

## Quarter One 2017/18 Performance Report

1. Overview of corporate plan actions and corporate risks
2. Impact of Welfare Benefit Reform On Council services
3. Sustainability strategy
4. Financial healthcheck

**Appendix A** 2017/18 Corporate plan actions and performance measures update,

**Appendix B** Corporate Risks

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

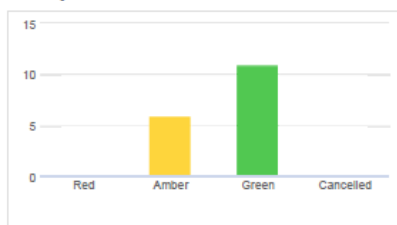
**Appendix D** Capital programme monitoring

**Appendix E** Treasury management update

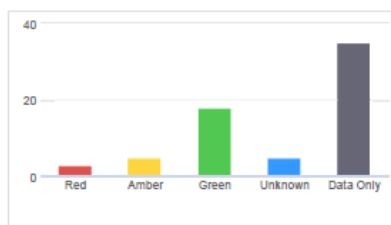
### 1. Overview of corporate plan actions, performance measures and corporate risks

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

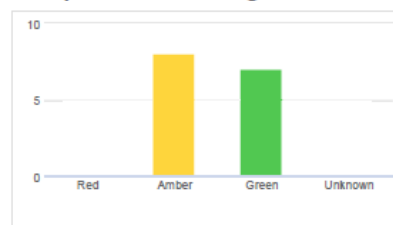
**Corporate Plan Actions**



**Performance Measures**



**Corporate Risk Register**



Further details are available in the appendices:

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

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

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

#### Benefits

An increase in DHP claims is reported - DHP claims paid total £40k (£9k higher than at June 2016 - £31k) with 90 successful claims from 139 applications (compared to 84 successful claims from 106 applications at June 2016) although there is a 2 week backlog (4 weeks as at 30 June 2016) with claims still to be processed which will increase this figure.

Live caseload figures are 278 lower than 2016/17 – currently 6,066 (6,344 at June 2016). The average time taken to process new Housing Benefit/Council Tax Benefit claims and change events was 11.8 days to June 2017 (16.6 days to June 2016).

## NNDR

Reminders (482 at June 2017) are lower than 2016/17 levels (558 at June 2016) with summons & liability orders also at slightly lower levels to 2016/17.

Current year collection levels are at 28.5%, slightly behind target by 0.5% at 30 June. Court costs are around target of £2k.

Arrears for 2016/17 are behind target at 6.3% compared to target of 34.7% due to previous year's debt being raised which will be paid by 31<sup>st</sup> March 2018.

## Council Tax

Reminders are 100 lower than 2016/17 levels (6081 at 30 June 2017 compared to 6181 at 30 June 2016); however, final letters and summonses are higher.

Strong collection performance is reported - with current year collection levels at 30.3%, ahead of the target of 30.0% at June 2017 (with a target of 98% for the 2017/18 financial year). Court cost income is lower than target by £4k at £49k.

Arrears for 2016/17 are slightly ahead of target at 22.7% compared to target of 21.8% - work on further approaches to realise more Council Tax revenue is in place.

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

## Housing

Total *Rent* arrears (excluding former tenants) at 30 June 2017 was £540k compared to £329k (as adjusted) at 31 March 2017 – an increase of £211k (compared to a £99k increase as at 30 June 2016).

Total arrears (including garages etc.) are £1.8m at 30 June 2017, compared to £1.6m at 31 March 2017, an increase of £191k (compared to a £144k increase between 31 March 2016 and 30 June 2016).

Total arrears (including garages etc.) were £1.6m at 31 March 2017 compared to 31 March 2016 - £1.46m (£146k higher).

There were 3 evictions during Quarter 1 2017/18 compared to 5 during Quarter 1 of 2016/17.

### **3. Sustainability Strategy**

#### **Medium Term Financial Strategy 2015-2020 Monitoring,**

The 2017/18 budget and Medium Term Financial Strategy (MTFS) ensures that appropriate resources are focussed on the Vision Statement, Priority Themes, Corporate Priorities and Outcomes.

The Authority has been proactive in the design and implementation of innovative and effective measures for driving efficiency and reducing cost within the MTFS.

The budget setting process has faced significant constraints in Government funding in recent years - over 50% in real terms since 2010. The 4 year Local Government Finance Settlement confirmed in February 2016 that austerity measures are to continue with Revenue Support Grant (RSG) all but eradicated for most Councils by 2020 – and suggests that the key challenges that the Authority is currently addressing are likely to become greater.

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. "From Surviving To Thriving" set out a number of opportunities based upon the principle that by focusing upon the growth of the economy, both the "people" and the "place" would benefit. The Council remains committed to promoting and stimulating economic growth and regeneration; meeting our housing needs; creating a vibrant town centre economy and protecting those most vulnerable in our communities. To this end, we pledge to explore and invest in viable and sustainable methods of generating income and moving towards financial independence.

There also remains a high degree of uncertainty arising from the most significant changes in Local Government funding for a generation arising from the Business Rates Retention System, changes in Support for Council Tax and Technical Reforms to Council Tax - as well as other changes arising from the Government's Welfare Reform Agenda.

The adoption of 'Demand Management' as the primary operating model and the targeting of resources via locality based commissioning and delivery has enabled greater effectiveness in service delivery as evidenced by customer satisfaction, award winning services and of course, the management of the Council's finances.

Through its implementation, the Council will have far greater control upon the alignment of services or 'supply' to the increased needs and expectations of the public or 'demand'.

Key to this will be the application of existing and new technology to capture, collate and analyse customer insight, intelligence and data so as to understand not just the 'need' but the cause, behaviours or decisions creating the need.

Then by the application of locality based commissioning for example, it can commission services that either intervene or prevent future need thereby reducing demand. The report entitled 'Creating Opportunities from an Uncertain Future' is available to all Members and is available to the public.

This approach will change the organisation and how it works; will require Members to take difficult decisions and adhere to them; will involve managed risks and will sustain essential

services critical in supporting the most vulnerable in our communities at a time when demand is increasing and resources reducing.

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 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 and deliver 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.

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.

## General Fund

The updated forecast as at June 2017 is detailed below:

	General Fund						
MTFS Projections 2017/18 - 2021/22	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Projected Balances per MTFS Council February 2017	(5,781)	(4,326)	(2,737)	(502)	(797)	476	1,008
Revised Stress Tested Forecasts:							
Revised Forecast Balances - June 2017	(6,588)	(5,465)	(3,876)	(1,640)	(1,936)	(663)	(131)

When the 3 year MTFS for the General Fund was approved by Council in February 2017, the forecast balances were c.£0.8m for 2020/21 with a shortfall in balances of £0.5m in 2021/22 (£1m once the minimum approved level is taken in account). Following the updates the revised forecast now identifies surplus balances of £1.9m over the 3 years to 2020/21 with balances of c.£0.7m for 2021/22.

Projected balances over the next 5 years have been revised to £0.1m (a shortfall of £0.4m once the approved minimum balances level of £0.5m is taken into account).

The forecast has been updated to include:

- a) the final outturn for 2016/17 – additional balances of £0.8m from a higher underspend position;
- b) the projected outturn underspend of £331k for 2017/18 (as at Period 3);
- c) No allowance has been made for additional pay award costs over the Government set pay cap of 1%;
- d) No effect has been included from the ongoing uncertain economic situation as the Brexit process continues.

## Housing Revenue Account

The updated forecast as at June 2017 is detailed below:

	Housing Revenue Account						
MTFS Projections 2017/18 - 2021/22	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Projected Balances per MTFS Council February 2017	(5,752)	(5,392)	(3,985)	(3,520)	(3,193)	(2,977)	(2,777)
Revised Stress Tested Forecasts:							
Revised Forecast Balances - June 2017k	(6,353)	(6,102)	(4,695)	(4,230)	(3,903)	(3,686)	(3,486)

When the 3 year MTFS for the HRA was approved by Council in February 2017, the forecast balances were c.£3m by 2021/22. Following the updates the forecast now identifies balances of c.£3.7m for 2021/22 with balances over the next 5 years of £3.5m by 2022/23.

The forecast has been updated to include:

- a) the final outturn for 2016/17 – additional balances of £0.6m from a higher underspend position;
- b) the projected outturn underspend of £109k for 2017/18 (as at Period 3);
- c) No allowance has been made for additional pay award costs over the Government set pay cap of 1%;
- d) With regard to reduced income levels from the potential economic uncertainty – an increased provision for higher debt write offs has already been included.

#### 4. Financial healthcheck

This section to the report summarises the main issues identified at the end of June 2017.

##### General Fund

##### Revenue

GENERAL FUND	YTD Budget £000	YTD Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000
Chief Executive	50	51	1	-	-	-
Executive Director Corporate Services	5	(24)	(29)	556	427	(129)
Director of Finance	1,379	1,325	(54)	503	293	(210)
Director of Technology & Corporate Programmes	439	485	46	17	46	29
Solicitor to the Council	250	184	(66)	823	767	(56)
Director of Transformation & Corporate Performance	369	372	3	278	300	22
Director of Communities, Planning & Partnerships	3	1	(2)	-	(7)	(7)
Director of Housing & Health	215	113	(102)	1,837	1,847	10
Director of Assets & Environment	1,639	1,536	(103)	5,610	5,620	10
<b>Total</b>	<b>4,349</b>	<b>4,043</b>	<b>(306)</b>	<b>9,624</b>	<b>9,293</b>	<b>(331)</b>

The General Fund has a favourable variance against budget at Period 3 of £306k.

- The projected full year position identifies a projected favourable variance against budget of £331k or 3.44%.
- This projection has highlighted several budget areas for concern (detailed at **Appendix C**).
- A balance of £50k was held in the General Contingency Budget at the end of June 2017.

##### Capital

GENERAL FUND	Budget Reprofiled from 2016/17 £000	YTD Budget £000	YTD Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile £000	Outturn £000
Director of Technology & Corporate Programmes	148	175	69	(106)	257	257	-	-	257
Director of Housing & Health	92	92	-	(92)	92	92	-	-	92
Director of Assets & Environment	1,152	1,665	568	(1,097)	3,316	3,316	-	-	3,316
<b>Contingency</b>	<b>1,340</b>	<b>1,414</b>	<b>-</b>	<b>(1,414)</b>	<b>1,634</b>	<b>1,634</b>	<b>-</b>	<b>-</b>	<b>1,634</b>
<b>TOTAL GENERAL FUND</b>	<b>2,732</b>	<b>3,346</b>	<b>637</b>	<b>(2,709)</b>	<b>5,299</b>	<b>5,299</b>	<b>-</b>	<b>-</b>	<b>5,299</b>

- Capital expenditure incurred was £637k compared to a profiled budget of £3.346m.

- At this point it is predicted that the full year budget of £5.3m will be spent by the year- (this includes re-profiled schemes from 2016/17 of £2.73m).
- A summary of Capital expenditure is shown at **Appendix D**.

## Treasury Management

- At the end of June 2017 the Authority had £52.08m invested in the money markets. The average rate of return on these investments is 0.50% though this may change if market conditions ease.
- Borrowing by the Authority stood at £63.060m at the end of June 2017, all being long term loans from the Treasury Public Works Loans Board. The average rate payable on these borrowings equates to 4.05%. At this point it is anticipated that our interest payments will be £2.554m compared to the budgeted figure of £2.713m, a favourable variance of £159k, as due to market conditions (including the continued low interest rate environment), it is not intended to take additional debt of £8m as budgeted.
- A more detailed summary of the Treasury Management situation, detailing our current Lending and Borrowings together with the situation with our Icelandic investments, can be found at **Appendix E**.

## Balances

Balances on General Fund are projected to be in the region of £5.47m at the year-end from normal revenue operations compared to £4.33m projected within the 2017/18 budget report – additional balances of £1.1m.

## Housing Revenue Account (HRA)

### Revenue

HOUSING REVENUE ACCOUNT	YTD Budget £000	YTD Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000
Director of Housing & Health	825	831	6	3,954	3,954	-
Director of Assets & Environment	35	37	2	(37)	(37)	-
HRA Summary	(4,510)	(4,698)	(188)	(3,556)	(3,665)	(109)
Housing Repairs	1,078	1,061	(17)	-	-	-
<b>Total</b>	<b>(2,572)</b>	<b>(2,769)</b>	<b>(197)</b>	<b>361</b>	<b>252</b>	<b>(109)</b>

- The HRA has a favourable variance against budget at Period 3 of £197k.
- The projected full year position identifies a favourable variance against budget of £109k. Individual significant budget areas reflecting the variance are detailed at **Appendix C**.

## Capital



HOUSING REVENUE ACCOUNT	Budget Reprofiled from 2016/17 £000	YTD Budget £000	YTD Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile £000	Outturn £000
Director of Housing & Health	6,323	9,311	1,660	(7,651)	18,274	18,274	-	-	18,274
Director of Assets & Environment	3,151	4,216	293	(3,923)	7,614	7,609	(5)	-	7,609
HRA Summary	-	-	-	-	-	-	-	-	-
<b>HRA Contingency</b>	100	100	-	(100)	100	100	-	-	100
<b>TOTAL HOUSING REVENUE ACCOUNT</b>	<b>9,574</b>	<b>13,627</b>	<b>1,953</b>	<b>(11,674)</b>	<b>25,988</b>	<b>25,983</b>	<b>(5)</b>	<b>-</b>	<b>25,983</b>

- Housing Capital expenditure of £1.95m has been incurred as at the end of Period 3 compared to a profiled budget of £13.63m.
- It is predicted that £25.98m will be spent by the year-end compared to the full year budget of £25.99m (including £9.57m re-profiled from 2016/17);
- A summary of Capital expenditure is shown at **Appendix D**.

### Balances

- Balances on the Housing Revenue Account are projected to be in the region of £6.102m at the year-end compared to £5.392m projected within the 2016/17 budget report – additional balances of £0.7m.

2017/18 Corporate Plan Progress Report

2017 – 2020 Corporate Plan Actions

Corporate Priority 1. Living a quality life in Tamworth

<b>Project/Action</b>	<b>Maintain &amp; Manage the environment within Tamworth</b>
<b>Desired Outcome</b>	Well managed local nature reserves and sports pitches that are maintained at a level proportionate to their use. Provision of high quality open spaces both existing and arising from new developments. Ensure the Council meets its obligations to ensure its watercourses and drainage systems are maintained. Provision of well-maintained play facilities. To ensure cleansing is carried out to a standard that meets or exceeds measured requirements Achieving a gold standard in the 'Tamworth in Bloom' programme
<b>Latest Update</b>	

Milestones	Due Date	Completed (Yes/No)	Note
Balancing pond dredging works scoped in accordance with the management plan	30-Jun-2017	No	Tender documents being prepared.
Tamworth In Bloom Judging	18-Jul-2017	Yes	Judging took place on 18th July 2017; result expected in September 2017.
Play area provision scoped	30-Sep-2017	No	Project scope underway; due to be considered at Cabinet in August 2017.

Tamworth in Bloom award notification	30-Sep-2017	No	Due 14th September 2017.
Ongoing commitment throughout the year to ensure green spaces are managed	31-Mar-2018	No	Identified projects are underway.

Performance Measures	RAG Status	Current Value	Last Update
Installation of one new play facility			Q1 2017/18
Ongoing works to deliver the output of the watercourse management plan are actioned			
Tamworth 'In Bloom' Gold Award		3	2016/17
Improved street and environmental cleanliness – Detritus		6.62%	March 2017
Improved street and environmental cleanliness – Graffiti		0.79%	March 2017
Improved street and environmental cleanliness – Litter		3.49%	March 2017
Improved street and environmental cleanliness – Dog Fouling		3.17%	March 2017


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

			the current community assessment action plan.
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Performance Measures	RAG Status	Current Value	Last Update
All Crime - Total		7,509	2016
Incidents of Anti-Social Behaviour		2,199	2016
Percentage of people surveyed who feel very/fairly safe outside in their local area after dark (FTD survey)		82%	H2 2016/17
Percentage of people surveyed who feel very/fairly safe outside in their local area during the day (FTD survey)		98%	H2 2016/17
Percentage of people surveyed who had been a victim of crime in the last twelve months (FTD survey)		10%	H2 2016/17
Percentage of people surveyed who feel very/fairly likely to be a victim of crime in their local area (FTD survey)		17%	H2 2016/17

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









Performance Measures	RAG Status	Current Value	Last Update
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The number of food businesses that are 0 and 2 star rated		43	Q1 2017/18
The quarterly percentage of planned high risk interventions undertaken		99%	Q1 2017/18
The percentage of planned interventions undertaken		98%	Q1 2017/18
The percentage of complaints relating to smoking legislation responded to		100%	H2 2016/17
The annual percentage of planned inspections undertaken of industry for environmental emissions		100%	2016/17
Satisfaction of business with local authority regulation services (Tamworth)		83%	2016/17
Food establishments in the area which are broadly compliant with food hygiene law (Tamworth)		86.2%	2016/17


**Corporate Priority****2. Growing strong together in Tamworth**

<b>Project/Action</b>	<b>Growth &amp; Regeneration in Tamworth</b>		
<b>Desired Outcome</b>	<p>Enterprise Quarter regeneration including a modernised cultural offer, enhanced night-time offer, quality public realm, and facility for new businesses to grow</p> <p>The delivery of a vibrant and meaningful inward investment strategy to promote the Town to business</p> <p>Delivery of a trading arm to provide facility to invest in assets such as housing and commercial facilities which can provide sustainable income to the Council</p> <p>Continued progression of enhancement to Tamworth's gateways</p> <p>The production of a town centre strategy Continued engagement with WMCA, LEPS for the purpose of growth, skills, infrastructure and economy</p>		
<b>Latest Update</b>			
<b>Milestones</b>	<b>Due Date</b>	<b>Completed (Yes/No)</b>	<b>Note</b>
On-going works to review assets and regeneration opportunities as part of the CIRS board.	30-Apr-2017	No	
The Opening of the Enterprise Centre	31-May-2017	Yes	The centre is operational and currently 80%

			occupied.
Scoping works for both the production of an inward investment strategy and a town centre strategy.	30-Jun-2017	No	
Completion of works to Tamworth Library	31-Jul-2017	No	
Scoping works with partners to look at viability/opportunities with the current vacant site at gungate.	31-Aug-2017	No	This is an ongoing project. The commercial site assessment is underway and due for completion in mid August.
Adoption of the inward investment strategy and the town centre strategy	28-Feb-2018	No	
Re-opening of the Assembly Rooms and new facility at the Carnegie Centre	30-Nov-2018	No	
Completion of the public realm enhancements	31-Jan-2019	No	



Performance Measures	RAG Status	Current Value	Last Update
Number of Businesses		2,250	2016/17
Number of empty Business Premises		196	June 2017
Percentage of total rateable value of commercial floorspace that is unoccupied		5.12%	2016/17
Percentage change in rateable value of commercial buildings		2.08%	Q4 2016/17
The footfall for Town Centre		5,712	H1 2014/15
Birth of New Business Enterprises in the year		320	2015/16
Death of Business Enterprises in the year		235	2015/16
Number of active Business Enterprises		2,475	2015/16

<b>Project/Action</b>	<b>Tinkers Green &amp; Kerria Regeneration</b>		
<b>Desired Outcome</b>	Access to suitable housing is improved Neighbourhoods are improved Satisfaction with neighbourhoods increased		
<b>Latest Update</b>			
<b>Milestones</b>	<b>Due Date</b>	<b>Completed (Yes/No)</b>	<b>Note</b>
Contractor appointed	30-Apr-2017	Yes	
Demolition completed	30-Nov-2017	No	The demolition at Tinkers Green is now complete
Contractor start on site	01-Mar-2018	No	
Allocation of New Homes		No	
Completion of build		No	

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

<b>Project/Action</b>	<b>Garage sites redevelopment</b>
<b>Desired Outcome</b>	Access to suitable housing is improved Neighbourhoods are improved


	Satisfaction with neighbourhoods increased		
<b>Latest Update</b>			
<b>Milestones</b>	<b>Due Date</b>	<b>Completed (Yes/No)</b>	<b>Note</b>
Phase One start on site	30-Apr-2017	Yes	Work has started on Phase One.
Phase One Completed	31-Dec-2017	No	
Phase Two start on site	01-Jan-2018	No	
Allocation of future phases		No	
Future phases start on site		No	

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


<b>Project/Action</b>	<b>New Repairs Contract</b>		
<b>Desired Outcome</b>	Council homes and neighbourhoods are maintained to a high standard Tenants receive a responsive repairs service The housing asset is maintained in accordance with stock condition requirements		
<b>Latest Update</b>			
<b>Milestones</b>	<b>Due Date</b>	<b>Completed (Yes/No)</b>	<b>Note</b>
Commission consultants to support options review	30-Apr-2017	Yes	
New contractor mobilised	30-Apr-2017	Yes	
Review of new contract performance	30-Sep-2017	No	
Findings of options review agreed	31-Dec-2017	No	



Report to members on future arrangements for service delivery	28-Feb-2018	No	
Implement future options		No	
Measure satisfaction		No	

Performance Measures	RAG Status	Current Value	Last Update
Percentage of local authority dwellings that achieve the decent homes standard		65.06%	2015/16

<b>Project/Action</b>	<b>Preparation for collection of the Business Improvement District (BID) Levy</b>		
<b>Desired Outcome</b>	Implementation of the software necessary to facilitate collection of the levy income Maximise the level of income collected for investment in local infrastructure		
<b>Latest Update</b>	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. 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 – planned for October 2017) the Council will be responsible for billing, collection and recovery for the BID Levy.		
<b>Milestones</b>	<b>Due Date</b>	<b>Completed (Yes/No)</b>	<b>Note</b>
Budget approval for purchase of software	30-Apr-2017	Yes	Budget approved by Council on 21 February 2017
Software purchased	31-Aug-2017	No	
Software installed and tested	31-Dec-2017	No	
Levy included on 2018/19 bills	31-Mar-2018	No	

Performance Measures	RAG Status	Current Value	Last Update
Percentage of Business Improvement Levy Collected			

<b>Project/Action</b>	<b>Business Rates Retention</b>		
<b>Desired Outcome</b>	Maximise collection of business rates within the GBS rate retention pool		
<b>Latest Update</b>	The Council is a member of the Greater Birmingham and Solihull Local Enterprise Partnership (GBSLEP) Business Rates Pool – for 2016/17 a levy of £612k (payable to the GBSLEP pool) was generated through additional growth in business rates income – to support projects to improve the economy and infrastructure of the region.		
<b>Milestones</b>	<b>Due Date</b>	<b>Completed (Yes/No)</b>	<b>Note</b>

<b>Performance Measures</b>	<b>RAG Status</b>	<b>Current Value</b>	<b>Last Update</b>
Percentage of Non-domestic Rates Collected		28.50%	June 2017
Percentage change in rateable value of commercial buildings		2.08%	Q4 2016/17

<b>Project/Action</b>	<b>Commercial opportunities in decision making</b>
<b>Desired Outcome</b>	<p>A risk/reward based return on investment requirement within planned projects</p> <p>Producing options appraisals, business cases and review opportunities for setting up Local Authority Trading Companies as well as other business models for service to maximise return on Council assets and increase economic benefit for the Council</p>
<b>Latest Update</b>	<p>The Tamworth Commercial Investment Strategy to promote growth and regeneration was approved by Cabinet on 16th June 2016.</p> <p>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</p>

bids and more.

Senior Officers have also attended Seminars to obtain practical guidance on the key legal, governance, financial and tax issues to consider when setting up and running Local Authority Trading Companies (LATC) and ‘Building a successful joint venture company’.


The first quarterly progress monitoring was reported to Cabinet on 24th November 2016 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.

A meeting of the Steering Group was held on 23rd May 2017 who gave approval for 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 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.

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.










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.

Milestones	Due Date	Completed (Yes/No)	Note

Performance Measures	RAG Status	Current Value	Last Update
Income collected through adopted commercial approach			

Rate of return on identified projects in excess of 5%			
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<b>Project/Action</b>	<b>Heritage, leisure &amp; events</b>		
<b>Desired Outcome</b>	A defined successful outdoor events programme is implemented Heritage venues are well maintained and open to the public Heritage lottery bid submitted to progress improvement works at the Castle		
<b>Latest Update</b>			
<b>Milestones</b>	<b>Due Date</b>	<b>Completed (Yes/No)</b>	<b>Note</b>
Outdoor events plan published	30-Apr-2017	No	
Heritage Lottery bid submitted	31-Aug-2017	No	
Events held throughout the year	31-Mar-2018	No	




<b>Performance Measures</b>	<b>RAG Status</b>	<b>Current Value</b>	<b>Last Update</b>
Number of attendees at Arts Development Events		1,788	Q1 2017/18
Number of participants at Arts Development Events		1,338	Q1 2017/18
Visitor Numbers (Outdoor Events)		13,000	Q1 2017/18
Overall Satisfaction Rate "Good to Excellent" (Outdoor Events)		99%	Q1 2017/18
Percentage of people surveyed who would recommend event (Outdoor Events)		100%	Q1 2017/18
Number of additional events supported – Outdoor Events		23	Q1 2017/18
Total Number of visits/usages – Tamworth Castle		12,671	2017/18
Total Number of Visitors – Tamworth Castle		12,255	Q1 2017/18
Trip Advisor Rating – Tamworth Castle		4.5	2016/17

<b>Corporate Priority</b>	<b>3. Delivering quality services in Tamworth</b>
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<b>Project/Action</b>	<b>Organisational well-being</b>
<b>Desired Outcome</b>	A workforce that is dynamic, agile and capable to adapt to our changing environment
<b>Latest Update</b>	


<b>Milestones</b>	<b>Due Date</b>	<b>Completed (Yes/No)</b>	<b>Note</b>
Corporate Well-being day	30-Apr-2017	Yes	
Time to Change Pledge	30-Apr-2017	Yes	
Staff Annual General Meeting/Celebration event	31-May-2017	No	Date for delivery to be rearranged and possible use of an e-enabled AGM this year
Payroll/HR services available via self serv	31-Jul-2017	No	Currently completing initial roll out following successful testing
Staff Attitude Survey	31-Aug-2017	No	
Workforce Development Plan approved	31-Aug-2017	No	to be presented to CMT Aug 17
Completion of the Agile Working Project	31-Dec-2017	No	
Delivery of Corporate Plan	31-Mar-2018	No	

<b>Performance Measures</b>	<b>RAG Status</b>	<b>Current Value</b>	<b>Last Update</b>
Working Days Lost Due to Sickness Absence (Year to date)		2.01	June 2017
Working Days Lost Due to Sickness Absence (Monthly)		0.69	June 2017

Results of Staff Attitude Survey				
<b>Project/Action</b>	<b>Digital Customer Services</b>			
<b>Desired Outcome</b>	Council services available for customers available on-line			
<b>Latest Update</b>				
<b>Milestones</b>	<b>Due Date</b>	<b>Completed (Yes/No)</b>	<b>Note</b>	
Customer Access Survey	30-Apr-2017	Yes		
Specification of Customer Portal	30-Apr-2017	Yes		
Review of Customer Services and Access Strategy	31-May-2017	Yes		
Digital by default plan submitted and approved	30-Jun-2017	No	Work commenced	
Bids reviewed and scored with a task and finish group. Clarification needed on some points.	31-Jul-2017	No	2 x bids received	
Approve revised Customer Services and Access Strategy	31-Aug-2017	No		
Customer Portal Implementation Plan	30-Sep-2017	No	Project manager appointed (NH). Work on Project plan commenced	
Website Development Plan (static content)	30-Sep-2017	No		
Communications and Marketing Plan (digital)	31-Oct-2017	No		
Implementation of customer portal commencing with Council Tax	30-Nov-2017	No		
333Review portal implementation and customer satisfaction	31-Mar-2018	No		
<b>Performance Measures</b>	<b>RAG Status</b>	<b>Current Value</b>	<b>Last Update</b>	
The number of face to face enquiries		6,112	2016/17	
The number of self-serve processes available for customers		65	Q1 2017/18	

The number of self-serve interactions made by customers			
The number of Portal users		0	Q2 2017/18
The number of downloads from the Tamworth App		945	Q2 2017/18
The number of active users of the Tamworth App		258	Q1 2017/18
The number of Ombudsman complaints received		13	2015/16
The number of Ombudsman decisions made		14	2015/16

<b>Project/Action</b>	<b>Corporate Knowledge Hub</b>		
<b>Desired Outcome</b>			
<b>Latest Update</b>			
<b>Milestones</b>	<b>Due Date</b>	<b>Completed (Yes/No)</b>	<b>Note</b>
Workshop to scope design and delivery	31-May-2017	Yes	
Plan submitted and approved	31-Dec-2017	No	

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

<b>Project/Action</b>	<b>New General Data Protection Regulations</b>		
<b>Desired Outcome</b>	Processes and procedures to enable compliance with data legislation		
<b>Latest Update</b>			
<b>Milestones</b>	<b>Due Date</b>	<b>Completed (Yes/No)</b>	<b>Note</b>
Endorsement of action plan for implementation	30-Apr-2017	No	Action plan in draft to be approved by Chief Executive. Two members of staff


			qualified as practitioners in General Data Protection Regulations to enable implementation. Activity has commenced to establish a new statutory role.
Processes and procedures tested and developed into local framework	30-Sep-2017	No	
All staff trained in internal framework and legislation	31-May-2018	No	

Performance Measures	RAG Status	Current Value	Last Update
The number of data breaches			
The number of complaints upheld by the Information Commissioner's Office			

<b>Project/Action</b>	<b>Office 365</b>
<b>Desired Outcome</b>	<p>Corporate roll out of Office 365 functionality</p> <p>All officers trained and competent in use of technology</p> <p>Access to Exchange online</p> <p>Access to cloud services</p>
<b>Latest Update</b>	<p>Office 365 facilities installed and work is ongoing regarding firewall configuration to allow uninterrupted access to facilities.</p> <p>Trials are being programmed in some service areas to test against test plans before corporate roll out. Course materials all prepared ready for training.</p> <p>OneNote online is currently being trialled for sharing documentation.</p>







Milestones	Due Date	Completed (Yes/No)	Note
Roll out of technology	31-Jul-2017	No	
Training completed	30-Sep-2017	No	
New working practises in place	31-Dec-2017	No	

Performance Measures	RAG Status	Current Value	Last Update
The percentage of the organisation using Office 365			

Project/Action	Enablement of Self-Service
Desired Outcome	Delivery of technology to support self-service including portal, online forms, mobile apps and website development
Latest Update	

Milestones	Due Date	Completed (Yes/No)	Note
Implementation of mobile apps and online forms	31-Dec-2017	No	
Implementation of customer portal and integration to support website development	31-Mar-2018	No	







Performance Measures	RAG Status	Current Value	Last Update
The number of face to face enquiries		1,528	Q4 2016/17
The number of telephone calls into the Customer Services Centre		21,694	Q1 2017/18
The number of self-serve processes available for customers		65	Q1 2017/18
The number of self-serve interactions made by customers			

2017/18 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	20-Jun-2017	3	3	9	
Safeguarding Children & Vulnerable Adults	Failure to safeguard children and vulnerable adults	20-Jun-2017	3	3	9	
Medium Term Financial Planning & Sustainability Strategy	Loss of Funding and Financial Stability & application of uncertainties of Brexit	20-Jun-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	20-Jun-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	20-Jun-2017	4	2	8	
Information Management & Information Technology	Failure to secure and manage data and IT infrastructure	20-Jun-2017	3	2	6	
Health & Safety	Failure to manage Health & Safety	20-Jun-2017	3	2	6	
Reputation	Damage to Reputation	20-Jun-2017	2	2	4	
Governance & Regulatory Failure	Failure to achieve adequate Governance Standards and statutory responsibilities	20-Jun-2017	2	2	4	

Risk	Description of Risk	Date Last Reviewed	Severity	Likelihood	Current Risk Rating	Current Risk Status
Partnership Working and Supply Chain Challenges	Failure in partnership working, shared services or supply chain	20-Jun-2017	2	2	4	
Emergency & Crisis Response Threats	Failure to manage an external or internal emergency/disaster situation	20-Jun-2017	2	2	4	
Workforce Planning Challenges	Failure to manage workforce planning challenges	20-Jun-2017	2	2	4	
Corporate Change	Failure to manage corporate change	20-Jun-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	20-Jun-2017	4	1	4	
Economic Changes	Failure to plan and adapt services to economic changes within the community	20-Jun-2017	3	1	3	

**Key to symbols**

Risk Status	
	High Risk
	Medium Risk
	Low Risk

## General Fund – Main Variances

Cost Centre	Account Code	Year To Date Position Sub Total	Year To Date Position Budget	Year To Date Position Variance	Full Year Position Budget	Full Year Position Predicted Outturn Variance	Full Year Position Predicted Outturn	Comment
Community Safety	Salaries	10,507	24,930	(14,423)	99,770	(50,000)	49,770	Underspend is forecast due to vacant posts
Disabled Facilities Grant-Admin	Salaries	-	6,690	(6,690)	26,800	(26,800)	-	DFG Service being procured by SCC, staffing subject to review following outcome.
	Vacancy Allowance	-	(360)	360	(1,470)	1,470	-	
	Car Allowances	-	480	(480)	1,950	(1,950)	-	
	Prov Of Occup Health Services	-	1,320	(1,320)	5,250	(5,250)	-	
Industrial Properties	Rents	(366,718)	(322,000)	(44,718)	(770,000)	(40,000)	(810,000)	One off ground rent for Neander
Marmion House	Rates	123,964	187,770	(63,806)	187,770	(63,800)	123,970	Reduction in Rateable Value compared to when budgets were originally set
Assembly Rooms Bar	Wages	-	4,680	(4,680)	18,690	(18,690)	-	Underspend will offset under recovered income.
	Bar Purchases	-	5,340	(5,340)	21,330	(21,330)	-	
	Bar Sales	-	(13,470)	13,470	(53,840)	53,840	-	As the project has been delayed this income target is unachievable. There will be savings on expenditure budgets across the service that offset this.
Joint Waste Arrangement	Specific Contingency	-	50,000	(50,000)	50,000	-	50,000	Expected that contingency budget will be required this year due to changes in service delivery

Cost Centre	Account Code	Year To Date Position Sub Total	Year To Date Position Budget	Year To Date Position Variance	Full Year Position Budget	Full Year Position Predicted Outturn Variance	Full Year Position Predicted Outturn	Comment
Community Development	Salaries	18,951	27,180	(8,229)	108,680	(32,000)	76,680	Underspend relates to a vacant post. The predicted outturn is based on the current situation but a service review is underway.
Homelessness	Provision For Bad Debts	23,577	54,200	(30,623)	54,200	-	54,200	Budget increased to reflect additional bad debt provision required following rise in demand for temporary accommodation
	Bed And Breakfast Cost	80,185	49,260	30,925	197,090	-	197,090	Plan now in place to reduce the use of B&B with numbers actually reducing over recent weeks,
	Bed & Breakfast Income	(79,232)	(49,270)	(29,962)	(197,090)	-	(197,090)	Increased income offset by additional expenditure,
Homelessness Strategy	Government Grants	(58,801)	-	(58,801)	-	-	-	Report currently on MODGOV outlining proposed use of this grant
Corporate Finance	NNDR Levy Payments	-	-	-	843,820	(39,620)	804,200	Lower levy payment due to lower level of business rates income forecast (due to higher level of vacant property)
Treasury Management	External Interest Payable	638,503	678,330	(39,827)	2,713,280	(159,310)	2,553,970	Lower than forecast as not planning to take additional debt of c.£8million
	Minimum Revenue Provision Gf	14,413	23,970	(9,557)	95,880	(38,230)	57,650	Lower than forecast MRP as not planning to take additional GF debt of c.£1million
	Treasury Man.	-	-	-	(2,731,580)	73,010	(2,658,570)	Lower than forecast Item 8

Cost Centre	Account Code	Year To Date Position Sub Total	Year To Date Position Budget	Year To Date Position Variance	Full Year Position Budget	Full Year Position Predicted Outturn Variance	Full Year Position Predicted Outturn	Comment
	Rechg To Hra							DR as not planning to take additional HRA debt of £7.2million
Electoral Process	Election Staff	1,248	52,260	(51,012)	55,410	(50,000)	5,410	Expected underspend as no local elections due this year
Benefits	Rent Allowances	2,145,467	2,344,600	(199,133)	10,027,990	(775,590)	9,252,400	Based on DWP Est Claim P3
	Council Tenant Rent Rebates	2,954,441	3,000,270	(45,829)	11,077,800	(236,620)	10,841,180	
Benefits	Council Tenant Grant	(2,897,335)	(2,948,530)	51,195	(10,886,810)	188,960	(10,697,850)	Based on DWP Est Claim P3
	Private Tenant Grant	(2,077,099)	(2,291,000)	213,901	(9,801,250)	803,260	(8,997,990)	
	Non-Hra Rent Rebate Grant	(75,636)	(34,320)	(41,316)	(137,140)	(165,410)	(302,550)	
	Overpayment Private Tenant	(100,112)	(86,850)	(13,262)	(347,380)	(53,070)	(400,450)	Based on e-Fins @ P3
	Overpayment Council Tenant	(82,689)	(73,620)	(9,069)	(294,500)	(36,260)	(330,760)	
	Pt Overpayment Recovery	27,156	-	27,156	-	108,620	108,620	
	Ct Overpayment Recovery	15,626	-	15,626	-	62,500	62,500	
Benefits Administration	Government Grants	(51,649)	(9,280)	(42,369)	(9,280)	(42,370)	(51,650)	New Burdens & Welfare reform grants

## Housing Revenue Account – Main Variances

Cost Centre	Account Code	Year To Date Position Sub Total	Year To Date Position Budget	Year To Date Position Variance	Full Year Position Budget	Full Year Position Predicted Outturn Variance	Full Year Position Predicted Outturn	Comment
H R A Summary	Provision For Bad Debts	74,828	216,400	(141,572)	216,400	-	216,400	Bad debt is being contained by ongoing robust and effective arrears recovery management
	Item 8 Debit	-	-	-	2,731,580	(73,010)	2,658,570	Lower than forecast Item 8 DR as not planning to take additional HRA debt of £7.2million
	Rents	(4,793,198)	(4,757,153)	(36,046)	(17,558,690)	(36,000)	(17,594,690)	Rent income is currently exceeding budget due to void levels being lower than budgeted





GENERAL FUND	Budget Reprofiled from 2015/16 £000	YTD Budget £000	YTD Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile £000	Outturn £000	Comments
Private Sector Coalfields Fund	92	92	-	(92)	92	92	-	-	92	Programme of new initiatives to be developed to target help for vulnerable residents based on results of recent stock condition survey.
Directorate Total	92	92	-	(92)	92	92	-	-	92	
Director of Assets & Environment										
Page 35 Disabled Facilities Grant	91	154	303	149	479	479	-	-	479	Current commitments nearly account for the budget available for the full year and new cases are still being referred all the time. This position confirms the current budget allocation is significantly insufficient to meet demand. Monies allocated but not actually paid to 3rd parties - outside TBC control.
Cctv Camera Renewals	29	33	-	(33)	44	44	-	-	44	Review of cameras locations etc. now completed - spend plan to be formulated following results of review.
Streetscene Service Delivery Enhancements	30	30	-	(30)	30	30	-	-	30	Delays in the project due to the delays in the full implementation of the CRM system. Delivery of new vehicles in 2017/18 may need to use these funds to facilitate purchase of software interface.

GENERAL FUND	Budget Reprofiled from 2015/16 £000	YTD Budget £000	YTD Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile £000	Outturn £000	Comments
Designate New Cemetery Land	-	-	-	-	-	-	-	-	-	Retention Monies - final inspection identified some defects. Company has been contacted - awaiting their decision as to who will complete remedial works and level of adjustment required to retention payment.
Wigginton Park Section Section 106	29	29	12	(17)	29	29	-	-	29	Plans ongoing to deliver items from the Wigginton Park Management Plan
Page 36 Broadmeadow Nature Reserve	44	52	47	(5)	52	52	-	-	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.
Public Open Space Section 106	31	31	22	(9)	31	31	-	-	31	Project group established - list of works currently being collated for remaining budget.
Agile Working Phase 2	124	124	-	(124)	124	124	-	-	124	Plans to remodel 1st floor pending NHS occupation of Marmion House being developed.
Street Lighting	1	2	1	(1)	4	4	-	-	4	Contractors working to management plan.
Assembly Rooms Development	100	495	145	(350)	1,680	1,680	-	-	1,680	Construction contract out to tender - scheduling to be onsite end August / beginning September. Building works to be finished in approx. 15 months. Will need a report to Cabinet to increase budget following successful grant bid to Arts

GENERAL FUND	Budget Reprofiled from 2015/16 £000	YTD Budget £000	YTD Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile £000	Outturn £000	Comments
										Council.
Castle Mercian Trail	635	635	6	(629)	635	635	-	-	635	Delays in the development stage of the project will result in further delays in the Delivery Phase.
Gateways	27	69	24	(45)	197	197	-	-	197	The County Council are progressing the works to phase two between the Station and the town
Cultural Quarter - Phil Dix Centre	-	-	9	9	-	-	-	-	-	Project complete - official opening of the centre will be on 26th July
Cultural Quarter - Carnegie Centre	10	10	-	(10)	10	10	-	-	10	No update to report progress not likely until towards the end of the year
Directorate Total	1,151	1,664	569	(1,095)	3,315	3,315	-	-	3,315	
Contingency										
Gf Contingency	50	50	-	(50)	50	50	-	-	50	-
Cont-Return On Investment	160	160	-	(160)	160	160	-	-	160	-
GF Contingency Plant and Equipment	1,000	1,000	-	(1,000)	1,000	1,000	-	-	1,000	-
Self Service 17/18 (Contingency)	-	29	-	(29)	115	115	-	-	115	-

GENERAL FUND	Budget Reprofiled from 2015/16 £000	YTD Budget £000	YTD Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile £000	Outturn £000	Comments
Civil Contingencies Technology 17/18 (Contingency)	-	5	-	(5)	19	19	-	-	19	-
Refurbishment of Marmion House Reception (Contingency)	-	25	-	(25)	100	100	-	-	100	-
Play Area (Contingency)	-	15	-	(15)	60	60	-	-	60	-
Private Sector Improvement Grants (Coalfields Funding)	130	130	-	(130)	130	130	-	-	130	-
Directorate Total	1,340	1,414	-	(1,414)	1,634	1,634	-	-	1,634	
GENERAL FUND TOTAL	2,731	3,345	638	(2,707)	5,298	5,298	-	-	5,298	

HOUSING REVENUE ACCOUNT	Budget Reprofiled from 2016/17 £000	YTD Budget £000	YTD Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile £000	Outturn £000	Comments
Director of Housing & Health										
Tinkers Green Project	2,613	4,273	362	(3,911)	9,253	9,253	-	-	9,253	Due to award construction contract in July – start on site anticipated early 2018.
Kerria Estate Project	739	1,192	49	(1,143)	2,550	2,550	-	-	2,550	Due to award construction contract in July. Decant now complete – start on site anticipated early 2018.
Regeneration General	2,054	2,804	806	(1,998)	5,054	5,054	-	-	5,054	Garage programme T1a sites due for completion early 2018 (19 council homes) – programme review to be undertaken looking at s106 acquisitions opportunities and any other potential opportunities to be explored in partnership with planning colleagues.
Other Acquisitions	918	1,043	444	(599)	1,418	1,418	-	-	1,418	Programme review to be undertaken looking at s106 acquisitions opportunities and any other potential opportunities to be explored in partnership with planning colleagues.
Directorate Total	6,324	9,312	1,661	(7,651)	18,275	18,275	-	-	18,275	
Director of Assets & Environment										
Structural Works	-	25	14	(11)	100	100	-	-	100	This is an ad-hoc budget that will be spent according to structural defects being identified through the repairs team.

Bathroom Renewals	-	199	33	(166)	796	796	-	-	796	Sufficient work has been identified to take up the full budget and full spend is anticipated at year-end
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HOUSING REVENUE ACCOUNT	Budget Reprofiled from 2016/17 £000	YTD Budget £000	YTD Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile £000	Outturn £000	Comments
Gas Central Heating Upgrades and Renewals	-	129	22	(107)	514	514	-	-	514	Sufficient work has been identified to take up the full budget and full spend is anticipated at year-end
Kitchen Renewals	-	236	40	(196)	945	945	-	-	945	Sufficient work has been identified to take up the full budget and full spend is anticipated at year-end
Major Roofing Overhaul and Renewals	-	40	7	(33)	161	161	-	-	161	Sufficient work has been identified to take up the full budget and full spend is anticipated at year-end
Window and Door Renewals	-	63	12	(51)	250	250	-	-	250	Sufficient work has been identified to take up the full budget and full spend is anticipated at year-end
Neighbourhood Regeneration	-	25	10	(15)	100	100	-	-	100	This is an ad-hoc budget - spending plans being considered.
Disabled Facilities Adaptations	-	79	68	(11)	316	316	-	-	316	Sufficient work has been identified to take up the full budget and full spend is anticipated at year-end. It is anticipated that the value of works required will exceed the available budget.
High Rise Lift Renewals 2012	1,055	1,142	-	(1,142)	1,405	1,405	-	-	1,405	Budget to be reduced following tender exercise. Request to August cabinet to vire funds to meet increased fire upgrade costs.
Fire Upgrades To Flats 2012	718	718	19	(699)	718	718	-	-	718	Report to cabinet in August as budgets will need to be adjusted to reflect significant increase in likely costs, project to be tendered once approval received.

Sheltered Schemes	143	143	16	(127)	143	143	-	-	143	Sufficient work has been identified to take up the full budget and full spend is anticipated at year-end
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HOUSING REVENUE ACCOUNT	Budget Reprofiled from 2016/17 £000	YTD Budget £000	YTD Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile £000	Outturn £000	Comments
Energy Efficiency Improvements	100	113	-	(113)	150	150	-	-	150	Sufficient work has been identified to take up the full budget and full spend is anticipated at year-end.
Roofing High-Rise	43	43	-	(43)	43	43	-	-	43	Works form part of a two year project that will require the full budget allocation. Anticipate full spend at year-end
High Rise Balconies	577	577	-	(577)	577	577	-	-	577	Works form part of a two year project that will require the full budget allocation. Anticipate full spend at year-end
Works to High Rise Plats	515	646	51	(595)	1,040	1,040	-	-	1,040	Works form part of a two year project that will require the full budget allocation. Anticipate full spend at year-end
Retention of Garage Sites	-	38	-	(38)	150	150	-	-	150	Further work is required to identify the programme once the garage site development programme has been agreed.
Capital Salaries	-	-	-	-	201	201	-	-	201	To be recharged as part of final accounts process
CDM Fees	-	1	-	(1)	5	-	(5)	-	-	We do not anticipate spending this budget
Directorate Total	3,151	4,217	292	(3,925)	7,614	7,609	(5)	-	7,609	
HRA Contingency										
HRA Contingency	100	100	-	(100)	100	100	-	-	100	-
Directorate Total	100	100	-	(100)	100	100	-	-	100	
<b>HOUSING REVENUE ACCOUNT TOTAL</b>	<b>9,575</b>	<b>13,629</b>	<b>1,953</b>	<b>(11,676)</b>	<b>25,989</b>	<b>25,984</b>	<b>(5)</b>	<b>-</b>	<b>25,984</b>	

**Treasury Management Update – Period 3 - 2017/18****Investments held as at 30<sup>th</sup> June 2017:**

Borrower	Deposit £m	Rate %	From	To	Notice
Nationwide	1.00	0.42%	13-Jan-17	13-Jul-17	
Royal Bank of Scotland	2.00	0.65%	31-Jan-17	30-Jan-18	-
Lloyds Bank	1.00	0.60%	09-Feb-17	09-Aug-17	-
Bank of Scotland	2.00	0.60%	10-Feb-17	10-Aug-17	-
Goldman Sachs International Bank	2.00	0.665%	15-Dec-16	13-Dec-17	-
Goldman Sachs International Bank	1.00	0.79%	10-Feb-17	09-Aug-17	-
Goldman Sachs International Bank	1.00	0.755%	06-Mar-17	02-Sep-17	-
Goldman Sachs International Bank	4.00	0.79%	13-Mar-17	09-Sep-17	-
Lloyds Bank	2.00	0.55%	03-Apr-17	03-Oct-17	-
Lloyds Bank	2.00	0.55%	03-Apr-17	03-Oct-17	-
Royal Bank of Scotland	2.00	0.63%	05-Apr-17	04-Apr-18	-
Goldman Sachs International Bank	2.00	0.775%	05-Apr-17	02-Oct-17	-
Lloyds Bank	2.00	0.55%	10-Apr-17	10-Oct-17	-
Royal Bank of Scotland	2.00	0.67%	11-Apr-17	10-Apr-18	-
Sumitomo Mitsui Banking Corporation Europe Ltd	2.00	0.36%	18-Apr-17	18-Oct-17	-
Lloyds Bank	1.00	0.55%	28-Apr-17	30-Oct-17	-
Nationwide	1.00	0.37%	09-May-17	09-Nov-17	-
Nationwide	1.00	0.37%	31-May-17	30-Nov-17	-
Lloyds Bank	1.00	0.55%	01-Jun-17	01-Dec-17	-
Royal Bank Of Scotland	2.00	0.61%	05-Jun-17	25-May-18	-
Bank of Scotland	2.00	0.36%	30-Jun-17	02-Jan-18	-
Santander	8.00	0.40%	-	-	On call
MMF – PSDF	8.08	0.19*	-	-	On call
<b>Total</b>	<b>52.08</b>	<b>0.50 (avg)</b>			

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

External Borrowing as at 30<sup>th</sup> June 2017:

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

<b>ICELANDIC BANKING SITUATION AS AT 30/6/2017</b>					
	<b>Deposit with;</b>	<b>Ref Number</b>	<b>Date Invested</b>	<b>Amount</b>	<b>%</b>
1	GLITNIR	1696	10/10/2007	1,000,000	
	GLITNIR	1715	31/08/2007	1,000,000	
	GLITNIR	1754	14/12/2007	1,000,000	
	Total Principal			3,000,000	
	Estimated of Contractual or Interest due to point of administration (as adjusted for currency exchange rate fluctuations)			439,644	
	Total of Claim			3,439,644	
	Repayments Received to date			(3,439,644)	100.00
	<b>Outstanding at 30/6/2017</b>			<b>0</b>	
	<b>Estimated Remaining</b>			<b>0</b>	
<p>On the 15th March 2012, the Council received £2.554m being the majority of our deposits with the bank (£3.232m including contractual interest). The balance of our approved claim was held in an interest bearing ESCROW account pending a change in Icelandic Law which allowed the distribution of ISK outside the country. This occurred in early 2017 with the balance of £885,212 received in June 2017 realising a surplus of £208k (due to interest received and exchange rate movements).</p>					
2	Heritable Bank	1802	12/09/2008	500,000	
	Heritable Bank	1803	15/09/2008	1,000,000	
	Total Principal			1,500,000	
	Interest due at point of administration 07/10/2008			5,127	
	Total of Claim			1,505,127	
	Repayments Received to date			(1,475,024)	98.00
	<b>Outstanding at 30/6/2017</b>			<b>30,103</b>	
	<b>Estimated Remaining</b>			<b>-</b>	
<p>As at the end of June the Council had received £1.475m against our claim of £1.505m, a total recovery of 98%.</p>					
3	Singer & Friedlander	1716	31/08/2007	1,000,000	
	Singer & Friedlander	1740	31/10/2007	1,000,000	
	Singer & Friedlander	1746	14/01/2008	1,000,000	
	Total Principal			3,000,000	
	Interest due at point of administration 08/10/2008			175,256	
	Total of Claim			3,175,256	
	Repayments Received to date			(2,675,153)	84.25
	<b>Outstanding at 30/6/2017</b>			<b>500,103</b>	
	<b>Estimated Remaining</b>			<b>71,444</b>	
<p>As at the end of June the Council had received £2.675m against our claim of £3.175m. Current estimates given by the Administrator project a total recovery of 86.5%.</p>					
	<b>Summary</b>				
	Total Principal			7,500,000	
	Interest			620,027	
	Total of Claim			8,120,027	
	Repayments Received to date			(7,589,822)	93.47
	<b>Outstanding at 30/6/2017</b>			<b>530,206</b>	
	<b>Estimated Remaining</b>			<b>71,443</b>	
1	Registered Bank in Iceland - In Administration under Icelandic Law				
2 &	Registered Bank in UK - In Administration in UK by Ernst & Young				
3	Under English Law				
	<b>Total Estimated Recovery (including Outstanding)</b>			<b>7,661,265</b>	
	<b>Total Estimated % Realised</b>			<b>94.35%</b>	



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