

Quarter Four 2016/17 Performance Report

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1. Overview of corporate plan actions and corporate risks

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

*2016/17 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 £1k with 287 successful claims from 382 applications (compared to 268 successful claims from 359 applications at March 2016).

Live caseload figures are 264 lower than 2016/17 – currently 6,139 (6,475 at March 2016).

There is a 3 week backlog (2 weeks as at March 2016) of claims still to be processed.

NNDR

Reminders (762 at March 2017) are higher than 2015/16 levels (715 at March 2016) with summonses, liability orders and 7 day letters at higher levels to 2015/16. There has been an increase in enforcement agent referrals – 98 to March 2017 (50 at March 2016).

Outstanding performance for the year is reported, exceeding the outturn for last year of 98.9% and meeting the increased targets set for this year. At the end of quarter 4, the collection rate was 99% against a target of 99%. Court costs income of £8k is below target of £11k.

Arrears for 2015/16 are ahead target at 66.7% compared to target of 50%.

Council Tax

Reminders are 76 lower than 2015/16 levels (12,083 at 31 March 2017 compared to 12,159 at 31 March 2016).

Outstanding performance for the year is reported, exceeding the outturn for last year of 97.9% and meeting the increased targets set for this year. At the end of quarter 4, the collection rate was 98% against a target of 98%.

Court cost income is also ahead of target by £15k at £280k.

Collection of arrears for 2015/16 are slightly behind target at 48.6% compared to target of 50% - work is progressing on further approaches to realise more Council Tax revenue including recycling/debts and pro-active recovery work.

Collection Fund – the estimated surplus is £27k for the year with a LCTS projected underspend of £26k (total £53k).

Housing

The Housing Income team continue to perform exceptionally well - Total rent arrears (excluding former tenants) at 31 March 2017 was £329k (as adjusted for payments of £51k made in March but received in April) compared to £338k at 31 March 2016 – a reduction of £9k (compared to a £20k reduction as at 31 March 2016).

Total arrears (including garages etc.) are £1.6m at 31 March 2017, compared to £1.46m at 31 March 2016, an increase of £146k (compared to a £106k increase between 31 March 2015 and 31 March 2016).

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

There were 10 evictions to March 2017 compared to 18 during 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: March 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 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. General Fund balances of £502k over 3 years (with a shortfall of £1m over 5 years), including the minimum approved level of £0.5m;

Further savings of around £0.2m p.a. will be required over the next 5 years (based on annual £5 increases in Council Tax). On an annualised basis this would equate to a year on year ongoing saving of £65k over 5 years.

2. HRA balances of £3.5m over 3 years (with balances of £3.0m over 5 years) including the minimum recommended balances of £0.5m.

Work is continuing on a number of actions to address the financial position in future years:

- Delivering Quality Services project – the demand management approach to shift demand to more efficient methods of service delivery – online and automation (Interactive Voice Response). A savings target of £100k p.a. has already been included together with reduced CRM costs of £62k p.a. from 2019/20;
- Recruitment freeze – temporary 12 month appointments are now only being made; there is a robust challenge / re-justification process in place for all vacant posts with a requirement to investigate alternative options including restructuring to fill vacancies / looking at what we can stop doing. This means we have the opportunity to increase the vacancy allowance from 5% to 7.5% over the next 5 years – c. £45k p.a. year on year for the General Fund (£14k p.a. – HRA);
- Spend freeze – Managers have previously been required to restrict / limit spending to essential spend only (there was a £2m underspend in 2015/16 – although the majority was windfall income, c. £0.75m was lower level underspend);
- Alternative investment options arising from the Commercial Investment and Regeneration Strategy (as well as the Treasury Management Investment Strategy, including any prudential borrowing opportunities) to generate improved returns of c. 5% p.a. (plus asset growth) including:
 - Set up of trading company to develop new income streams;
 - Local investment options – Lower Gungate / Solway Close development including the potential to drawdown funding from the Local Growth Fund / Local Enterprise Partnerships (GBS and Staffordshire);
 - Investments in a Diversified Property Fund;

- Investments in a Diversified Investment Vehicle (property, shares etc.);

Note: these would be subject to a robust check and Challenge business case and 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 in future years.

General Fund

The updated forecast as at February 2017 is detailed below:

MTFS Projections 2017/18 - 2021/22	General Fund						
	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 (Feb 2017)	(6,680)	(5,781)	(4,326)	(2,737)	(502)	(797)	476

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 balances of £0.5m over the 3 years to 2019/20.

The shortfall over the next 5 years has been revised to £0.5m (£1.0m including the approved minimum balances level of £0.5m).

The forecast has been updated to include:

- a) the projected outturn contained within the MTFS (as at Period 9);
- b) Policy changes approved by Council in February 2017 as part of the MTFS;
- c) any known changes to the savings targets included within the current MTFS;
- d) Estimated Council Tax surplus and updated Business Rates income forecasts;
- e) Inclusion of council tax increases of £5 p.a.

- f) 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;
- g) Indicative Business Rates income following the publication of the new multiplier and revised valuations from 1 April 2017;
- h) 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;
- a) The capital programme scheme savings / payback / return on investment;

Housing Revenue Account

The updated forecast as at February 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 (Feb 2017)	(4,724)	(5,752)	(5,392)	(3,985)	(3,520)	(3,193)	(2,977)

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.£3.2m for 2020/21 with balances over the next 5 years of £3.0m by 2021/22.

4. Financial healthcheck

This section of the report summarises the main issues identified at the end of March and is the 'best estimate' of the projected outturn at this time though subject to the final account audit procedures.

Details relating to the summary including Directorate commentaries will be available from Corporate Accountancy.

General Fund

Revenue

GENERAL FUND	Budget £000	Predicted Outturn £000	Variance £000
Chief Executive	-	-	-
Executive Director Corporate Services	548	713	165
Director of Finance	(320)	(1,404)	(1,084)
Director of Technology & Corporate Programmes	17	22	5
Solicitor to the Council	791	728	(63)
Director of Transformation & Corporate Performance	304	339	35
Director of Communities, Planning & Partnerships	(28)	-	28
Director of Housing & Health	1,751	1,873	122
Director of Assets & Environment	5,398	4,555	(843)
Total	8,461	6,826	(1,635)

- The projected full year position identifies a projected favourable variance against budget of £1.64m or 19.3% (£1.51m or 17.89% reported at period 11).
- This projection has highlighted several budget areas with significant variances (detailed at **Appendix C**).
- There was a balance of £50k remaining in the General Contingency Budget at the end of March 2017.

Capital

GENERAL FUND	Budget £000	Predicted Outturn £000	Variance £000	Reprofile £000	Outturn £000
Director of Technology & Corporate Programmes	223	75	(148)	148	223
Director of Transformation & Corporate Performance	1	1	-	-	1
Director of Housing & Health	120	28	(92)	92	120
Director of Assets & Environment	4,569	1,304	(3,265)	1,151	2,455
Contingency	1,340	-	(1,340)	1,340	1,340
TOTAL GENERAL FUND	6,253	1,408	(4,845)	2,731	4,139

- The provisional outturn on capital schemes spend is £1.408m (£1.3m projected at period 11) compared to a full year budget of £6.253m (this budget includes re-profiled schemes from 2015/16 of £2.69m).
- At this point it is proposed that £2.731m should be re-profiled into 2017/18 (£2.8m projected at period 11) which will be subject to Cabinet approval.
- A summary of Capital expenditure by Directorate can be found at **Appendix D**.

Balances

Balances on General Fund are projected to be in the region of £6.588m at the year-end from normal revenue operations (£6.47m projected at Period 11) compared to £5.781m projected within the 2017/18 budget report – additional balances of £0.81m.

The change in the predicted out-turn variance since that predicted at period 11 (a favourable change of £121k) has been investigated and significant items identified that make up this change are listed and tabled later in this report.

Members should be aware that any unplanned call on the above balance could adversely affect our ability to resource activity within the current medium term financial plan.

Housing Revenue Account

Revenue

HOUSING REVENUE ACCOUNT	Budget £000	Predicted Outturn £000	Variance £000
Director of Housing & Health	3,909	14,615	10,706
Director of Assets & Environment	(36)	(38)	(2)
HRA Summary	(3,505)	(16,207)	(12,702)
Total	368	(1,630)	(1,998)

- The projected full year position identifies a favourable variance against budget of £2m (£1.64m reported at period 11). Individual significant budget areas reflecting the variance are detailed at **Appendix C**.

Capital

HOUSING REVENUE ACCOUNT	Budget £000	Predicted Outturn £000	Variance £000	Reprofile £000	Outturn £000
Director of Housing & Health	10,624	4,252	(6,372)	6,324	10,576
Director of Assets & Environment	6,334	3,096	(3,238)	3,151	6,247
HRA Contingency	100	-	(100)	100	100
TOTAL HOUSING REVENUE ACCOUNT	17,058	7,348	(9,710)	9,575	16,923

- The provisional outturn on programmed capital schemes is projected to be £7.348m (£6.53m projected at period 11) compared to a budget of £17.058m. It is also proposed that £9.575m be re-profiled into 2017/18 (£10.31m at period 11) in relation to delayed schemes, which will be subject to Cabinet approval.

Total Capital Programme

- The provisional outturn on programmed capital schemes is projected to be £8.756m (£7.86m projected at period 11) compared to a budget of £23.311m. It is also proposed that £12.306m be re-profiled into 2017/18 (£13.118m at period 11) in relation to delayed schemes, which will be subject to Cabinet approval.

- A summary of Capital expenditure by Directorate can be found at **Appendix D**.

Balances

- Balances on the Housing Revenue Account are projected to be in the region of £6.353m at the year-end (£5.983m projected at period 11) compared to £5.75m projected within the 2017/18 budget report – additional balances of £0.6m.

The change in the predicted out-turn variance since that predicted at period 11 (an improvement of £357k) has been investigated and significant items identified that make up this change are listed and tabled later in this report.

The additional balances will be required to provide additional funds for uncertainties that could affect the Council in the forthcoming years.


2016/17 Corporate Plan Progress Report

2016/17 Corporate Plan Actions


SP1: Living a quality life in Tamworth


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.	

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 identified - it is expected that funds from the sale of the golf course and 106 funds will be able to	

Corporate Objective	Desired Outcome	Outcome Measured by	Update on progress	Expected Outcome
			<p>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 Council's position on Safeguarding and has been developed 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>The 3g grass pitch project is continuing and 106 funds have been identified to fund the first stage feasibility study. The site selected is at Tamworth Enterprise College in Belgrave; we are now awaiting information from the Football Association on costs etc. Two new outdoor gyms have been installed for the community in Belgrave and Amington and the usage on these is encouraging; this brings the total outdoor gyms to five across the Borough.</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	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	

Corporate Objective	Desired Outcome	Outcome Measured by	Update on progress	Expected Outcome
	provision		<p>community provision in a range of family and individual activities.</p> <p>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.</p> <p>A service level agreement has now been agreed with Tamworth Enterprise College in Belgrave to provide additional demand lead activities within the community of Belgrave that targets non–users and is driven by need. The agreement is ongoing year on year utilising Cabinet agreed funds of £10K per annum. The two new outdoor gyms at Amington and Belgrave were also targeted at hot spot areas of non–active communities. These facilities including the activities at the college will be free or at a reduced cost thus helping to remove the burden of cost as a barrier to activity.</p>	
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.	<p>New arrangements are now in place for financial advisory services.</p> <p>The practical support commissioning is subject to a review of purpose and was reported to Cabinet in March 2017.</p>	

Corporate Objective	Desired Outcome	Outcome Measured by	Update on progress	Expected Outcome
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	Locality commissioned services are now fully decommissioned and links to Staffordshire County Council's Family and Children review have been established.	✓



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	The review of Community Development is progressing and a new proposal is expected for May 2017.	✓
Engage collaboratively in the review of Voluntary, Community & Social Enterprise (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	Both VCSE providers are engaging across their respective sector areas within Tamworth in addition to working with the Council and County Council on key areas of shared interest including the development of 'Volunteers', Youth activities within localities and more recently, interest in the more strategic development of the Unified Community Offer. This remains on track but will be less 'output' focused in the next quarter.	✓

Corporate Objective	Desired Outcome	Outcome Measured by	Update on progress	Expected Outcome
Facilitate review of strategic purpose and processes of the TSP	Aligned locality based multi-agency collaboration	<p>Tamworth Strategic Partnership engaged in the delivery of priorities and objectives</p> <p>Tamworth Strategic Partnership support Tamworth Borough Council in the delivery of the Vision and Corporate Plan.</p> <p>Tamworth Strategic Partnership sustain their role on the Commissioning Board</p>	Work streams relating to the development of the Unified Community Offer as the primary model for engaging in collaborative problem solving have now been established following the Heads of Service meeting in early March. Once these are aligned and understood, it is planned that they form the basis of the new method of working at a Tamworth Strategic Partnership (TSP) level. This will be led by Rob Barnes and will ultimately result in the TSP becoming the formal entity for collaboration and action at a locality level in respect of shared priorities. This remains on track.	✓

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	Public feedback on how safe the community feels in Tamworth	Number of incidents of Anti-Social Behaviour	<p>Calendar year 2016; 2199</p> <p>Calendar year 2015; 2300</p> <p>Calendar year 2014: 1907</p> <p>Calendar year 2013: 2092</p> <p>Calendar year 2012: 2220</p>	✓

Corporate Objective	Desired Outcome	Outcome Measured by	Update on progress	Expected Outcome
community and partners			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. (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 (Wates) was put in place on 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. CMT endorsement was given at their meeting on 31st October 2016. Detailed proposals are now being developed.	
		Detailed proposals developed	Following CMT endorsement of the proposals at their meeting on 31st October 2016, detailed proposals are now being developed.	

Corporate Objective	Desired Outcome	Outcome Measured by	Update on progress	Expected Outcome
			The Tamworth Community Offer was presented to Heads of Service at their meeting in March 2017 and workshops were held in April and May 2017.	

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 housing/delivery of services	Options understood & decisions regarding the future informed	Options understood and decisions regarding the future informed by September 2017	Consultancy support has now been commissioned for consideration of the potential for arms-length arrangements.	✓
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. In quarter four 2016/17 redevelopment on tranche one garage sites commenced and consultation began on tranche two. Eight house purchases were made of s106 properties.	✓

Corporate Objective	Desired Outcome	Outcome Measured by	Update on progress	Expected Outcome
Deliver regeneration at Tinkers Green and Kerria	New council homes & neighbourhood regeneration	Decant all tenants at Kerria by the end of March 2017	This is complete	
		Appointment of a developer by May 2017	On track to appoint developer by May 2017.	
		Demolition of Hastings Close (Tinkers Green)	On track for demolition by June 2017.	
		Demolition of Saxon Close, Linthouse Walk, Leisure Walk and Cottage Walk (Tinkers Green)		
		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		
		Start construction at Kerria by January 2018		
		Start construction works at Tinkers Green		
		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.	

Corporate Objective	Desired Outcome	Outcome Measured by	Update on progress	Expected Outcome
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 June 2017. Following the consultation, a final document will be produced in July 2017 ready for Cabinet approval in September 2017.	✓
Complete the review of the Healthy Housing Strategy & Action Plan	Updated strategic approach & action plan	Housing for Wellbeing Plan completed and agreed	As above	✓

SP2: Growing Strong Together in Tamworth

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	Work in progress	✓
Sustain support for GBSLEP Growth Hub	Proactive stance on managing referrals	Narrative on progress	Work in progress	✓

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
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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	Potential ballot Autumn 2017	
Use our regulatory powers within Licensing, Planning, and Environmental Health to be proactive with support and advice to enable business development	An increase in early intervention with a corresponding reduction in sanction.	A reduction in formal sanctions and appeals year on year.	This is an annually updated figure and results will be available in May 2017.	
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	It is proving difficult and contentious to establish a meaningful measure for town centre footfall.	
		Length of time businesses stay in the town centre.	At the end of March 2017 there were 36 vacant units out of 302; occupancy rate of 88.1%.	
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.	A capital scheme for £17.4k in 2017/18 was approved by Council on 21 February 2017 following a report to Cabinet seeking Members approval to progress a Business Improvement District for Tamworth Town Centre and Ventura Park. Should a BID progress (subject to further feasibility work / a ballot of local businesses) the Council will be responsible for billing, collection and recovery for	✓

Corporate Objective	Desired Outcome	Outcome Measured by	Update on progress	Expected Outcome
			the BID Levy. There will be an initial capital requirement to set up the BID billing system, which will include a module add-on for our current Capita system and consultancy support to get this module operational	

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

Corporate Objective	Desired Outcome	Outcome Measured by	Update on progress	Expected Outcome
Working with GBSLEP Finance Directors to maximise retention of business rates to improve the economy and infrastructure of the region	Maximise collection of business rates within the GBS rate retention pool. Use of insight data to identify additional business rate collection opportunities in order to maximise local business rate collection levels	Percentage change in rateable value of commercial buildings	At the end of quarter four 2016/17, the rateable value of commercial properties had increased by 2.08%.	✔
		Percentage of Non Domestic Rates collected	At the end of quarter four, NNDR collection reached its target of 99%.	
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 and officer 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	Work in progress.	✔

Corporate Objective	Desired Outcome	Outcome Measured by	Update on progress	Expected Outcome
Maintain ongoing commitment to GBSLEP via Board and Executive membership	Influence major decisions that impact upon economic growth	Narrative on progress	Work in progress.	✔
Maintain ongoing commitment to SSoTLEP and countywide collaborations	Further enhance growth opportunities	Narrative on progress	Work in progress.	✔

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

Corporate Objective	Desired Outcome	Outcome Measured by	Update on progress	Expected Outcome
Actively engage with the GBSLEP & SSoTLEP in their respective programmes targeting young people	Increased opportunities for young people in job market	Narrative on progress	Work in progress	✔
Engage as appropriate in Area Review processes	Skilled & Employment ready workforce	Engagement of secondary schools in the Education Trust Locality project	Encouragement of secondary schools, 6th form and college to engage in the Education Trust Locality project which helps develop strategic approach to careers advice linked to LEP priority areas and promotes better structured links with employers. Council officers attend the quarterly Primary and Secondary Headteacher' meetings. This engagement allows for two way information sharing.	✔
		TBC support to Secondary and Primary Heads Forum	Chief Executive chaired a special meeting of secondary heads and college representatives to	

Corporate Objective	Desired Outcome	Outcome Measured by	Update on progress	Expected Outcome
			<p>promote collaborative working between the schools, 6th form and college to provide the full range of career pathways.</p> <p>Chief Executive contributes to the Area Review consultation.</p> <p>Council officers attend the quarterly Primary and Secondary Headteacher' meetings. This engagement allows for two way information sharing.</p>	

GS003b - Champion higher skilled and better paid jobs in Tamworth

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

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	Improved links between main education providers	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	

Corporate Objective	Desired Outcome	Outcome Measured by	Update on progress	Expected Outcome
Productivity work streams	and businesses		<p>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 is helping to shape our ambitions and expectations around growth, regeneration and the wider work streams. Progress especially in respect of working with South Staffs College has not been good. Indeed; despite assurances to the effect, the College has not engaged with the Council at a senior level since it met to discuss the outcomes and options following the Area Review. Similarly, the Borough Council has not been able to press its point regarding 'education provision and standards' being the weakest link in its Inward/Place Based Investment offer to new and potential businesses. This is critical given that it is a competitive environment and a well-educated/skilled workforce community can be the difference between success and failure. To this end; the Leader & CEO have written to the Secretary of State for Education and the Regional Commissioner for Education challenging them to improve both provision and standards of education in Tamworth. This is not on track but in control</p>	

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

Corporate Objective	Desired Outcome	Outcome Measured by	Update on progress	Expected Outcome
To commission a review of the Town Centre Master plan	Refreshed masterplan giving a focused view plan	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 been considered and are being assessed.	✔
Explore opportunities that will ensure all Council investment assets produce a revenue stream to support corporate priorities	The production of a planned sustainable income stream based upon investment assets	Occupancy level of TBC Commercial & Industrial properties	The occupancy rate for our commercial properties is 91.52%. The occupancy rate for our industrial properties is 90.66%	✔
To ensure consideration of commercial opportunities in business decision making	A risk/reward based return on investment requirement within planned projects. Producing options	Narrative on projects identified and the progress on those projects	The Tamworth Commercial Investment Strategy to promote growth and regeneration was approved by Cabinet on 16th June 2016. The first formal meeting of the Commercial Investment Strategy Board was on 22nd August	✔

Corporate Objective	Desired Outcome	Outcome Measured by	Update on progress	Expected Outcome
	<p>appraisals, business cases and review opportunities for setting up Local Authority Trading Companies as well as other business models for service to maximise return on Council assets and increase economic benefit for the Council.</p> <p>Increase income through adopted commercial approach.</p>		<p>2016. 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.</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 with work progressing since that time on the development (and set up) of a trading company (including the potential for development of private sector housing for market rental), the regeneration of the Gungate site and the development of an Place Investment Strategy.</p>	

Corporate Objective	Desired Outcome	Outcome Measured by	Update on progress	Expected Outcome
			<p>The Working Group are currently preparing for the next meeting of the Steering Group at which point, we are seeking their approval for the work we have been undertaking over the last 2 – 3 months. We are on the threshold of establishing our ‘arm’s length’ or Independent Trading Company which will provide the means and structure from which we can generate sustainable income streams on behalf of the Council. This could be by acting as a Private Sector Landlord; Joint Venture Partner; Asset Management or, subject to viability and a robust business plan, operating services on a commercial footing. The establishment of the Trading Company is very much seen as the precursor to us building new houses for market rent in the very near future.</p> <p>Further work has centred on the regeneration of the former Gungate Precinct site and the potential to increase the size of the site to include other land in order to encourage a more ambitious development scheme.</p> <p>Progress has been made on the third work stream with proposals designed to encourage both Inward Investment and the continued Growth of Existing Business with the consequence that we now have an outline specification/brief to support the commissioning of the strategy.</p>	
		Rate of return on identified projects	See above	

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

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


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


Corporate Objective	Desired Outcome	Outcome Measured by	Update on progress	Expected Outcome
To project manage the delivery of the Creative Quarter regeneration	Project completed on time and within budget	Narrative on progress to project plan	An update report was considered by Cabinet and 13 resolutions were approved. http://democracy.tamworth.gov.uk/ieListDocuments.aspx?CId=120&Mid=977 The Tamworth Enterprise Centre is due to open in May 2017 and a pre-qualification questionnaire has been issued for The Assembly Rooms construction work.	✔

SP3: Delivering Quality Services in Tamworth

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

Corporate Objective	Desired Outcome	Outcome Measured by	Update on progress	Expected Outcome
Undertake fundamental review of customer services functions across every service	Enhanced, consistent and accessible customer services	Temporary relocation of staff to CSC by 04/04/16	Staff relocated 4th April 2016. In June 2016, staff moved back to respective service areas until endorsement of CMT report on 25th July 2016 making recommendations on processes, staff	✔


Corporate Objective	Desired Outcome	Outcome Measured by	Update on progress	Expected Outcome
	Improved customer experience and satisfaction ratings		relocations and proposed changes to Customer Services.	
		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 has commenced. Demand data capture for Communities, Planning & Partnerships and Housing is complete. Final process transformation is now underway; staff changes not yet finalised.	
	Availability of data and customer insight to aid future planning		Capital bids for the redesign of reception and purchase of a customer portal were approved in the budget setting process; project management appointed and project scope being developed.	
	Streamlined, efficient corporate services		The interim Customer Services structure has been approved and completed.	
Remodel service functions, standards and systems	Enhanced, consistent and accessible customer services	Progress against the Delivery of Quality Services project plan	As above	
	Improved customer experience and satisfaction ratings			

Corporate Objective	Desired Outcome	Outcome Measured by	Update on progress	Expected Outcome
	<p>Increased efficiency and capacity</p> <p>Reduced demand and waste</p> <p>Agreed, measureable standards</p> <p>Availability of data and customer insight to aid future planning</p> <p>Streamlined, efficient corporate services</p>			
Co-design Customer Service standards with user groups	<p>Enhanced, consistent and accessible customer services</p> <p>Improved customer experience and satisfaction ratings</p> <p>Increased efficiency and capacity</p> <p>Reduced demand and waste</p>	Baseline of performance at the beginning compared to that at the end	<p>Baseline captured as part of demand capture for Revenues and Benefits. Housing services demand capture now underway.</p> <p>The co-design of customer service standards will be developed in line with the Unified Community Offer. Customer Access Survey to capture customer views launched in March 2017.</p>	


Corporate Objective	Desired Outcome	Outcome Measured by	Update on progress	Expected Outcome
	<p>Agreed, measurable standards</p> <p>Availability of data and customer insight to aid future planning</p> <p>Streamlined, efficient corporate services</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 2016/17, there were more than 1,230,000 hits on the website; an increase on the previous year's figure of just over 1,000,000.</p> <p>In 2016/17 there were 555 active users of the Tamworth 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 has commenced. Demand data capture for Communities, Planning & Partnerships and Housing is complete. Final process transformation is now underway; staff changes not yet finalised.</p> <p>Capital bids for the redesign of reception and purchase of a customer portal were approved in the budget setting process; project management</p>	✔

Corporate Objective	Desired Outcome	Outcome Measured by	Update on progress	Expected Outcome
			appointed and project scope being developed. The interim Customer Services structure has been approved and completed.	

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 2016/17, there were more than 1,230,000 hits on the website; an increase on the previous year's figure of just over 1,000,000. In 2016/17 there were 555 active users of the Tamworth App.	
	New technology exploited	Number of services available on line	The following services are available on the Tamworth Borough Council website: Pay on line, Benefits calculator, Available council properties, Bin collections, Business rates balances, Council meetings, Council Tax balances, View planning applications, Submit planning applications, Rent balance enquiry, Your councillors,	
	Improved efficiency of access channels			
	Improved customer satisfaction with access to Council Services			
	Increased number of services available on line			
	Cost of delivery/transaction costs reduced			

Corporate Objective	Desired Outcome	Outcome Measured by	Update on progress	Expected Outcome
			Register to vote, Housing benefit/ Council Tax Reduction scheme application.	
		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.	
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 2016/17, there were more than 1,230,000 hits on the website; an increase on the previous year's figure of just over 1,000,000.	✔
	New technology exploited		In 2016/17 there were 555 active users of the Tamworth App.	
	Improved efficiency of access channels			
	Improved customer satisfaction with access to Council Services	Number of services available on line	The following services are available on the Tamworth Borough Council website: Pay on line, Benefits calculator, Available council properties, Bin collections, Business rates balances, Council meetings, Council Tax balances, View planning applications, Submit planning applications, Rent balance enquiry, Your councillors, Register to vote,	
	Increased number of services available on line			
	Cost of delivery/transaction costs reduced			

Corporate Objective	Desired Outcome	Outcome Measured by	Update on progress	Expected Outcome
			Housing benefit/ Council Tax Reduction scheme application.	
		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.	
Deliver services that are digital by default	24/7 access for a full range of council services New technology exploited Improved efficiency of access channels Improved customer satisfaction with access to Council Services Increased number of services available on line Cost of delivery/transaction costs reduced	Customer Satisfaction with Customer Service Centre Number of services available on line	Web Chat service: Of 813 customers using this service, over 80% rated it very good or excellent. In 2016/17, there were more than 1,230,000 hits on the website; an increase on the previous year's figure of just over 1,000,000. In 2016/17 there were 555 active users of the Tamworth App. The following services are available on the Tamworth Borough Council website: Pay on line, Benefits calculator, Available council properties, Bin collections, Business rates balances, Council meetings, Council Tax balances, View planning applications, Submit planning applications, Rent balance enquiry, Your councillors, Register to vote, Housing benefit/ Council Tax Reduction scheme application.	

Corporate Objective	Desired Outcome	Outcome Measured by	Update on progress	Expected Outcome
		Reduction in the cost of delivery of Customer Services	£100k identified within budget.	



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	Calendar year 2016; 2199 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.	✔
Delivery of a Community Safety Partnership that is responsive to locality, and reflects the needs of the community and partners	Positive public feedback on how safe the community feels in Tamworth.	Percentage of people who feel safe during the daytime/after dark.	99% feel safe in their local area during the day. 80% feel safe in their local area after dark. (Feeling the Difference survey waves 17 to 20)	✔
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'	✔

Corporate Objective	Desired Outcome	Outcome Measured by	Update on progress	Expected Outcome
			with quarter three seeing the debrief and dissemination of lessons learned from this successful exercise.	

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 the Benefits Services have been made and implemented. The Revenues and Housing transformation are underway. The next area will be Communities, Planning & Partnerships.	✔
Continue to develop democratic community leadership	Inspirational informed community leaders Increased number of people who feel they can influence decisions in their locality	E-learning for members implemented by 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 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. Planning training was held in quarter four.	✔

Corporate Objective	Desired Outcome	Outcome Measured by	Update on progress	Expected Outcome
		Percentage of people who feel they can influence decisions in their locality	Asked as a question in the resident's budget consultation; August/September 2016. 36% of respondents felt they were able to influence decisions in their local area. 44% of respondents said they would like to be involved and 49% would like to be involved depending on the issue.	
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 Reduction Scheme consultation	Consultation on scheme proposals needed to balance cost of scheme to council taxpayers against needs of the vulnerable	Consultation	Consultation on proposed amendments to the 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 	

Corporate Objective	Desired Outcome	Outcome Measured by	Update on progress	Expected Outcome
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. The State of Tamworth Debate resolutions were: <ul style="list-style-type: none"> • That the Council send a letter to all employees thanking them for all the work that they do to contribute towards the operation of the Council, • That once a month Scrutiny Committee receive a report from Staffordshire County Council Road Services on the repairs carried out and the repairs outstanding in the Borough, • That this Council challenges the Regional Schools Commissioner of the West Midlands to look at the performance of all Secondary Schools and Post 16 provision in Tamworth with a view to making them better, • A proposal to review the Council's Tattoo Licensing Policy. 	
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: <p>Online = 5,757 (18% of properties)</p> <p>Phone = 5,242 (16% of properties)</p> <p>SMS - 1,558 (4.8% of properties)</p>	

Corporate Objective	Desired Outcome	Outcome Measured by	Update on progress	Expected Outcome
			<p>Total Number of Properties = 32,396</p> <p>9% (2,862) of properties failed to respond even after personal canvass</p> <p>The number of individuals on the electoral roll in April 2017 was 57,349.</p>	
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.	✓



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	The redesign for Revenues and Benefits is now complete. Housing is underway.	✓
Implement organisational transformation to ensure the Councils workforce is equipped and positioned for change	Creation of an environment that enables people to be the best they can be Reviewed senior management structure to	Interim senior management arrangements agreed.	Interim senior management arrangements agreed by Appointments & Staffing Committee – April 2016	✓
		Report to Appointments & Staffing Committee setting out the scale, scope & timescale for a formal review of Senior Management in 2017.	The post of Director, Communities, Planning & Partnerships has been removed from the establishment and savings made. The review of Senior Management has been deferred	

Corporate Objective	Desired Outcome	Outcome Measured by	Update on progress	Expected Outcome
	ensure positive, transformational and courageous leadership		for twelve months.	
		Delivery of Workforce Development Plan by May 2017.	Work in progress to meet delivery date of 31st May 2017.	
Challenge statutory need and reduce demand for services	Services aligned to customer needs	Capturing Demand & Channel shift	The redesign for Revenues and Benefits is now complete. Housing is underway.	✔
Deliver a training plan that focuses on behaviours, culture and leadership	Delivery of facilitated leadership development programme to create consistent leadership culture	Completion of training programme	Completed for leadership and feedback presented to Chief Executive.	✔
	Organisation fit for 21st Century	Delivery of the Organisational Development Strategy by May 2016	Work in progress to meet delivery date of 31st May 2017.	
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. Planning and Licensing Training and Budget Workshops held in quarter three.	✔
Business case approach to investment decisions	A risk/reward based return on investment requirement with planned projects	Rate of return on identified projects	The Tamworth Commercial Investment Strategy to promote growth and regeneration was approved by Cabinet on 16th June 2016.	✔

Corporate Objective	Desired Outcome	Outcome Measured by	Update on progress	Expected Outcome
			<p>The first formal meeting of the Commercial Investment Strategy Board was on 22nd August 2016. 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.</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 with work progressing since that time on the development (and set up) of a trading company (including the potential for development of private sector housing for market rental), the regeneration of the Gungate site and the development of an Place</p>	




Corporate Objective	Desired Outcome	Outcome Measured by	Update on progress	Expected Outcome
			<p>Investment Strategy.</p> <p>The Working Group are currently preparing for the next meeting of the Steering Group at which point, we are seeking their approval for the work we have been undertaking over the last 2 – 3 months. We are on the threshold of establishing our ‘arm’s length’ or Independent Trading Company which will provide the means and structure from which we can generate sustainable income streams on behalf of the Council. This could be by acting as a Private Sector Landlord; Joint Venture Partner; Asset Management or, subject to viability and a robust business plan, operating services on a commercial footing. The establishment of the Trading Company is very much seen as the precursor to us building new houses for market rent in the very near future.</p> <p>Further work has centred on the regeneration of the former Gungate Precinct site and the potential to increase the size of the site to include other land in order to encourage a more ambitious development scheme.</p> <p>Progress has been made on the third work stream with proposals designed to encourage both Inward Investment and the continued Growth of Existing Business with the consequence that we now have an outline specification/brief to support the</p>	

Corporate Objective	Desired Outcome	Outcome Measured by	Update on progress	Expected Outcome
			commissioning of the strategy.	
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 on Council assets and increase economic benefit for the Council	Narrative on projects identified and the progress on those projects	<p>The Tamworth Commercial Investment Strategy to promote growth and regeneration was approved by Cabinet on 16th June 2016.</p> <p>The first formal meeting of the Commercial Investment Strategy Board was on 22nd August 2016. 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. Key outcomes such as the revitalisation of the Town</p>	

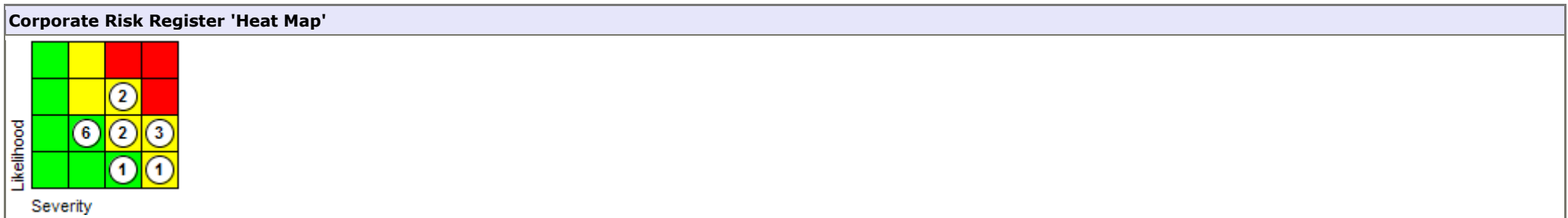
Corporate Objective	Desired Outcome	Outcome Measured by	Update on progress	Expected Outcome
			<p>Centre; the regeneration of the Gungate site; the development of an Inward Investment Strategy that will seek to provide the basis for ongoing managed growth, future funding bids and more.</p> <p>Senior 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 with work progressing since that time on the development (and set up) of a trading company (including the potential for development of private sector housing for market rental), the regeneration of the Gungate site and the development of an Place Investment Strategy.</p> <p>The Working Group are currently preparing for the next meeting of the Steering Group at which point, we are seeking their approval for the work we have been undertaking over the last 2 – 3 months. We are on the threshold of establishing our 'arm's length' or Independent Trading Company which will provide the means and structure from which we can generate sustainable income streams on behalf of</p>	

Corporate Objective	Desired Outcome	Outcome Measured by	Update on progress	Expected Outcome
			<p>the Council. This could be by acting as a Private Sector Landlord; Joint Venture Partner; Asset Management or, subject to viability and a robust business plan, operating services on a commercial footing. The establishment of the Trading Company is very much seen as the precursor to us building new houses for market rent in the very near future.</p> <p>Further work has centred on the regeneration of the former Gungate Precinct site and the potential to increase the size of the site to include other land in order to encourage a more ambitious development scheme.</p> <p>Progress has been made on the third work stream with proposals designed to encourage both Inward Investment and the continued Growth of Existing Business with the consequence that we now have an outline specification/brief to support the commissioning of the strategy.</p>	

Key to symbols








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




2016/17 Corporate Risk Register



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Risk	Description of Risk	Date Last Reviewed	Severity	Likelihood	Current Risk Rating	Current Risk Status
Loss of Community Cohesion	Failure to achieve community cohesion	16-May-2017	3	3	9	
Safeguarding Children & Vulnerable Adults	Failure to safeguard children and vulnerable adults	16-May-2017	3	3	9	
Medium Term Financial Planning & Sustainability Strategy	Loss of Funding and Financial Stability & application of uncertainties of Brexit	16-May-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	16-May-2017	4	2	8	
Implementation of response to GDPR Legislation	General Data Protection Regulations (GDPR) coming into effect in May 2018 resulting in significant change for the organisation, including substantial penalties for failing to adhere and breaches	17-Mar-2017	4	2	8	
Information Management & Information Technology	Failure to secure and manage data and IT infrastructure	16-May-2017	3	2	6	
Health & Safety	Failure to manage Health & Safety	16-May-2017	3	2	6	
Reputation	Damage to Reputation	16-May-2017	2	2	4	

Risk	Description of Risk	Date Last Reviewed	Severity	Likelihood	Current Risk Rating	Current Risk Status
Governance & Regulatory Failure	Failure to achieve adequate Governance Standards and statutory responsibilities	16-May-2017	2	2	4	
Partnership Working and Supply Chain Challenges	Failure in partnership working, shared services or supply chain	16-May-2017	2	2	4	
Emergency & Crisis Response Threats	Failure to manage an external or internal emergency/disaster situation	16-May-2017	2	2	4	
Workforce Planning Challenges	Failure to manage workforce planning challenges	16-May-2017	2	2	4	
Corporate Change	Failure to manage corporate change	16-May-2017	2	2	4	
Taxi Licences	Taxi Licensing process not followed, giving rise to licenses being issued to persons who are not fit and proper	21-Feb-2017	4	1	4	
Economic Changes	Failure to plan and adapt services to economic changes within the community	16-May-2017	3	1	3	

Risk Status	
	High Risk
	Medium Risk
	Low Risk

General Fund – Main Variances

Cost Centre	Account Code	Year To Date Position Sub Total	Year To Date Position Budget	Year To Date Position Variance	Comment
Customer Services	Salaries	334,919	301,270	33,649	£100k saving applied to budget not yet achieved
	Salaries - Overtime	58,819	3,620	55,199	Overtime/casual hours in excess of budgetary provision
Ad Partnership & Comm Dev	Salaries	-	66,130	(66,130)	Residual savings from a vacant post following implementation of interim management arrangements.
Outside Car Parks	Refundable Deposits	30,900	107,090	(76,190)	Reduced costs due to Spinning School Lane
	Misc Contributions	(7,345)	(38,440)	31,096	Reduced income due to Spinning School Lane
	Short Stay Car Parking	(824,449)	(925,000)	100,551	Impact on income from Spinning School lane
Civil Parking Enforcement	Standard Charges	(101,770)	(52,090)	(49,680)	Impact of using dedicated CPE officer from Stoke
Community Safety	Salaries	38,136	97,330	(59,194)	Underspent as there are two vacant posts.
Community Wardens	Payments For Temporary Staff	46,300	-	46,300	Estimated increased costs following an unsuccessful sickness redeployment and ongoing sickness level
Taxi & Private Hire Vehicles	Combined Hc & Ph Drivers Lic	(59,293)	(27,920)	(31,373)	Income achieved is over target but is, in part, offset by under recovery on other income budgets.
Development Control	Fees & Charges Planning App	(392,137)	(200,000)	(192,137)	A few small applications during March have resulted in a slight increase in the predicted outturn. Applications received are well above budget.
Tourism & Economic Development	Consultants Fees	29,924	68,390	(38,466)	The BID project will not be completed before the year end but a temporary reserve has been requested.
	Cont To Reserves	46,270	-	46,270	

Cost Centre	Account Code	Year To Date Position Sub Total	Year To Date Position Budget	Year To Date Position Variance	Comment
Dev. Plan Local & Strategic	Salaries	58,455	92,710	(34,255)	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.
Economic Dev Shared Service	Cont To Reserves	34,530	-	34,530	A temporary reserve will be requested to carry unspent partnership budgets into 17/18
Disabled Facilities Grant-Admi	Salaries	-	26,740	(26,740)	Currently running with a vacant post and reviewing outcome with external agency. Post to be reviewed as contract proceeds.
	Car Allowances	-	1,900	(1,900)	
	Prov Of Occup Health Services	-	5,200	(5,200)	
Commercial Property Management	Rents	(773,382)	(807,250)	33,868	Based on current estimated usage. The situation will be closely monitored throughout the year.
Industrial Properties	Rents	(775,904)	(735,000)	(40,904)	Based on current estimated usage. The situation will be closely monitored throughout the year.
Marmion House	Rents	(86,372)	(54,920)	(31,452)	Additional income from new hirers to Marmion House along with prior year adjustment for the 5th floor
Marmion House	Contribution-Common Services	(92,534)	(79,870)	(12,664)	Additional income from new hirers to Marmion House
Assembly Rooms	Heritage Lottery Fund	3,588	124,300	(120,712)	Budget is underspent against profile as the project has been delayed.
	Government Grants	(3,588)	(124,300)	120,712	Spend on the project has been delayed and therefore grant income will be reduced to match spend.
Arts Development	Government Grants	(3,710)	(34,000)	30,290	Income will be taken into 2017/18 as funding is being spent over two financial years.
Castle & Museum	Salaries	144,153	202,290	(58,137)	There have been several vacant posts which have been covered by casual staff and other staff working increased hours.
	Wages	58,710	9,140	49,570	Casual staff have been covering vacant posts

Cost Centre	Account Code	Year To Date Position Sub Total	Year To Date Position Budget	Year To Date Position Variance	Comment
					and part time staff have been working additional hours.
Public Spaces	Vehicle Hire	129,742	158,010	(28,268)	New fleet arrangements delayed until 2017 so additional funds not required
Tbc Highways Maintenance	Maint Highway Related Assets	62,482	110,200	(47,718)	Predicted underspend to be transferred to Retained fund at year end to meet costs of future maintenance works on Balancing Ponds
	Maint of Roads (HRA)		48,430	48,430	
	Cont To Reserves	120,000	-	120,000	
Joint Waste Arrangement	Specific Contingency	-	50,000	(50,000)	
	Refuse Joint Arrangements	1,243,682	1,254,510	(10,828)	
	Misc Contributions	(41,968)	-	(41,968)	
Page 59	Other Hardware Maintenance	15,309	55,510	(40,201)	Underspend offsetting overspend on software maintenance - due to some expenditure being capitalised
	Mft Licence/Mtce/Imp	389,812	362,530	27,282	Expenditure in excess of budget but offset by underspends across other codes
	Application Software	17,077	56,090	(39,013)	Cost of new software licences capitalised
ICT	Provision For Depreciation	110,400	57,780	52,620	Actual Provision for depreciation required above budgetary provision
	Amortisation Intangible Assets	99,052	54,280	44,772	Actual charge in excess of budgetary provision
	Capital Financed From Revenue	62,613	-	62,613	Charge re capital financed from revenue offset by underspent budgets above
Community Development	Salaries	73,627	108,460	(34,833)	Underspend forecast due to a vacant post.
Homelessness	Provision For Bad Debts	77,175	10,000	67,175	Increased provision reflects increased demand for temporary accommodation
Locality Commissioning	Provision For Bad Debts	34,500	-	34,500	An invoice due to be paid in March 2016 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)	Reversal of bad debt provided for which has

Cost Centre	Account Code	Year To Date Position Sub Total	Year To Date Position Budget	Year To Date Position Variance	Comment
					since been paid. Offset on 35005
Corporate Finance	Specific Contingency	-	50,000	(50,000)	Budget not required
	Vacancy Allowance	-	50,000	(50,000)	Offsetting overspends on service cost centres
	Nndr Levy Payments	612,127	394,850	217,277	Increased levy payment due to higher forecast business rates income
	Capital Financed From Revenue	271,846	-	271,846	FAWP Capital Financing
	Government Grants	(45,336)	-	(45,336)	New Burdens Custom & Self-Build / Transparency code/S31 Grant/Brownfield Site Register
	Contribution From Reserves	(625,247)	-	(625,247)	FAWP Capital Financing, plus return of reserves to balances approved by Cabinet
	Fees & Charges	(172,210)	-	(172,210)	Returned LEP Levy
Treasury Management	External Interest Payable	2,758,943	2,815,380	(56,437)	Additional borrowing not taken
	Cont To Reserves	200,000	-	200,000	Reserve created following significant movement in the valuation of the investment held in escrow acc
	Impairment - Investments	(259,549)	-	(259,549)	Icelandic investments - effect of exchange rate movements
	Misc Interest & Dividends	(288,361)	(362,040)	73,679	Lower interest rate levels than forecast
Inc And Expend Ac (Gf)	Interest Internal Balances	(281,942)	-	(281,942)	Interest element of Golf Course receipt
Electoral Process	Government Grants	(50,335)	(11,070)	(39,265)	New Burdens IER - £20k to be requested to add to retained fund
Land Charges	Write Back From Provisions	(35,531)	-	(35,531)	Release back to revenue provision no longer required
Benefits	Provision For Bad Debts	106,152	160,000	(53,848)	Provision required at year end below budget
	Rent Allowances	9,552,899	10,505,450	(952,551)	Expenditure less than budgeted
	Non-Hra Rent Rebates	281,899	361,860	(79,961)	
	Council Tenant Rent Rebates	10,627,756	11,302,930	(675,174)	
	Council Tenant Grant	(10,353,079)	(11,029,670)	676,591	Based on est DWP final claim
	Private Tenant Grant	(9,282,993)	(10,041,380)	758,387	

Cost Centre	Account Code	Year To Date Position Sub Total	Year To Date Position Budget	Year To Date Position Variance	Comment
	Discretionary Hsg Paymt Grant	(120,087)	-	(120,087)	DHP Grant subject to final claim
	Overpayment Private Tenant	(438,034)	(718,150)	280,116	OVPs identified below budget
	Pt Overpayment Recovery	138,725	-	138,725	OVPs recovered
	Ct Overpayment Recovery	122,124	-	122,124	
Benefits Administration	Cont To Reserves	31,970	-	31,970	Unspent Government grant to offset reduction in admin grant in 2017/18
	Government Grants	(52,637)	(20,670)	(31,967)	Government grant re welfare reforms not yet spent to be requested to transfer to reserve at year end
	Admin. Grant	(361,772)	(328,760)	(33,012)	Confirmed final admin grant due greater than budget est

Significant variances identified resulting in the increase in net under-spend of £121k

Cost Centre	Account Code	Year To Date Position Variance	Period 11 Predicted Outturn	Change In Predicted Outturn P11 To P13	Comment
Tbc Highways Maintenance	Maint Highway Related Assets	(47,720)	27,060	(74,780)	Predicted underspend to be transferred to Retained fund at year end to meet costs of future maintenance works on Balancing Ponds
Tbc Highways Maintenance	Cont To Reserves	120,000	65,000	55,000	
Joint Waste Arrangement	Specific Contingency	(50,000)	-	(50,000)	
Joint Waste Arrangement	Misc Contributions	(41,970)	-	(41,970)	
Page 62	Other Hardware Maintenance	40,200	-	(40,200)	Underspend offsetting overspend on software maintenance - due to some expenditure being capitalised
	Application Software	39,010	-	(39,010)	Cost of new software licences capitalised
	Provision For Depreciation	52,620	-	52,620	Actual Provision for depreciation required above budgetary provision
	Amortisation Intangible Assets	44,770	-	44,770	Actual charge in excess of budgetary provision
	Capital Financed From Revenue	62,610	-	62,610	Charge re capital financed from revenue offset by underspent budgets above
Corporate Finance	Nndr Levy Payments	217,280	(61,620)	278,900	Increased levy payment due to higher forecast business rates income
	Capital Financed From Revenue	271,850	-	271,846	FAWP Capital Financing
	Government Grants	(45,340)	(14,930)	(30,410)	New Burdens Custom & Self-Build / Transparency code/S31 Grant/Brownfield Site Register
	Contribution From Reserves	(625,250)	(331,990)	(293,260)	FAWP Capital Financing, plus return of reserves to balances approved by Cabinet
Treasury Management	Cont To Reserves	200,000	-	200,000	Reserve created following significant movement in the valuation of the investment held in escrow acc
	Impairment - Investments	(259,550)	-	(259,550)	Icelandic investments - effect of

					exchange rate movements
Inc And Expend Ac (Gf)	Interest Internal Balances	(281,940)	-	(281,940)	Interest element of Golf Course receipt
Land Charges	Write Back From Provisions	(35,530)	-	(35,530)	Release back to revenue provision no longer required
Benefits	Council Tenant Rent Rebates	(627,170)	(551,610)	(123,560)	Expenditure less than budgeted
	Council Tenant Grant	676,590	462,340	214,250	Based on est DWP final claim
	Private Tenant Grant	758,390	692,520	65,870	

Housing Revenue Account – Main Variances

Cost Centre	Account Code	Year To Date Position Sub Total	Year To Date Position Budget	Year To Date Position Variance	Comment
Housing Advice	Salaries	215,934	285,040	(69,106)	Vacant posts being covered by temporary agency staff
Housing Advice	Payments For Temporary Staff	89,897	29,000	60,897	Vacant posts being covered by temporary agency staff
Regeneration Project	Maintenance And Security	88,938	9,880	79,058	Cost of Sitex on void properties awaiting demolition prior to regeneration of Tinkers Green and Kerria
Regeneration Project	Council Tax Payments	106,488	-	106,488	Void properties awaiting demolition prior to regeneration
H R A Summary	Contribution To Repairs A/C	2,898,174	4,200,040	(1,301,866)	Repairs underspend previously reported against individual budgets.
H R A Summary	Provision For Bad Debts	139,516	470,000	(330,484)	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
H R A Summary	Specific Contingency	0	100,000	(100,000)	No issues identified which would require a call on this budget
H R A Summary	Cont To Reserves	83,500	-	83,500	Reserve for repairs due to implementation of new contract
H R A Summary	Rents	(18,002,789)	(17,597,530)	(405,259)	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
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Significant variances identified resulting in the increase in net under-spend of £357k

Cost Centre	Account Code	Year To Date Position Variance	Period 11 Predicted Outturn	Change In Predicted Outturn P11 To P13	Comment
P R A Summary Page 64	Contribution To Repairs A/C	(1,301,870)	(907,600)	(394,270)	Repairs underspend previously reported against individual budgets.
	Provision For Bad Debts	(330,480)	(300,000)	(30,480)	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
	Cont To Reserves	83,500	-	83,500	Reserve for repairs due to implementation of new contract

Capital Programme Monitoring

GENERAL FUND	Budget £000	Predicted Outturn £000	Variance £000	Reprofile £000	Outturn £000	Comments
Director of Technology & Corporate Programmes						
Replacement It Technology	101	60	(41)	41	101	Storage/server upgrades and data re-configuration is now complete. The remaining budget is requested to be re-profiled to 2017/18
EDRMS (Electronic Document Records Management System)	63	-	(63)	63	63	Project will not recommence until 2017/18 and budget requested to be re-profiled
Air Conditioning	32	-	(32)	32	32	Lead in time of up to 10 weeks for air conditioning units - order placed but won't be received until new financial year therefore budget requested to be re-profiled
Backup Solution	15	15	-	-	15	Project now complete
Gazetteer Development	12	-	(12)	12	12	Project progressing but budget to be re-profiled to 2017/18
Directorate Total	223	75	(148)	148	223	
Director of Transformation & Corporate Performance						
HR / Payroll System	1	1	-	-	1	Remaining budget utilised for consultancy re pension changes
Directorate Total	1	1	-	-	1	
Director of Housing & Health						

GENERAL FUND	Budget £000	Predicted Outturn £000	Variance £000	Reprofile £000	Outturn £000	Comments
Private Sector Coalfields Fund	120	28	(92)	92	120	No further spend anticipated this year. Programme of new initiatives to be devolved to target help for venerable residents based on results of recent stock condition survey. Will need to re-profile significant budgets into 2017/18.
Directorate Total	120	28	(92)	92	120	
Director of Assets & Environment						
Disabled Facilities Grant	530	439	(91)	91	530	Full budget allocated to approved grants some of which will not complete until 17/18.
Cctv Camera Renewals	29	-	(29)	29	29	Review of cameras locations etc due to be completed by April - spend plan to be formulated following results of review will need to reprofile budget to 2017/18.
Streetscene Service Delivery Enhancements	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 may need to use to facilitate purchase of software interface.
Wigginton Park Section Section 106	42	14	(28)	29	43	Plans ongoing to deliver items from the Wigginton Park Management Plan
Broadmeadow Nature Reserve	52	8	(44)	44	52	Ongoing works to complete management plan and HLS agreement. Contract awarded for bridge works with view to works being completed early summer weather permitting, so will need to reprofile some funding to 2017/18

GENERAL FUND	Budget £000	Predicted Outturn £000	Variance £000	Reprofile £000	Outturn £000	Comments
Public Open Space Section 106	126	95	(31)	31	126	Project group established - list of works currently being collated for remaining budget. Will need to reprofile funds in to 2017/18.
Agile Working Phase 2	310	186	(124)	124	310	6th floor now complete and occupied. The underspend will be required to remodel 1st floor pending NHS occupation of Marmion House.
Street Lighting	53	51	(2)	1	52	Contractors working to management plan with completion for end of financial year.
Assembly Rooms Development	2,316	232	(2,084)	100	332	Project team has now reviewed revised plans and now working to an amended timeline. The budgets included in 2017/18 MTFS reflect the revised expenditure plans however it is now anticipated that there will be an underspend which it will be necessary to carry forward the underspend in the current year.
Castle Mercian Trail	675	39	(636)	635	674	Delays in the project suggest that will only be able to complete some of the Development Phase in 2016/17 will therefore need to reprofile part of Development Phase and all the Delivery Phase into 2017/18.

GENERAL FUND	Budget £000	Predicted Outturn £000	Variance £000	Reprofile £000	Outturn £000	Comments
Gateways	252	225	(27)	27	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	144	12	(132)	-	12	Work progressing well and should be nearing completion at end of April 2017. Change in funding (reported to Cabinet February 2017) as majority of funding now from SCC / SLGF, no longer need to reprofile budgets to 2017/18 . Budget reduced to reflect external spend on project previously included.
Cultural Quarter - Carnegie Centre	10	-	(10)	10	10	No update to report progress not likely until towards the end of the year
Directorate Total	4,569	1,304	(3,265)	1,151	2,455	
Contingency						
Gf Contingency	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	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	Funding to be used to provide most financially advantageous replacement of plant and equipment. Business case to be provided for any potential schemes.

GENERAL FUND	Budget £000	Predicted Outturn £000	Variance £000	Reprofile £000	Outturn £000	Comments
Private Sector Improvement Grants (Coalfields Funding)	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	
GENERAL FUND TOTAL	6,253	1,408	(4,845)	2,731	4,139	

HOUSING REVENUE ACCOUNT	Budget £000	Predicted Outturn £000	Variance £000	Reprofile £000	Outturn £000	Comments
Director of Housing & Health						
Gas Cent Htng Upgrd & Ren 2012	658	626	(32)	-	626	Contract behind to achieve spend with no time to complete budgeted spend, will be an underspend. Properties missed will be picked up as part of future programmes.
Inkers Green Project	2,924	312	(2,612)	2,613	2,925	Contract for the demolition of the blocks awarded and works now unlikely 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	1,495	755	(740)	739	1,494	Procurement has commenced for the construction contract and expect to award multiple contracts over the next few months. Decant nearing completion with only a handful of tenants left however, unlikely that the remainder will now be paid this financial year.
Regeneration General	2,447	394	(2,053)	2,054	2,448	Several contracts underway with start on sites expected Jan - Feb 2017. As a result it is anticipated that major spend will need to be reprofiled into 2017/8.
Other Acquisitions	3,100	2,182	(918)	918	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.

HOUSING REVENUE ACCOUNT	Budget £000	Predicted Outturn £000	Variance £000	Reprofile £000	Outturn £000	Comments
Directorate Total	10,624	4,252	(6,372)	6,324	10,576	
Director of Assets & Environment						
Structural Works	103	98	(5)	-	98	All identified works completed, some properties are still being monitored and may require works in future.
Bathroom Renewals 2012	774	772	(2)	-	772	All works identified from stock condition databaase for the year have been completed
Kitchen Renewals 2012	928	927	(1)	-	927	All works identified through the stock condition database have been completed.
High Rise Lift Renewals 2012	1,055	-	(1,055)	1,055	1,055	Works were delayed pending the outcome of a structural survey. Works have been tendered and are planned for completion during the summer of 2017 with budgets to be reprofiled into 17/18
Fire Upgrades To Flats 2012	718	-	(718)	718	718	Works were delayed pending the outcome of a structural survey. Works have been tendered and are planned for completion during the summer of 2017 with budgets to be reprofiled into 17/18
Sheltered Schemes	179	36	(143)	143	179	Majority of spend was anticipated between Oct & Mar, however delay in the delivery will mean that budgets will need to be reprofiled to 2017/18 to complete the works.
Energy Efficiency Improvements	100	-	(100)	100	100	Budget to be reprofiled and added to 17/18 budget to allow delivery of a larger scheme.

HOUSING REVENUE ACCOUNT	Budget £000	Predicted Outturn £000	Variance £000	Reprofile £000	Outturn £000	Comments
Glenfield and Oakendale Heating System Replacements	95	73	(22)	-	73	-
Roofing High-Rise 2012	43	-	(43)	43	43	Works were delayed pending the outcome of a structural survey. Works have been tendered and are planned for completion during the summer of 2017 with budgets to be reprofiled into 17/18
Roofing Overhaul & Renewal 2012	160	156	(4)	-	156	All identified works completed.
Window & Door Renewals 2012	250	229	(21)	-	229	Works commenced in July and due to complete by December.
High Rise Balconies	577	-	(577)	577	577	Works were delayed pending the outcome of a structural survey. Works have been tendered and are planned for completion during the summer of 2017 with budgets to be reprofiled into 17/18
Works to High Rise Flats	523	8	(515)	515	523	Works were delayed pending the outcome of a structural survey. Works have been tendered and are planned for completion during the summer of 2017 with budgets to be reprofiled into 17/18
External and Environmental Works	205	204	(1)	-	204	All agreed projects were completed.
Disabled Adaptations	445	440	(5)	-	440	All identified works completed in year. Some works held back until 2017/18
Capital Salaries 2012	169	153	(16)	-	153	Costs and provisional outturn based on latest estimates of staffing costs
Cdm Fees 2012	10	-	(10)	-	-	-

HOUSING REVENUE ACCOUNT	Budget £000	Predicted Outturn £000	Variance £000	Reprofile £000	Outturn £000	Comments
Directorate Total	6,334	3,096	(3,238)	3,151	6,247	
HRA Contingency						
HRA Contingency	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	
HOUSING REVENUE ACCOUNT TOTAL	17,058	7,348	(9,710)	9,575	16,923	

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