

## Quarter Two 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

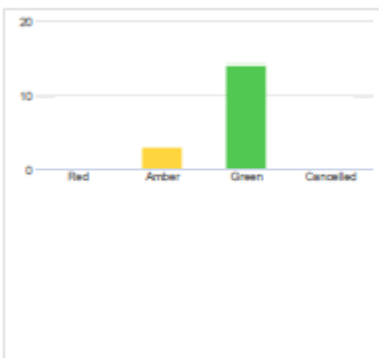
**Appendix D** Capital programme monitoring

**Appendix E** Treasury management update

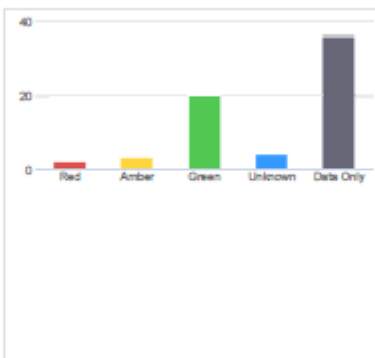
### 1. Overview of corporate plan actions, performance measures and corporate risks

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

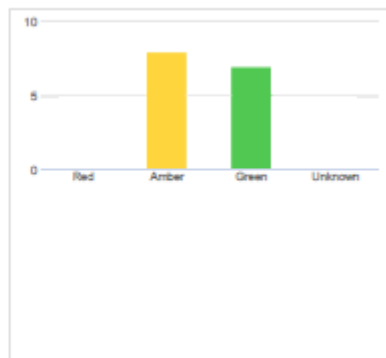
Corporate Plan Actions



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 Discretionary Housing Payment (DHP) claims is reported - DHP claims paid total £60k (£8k higher than at September 2016 - £52k) with 134 successful claims from 216 applications (compared to 139 successful claims from 187 applications at September 2016) although there is a one week backlog (3.5 weeks as at September 2016) with claims still to be processed which will increase this figure.

Live caseload figures are 332 lower than 2016/17 – currently 5,990 (6,322 at September 2016). The average time taken to process new Housing Benefit/Council Tax Benefit claims and change events was 12.6 days to September 2017 (12.4 days to September 2016).

## NNDR

Reminders (436 at September 2017) are lower than 2016/17 levels (549 at September 2016) with summons & liability orders also at slightly lower levels to 2016/17.

Current year collection levels are at 56.2%, slightly behind target by 0.9% at 30 September. Court costs are around target of £5k.

Arrears for 2016/17 are behind target at 22.7% compared to target of 38.7% due to previous year's debt being raised which will be paid by 31<sup>st</sup> March 2018.

## Council Tax

Reminders are 29 higher than 2016/17 levels (8,472 at 30 September 2017 compared to 8,443 at 30 September 2016) with summonses and liability orders also slightly higher.

Strong collection performance is reported - with current year collection levels at 58.4%, at the target of 58.4% at September 2017 (with a target of 98% for the 2017/18 financial year). Court cost income is higher than target by £7k at £143k.

Arrears for 2016/17 are slightly ahead of target at 34.7% compared to target of 34.5%; work on further approaches to realise more Council Tax revenue is in place.

Collection Fund – the estimated surplus is £29k for the year with a Local Council Tax Scheme projected underspend of £25k (total £54k).

## Housing

Total Rent arrears (excluding former tenants) at 30 September 2017 were £542k compared to £329k (as adjusted) at 31 March 2017; an increase of £213k (compared to a £143k increase as at 30 September 2016).

Total arrears (including garages etc.) are £1.8m at 30 September 2017, compared to £1.6m at 31 March 2017, an increase of £224k (compared to a £218k increase between 31 March 2016 and 30 September 2016).

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

There were seven evictions during quarters 1 and 2 2017/18 compared to five during quarters 1 and 2 of 2016/17.

### **3. Sustainability Strategy**

#### **Medium Term Financial Strategy 2017-2022 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 four 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 September 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 Forecast Balances - September 2017	(6,588)	(5,752)	(4,028)	(2,419)	(727)	784	2,402

On 20th July, Cabinet approved the budget setting process (& project plan) for 2018/19.

In line with the approved timetable, work on the preparation of the detailed five year budget / forecast has progressed in order to inform the Base Budget Forecast for Cabinet on 30th November

As a result of the updated forecast, the GF forecast shows that balances are comparable with the position when the Medium Term Financial Strategy (MTFS) was approved in February 2017 – before the inclusion of the policy change proposals.

However, it should be noted that for the General Fund (GF) this is after the inclusion of:

- Higher costs of c.£0.5m over three years in anticipation of a higher pay award following recent Government announcements for public sector pay – now budgeted at 2% for 2018/19 and 2019/20 (compared to 1% within the MTFS – which was in line with the Government’s pay cap);
- Reduced new homes bonus income of c.£1m over 3 years due to lower than forecast numbers of new house building within the borough – 315 new homes were forecast by October 2017 compared to an actual of around 100;
- Offset by better than forecast outturn underspends for 2016/17 of £0.8m and 2017/18, currently forecast at £618k for 2017/18 (as at Period 6);
- No effect has been included from the ongoing uncertain economic situation as the Brexit process continues.

The updated GF base budget forecast shows that over the three year period to 2020/21, balances will remain above the approved minimum of £0.5m at £0.7m (compared with a forecast in February of £0.8m) with a shortfall in balances of £1.3m over the 4 years to 2021/22 increasing to £2.9m in 2022/23 (the shortfall was previously c.£1m in 2021/22).

### Housing Revenue Account

The updated forecast as at September 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 2016	(5,752)	(5,392)	(3,985)	(3,520)	(3,193)	(2,977)	(2,777)
Revised Forecast Balances - September 2017	(6,353)	(6,634)	(5,042)	(4,418)	(3,965)	(3,645)	(3,499)

A balanced five year case forecast was presented for the Housing Revenue Account (HRA). As a result the updated forecast, the HRA forecast show that balances are comparable with the position when the MTFS was approved in February 2017 – before the inclusion of the policy change proposals.

The updated base budget forecast shows that over the three year period to 2020/21, balances will remain above the approved minimum of £0.5m at £4m (compared with a

forecast in February of £3.2m) with balances of £3.6m over the 4 years to 2021/22 reducing to £3.5m in 2022/23 (balances were previously forecast at £3m in 2021/22).

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 £564k for 2017/18 (as at Period 6);
- c) 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 September 2017.

##### General Fund

##### Revenue

<b>GENERAL FUND</b>	<b>YTD Budget £000</b>	<b>YTD Spend £000</b>	<b>Variance £000</b>	<b>Budget £000</b>	<b>Predicted Outturn £000</b>	<b>Variance £000</b>
Chief Executive	97	98	1	(18)	(48)	(30)
Executive Director Corporate Services	83	(19)	(102)	556	326	(230)
Director of Finance	2,066	1,883	(183)	503	246	(257)
Director of Technology & Corporate Programmes	712	777	65	17	46	29
Solicitor to the Council	419	304	(115)	823	775	(48)
Director of Transformation & Corporate Performance	710	696	(14)	286	315	29
Director of Communities, Planning & Partnerships	4	1	(3)	-	(7)	(7)
Director of Housing & Health	519	404	(115)	1,834	1,794	(40)
Director of Assets & Environment	2,377	2,120	(257)	5,623	5,559	(64)
<b>Total</b>	<b>6,987</b>	<b>6,264</b>	<b>(723)</b>	<b>9,624</b>	<b>9,006</b>	<b>(618)</b>

- The General Fund has a favourable variance against budget at period 6 of £723k (£573k favourable at period 5).
- The projected full year position identifies a projected favourable variance against budget of £618k or 6.43% (£675k or 7.01% at period 5).
- 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 September 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	260	1	(259)	372	270	(102)	15	285
Director of Housing & Health	92	92	-	(92)	92	92	-	-	92
Director of Assets & Environment	1,152	2,373	759	(1,614)	3,475	2,755	(720)	720	3,475
Contingency	1,340	1,400	-	(1,400)	1,459	119	(1,340)	540	659
<b>TOTAL GENERAL FUND</b>	<b>2,732</b>	<b>4,125</b>	<b>760</b>	<b>(3,365)</b>	<b>5,398</b>	<b>3,236</b>	<b>(2,162)</b>	<b>1,275</b>	<b>4,511</b>

- Capital expenditure incurred was £760k compared to a profiled budget of £4.125m. (£711k compared to a profiled budget of £3.917m as at period 5).
- It is predicted that £3.236m will be spent by the year-end compared to a full year budget of £5.398m (this includes re-profiled schemes from 2016/17 of £2.73m).
- There is a projected requirement to re-profile £1.275m of spend into 2018/19.
- A summary of Capital expenditure is shown at **Appendix D**.

## Treasury Management

- At the end of September 2017 the Authority had £64.47m invested in the money markets. The average rate of return on these investments is 0.52% though this may change if market conditions ease.
- Borrowing by the Authority stood at £63.060m at the end of September 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 previously planned (to be monitored as market conditions evolve).
- A more detailed summary of the Treasury Management situation, detailing our current Lending and Borrowings can be found at **Appendix E**.

## Balances

Balances on General Fund are projected to be in the region of £5.75m at the year-end from normal revenue operations (£5.81m at period 5) compared to £4.33m projected within the 2017/18 budget report – additional balances of £1.42m.



## Housing Revenue Account (HRA)

### Revenue

HOUSING REVENUE ACCOUNT	YTD Budget £000	YTD Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000
Director of Housing & Health	1,540	1,462	(78)	3,954	3,938	(16)
Director of Assets & Environment	68	71	3	(37)	(37)	-
HRA Summary	(9,023)	(9,213)	(190)	(3,556)	(3,704)	(148)
Housing Repairs	2,157	1,370	(787)	-	(400)	(400)
<b>Total</b>	<b>(5,258)</b>	<b>(6,310)</b>	<b>(1,052)</b>	<b>361</b>	<b>(203)</b>	<b>(564)</b>

- The HRA has a favourable variance against budget at period 6 of £1.05m (£297k at period 5).
- The projected full year position identifies a favourable variance against budget of £564k (£127k at period 5). 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	12,299	3,608	(8,691)	18,274	7,322	(10,952)	10,952	18,274
Director of Assets & Environment	3,151	5,719	1,294	(4,425)	7,614	4,639	(2,975)	2,970	7,609
HRA Contingency	100	100	15	(85)	100	-	(100)	100	100
<b>TOTAL HOUSING REVENUE ACCOUNT</b>	<b>9,574</b>	<b>18,118</b>	<b>4,917</b>	<b>(13,201)</b>	<b>25,988</b>	<b>11,961</b>	<b>(14,027)</b>	<b>14,022</b>	<b>25,983</b>

- Housing Capital expenditure of £4.917m has been incurred as at the end of period 6 compared to a profiled budget of £18.118m. (£3.15m compared to a profiled budget of £16.84m as at period 5).
  - It is predicted that £11.961m will be spent by the year-end compared to the full year budget of £25.988m (including £9.57m re-profiled from 2016/17);
  - There is a projected requirement to re-profile £14.022m of spend into 2018/19.
  - 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 £6.58m at the year-end (£6.12m at period 5) compared to £5.39m projected within the 2017/18 budget report – additional balances of £1.19m

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>			
<b>Milestones</b>	<b>Due Date</b>	<b>Completed (Yes/No)</b>	<b>Note</b>
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.
Play area provision scoped	30-Sep-2017	Yes	Project scoped and considered by Cabinet in August 2017. Project now in tender stage.
Tamworth in Bloom award notification	30-Sep-2017	Yes	'Gold' award achieved for the eighth consecutive year.
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	Latest Note
Installation of one new play facility			Q1 2017/18	Works to be procured in August 2017 with installation expected in November 2017.
Ongoing works to deliver the output of the watercourse management plan are actioned				
Tamworth 'In Bloom' Gold Award		3	2017/18	'Gold' awarded for the eight year in a row.
Improved street and environmental cleanliness – Detritus		10.61%	July 2017	Seasonal variation, July is seasonally higher, this tranche also includes industrial are warehouse areas, and high obstruction housing areas, both are traditionally higher for detritus and will skew score.
Improved street and environmental cleanliness – Graffiti		1.84%	July 2017	
Improved street and environmental cleanliness – Litter		4.68%	July 2017	








Improved street and environmental cleanliness – Dog Fouling		4.01%	July 2017	
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<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.	

Performance Measures	RAG Status	Current Value	Last Update	Latest Note
All Crime – Total		5,019	2017	Calendar year to date figure.
Incidents of Anti-Social Behaviour		1,636	2017	Calendar year to date figure.
Percentage of people surveyed who feel very/fairly safe outside in their local area after dark (FTD survey)		82%	H1 2017/18	Waves 20 to 23.
Percentage of people surveyed who feel very/fairly safe outside in their local area during the day (FTD survey)		100%	H1 2017/18	Waves 20 to 23.
Percentage of people surveyed who had been a victim of crime in the last twelve months (FTD survey)		9%	H1 2017/18	Waves 20 to 23.
Percentage of people surveyed who feel very/fairly likely to be a victim of crime in		17%	H1 2017/18	Waves 20 to 23.

their local area (FTD survey)









<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>	

<b>Performance Measures</b>	<b>RAG Status</b>	<b>Current Value</b>	<b>Last Update</b>	<b>Latest Note</b>
The number of food businesses that are 0 and 2 star rated		36	Q2 2017/18	
The quarterly percentage of planned high risk interventions undertaken		100%	Q2 2017/18	
The percentage of planned interventions undertaken		98%	Q1 2017/18	
The percentage of complaints relating to smoking legislation responded to		100%	H1 2017/18	
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	Tamworth has had a small increase of almost 2% (of the total number of premises registered) in the

			<p>number of persons catering from home compared to that which we had planned to undertake. Additionally, we have been subject to Inter-authority audits that have drawn resource away from conducting visits to those private property. Resources have been concentrated towards dealing with those premises that were not broadly compliant.</p>
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Project/Action	Growth & Regeneration in Tamworth		
<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>			
Milestones	Due Date	Completed (Yes/No)	Note
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 100% occupied.
Scoping works for both the production of an inward investment strategy and a town centre strategy.	30-Jun-2017	Yes	
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	
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Performance Measures	RAG Status	Current Value	Last Update	Latest Note
Number of Businesses		2,335	2017/18	
Number of empty Business Premises		200	October 2017	
Percentage of total rateable value of commercial floorspace that is unoccupied		5%	2017/18	
Percentage change in rateable value of commercial buildings		1.61%	Q2 2017/18	
The footfall for Town Centre			H2 2014/15	Insufficient resources to carry out footfall survey, preparing the Local Plan for submission and loss of team member. Survey will be carried out as early in Q1 (15/16) as possible.
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>
1. Demolition completed		No	The demolition at Tinkers Green is now complete
2. Contractor appointed		Yes	Contractor appointed
3. Contractor start on site		No	Date being reviewed as a revised programme is being established; likely to be July 2018.
4. Completion of build		No	
5. Allocation of New Homes		No	

<b>Performance Measures</b>	<b>RAG Status</b>	<b>Current Value</b>	<b>Last Update</b>	<b>Latest Note</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 one is expected to be completed ahead of schedule at the end of November 2017 and will provide 19 units of accommodation across the borough.	
Phase Two start on site	01-Jan-2018	No	The commencement of this phase is under review.	
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>	<b>Latest Note</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	Yes		
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		
<b>Performance Measures</b>	<b>RAG Status</b>	<b>Current Value</b>	<b>Last Update</b>	<b>Latest Note</b>
Percentage of local authority dwellings that achieve the decent homes standard		60.1%	2016/17	

<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	03-Nov-2017	No	Original plan was to purchase software by 31 August – delayed until result of the ballot known early in November 2017	
Software installed and tested	31-Dec-2017	No		
Levy included on 2018/19 bills	31-Mar-2018	No		
<b>Performance Measures</b>	<b>RAG Status</b>	<b>Current Value</b>	<b>Last Update</b>	<b>Latest Note</b>
Percentage of Business Improvement Levy Collected			2017/18	BID levy will be due in 2018/19 and is dependent on a 'yes' vote in the ballot in November 2017.

<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>	<b>Latest Note</b>
Percentage of Non-domestic Rates Collected		65.50%	October 2017	
Percentage change in rateable value of commercial buildings		1.61%	Q2 2017/18	

<b>Project/Action</b>	<b>Commercial opportunities in business decision making</b>			
<b>Desired Outcome</b>	A risk/reward based return on investment requirement within planned projects			
	Producing options appraisals, business cases and review opportunities for setting up Local Authority Trading Companies as well as other business models for service to maximise return on Council assets and increase economic benefit for the Council			
<b>Latest Update</b>	The Tamworth Commercial Investment Strategy to promote growth and regeneration was approved by Cabinet on 16th June 2016.			
	The first formal meeting of the Commercial Investment Strategy Board was on 22nd August 2016. 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 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.			
	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	Latest Note
Income collected through adopted commercial approach		N/A	Q2 2017/18	This performance indicator can be updated when a Commercial Investment Strategy project progresses to income generation stage.
Rate of return on identified projects in excess of 5%		N/A	Q2 2017/18	This performance indicator can be updated when a Commercial

				Investment Strategy project progresses to income generation stage.
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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	Yes		
Castle Heritage Lottery bid submitted	31-Aug-2017	Yes	The bid was submitted in August 2017 with the result expected in November 2017.	
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>	<b>Latest Note</b>
Number of attendees at Arts Development Events		8,936	2017/18	
Number of participants at Arts Development Events		2,223	2017/18	
Visitor Numbers (Outdoor Events)		24,822	2017/18	
Overall Satisfaction Rate "Good to Excellent" (Outdoor Events)		99%	2017/18	
Percentage of people surveyed who would recommend event (Outdoor Events)		99%	2017/18	
Number of additional events supported – Outdoor Events		49	2017/18	

Total Number of visits/usages – Tamworth Castle		24,675	2017/18	
Total Number of Visitors – Tamworth Castle		23,776	2017/18	
Trip Advisor Rating – Tamworth Castle		4.5	2016/17	








<b>Project/Action</b>	Organisational well-being		
<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	
Completion of the Agile Working Project	31-Dec-2017	No	
Staff Attitude Survey	31-Dec-2017	No	Short questionnaire to be designed and made available for staff completion by the end of the calendar year.
Workforce Development Plan approved	31-Dec-2017	No	
Payroll/HR services available via self serv	31-Jan-2018	No	Currently completing initial roll out following successful testing
Delivery of Corporate Plan	31-Mar-2018	No	
Staff Annual General Meeting/Celebration event		No	Date for delivery to be rearranged and possible use of an e-enabled AGM this year

Performance Measures	RAG Status	Current Value	Last Update	Latest Note
Working Days Lost Due to Sickness Absence (Year to date)		3.39	August 2017	
Working Days Lost Due to Sickness Absence (Monthly)		0.72	August 2017	
Results of Staff Attitude Survey			2017/18	Survey to be done


				by end of calendar year; results expected early in 2018.
<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		
Procurement of customer portal	30-Nov-2017	No	A specification has been detailed. Soft market testing carried out with several suppliers. Specification to be advertised on the Portal by the end of October 2017.	
Approve revised Customer Services and Access Strategy	31-Dec-2017	No		
Communications and Marketing Plan (digital)	31-Dec-2017	No		
Digital by default plan submitted and approved	31-Dec-2017	No	Research is ongoing to support the development of this plan. To be completed by December 2017.	
Review of Customer Services and Access Strategy	31-Dec-2017	No	The review has commenced and is due to be completed by December 2017.	
Customer Portal Implementation Plan	31-Mar-2018	No	Date to be defined and dependent upon procurement activity.	
Implementation of customer portal commencing with Council Tax	30-Apr-2018	No		

Review portal implementation and customer satisfaction.	30-Sep-2018	No	
Website Development Plan (static content)	30-Sep-2019	No	The Content Management System (CMS) is being upgraded from Drupal 7 to 8 over the next two years up to 30th September 2019. All content will be reviewed during this process which has commenced with the 'Visit Tamworth' site.

Performance Measures	RAG Status	Current Value	Last Update	Latest Note
The number of face to face enquiries		6,112	2016/17	Annual figure only available due to system being decommissioned.
The number of self-serve processes available for customers		65	Q1 2017/18	this includes – interactive forms on the mobile app. Payment facilities – phone and web Online forms – both downloadable and fully automated.
The number of Portal users		0	Q2 2017/18	portal not procured yet so this should not be active until next year.
The number of downloads from the Tamworth App		945	Q2 2017/18	
The number of active users of the Tamworth App		342	Q2 2017/18	



The number of Ombudsman complaints received		7	2016/17	
The number of Ombudsman decisions made		8	2016/17	


<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>	<b>Latest Note</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>	<p>Activity in the second quarter of 2017/18 has included:</p> <ul style="list-style-type: none"> <li>the commencement of an internal awareness campaign,</li> <li>the review and preparation of training,</li> <li>the establishment of an Information Governance Group.</li> <li>the commencement of an Internal Asset Register.</li> </ul>			




Milestones	Due Date	Completed (Yes/No)	Note
Endorsement of action plan for implementation	30-Apr-2017	Yes	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. This remains on-going with the Head of Paid Services preparing relevant information for Appointments and Staffing Committee.
Processes and procedures tested and developed into local framework	28-Feb-2018	No	
All staff trained in internal framework and legislation	31-May-2018	No	






Performance Measures	RAG Status	Current Value	Last Update	Latest Note
The number of data breaches		N/A	Q2 2017/18	This performance indicator will measure reportable data breaches as defined by the regulations and won't commence until 25/05/2018.
The number of complaints upheld by the Information Commissioner's Office			2017/18	The criteria around this still needs to be agreed and measurement of

				this performance indicator won't commence until 25/05/2018.
<b>Project/Action</b>	<b>Office 365</b>			
<b>Desired Outcome</b>	Corporate roll out of Office 365 functionality All officers trained and competent in use of technology Access to Exchange online Access to cloud services			
<b>Latest Update</b>	Trials in ICT, Revenues and Housing until December 2017 with the view to a corporate roll out in January 2018; subject to the results of the trials.  Training and overview material has been prepared.			
<b>Milestones</b>	<b>Due Date</b>	<b>Completed (Yes/No)</b>	<b>Note</b>	
Roll out of technology	31-Jan-2018	No		
Training completed	31-Mar-2018	No		
New working practises in place	30-Jun-2018	No		
<b>Performance Measures</b>	<b>RAG Status</b>	<b>Current Value</b>	<b>Last Update</b>	<b>Latest Note</b>
The percentage of the organisation using Office 365		N/A	Q2 2017/18	Trials of this in the scoped service areas (ICT, Housing, Revenues) are about to commence and subject to the testing it will be

				rolled out corporately after the trial.
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<b>Project/Action</b>	<b>Enablement of Self-Service</b>			
<b>Desired Outcome</b>	Delivery of technology to support self-service including portal, online forms, mobile apps and website development			
<b>Latest Update</b>	The specification for a customer portal is in draft format and expected to be with the Procurement Team by the end of October 2017.			
<b>Milestones</b>	<b>Due Date</b>	<b>Completed (Yes/No)</b>	<b>Note</b>	
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		

<b>Performance Measures</b>	<b>RAG Status</b>	<b>Current Value</b>	<b>Last Update</b>	<b>Latest Note</b>
The number of face to face enquiries		6,112	2016/17	Annual figure only available due to system being decommissioned.
The number of telephone calls into the Customer Services Centre		20,341	Q2 2017/18	
The number of self-serve processes available for customers		65	Q1 2017/18	this includes – interactive forms on the mobile app. Payment facilities – phone and web Online forms – both downloadable and fully automated.

PI RAG Status	
	Alert
	Warning
	OK
	Unknown
	Data Only












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	27-Sep-2017	3	3	9	
Safeguarding Children & Vulnerable Adults	Failure to safeguard children and vulnerable adults	27-Sep-2017	3	3	9	
Medium Term Financial Planning & Sustainability Strategy	Loss of Funding and Financial Stability & application of uncertainties of Brexit	27-Sep-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	27-Sep-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	27-Sep-2017	4	2	8	
Information Management & Information Technology	Failure to secure and manage data and IT infrastructure	27-Sep-2017	3	2	6	
Health & Safety	Failure to manage Health & Safety	27-Sep-2017	3	2	6	
Reputation	Damage to Reputation	27-Sep-2017	2	2	4	
Governance & Regulatory Failure	Failure to achieve adequate Governance Standards and statutory responsibilities	27-Sep-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	27-Sep-2017	2	2	4	
Emergency & Crisis Response Threats	Failure to manage an external or internal emergency/disaster situation	27-Sep-2017	2	2	4	
Workforce Planning Challenges	Failure to manage workforce planning challenges	27-Sep-2017	2	2	4	
Corporate Change	Failure to manage corporate change	27-Sep-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	27-Sep-2017	4	1	4	
Economic Changes	Failure to plan and adapt services to economic changes within the community	27-Sep-2017	3	1	3	

Risk Status	
	High
	Medium
	Low

## 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	21,010	43,890	(22,880)	93,800	(44,220)	49,580	Underspend is forecast due to vacant posts
Disabled Facilities Grant-Admin	Salaries	-	13,380	(13,380)	1,470	(26,800)	(25,330)	DFG Service being procured by SCC, staffing subject to review following outcome.
	Vacancy Allowance	-	(720)	720	(1,470)	1,470	-	
	Car Allowances	-	960	(960)	-	(1,950)	(1,950)	
	Prov Of Occup Health Services	-	2,640	(2,640)	-	(5,250)	(5,250)	
Industrial Properties	Rents	(556,791)	(516,000)	(40,791)	(770,000)	(40,000)	(810,000)	Windfall Income - one off ground rent for Neander
Marmion House	Rates	123,964	187,770	(63,806)	187,770	(63,800)	123,970	Windfall - reduction in Rateable Value compared to when budgets were originally set
Assembly Rooms Bar	Wages	-	9,360	(9,360)	18,690	(18,690)	-	Underspend will offset under recovered income.
	Bar Purchases	-	10,680	(10,680)	21,330	(21,330)	-	
	Bar Sales	(67)	(26,940)	26,873	(53,840)	53,840	-	As the project has been delayed this income target is unachievable. There will savings on expenditure budgets across the service that offset this.

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
Assembly Rms 3rd Party Tickets	Performers Fees	-	11,820	(11,820)	23,590	(23,590)	-	Underspend will be offset by loss of income. This is due to the delay in the Assembly Rooms capital project
	Split Profit Event Ticket Sale	2,125	15,000	(12,875)	30,000	(25,000)	5,000	
Assembly Rms 3rd Party Tickets	Split Profit Event Income	(114)	(15,000)	14,886	(30,000)	29,000	(1,000)	As the project has been delayed this income target is unachievable. There will savings on expenditure budgets across the service that offset this.
Point 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
Community Development	Salaries	37,901	54,360	(16,459)	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 Strategy	Government Grants	(58,801)	-	(58,801)	-	-	-	Report currently on MODGOV outlining proposed use of this grant
Chief Executive	Salaries	90,901	93,300	(2,399)	168,220	(39,880)	128,340	Expected underspend following retirement of Chief Executive

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
Corporate Finance	Government Grants	(214,729)	(204,180)	(10,549)	(408,390)	(54,890)	(463,280)	Higher S31 grant income due to higher level of Small Business Rate relief
	Government Grants	(26,657)	-	(26,657)	-	(106,630)	(106,630)	Additional S31 grant - Discretionary Rate Relief Scheme
Treasury Management	External Interest Payable	1,277,000	1,356,660	(79,660)	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	28,820	47,940	(19,120)	95,880	(38,230)	57,650	Lower than forecast MRP as not planning to take additional GF debt of c.£1million
Treasury Management	Treasury Man. Rechg To Hra	-	-	-	(2,731,580)	99,411	(2,632,169)	Lower than forecast Item 8 DR as not planning to take additional HRA debt of £7.2million
Electoral Process	Election Staff	3,798	53,310	(49,512)	55,410	(45,000)	10,410	One by-election only this year
Benefits	Rent Allowances	4,258,774	4,689,200	(430,426)	10,027,990	(910,240)	9,117,750	Based on DWP Est Claim P6
	Council Tenant Rent Rebates	5,485,937	5,769,750	(283,813)	11,077,800	(1,037,150)	10,040,650	
	Council Tenant Grant	(5,349,993)	(5,670,250)	320,257	(10,886,810)	1,009,900	(9,876,910)	
	Private Tenant Grant	(4,104,548)	(4,582,000)	477,452	(9,801,250)	980,590	(8,820,660)	
	Non-Hra Rent Rebate Grant	(119,886)	(68,640)	(51,246)	(137,140)	(93,750)	(230,890)	
	Discretionary Hsg Paymt Grant	(53,031)	-	(53,031)	-	(159,090)	(159,090)	Based on DHP Mid-Year Estimate

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
	Overpayment Private Tenant	(243,766)	(173,700)	(70,066)	(347,380)	(140,150)	(487,530)	Based on e-Fins @ P6
	Overpayment Council Tenant	(202,432)	(147,240)	(55,192)	(294,500)	(110,360)	(404,860)	
	Pt Overpayment Recovery	54,810	-	54,810	-	109,620	109,620	
	Ct Overpayment Recovery	59,709	-	59,709	-	119,420	119,420	
Benefits Administration	Government Grants	(64,619)	(9,280)	(55,339)	(9,280)	(55,340)	(64,620)	New Burdens & Welfare reform grants - unspent amount to be transferred to retained fund at year end
	Admin. Grant	(210,172)	(225,850)	15,679	(361,770)	31,320	(330,450)	Reduction in admin grant receivable compared to budgeted amount

## 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	102,153	216,400	(114,247)	216,400	-	216,400	Bad debt is being contained by ongoing robust and effective arrears recovery management
	Item 8 Debit	-	-	-	2,731,580	(99,411)	2,632,169	Lower than forecast Item 8 DR as not planning to take additional HRA debt of £7.2million
	Rents	(9,207,337)	(9,146,835)	(60,502)	(17,558,690)	(61,000)	(17,619,690)	Rent income is currently exceeding budget due to void levels being lower than budgeted
Repairs - General	Responsive Repairs	291,603	751,655	(460,052)	1,503,310	(400,000)	1,103,310	Predict £400k underspend based on level of repairs completed to date and invoices received. This will be reviewed on monthly basis and adjusted accordingly as contract progresses
	Planned Maintenance	255	219,065	(218,810)	438,130	-	438,130	Work on High Rise blocks delayed pending planning permission





<b>&amp; Health</b>										
<b>GENERAL FUND</b>	<b>Budget Reprofiled from 2016/17 £000</b>	<b>YTD Budget £000</b>	<b>YTD Spend £000</b>	<b>Variance £000</b>	<b>Budget £000</b>	<b>Predicted Outturn £000</b>	<b>Variance £000</b>	<b>Reprofile £000</b>	<b>Outturn £000</b>	<b>Comments</b>
Private Sector Coalfields Fund	92	92	-	(92)	92	92	-	-	92	Programme of new initiatives to be developed to target help for venerable residents based on results of recent stock condition survey.
<b>Directorate Total</b>	<b>92</b>	<b>92</b>	<b>-</b>	<b>(92)</b>	<b>92</b>	<b>92</b>	<b>-</b>	<b>-</b>	<b>92</b>	
<b>Director of Assets &amp; Environment</b>										
Disabled Facilities Grant	91	396	423	27	554	554	-	-	554	Current commitments nearly accounts for the budget available for the full year and new cases are still being referred all the time. This position confirms the current budget allocation is significantly insufficient to meet demand. Monies allocated but not actually paid to 3rd parties - outside TBC control.
Cctv Camera Renewals	29	36	-	(36)	44	44	-	-	44	Review of cameras locations etc. now completed - spend plan to be formulated following results of review. Report to Cabinet in November to discuss options

Streetscene Service Delivery Enhancements	30	30	-	(30)	30	-	(30)	30	30	Delays in the project due to the delays in the full implementation of the CRM system. Delivery of new vehicles in 2017/18 may need to use these funds to facilitate purchase of software interface.
Wigginton Park Section Section 106	29	29	13	(16)	29	29	-	-	29	Plans ongoing to deliver items from the Wigginton Park Management Plan
Broadmeadow Nature Reserve	44	52	47	(5)	52	52	-	-	52	Ongoing works to complete management plan and HLS agreement. Delay to Bridge works however, now due to completed early November.
Public Open Space Section 106	31	31	22	(9)	31	31	-	-	31	Project group established - list of works currently being collated for remaining budget.
<b>GENERAL FUND</b>	<b>Budget Reprofiled from 2016/17 £000</b>	<b>YTD Budget £000</b>	<b>YTD Spend £000</b>	<b>Variance £000</b>	<b>Budget £000</b>	<b>Predicted Outturn £000</b>	<b>Variance £000</b>	<b>Reprofile £000</b>	<b>Outturn £000</b>	<b>Comments</b>
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	3	1	(2)	4	4	-	-	4	Contractors working to management plan.
Belgrave Play Area	-	-	-	-	60	60	-	-	60	Tender evaluation now complete awaiting contract signing looking for to complete before January

										2018
Assembly Rooms Development	100	890	188	(702)	1,680	1,000	(680)	680	1,680	Construction contract out to tender - scheduling to be onsite end by end of December. Building works to be finished in approx. 15 months. Will need a report to Cabinet to increase budget following successful grant bid to Arts Council.
Castle Mercian Trail	635	635	18	(617)	635	635	-	-	635	Waiting to hear if bid to HLF has been successful likely to hear November - project update report to be sent to Cabinet once outcome known.
Gateways	27	112	24	(88)	197	197	-	-	197	The County Council are progressing the works to phase two between the Station and the town
Cultural Quarter - Phil Dix Centre	-	2	2	-	2	2	-	-	2	Project complete - official opening of the centre will be on 26th July
Cultural Quarter - Carnegie Centre	10	10	-	(10)	10	-	(10)	10	10	No update to report progress not likely until towards the end of the year
Cultural Quarter - Public Realm	-	22	22	-	22	22	-	-	22	Works being led by SCC - although any spend from TBC to support project will be reclaimed through SLGF Returns.
<b>Directorate Total</b>	<b>1,151</b>	<b>2,372</b>	<b>760</b>	<b>(1,612)</b>	<b>3,474</b>	<b>2,754</b>	<b>(720)</b>	<b>720</b>	<b>3,474</b>	

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	Comments
<b>Contingency</b>										
Gf Contingency	50	50	-	(50)	50	-	(50)	50	50	Carry forward as contingency for 2018/19
Cont-Return On Investment	160	160	-	(160)	160	-	(160)	160	160	Carry forward as contingency for 2018/19
GF Contingency Plant and Equipment	1,000	1,000	-	(1,000)	1,000	100	(900)	100	200	Carry forward £100,000 as contingency for 2018/19
Civil Contingencies Technology 17/18 (Contingency)	-	10	-	(10)	19	19	-	-	19	-
Refurbishment of Marmion House Reception (Contingency)	-	50	-	(50)	100	-	(100)	100	100	-
Private Sector Improvement Grants (Coalfields Funding)	130	130	-	(130)	130	-	(130)	130	130	-
<b>Directorate Total</b>	<b>1,340</b>	<b>1,400</b>	<b>-</b>	<b>(1,400)</b>	<b>1,459</b>	<b>119</b>	<b>(1,340)</b>	<b>540</b>	<b>659</b>	
<b>GENERAL FUND TOTAL</b>	<b>2,731</b>	<b>4,125</b>	<b>761</b>	<b>(3,364)</b>	<b>5,397</b>	<b>3,235</b>	<b>(2,162)</b>	<b>1,275</b>	<b>4,510</b>	



Structural Works	-	50	14	(36)	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	-	398	200	(198)	796	796	-	-	796	Sufficient work has been identified to take up the full budget and full spend is anticipated at year-end
<b>HOUSING REVENUE ACCOUNT</b>	<b>Budget Reprofiled from 2016/17 £000</b>	<b>YTD Budget £000</b>	<b>YTD Spend £000</b>	<b>Variance £000</b>	<b>Budget £000</b>	<b>Predicted Outturn £000</b>	<b>Variance £000</b>	<b>Reprofile £000</b>	<b>Outturn £000</b>	<b>Comments</b>
Gas Central Heating Upgrades and Renewals	-	257	22	(235)	514	514	-	-	514	Sufficient work has been identified to take up the full budget and full spend is anticipated at year-end
Kitchen Renewals	-	472	290	(182)	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	-	81	7	(74)	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	-	125	12	(113)	250	250	-	-	250	Sufficient work has been identified to take up the full budget and full spend is anticipated at year-end
Neighbourhood Regeneration	-	50	11	(39)	100	100	-	-	100	This is an ad-hoc budget - spending plans being considered.
Disabled Facilities Adaptations	-	158	69	(89)	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	486	481	(5)	486	255	(231)	231	486	Anticipate that only one lift will be completed within year. Remainder have been ordered and are being manufactured but will not be complete
Fire Upgrades To Flats 2012	718	2,079	19	(2,060)	2,079	362	(1,717)	1,717	2,079	Anticipate that only one of the blocks will be completed before year end subject to outcome of tender process. To be reviewed again in December.
Sheltered Schemes	143	143	133	(10)	143	143	-	-	143	Sufficient work has been identified to take up the full budget and full spend is anticipated at year-end
<b>HOUSING REVENUE ACCOUNT</b>	<b>Budget Reprofiled from 2016/17 £000</b>	<b>YTD Budget £000</b>	<b>YTD Spend £000</b>	<b>Variance £000</b>	<b>Budget £000</b>	<b>Predicted Outturn £000</b>	<b>Variance £000</b>	<b>Reprofile £000</b>	<b>Outturn £000</b>	<b>Comments</b>
Energy Efficiency Improvements	100	125	-	(125)	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	43	Due to overall High-Rise programme Peel House Roof will not be completed until mid-2018
High Rise Balconies	577	577	-	(577)	577	96	(481)	481	577	Only 1 of the 6 blocks is likely to be complete by year-end.
Works to High Rise Flats	515	598	37	(561)	598	100	(498)	498	598	Anticipate that only 1 block will be complete at year-end.

Retention of Garage Sites	-	75	-	(75)	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	-	3	-	(3)	5	-	(5)	-	-	We do not anticipate spending this budget
<b>Directorate Total</b>	<b>3,151</b>	<b>5,720</b>	<b>1,295</b>	<b>(4,425)</b>	<b>7,614</b>	<b>4,639</b>	<b>(2,975)</b>	<b>2,970</b>	<b>7,609</b>	
<b>HRA Contingency</b>										
HRA Contingency	100	100	-	(100)	100	-	(100)	100	100	-
<b>Directorate Total</b>	<b>100</b>	<b>100</b>	<b>15</b>	<b>(85)</b>	<b>100</b>	<b>-</b>	<b>(100)</b>	<b>100</b>	<b>100</b>	
<b>HOUSING REVENUE ACCOUNT TOTAL</b>	<b>9,575</b>	<b>18,120</b>	<b>4,919</b>	<b>(13,201)</b>	<b>25,989</b>	<b>11,962</b>	<b>(14,027)</b>	<b>14,022</b>	<b>25,984</b>	



**Treasury Management Update – Period 6 - 2017/18****Investments held as at 30<sup>th</sup> September 2017:**

Borrower	Deposit £m	Rate %	From	To	Notice
Royal Bank of Scotland	2.00	0.65%	31-Jan-17	30-Jan-18	-
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	-
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 UK plc	8.00	0.70%	03-Jul-17	03-Jan-18	-
Royal Bank Of Scotland	2.00	0.6125%	10-Jul-17	29-Jun-18	-
Santander UK plc	2.00	0.70%	13-Jul-17	15-Jan-18	-
Barclays Bank	2.00	0.34%	17-Jul-17	17-Jan-18	-
Lloyds Bank	1.00	0.36%	09-Aug-17	09-Feb-18	-
Bank of Scotland	2.00	0.36%	10-Aug-17	12-Feb-18	-
Coventry BS	2.00	0.35%	05-Sep-17	05-Mar-18	-
Coventry BS	4.00	0.35%	13-Sep-17	13-Mar-18	-
Barclays Bank	3.00	0.31%	13-Sep-17	13-Mar-18	-
Nationwide	2.00	0.30%	13-Sep-17	13-Mar-18	-
Goldman Sachs International Bank	2.00	0.665%	15-Dec-16		180 day
Goldman Sachs International Bank	1.00	0.79%	10-Feb-17		180 day
Goldman Sachs International Bank	1.00	0.755%	06-Mar-17		180 day
Goldman Sachs International Bank	4.00	0.79%	13-Mar-17		180 day
Goldman Sachs International Bank	2.00	0.775%	05-Apr-17		180 day
MMF – PSDF	4.47	0.18*	-	-	On call
<b>Total</b>	<b>64.47</b>	<b>0.52 (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> September 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>		