		New provider in place by 1st April 2017.	This has changed to the re-provision of existing services following the withdrawal of the current provider. Further expansion of future options were scoped by December 2016. A new provider will be in place by 1st April 2017.	
Develop a unified neighbourhood offer		Development proposals by 31/10/16	Proposals have been developed and discussions undertaken with the Portfolio Holder, Communities & Wellbeing.	✔
		Detailed proposals developed	Following CMT endorsement of the proposals at their meeting on 31st October 2016, detailed proposals are now being developed.	

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 backed vehicle for the delivery of new	Options understood & decisions regarding the future informed	Options understood and decisions regarding the future informed by September 2017	Tender exercise commencing to seek consultancy support for consideration of the potential for arms-length arrangements.	✔

Corporate Objective	Desired Outcome	Outcome Measured by	Update on progress	Expected Outcome
housing/delivery of services				
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 went 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. Further acquisitions achieved and procurement process for the development of garage sites is underway.	✔
Deliver regeneration at Tinkers Green and Kerria	New council homes & neighbourhood regeneration	Demolition of Hastings Close (Tinkers Green) by February 2017.	On track for demolition by February 2017.	✔
		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.	
		Appointment of a developer by May 2017	On track to appoint developer by May 2017.	
		Secure Reserved Matters Planning Permission by October 2017.	On track to secure reserved matters planning permission by October 2017.	
		Demolition of Kerria by December 2017		

Corporate Objective	Desired Outcome	Outcome Measured by	Update on progress	Expected Outcome
		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 October 2017.	Completion amended to be by October 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 January 2017. 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	As above	✔

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.	A report was considered by Cabinet in October 2016 allowing the BID to progress to consultation phase.	✔
		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	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 2016/17	
		Length of time businesses stay in the town centre.	At the end of December 2016 there were 32 vacant units out of 302; occupancy rate of 89.4%.	
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 two 2016/17, the rateable value of commercial properties had increased by 0.76%.	
		Percentage of Non Domestic Rates	At the end of quarter three, 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 83.50%.	
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 develops 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 Head teacher meetings. This engagement allows for two way information sharing.	✔
		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. Council officers attend the quarterly Primary and Secondary Head teacher meetings. This engagement allows for two way information sharing.	

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	Economic growth through	Narrative on progress		

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

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 remains on track in terms of both the GBSLEP and the WMCA. The borough council is actively engaged in all aspects of the GBSLEP agenda at a political and officer level. The Chief Executive is the CEO lead on the GBSLEP Business and Innovation Group with the Executive Director Corporate Services sitting on the Finance & Governance Group. Other officers represent the Council on various boards including the Executive. With regard to the WMCA, formal meetings of the Non-Constituent Member authorities are helping to shape our ambitions and expectations around growth, regeneration and the wider work streams. The outcomes from the Area Review for Staffordshire colleges were finally released two months later than scheduled. The recommendations set out in the document were primarily for the	

Corporate Objective	Desired Outcome	Outcome Measured by	Update on progress	Expected Outcome
			Governing Bodies of the various Further Education providers and included proposals for mergers and other forms of rationalisation. Negotiations are currently ongoing with proposals for South Staffs College included. One issue that can be closed off is the ambition to relocate the South Staffs College to the former Gungate Precinct site. This will not now happen.	

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	The production of an inward investment strategy	This is to become a work stream of the CIRS project	✔
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 - The number of sites from the Local Plan with consent	TBA	✔
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 and are being assessed.	✔
Explore opportunities that	The production of a	Occupancy level of TBC Commercial &	Occupation has remained stable through the first	✔


Corporate Objective	Desired Outcome	Outcome Measured by	Update on progress	Expected Outcome
will ensure all Council investment assets produce a revenue stream to support corporate priorities	planned sustainable income stream based upon investment assets	Industrial properties	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	<p>A risk/reward based return on investment requirement within planned projects.</p> <p>Producing options appraisals, business cases and review opportunities for setting up Local Authority Trading Companies as well as other business models for service to maximise return on Council assets and increase economic benefit for the Council.</p> <p>Increase income through adopted commercial approach.</p>	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 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>	

Corporate Objective	Desired Outcome	Outcome Measured by	Update on progress	Expected Outcome
			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'. The first quarterly progress monitoring was reported to Cabinet on 24th November 2016.	
		Rate of return on identified projects	As above	

Title

GS006 - Work together to preserve and promote Tamworth's heritage, leisure and natural environment
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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	All project consultants are now appointed and detailed work is underway to prepare necessary tender documents in readiness to go out to the market in mid-2017. Work is on track to the revised project plan and an update to Cabinet is planned for February 2017.	



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 Remodel service functions, standards and systems Co-design Customer Service standards with user groups	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 completed as part of the agile working process with customer services now relocated there.	
	Agreed, measureable standards		A post implementation review is to be completed by 31st March 2017.	
	Availability of data and customer insight to aid future planning		Demand data capture for Communities, Planning & Partnerships and Housing is being undertaken to identify waste and value prior to the transformation of processes. The development of capital bids for the redesign of reception and purchase of a customer portal to be submitted as part of the budget setting process.	
	Streamlined, efficient corporate services			



Corporate Objective	Desired Outcome	Outcome Measured by	Update on progress	Expected Outcome
			<p>Data and efficiencies made as part of Delivering Quality Services to be used to inform the proposals of the next stage of the Customer Services short term reorganisation by 31st March 2017.</p> <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. Customer Access Survey being designed to capture customer views; to be launched before 31st March 2017.</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 channels to reduce demand</p> <p>Technical support from back office including appropriately trained staff</p>	Customer satisfaction with CSC	<p>Web Chat service: Of 813 customers using this service, over 80% rated it very good or excellent. In the third quarter, there were more than 333,000 hits on the website; the highest figure recorded. In 2016/17, there have been 711 downloads of the App.</p>	
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	<p>The sixth floor now completed as part of the agile working process with customer services now relocated there.</p> <p>A post implementation review is to be completed by 31st March 2017.</p> <p>Demand data capture for Communities, Planning & Partnerships and Housing is being undertaken to</p>	

Corporate Objective	Desired Outcome	Outcome Measured by	Update on progress	Expected Outcome
			<p>identify waste and value prior to the transformation of processes. The development of capital bids for the redesign of reception and purchase of a customer portal to be submitted as part of the budget setting process.</p> <p>Data and efficiencies made as part of Delivering Quality Services to be used to inform the proposals of the next stage of the Customer Services short term reorganisation by 31st March 2017.</p>	

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 third quarter, there were more than 333,000 hits on the website; the highest figure recorded. In 2016/17 there have been 791 downloads of the App.	
	New technology exploited			
	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.	
	Increased number of services available on line			

Corporate Objective	Desired Outcome	Outcome Measured by	Update on progress	Expected Outcome
	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 third quarter, there were more than 333,000 hits on the website; the highest figure recorded. In 2016/17 there have been 791 downloads of the App.	
	New technology exploited			
	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 offset the reduction in budget.	
	Increased number of services available on line			
	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 third quarter, there were more than 333,000 hits on the website; the highest figure recorded. In 2016/17 there have been 791 downloads of the App.	
	New technology exploited			
	Improved efficiency of			

Corporate Objective	Desired Outcome	Outcome Measured by	Update on progress	Expected Outcome
	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 identified within budget.	
	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	At the end of November 2016 there were 2065 incidents recorded. Calendar year 2015; 2300 Calendar year 2014: 1907 Calendar year 2013: 2092 Calendar year 2012: 2220 Calendar year 2011: 2262 The new Community Assessment (January 2016) has now been received will be used to inform the forward plan for community safety.	✔
Delivery of a Community	Positive public feedback	Percentage of people who feel safe	99% feel safe in their local area during the day.	✔

Corporate Objective	Desired Outcome	Outcome Measured by	Update on progress	Expected Outcome
Safety Partnership that is responsive to locality, and reflects the needs of the community and partners	on how safe the community feels in Tamworth.	during the daytime/after dark.	80% feel safe in their local area after dark. (Feeling the Difference survey waves 17 to 20)	
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 but likely to roll over into 2017/18. The focus in quarter two was on 'Exercise Aurora' with quarter three seeing the debrief and dissemination of lessons learned from this successful exercise.	✔

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. Next areas are Communities, Planning & Partnerships and Housing.	✔
Continue to develop	Inspirational informed	E-learning for members implemented	The e-learning product was demonstrated to Audit	✔

Corporate Objective	Desired Outcome	Outcome Measured by	Update on progress	Expected Outcome
democratic community leadership	community leaders	by 30/06/17	& Governance Committee in December 2016; the Gifts & Hospitality Course will be rolled out to all members during quarter one 2017/18.	
	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	Scrutiny workshops held for all members July 2016. Dementia & Safeguarding Training for members held in quarter two. Planning and Licensing Training and Budget Workshops held in quarter three. 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 November 2016	✔
Local Council Tax	Consultation on scheme	Consultation	Consultation on proposed amendments to the	✔

Corporate Objective	Desired Outcome	Outcome Measured by	Update on progress	Expected Outcome
Reduction Scheme consultation	proposals needed to balance cost of scheme to council taxpayers against needs of the vulnerable		scheme: August to October 2016. Report to Cabinet in November 2016 and Council in December 2016.	
		Consultation results to Cabinet	Cabinet considered the results of the consultation at their meeting on 24th November 2016.	
		Full Council to decide/endorse 2017/18 onwards scheme	Members considered the results of the public consultation on the current scheme and endorsed the proposed recommended changes to the scheme; <ul style="list-style-type: none"> Local Council Tax Reduction Scheme for working age customers for 2017/18 will continue to be aligned to applicable amounts with those of housing benefit, Council Tax reduction awards will be restricted to a maximum of four weeks only where the claimant(s) are abroad 	
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	Tamworth Listens Question Time Event 26th January 2017. State of Tamworth Debate 9th March 2017.	
Registration of Electors/Individual Elector Registration/Elections	Provision of information to citizens through digital channels	Number of electors registering by digital means	Number of responses received using the automated service: Online = 5,757 (18% of properties) Phone = 5,242 (16% of properties) SMS - 1,558 (4.8% of properties) Total Number of Properties = 32,396	✔

Corporate Objective	Desired Outcome	Outcome Measured by	Update on progress	Expected Outcome
			9% (2,862) of properties failed to respond even after personal canvass The number of individuals on the electoral roll to reflect the latest canvas on 1st December 2016 was 58,118	
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 and Communities, Planning & Partnerships has started with the capture and analysis of data. Human Resources/Communications/Performance review completed and savings delivered.	✔
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	Interim senior management arrangements agreed. Report to Appointments & Staffing Committee setting out the scale, scope & timescale for a formal review of	Interim senior management arrangements agreed by Appointments & Staffing Committee – April 2016 The post of Director, Communities, Planning & Partnerships has been removed from the establishment and savings made.	✔




Corporate Objective	Desired Outcome	Outcome Measured by	Update on progress	Expected Outcome
	management structure to ensure positive, transformational and courageous leadership	Senior Management in 2017.	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 and Communities, Planning & Partnerships has started with the capture and analysis of data. Human Resources/Communications/Performance review completed and savings delivered.	✔
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 30/06/17	The e-learning product was demonstrated to Audit & Governance Committee in December 2016; the Gifts & Hospitality Course will be rolled out to all members during quarter one 2017/18.. Scrutiny workshops were 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
			<p>Planning and Licensing Training and Budget Workshops held in quarter three.</p>	
<p>Business case approach to investment decisions</p>	<p>A risk/reward based return on investment requirement with planned projects</p>	<p>Rate of return on identified projects</p>	<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>	<p>✔</p>

Corporate Objective	Desired Outcome	Outcome Measured by	Update on progress	Expected Outcome
			<p>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 first quarterly progress monitoring was reported to Cabinet on 24th November 2016.</p>	
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 • Housing Acquisitions Programme <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	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>	

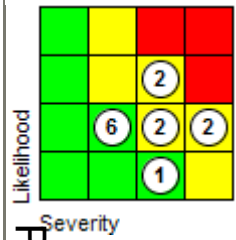
Corporate Objective	Desired Outcome	Outcome Measured by	Update on progress	Expected Outcome
	on Council assets and increase economic benefit for the Council		<p>Following an update on progress around this initiative since Cabinet endorsed the initial plans; Members gave their full endorsement for the 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 first quarterly progress monitoring was reported to Cabinet on 24th November 2016.</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




Corporate Risk Register 'Heat Map'



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Risk	Description of Risk	Date Last Reviewed	Severity	Likelihood	Current Risk Rating	Current Risk Status
Loss of Community Cohesion	Failure to achieve community cohesion	03-Jan-2017	3	3	9	
Safeguarding Children & Vulnerable Adults	Failure to safeguard children and vulnerable adults	03-Jan-2017	3	3	9	
Medium Term Financial Planning & Sustainability Strategy	Loss of Funding and Financial Stability & application of uncertainties of Brexit	03-Jan-2017	4	2	8	
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	03-Jan-2017	4	2	8	
Information Management & Information Technology	Failure to secure and manage data and IT infrastructure	03-Jan-2017	3	2	6	
Health & Safety	Failure to manage Health & Safety	03-Jan-2017	3	2	6	
Reputation	Damage to Reputation	03-Jan-2017	2	2	4	
Governance & Regulatory Failure	Failure to achieve adequate Governance Standards and statutory responsibilities	03-Jan-2017	2	2	4	
Partnership Working and Supply Chain Challenges	Failure in partnership working, shared services or supply chain	03-Jan-2017	2	2	4	

Risk	Description of Risk	Date Last Reviewed	Severity	Likelihood	Current Risk Rating	Current Risk Status
Emergency & Crisis Response Threats	Failure to manage an external or internal emergency/disaster situation	03-Jan-2017	2	2	4	
Workforce Planning Challenges	Failure to manage workforce planning challenges	03-Jan-2017	2	2	4	
Corporate Change	Failure to manage corporate change	03-Jan-2017	2	2	4	
Economic Changes	Failure to plan and adapt services to economic changes within the community	03-Jan-2017	3	1	3	

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 - Overtime	44,422	2,700	41,722	3,620	56,110	59,730	Outturn assuming overtime/casual hours continue at current rate
Ad Partnership & Community Dev	Salaries	-	42,580	(42,580)	66,130	(66,130)	-	Interim Management arrangements are in place.
Outside Car Parks	Refundable Deposits	18,348	80,280	(61,932)	107,090	(85,000)	22,090	Reduced costs due to Spinning School Lane
	Miscellaneous Contributions	-	(28,800)	28,800	(38,440)	32,440	(6,000)	Reduced income due to Spinning School Lane
	Short Stay Car Parking	(610,481)	(703,000)	92,519	(925,000)	105,000	(820,000)	Impact on income from Spinning School lane
Community Safety	Salaries	27,815	72,968	(45,152)	97,330	(57,000)	40,330	Underspend forecast as there are two vacant posts
Community Wardens	Payments For Temporary Staff	36,000	-	36,000	-	48,000	48,000	Estimated increased costs following an unsuccessful sickness redeployment and ongoing sickness level
Development Control	Fees & Charges Planning App	(304,407)	(150,030)	(154,377)	(200,000)	(110,000)	(310,000)	Income is currently exceeding expectations. With 3 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.
Tourism & Economic Development	Consultants Fees	68,348	68,030	318	68,390	(39,000)	29,390	The BID project may not be completed before the end of the financial year. A reserve will be requested to carry any

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
	Cont To Reserves	-	-	-	-	39,000	39,000	underspent budget into 2017/18
Dev. Plan Local & Strategic	Salaries	40,643	78,210	(37,567)	104,290	(40,000)	64,290	There has been a delay in recruiting to vacant posts with one post still being vacant. This underspend will be offset, in part, as temporary staff have been used to cover vacancies.
Commercial Property Management	Rents	(1,304,116)	(1,338,000)	33,884	(807,250)	40,000	(767,250)	Based on current estimated usage. The situation will be closely monitored throughout the year.
Industrial Properties	Rents	(705,928)	(680,000)	(25,928)	(735,000)	(45,000)	(780,000)	Based on current estimated usage. The situation will be closely monitored throughout the year.
Marmion House	Rents	(84,339)	(54,920)	(29,419)	(54,920)	(30,000)	(84,920)	Additional income from new hirers to Marmion House along with prior year adjustment for the 5th floor
Assembly Rooms	Heritage Lottery Fund	4,555	93,240	(88,685)	124,300	(120,000)	4,300	Budget is underspent against profile as the project has been delayed. Grant income will reflect amount spent.
	Government Grants	-	-	-	(124,300)	120,000	(4,300)	Spend on the project has been delayed and therefore grant income will be reduced to match spend
Assembly Rooms 3rd Party Tickets	Private Hire Ticket Sales	(42,784)	(7,010)	(35,774)	(32,220)	(35,000)	(67,220)	Income is well above target but may be in part offset by increased costs
Arts Development	Arts Projects	3,738	7,500	(3,762)	41,500	(34,000)	7,500	Arts Council Grant to be spent over two financial years 2016/17 and 2017/18.

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
	Government Grants	-	(34,000)	34,000	(34,000)	34,000	-	Income will be taken into 2017/18 as funding is being spent over two financial years.
Castle & Museum	Salaries	104,625	151,740	(47,115)	202,290	(58,000)	144,290	There are several vacant posts which are being covered by casual staff and other staff working increased hours.
	Wages	53,363	6,840	46,523	9,140	50,000	59,140	Casual staff are covering vacant posts and part time staff are working additional hours.
Public Spaces	Vehicle Hire	98,194	118,530	(20,336)	158,010	(30,000)	128,010	New fleet arrangements delayed until 2017 so additional funds not required
Community Development	Salaries	54,789	81,360	(26,571)	108,460	(35,000)	73,460	Underspend forecast due to a vacant post.
Homelessness	Provision For Bad Debts	53,535	10,000	43,535	10,000	40,000	50,000	Increased provision reflects increased demand for temporary accommodation
Locality Commissioning	Provision For Bad Debts	34,500	-	34,500	-	34,500	34,500	An invoice due to be paid in March remained unpaid at the end of October. It is understood that payment has since been received and therefore this provision is no longer needed and is offset by a reversal on 82494
	Bad Debt Provision	(34,500)	-	(34,500)	-	(34,500)	(34,500)	Reversal of bad debt provided for which has since been paid. Offset on 35005
Corporate Finance	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	52,950	447,800	Increased levy payment due to higher forecast business rates

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
								income
	Fees & Charges	(172,210)	-	(172,210)	-	(172,210)	(172,210)	Returned LEP Levy
	Interest Internal Balances	-	-	-	-	(282,000)	(282,000)	Interest element of Golf Course receipt
Treasury Management	External Interest Payable	2,071,975	2,111,580	(39,605)	2,815,380	(52,806)	2,762,574	Additional borrowing not taken
	Miscellaneous Interest & Dividends	(209,793)	(271,530)	61,737	(362,040)	82,316	(279,724)	Lower interest rate levels than forecast
Land Charges	Contribution From Reserves	(35,531)	-	(35,531)	-	(35,530)	(35,530)	Release back to revenue provision no longer required
Page 173 Benefits	Rent Allowances	6,748,307	7,331,100	(582,793)	10,505,450	(854,250)	9,651,200	Based on DWP Est claim at P9
	Non-HRA Rent Rebates	185,540	271,440	(85,900)	361,860	(114,470)	247,390	Based on e-Fins @ P9
	Council Tenant Rent Rebates	8,415,698	8,534,790	(119,092)	11,302,930	(745,550)	10,557,380	Based on DWP Est claim at P9
	Council Tenant Grant	(8,196,403)	(8,328,700)	132,297	(11,029,670)	676,430	(10,353,240)	Based on DWP Est claim at P9
	Private Tenant Grant	(6,563,212)	(7,004,100)	440,888	(10,041,380)	603,390	(9,437,990)	Based on DWP Est claim at P9
	Non-HRA Rent Rebate Grant	(139,076)	(115,440)	(23,636)	(153,910)	(31,530)	(185,440)	Based on DWP Est claim at P9
	Discretionary Housing Payment Grant	(119,774)	-	(119,774)	-	(119,774)	(119,774)	DHP Grant max receivable for year based on mid-year est
	Overpayment Private Tenant	(321,167)	(538,650)	217,483	(718,150)	289,930	(428,220)	Based on e-Fins @ P9
	Overpayment Council Tenant	(356,782)	(322,650)	(34,132)	(430,170)	(45,540)	(475,710)	Based on e-Fins @ P9
	Pt Overpayment Recovery	107,237	-	107,237	-	142,980	142,980	Based on e-Fins @ P9
	Ct Overpayment Recovery	82,441	-	82,441	-	109,920	109,920	Based on e-Fins @ P9
Benefits Administration	Admin. Grant	(295,100)	(270,320)	(24,780)	(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	158,531	213,750	(55,219)	285,040	(44,000)	241,040	Vacant posts being covered by temporary agency staff
	Payments For Temporary Staff	72,888	29,000	43,888	29,000	44,000	73,000	
Regeneration Project	Council Tax Payments	86,083	-	86,083	-	85,000	85,000	Void properties awaiting demolition prior to regeneration
Page 174 H R A Summary	Provision For Bad Debts	141,092	470,000	(328,908)	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
	Specific Contingency	-	-	-	100,000	(100,000)	-	No issues currently identified which would require a call on this budget
	Rents	(13,896,644)	(13,566,428)	(330,217)	(17,597,530)	(330,000)	(17,927,530)	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	640,183	1,172,025	(531,842)	1,562,700	(400,000)	1,162,700	Numbers of repairs have reduced as a result of a demand focused management approach

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
Repairs Contract	Voids	516,402	656,250	(139,848)	875,000	(100,000)	775,000	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
	Major Works	-	41,625	(41,625)	55,500	-	55,500	Potential schemes are currently being explored to utilise this budget
	Stair lift Maintenance	795	31,875	(31,080)	42,500	-	42,500	Expecting invoices for number of stair lift works completed but not yet invoiced
	Rechargeable Works	(66,450)	-	(66,450)	-	(70,000)	(70,000)	Recharges to tenants for works outside repairs policy
Repairs - General	Planned Maintenance	204,183	337,500	(133,317)	450,000	(110,000)	340,000	Timing of new contracts means that it is unlikely that full budget will be spent in current financial year.

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	86	60	(26)	101	101	-	-	101	Storage aspect of the project is now complete and data is now to be re-configured/moved
EDRMS (Electronic Document Records Management System)	63	63	-	(63)	63	-	(63)	63	63	Project not expected to recommence until 2017/18
Air Conditioning	-	24	-	(24)	32	32	-	-	32	Project to be undertaken during winter months but before end March
Backup Solution	-	11	15	4	15	15	-	-	15	Once data has been reconfigured to new storage, work will commence on backup solution
Gazetteer Development	12	12	-	(12)	12	12	-	-	12	Project progressing but budget may be re-profiled to 2017/18
Directorate Total	116	196	75	(121)	223	160	(63)	63	223	
Director of Transformation & Corporate Performance										
HR / Payroll System	1	1	-	(1)	1	1	-	-	1	Remaining budget to be utilised for consultancy re pension changes
Directorate Total	1	1	-	(1)	1	1	-	-	1	

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	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	
Director of Assets & Environment										
Disabled Facilities Grant	180	468	356	(112)	530	380	(150)	150	530	Current backlog of work with the Home Improvement Agency accounts for 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. Monies allocated but not actually paid to 3rd parties - outside TBC control.
CCTV Camera Renewals	14	-	-	-	29	-	(29)	29	29	Review of cameras locations etc. due to be completed by December - spend plan to be formulated following results of review

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
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. Delivery of new vehicles expected in April 2017.
Wigginton Park Section 106	42	42	14	(28)	42	17	(25)	25	42	Plans ongoing to deliver items from the Wigginton Park Management Plan
roadmeadow Nature Reserve	52	52	8	(44)	52	37	(15)	15	52	Ongoing works to complete management plan and HLS agreement. Tenders out for works to bridge due to be awarded January with view to works being completed by year end weather permitting, may need to reprofile some funding to 2017/18
Public Open Space Section 106	99	126	91	(35)	126	91	(35)	35	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	184	(126)	310	185	(125)	-	185	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	-	40	53	13	53	53	-	-	53	Contractors working to management plan with completion for end of financial year.

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
Assembly Rooms Development	180	578	259	(319)	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 due for completion in 2018/19.
Castle Mercian Trail	69	330	11	(319)	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.
Gateways	132	138	222	84	252	232	(20)	20	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	-	-	21	21	144	24	(120)	120	144	Work progressing well and should be nearing completion at end of financial year. Change in funding to be reported to Cabinet in February 2017 will mean majority of funding now from SCC / SLGF. Will need to vire funds to Assembly Rooms project and carry TBC funds into 2017/18. Budget reduced to reflect external spend on project previously included.

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
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	2,114	1,219	(895)	4,569	1,404	(3,165)	3,039	4,443	
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.
GF Contingency Plant and Equipment	1,000	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	-	(1,340)	1,340	1,340	
GENERAL FUND TOTAL	2,685	3,771	1,322	(2,449)	6,253	1,605	(4,648)	4,522	6,127	

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	524	584	60	658	658	-	-	658	Contract behind to achieve spend but has time to complete budgeted spend
Tinkers Green Project	762	1,605	253	(1,352)	2,924	280	(2,644)	2,644	2,924	Contract for the demolition of the blocks awarded and works to be complete by end of March 2017. Procurement has commenced for the construction contract and expect to award multiple contracts over the next few months
Kerria Estate Project	646	1,125	429	(696)	1,495	1,000	(495)	495	1,495	Procurement has commenced for the construction contract and expects to award multiple contracts over the next few months. Decant nearing completion with significant number of home loss and disturbance payments made with the remainder to be paid over the course of this financial year.

Regeneration General	2,947	1,180	146	(1,034)	2,447	447	(2,000)	2,000	2,447	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.
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
Other Acquisitions	-	1,483	1,245	(238)	3,100	2,100	(1,000)	1,000	3,100	Amendments to the acquisitions policy have made the process more flexible. Initial review indicates that amendments have been successful with a wider range of properties being purchased.
Directorate Total	4,477	5,917	2,657	(3,260)	10,624	4,485	(6,139)	6,139	10,624	
Director of Assets & Environment										
Structural Works	-	78	96	18	103	103	-	-	103	Ad-hoc works, spend is governed by repair requests.
Bathroom Renewals 2012	-	581	544	(37)	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	-	697	903	206	927	927	-	-	927	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	527	-	(527)	1,055	-	(1,055)	1,055	1,055	Contract let for Project management but timing means that it is unlikely that any works will be completed in the current financial year.

Fire Upgrades To Flats 2012	453	180	-	(180)	718	-	(718)	718	718	Anticipate spend between Dec & Mar, part of wider scheme around high-rise blocks and subject to consultation and procurement
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
Sheltered Schemes	235	109	126	17	184	184	-	-	184	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.
Penfield and Oakendale Heating System Replacements	95	95	73	(22)	95	95	-	-	95	Scheme nearing completion
Roofing High-Rise 2012	43	21	-	(21)	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	-	160	157	(3)	160	160	-	-	160	Works to commence on site in July and due to be complete by October.
Window & Door Renewals 2012	-	250	163	(87)	250	250	-	-	250	Works commenced in July and due to complete by December.
High Rise Balconies	577	289	11	(278)	577	11	(566)	566	577	Project Management contract let but due to timings it is unlikely that works will complete in year.

Works to High Rise Flats	-	263	38	(225)	525	40	(485)	485	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	193	114	(79)	205	205	-	-	205	Works have commenced and will continue on an ad-hoc basis until year-end.
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
Disabled Adaptations	46	364	327	(37)	440	440	-	-	440	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
CDM Fees 2012	-	8	-	(8)	10	10	-	-	10	-
Directorate Total	2,266	3,984	2,701	(1,283)	6,335	3,348	(2,987)	2,967	6,315	
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	10,001	5,358	(4,643)	17,059	7,833	(9,226)	9,206	17,039	

Treasury Management Update – Period 9 - 2016/17**Investments held as at 31st December 2016:**

Borrower	Deposit £m	Rate %	From	To	Notice
Coventry BS	1.00	0.50	07/07/2016	09/01/2017	-
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	-
Lloyds Bank	2.00	0.65	03/10/2016	03/04/2017	-
Lloyds Bank	2.00	0.65	03/10/2016	03/04/2017	-
Coventry BS	1.00	0.37	05/10/2016	05/04/2017	-
Nationwide	1.00	0.42	05/10/2016	05/04/2017	-
Nationwide	2.00	0.42	10/10/2016	10/04/2017	-
Sumitomo Mitsui Banking Corporation Europe Ltd	2.00	0.50	18/10/2016	18/04/2017	-
Lloyds Bank	1.00	0.65	28/10/2016	28/04/2017	-
Sumitomo Mitsui Banking Corporation Europe Ltd	2.00	0.51	07/11/2016	05/05/2017	-
Nationwide	1.00	0.42	09/11/2016	09/05/2017	-
Nationwide	1.00	0.42	30/11/2016	31/05/2017	-
Lloyds Bank	1.00	0.60	01/12/2016	01/06/2017	-
Sumitomo Mitsui Banking Corporation Europe Ltd	2.00	0.50	05/12/2016	05/06/2017	-
Bank of Scotland	2.00	0.73	30/12/2016	30/06/2017	-
Santander UK plc	8.00	0.65	-	-	On call
MMF - Ignis	7.83	0.25	-	-	On call
Goldman Sachs	2.00	0.67	-	-	On call
TOTAL	57.83	0.49 (avg)			

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

External Borrowing as at 31st December 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 31/12/2016					
	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 31/12/2016			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 31/12/2016			30,103	
	Estimated Remaining			-	
<p>As at the end of December 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			(2,675,153)	84.25
	Outstanding at 31/12/2016			500,103	
	Estimated Remaining			31,753	
<p>As at the end of December 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			(6,704,609)	83.69
	Outstanding at 31/12/2016			1,306,774	
	Estimated Remaining			808,321	
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%	

Total Estimated % Remaining

93.78%