

## Quarter Three 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

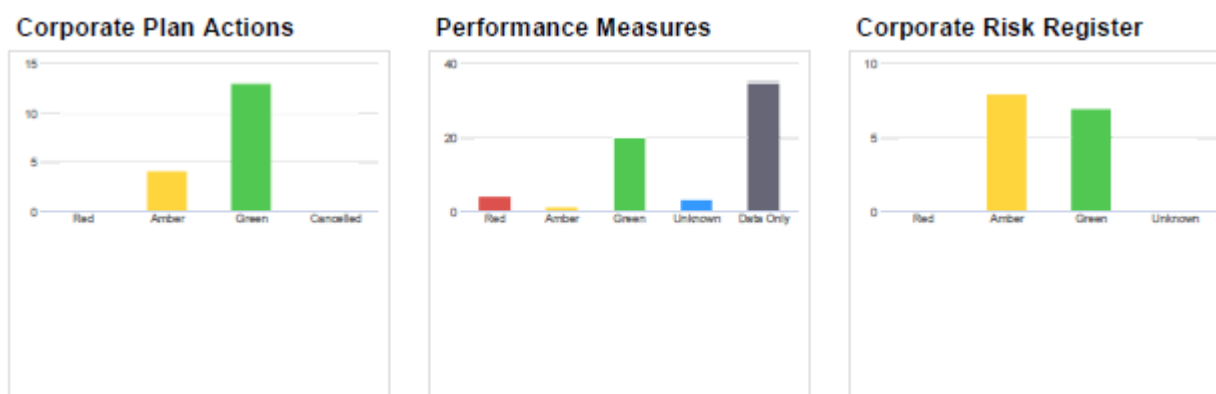
**Appendix C** General Fund & Housing Revenue Account main variances

**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.



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 £99k (£6k higher than at December 2016 - £93k) with 194 successful claims from 309 applications (compared to 203 successful claims from 264 applications at December 2016) although there is a 6 week backlog (1 week as at December 2016) with claims still to be processed which will increase this figure.

Live caseload figures are 348 lower than 2016/17 – currently 5,883 (6,231 at December 2016). The average time taken to process new Housing Benefit/Council Tax Benefit claims and change events was 13 days to December 2017 (12.5 days to December 2016).

### NNDR

Reminders (520 at September 2017) are lower than 2016/17 levels (648 at December 2016) with summons, liability orders and enforcement agent referrals also at lower levels than 2016/17.

Current year collection levels are at 83.4%, slightly behind target by 0.1% at 30 December. Court costs are £2k below target of £7k.

Arrears for 2016/17 are 45.1% compared to target of 30.7%.

### Council Tax

Reminders are 147 lower than 2016/17 levels (10,354 at 30 December 2017 compared to 10,501 at 30 December 2016) but summonses and liability orders are at slightly higher levels.

Strong collection performance is reported - with current year collection levels at the target of 87% at December 2017 (with a target of 98% for the 2017/18 financial year). Court cost income is higher than target by £18k at £217k.

Arrears for 2016/17 are slightly ahead of target at 44.1% compared to target of 42.6% - work on further approaches to realise more Council Tax revenue is in place.

Collection Fund – the estimated surplus is £29k for the year with a LCTS projected underspend of £27k (total £56k).

### Housing

Total Rent arrears (excluding former tenants) at 30 December 2017 was £531k compared to £329k (as adjusted) at 31 March 2017 – an increase of £202k (compared to a £148k increase as at 30 December 2016).

Total arrears (including garages etc.) are £1.85m at 30 December 2017, compared to £1.6m at 31 March 2017, an increase of £249k (compared to a £251k increase between 31 March 2016 and 30 December 2016).

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

There were 13 evictions during Quarters 1,2 & 3 of 2017/18 compared to 8 during the same period in 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 reduce 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 within the MTFS together with reduced CRM costs of £62k p.a. from 2019/20;
- Recruitment freeze – where possible, 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% c. £45k p.a. year on year for the General Fund (£14k p.a. – HRA); It should be noted that staffing in some services e.g. planning, are key to the delivery of the Council's economic growth agenda and have significant demand from the public and local businesses but can also experience severe recruitment difficulties – which may lead to the use of market supplements to attract staff.
- Spend freeze – Managers have previously been required to restrict / limit spending to essential spend only (there was a £1.6m underspend in 2016/17 – 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 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 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 – 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 December 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 - December 2017	(6,588)	(6,374)	(3,495)	(1,619)	(32)	1,278	2,650

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 5 year budget / forecast progressed in order to inform the Base Budget Forecast for Cabinet on 27th November and the Draft MTFS for Cabinet and Joint Scrutiny Committee in January 2018.

Currently projections identify General Fund balances of £32k over 3 years (compared with a forecast in February of £0.8m) – a shortfall of £468k with a shortfall of £1.8m to 2021/22 increasing to £3.2m over 5 years (the shortfall was previously forecast at £1m in 2021/22), including the minimum approved level of £0.5m;

Further savings of around £0.6m p.a. will be required over the next 5 years (based on annual £5 increases in Council Tax). On an annualised basis this would equate to a year on year ongoing saving of £210k over 5 years.

The forecast has been updated to include:

- a) the projected outturn underspend of £1.24m for 2017/18 (as at Period 8);
- b) The approved council tax base of 21,438;
- c) Updated business rates tariff levels (with lower costs of c. £0.25m p.a.) following publication of the Local Government Finance Settlement (and after the Business Rates revaluation from April 2017 have been factored in). RSG levels were unchanged as the 4 year offer was confirmed;
- d) Indicative Business Rates income following the publication of the new multiplier and revised valuations from 1 April 2017 – these are still subject to finalisation / review (including any surplus/deficit from 2017/18) prior to 31 January deadline (& approval of the indicative forecast by Cabinet in January);
- e) Revised New Homes Bonus levels following confirmation from the DCLG;
- f) Additional savings of c.£100k p.a. from a review of vacant posts by CMT.

## Housing Revenue Account

The updated forecast as at December 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 - December 2017	(6,353)	(6,871)	(3,076)	(2,249)	(1,553)	(974)	(561)

A balanced 5 year case forecast was presented for the Housing Revenue Account (HRA).

Currently projections identify HRA balances of £1.6m over 3 years (compared with a forecast in February of £3.2m) with balances of £1m over 4 years to 2021/22 reducing to £0.6m over 5 years (balances were previously forecast at £3m in 2021/22), including the minimum recommended balances of £0.5m.

The forecast has been updated to include:

- a) the projected outturn underspend of £795k for 2017/18 (as at Period 8);
- b) 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

### Executive Summary

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

### General Fund

#### Revenue

GENERAL FUND	YTD Budget £000	YTD Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000
Chief Executive	135	125	(10)	(18)	(48)	(30)
Executive Director Corporate Services	162	(46)	(208)	556	305	(251)
Director of Finance	2,753	2,074	(679)	503	(314)	(817)
Director of Technology & Corporate Programmes	931	995	64	20	44	24
Solicitor to the Council	596	473	(123)	823	732	(91)
Director of Transformation & Corporate Performance	1,057	1,025	(32)	283	257	(26)
Director of Communities, Planning & Partnerships	7	1	(6)	-	(7)	(7)
Director of Communities, Partnerships & Housing	765	647	(118)	1,834	1,780	(54)
Director of Growth, Assets & Environment	3,351	2,717	(634)	5,623	5,377	(246)
<b>Total</b>	<b>9,757</b>	<b>8,011</b>	<b>(1,746)</b>	<b>9,624</b>	<b>8,126</b>	<b>(1,498)</b>

- The General Fund has a favourable variance against budget at period 9 of £1.7m (£1.5m favourable at period 8).
- The projected full year position identifies a projected favourable variance against budget of £1.5m or 15.6% (£1.24m or 12.9% at period 8).
- 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 December 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	316	154	(162)	372	208	(164)	147	355
Director of Communities, Partnerships & Housing	92	92	-	(92)	92	12	(80)	80	92
Director of Growth, Assets & Environment	1,152	3,182	1,094	(2,088)	3,687	1,597	(2,090)	1,970	3,567
<b>Contingency</b>	1,340	1,429	-	(1,429)	1,459	-	(1,459)	559	559
<b>TOTAL GENERAL FUND</b>	<b>2,732</b>	<b>5,019</b>	<b>1,248</b>	<b>(3,771)</b>	<b>5,610</b>	<b>1,817</b>	<b>(3,793)</b>	<b>2,756</b>	<b>4,573</b>

- Capital expenditure incurred was £1.248m compared to a profiled budget of £5.019m (£1.14m compared to a profiled budget of £4.63m as at period 8).
- It is predicted that £1.817m will be spent by the year-end compared to a full year budget of £5.61m (this includes re-profiled schemes from 2016/17 of £2.73m).
- There is a projected requirement to re-profile £2.756m of spend into 2018/19.
- A summary of Capital expenditure is shown at **Appendix C**.

## Treasury Management

- At the end of December 2017 the Authority had £64.81m 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 December 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 £6.63m at the year-end from normal revenue operations (£6.38m at period 8) compared to £4.33m projected within the 2017/18 budget report – additional balances of £2.3m.



## 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 Communities, Partnerships & Housing	2,255	2,106	(149)	3,954	3,871	(83)
Director of Growth, Assets & Environment	100	106	6	(37)	(37)	-
HRA Summary	(13,535)	(13,796)	(261)	(3,556)	(3,824)	(268)
Housing Repairs	3,145	2,181	(964)	-	(506)	(506)
<b>Total</b>	<b>(8,035)</b>	<b>(9,403)</b>	<b>(1,368)</b>	<b>361</b>	<b>(496)</b>	<b>(857)</b>

- The HRA has a favourable variance against budget at period 9 of £1.37m (£1.21m at period 8).
- The projected full year position identifies a favourable variance against budget of £857k (£795k at period 8). 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 Communities, Partnerships & Housing	6,323	15,286	3,110	(12,176)	18,274	4,215	(14,059)	14,052	18,267
Director of Growth, Assets & Environment	3,151	6,686	2,419	(4,267)	7,734	4,759	(2,975)	2,970	7,729
HRA Contingency	100	100	-	(100)	100	-	(100)	100	100
<b>TOTAL HOUSING REVENUE ACCOUNT</b>	<b>9,574</b>	<b>22,072</b>	<b>5,529</b>	<b>(16,543)</b>	<b>26,108</b>	<b>8,974</b>	<b>(17,134)</b>	<b>17,122</b>	<b>26,096</b>

- Housing Capital expenditure of £5.529m has been incurred as at the end of period 9 compared to a profiled budget of £22.072m (£6.186m compared to a profiled budget of £20.794m as at period 8).
- It is predicted that £8.974m will be spent by the year-end compared to the full year budget of £26.108m (including £9.57m re-profiled from 2016/17);
- There is a projected requirement to re-profile £17.122m 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 £6.85m at the year-end (£6.79m at period 8) compared to £5.39m projected within the 2017/18 budget report – additional balances of £1.46m








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 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.

<b>Performance Measures</b>	<b>RAG Status</b>	<b>Current Value</b>	<b>Last Update</b>	<b>Latest Note</b>
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Installation of one new play facility		Yes	2017/18	The play facility was installed in December 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		6.93%	November 2017	
Improved street and environmental cleanliness – Graffiti		2.24%	November 2017	
Improved street and environmental cleanliness – Litter		6.89%	November 2017	
Improved street and environmental cleanliness – Dog Fouling		3.21%	November 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.	

<b>Performance Measures</b>	<b>RAG Status</b>	<b>Current Value</b>	<b>Last Update</b>	<b>Latest Note</b>
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All Crime – Total		6,772	2017	Calendar year to date figure.
Incidents of Anti-Social Behaviour		2,142	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 their local area (FTD survey)		17%	H1 2017/18	Waves 20 to 23.

<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	Latest Note
The number of food businesses that are 0 and 2 star rated		40	Q3 2017/18	
The quarterly percentage of planned high risk interventions undertaken		100%	Q3 2017/18	

The percentage of planned interventions undertaken		100%	Q3 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 number of persons catering from home compared to that which we had planned to undertake.







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
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	
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	28-Feb-2019	No	
Completion of the public realm enhancements	30-Apr-2019	No	
Completion of works to Tamworth Library	30-Apr-2019	No	
On-going works to review assets and regeneration opportunities as part of the CIS board.		No	
Scoping works with partners to look at viability/opportunities with the current vacant site at Gungate.		No	This is an ongoing project. The site assessment is completed and discussions are underway with the site

			owners.
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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		210	December 2017	
Percentage of total rateable value of commercial floor space that is unoccupied		5%	2017/18	
Percentage change in rateable value of commercial buildings		1.61%	Q2 2017/18	
Birth of New Business Enterprises in the year		355	2016/17	
Death of Business Enterprises in the year		290	2016/17	
Number of active Business Enterprises		2,620	2016/17	

Project/Action	Tinkers Green & Kerria Regeneration		
<b>Desired Outcome</b>	Access to suitable housing is improved Neighbourhoods are improved Satisfaction with neighbourhoods increased		
<b>Latest Update</b>			
Milestones	Due Date	Completed (Yes/No)	Note
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
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Performance Measures	RAG Status	Current Value	Last Update	Latest Note
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 was completed ahead of schedule at the end of November 2017 and provided 19 units of accommodation across the borough..
Phase Two start on site	01-Jan-2018	No	Cabinet is currently reviewing the garage sites programme



Allocation of future phases		No	
Future phases start on site		No	

Performance Measures	RAG Status	Current Value	Last Update	Latest Note
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	Findings of options review agreed and being considered by Cabinet in February 2018	
Report to members on future arrangements for service delivery	28-Feb-2018	No	Report at Cabinet on 22nd February 2018	
Implement future options		No		
Measure satisfaction		No		

Performance Measures	RAG Status	Current Value	Last Update	Latest Note
Percentage of local authority dwellings that achieve the decent homes standard		60.1%	2016/17	

Project/Action	Preparation for collection of the Business Improvement District (BID) Levy			
Desired Outcome	Implementation of the software necessary to facilitate collection of the levy income Maximise the level of income collected for investment in local infrastructure			
Latest Update	As the ballot resulted in the BID being rejected, the software is now no longer required.			
Milestones	Due Date	Completed (Yes/No)	Note	
Budget approval for purchase of software	30-Apr-2017	Yes	Budget approved by Council on 21 February 2017	
Software purchased	03-Nov-2017	Yes	Original plan was to purchase software by 31 August – delayed until result of the ballot known early in November 2017. As the ballot resulted in the BID being rejected, the software is now no longer required.	
Software installed and tested	31-Dec-2017	Yes	As the ballot resulted in the BID being rejected, the software is now no longer required.	
Levy included on 2018/19 bills	31-Mar-2018	Yes	As the ballot resulted in the BID being rejected, the software is now no longer required.	

Performance Measures	RAG Status	Current Value	Last Update	Latest Note

<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>	<p>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.</p> <p>As a result of the pool being in place, the GBSLEP will have £1.3m in total from the outturn for 2016/17 to support projects to improve the economy and infrastructure of the region.</p>			
<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		83.40%	December 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>	<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>Key outcomes such as the revitalisation of the Town Centre; the regeneration of the Gungate site; the development of an Inward Investment Strategy that will seek to provide the basis for ongoing managed growth, future funding bids and more.</p> <p>Work has progressed on the development (and set up) of a trading company (including the potential for development of private sector housing for market rental), the regeneration of the Gungate site and the development of an Place Investment Strategy.</p>			

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. Work is nearing completion on the development of the financial modelling (including tax implications) to support the business plan to demonstrate the potential return for the Company and the Council.







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	Q3 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	Q3 2017/18	As above.

<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 and was successful; £499,000 was awarded. The money will be used for a project that will create an innovative and engaging permanent exhibition exploring and celebrating Tamworth's important Anglo-Saxon history.
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		5,413	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		33,471	2017/18	
Total Number of Visitors – Tamworth Castle		30,642	2017/18	
Trip Advisor Rating – Tamworth Castle		4.5	2016/17	

**Corporate Priority**




**3. Delivering quality services in Tamworth**

<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 Attitude Survey	31-Dec-2017	Yes	Survey undertaken in November 2017. Results to be analysed and will form the basis for the development of an action plan.	
Payroll/HR services available via self serv	31-Jan-2018	Yes	All services now available.	
Delivery of Corporate Plan	31-Mar-2018	No		
Staff Annual General Meeting/Celebration event	31-Oct-2018	No	Celebration event held. Staff AGM to take place by October 2018.	
Completion of the Agile Working Project	31-Dec-2018	No	A new implementation plan is to be developed by the end of February 2018.	
Workforce Development Plan approved	31-Dec-2018	No	Work has commenced on this and is linked to the senior management review.	

Performance Measures	RAG Status	Current Value	Last Update	Latest Note
Working Days Lost Due to Sickness Absence (Year to date)		6.44	November 2017	
Working Days Lost Due to Sickness Absence (Monthly)		1.32	November 2017	
Results of Staff Attitude Survey		Yes	2017/18	Survey undertaken in November 2017. Results to be analysed and will form the basis for the development of an action plan.

Project/Action	Digital Customer Services			
Desired Outcome	Council services available for customers available on-line			
Latest Update				
Milestones	Due Date	Completed (Yes/No)	Note	
Customer Access Survey	30-Apr-2017	Yes		
Specification of Customer Portal	30-Apr-2017	Yes		
Approve revised Customer Services and Access Strategy	31-Dec-2017	No		
Communications and Marketing Plan (digital)	31-Dec-2017	No	This will form part of the Corporate Digital Strategy that is being developed and is to be considered by the Senior Leadership Team in January 2018.	
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.
Procurement of customer portal	31-Mar-2018	No	A specification has been detailed. Soft market testing carried out with several suppliers. Specification is with procurement for launch in January 2018.
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		67	2017/18	
The number of Portal users		0	2017/18	Portal not yet procured.





The number of downloads from the Tamworth App		2,890	2017/18	
The number of active users of the Tamworth App		448	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-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 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>	Activity in the third quarter of 2017/18 has seen the development of the Information Asset and an awareness campaign.			
<b>Milestones</b>	<b>Due Date</b>	<b>Completed (Yes/No)</b>	<b>Note</b>	
Endorsement of action plan for implementation	30-Apr-2017	Yes	Action plan endorsed and in progress Two members of staff qualified as practitioners in General Data Protection Regulations to enable implementation. A new statutory role of Data Protection	

			Officer has been established.
All staff trained in internal framework and legislation	31-May-2018	No	On line training will commence in February 2018 with 'face to face' training given to those members of staff in higher risk areas.
Processes and procedures tested and developed into local framework	31-May-2018	No	The development of processes is on going and on target for completion in May 2018.

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>	Progress in the trial areas: <ul style="list-style-type: none"> <li>• Revenues – Managers trained and testing the product and providing fortnightly updates on progress. Training is being arranged for the rest of the team,</li> <li>• Housing – Training scheduled for managers,</li> <li>• ICT – Managers trained and testing virtual meetings.</li> </ul>			
<b>Milestones</b>	<b>Due Date</b>	<b>Completed (Yes/No)</b>	<b>Note</b>	
Roll out of technology	31-Jan-2018	Yes	The technology is installed and dependent on feedback from Revenues, Housing and ICT.	
New working practises in place	30-Jun-2018	No		
Training completed	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 first mobile app 'Report It' is under development with implementation due for May 2018.  The specification for the customer portal is with procurement and due to be launched in mid January 2018.			
<b>Milestones</b>	<b>Due Date</b>	<b>Completed (Yes/No)</b>	<b>Note</b>	
Implementation of customer portal and integration to support website development	31-Mar-2018	No	The specification for the customer portal is with procurement and due to be launched in mid January 2018.	
Implementation of mobile apps and online forms	31-May-2018	No	The first mobile app 'Report It' is under development with implementation due for May 2018.	

<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		18,445	Q3 2017/18	
The number of self-serve processes available for customers		67	2017/18	







PI RAG Status	
	Not at target
	Close to target
	At or better than target
	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	10-Jan-2018	3	3	9	
Safeguarding Children & Vulnerable Adults	Failure to safeguard children and vulnerable adults	10-Jan-2018	3	3	9	
Medium Term Financial Planning & Sustainability Strategy	Loss of Funding and Financial Stability & application of uncertainties of Brexit	10-Jan-2018	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	10-Jan-2018	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	10-Jan-2018	4	2	8	
Information Management & Information Technology	Failure to secure and manage data and IT infrastructure	10-Jan-2018	3	2	6	
Health & Safety	Failure to manage Health & Safety	10-Jan-2018	3	2	6	
Reputation	Damage to Reputation	10-Jan-2018	2	2	4	
Governance & Regulatory Failure	Failure to achieve adequate Governance Standards and statutory responsibilities	10-Jan-2018	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	10-Jan-2018	2	2	4	
Emergency & Crisis Response Threats	Failure to manage an external or internal emergency/disaster situation	10-Jan-2018	2	2	4	
Workforce Planning Challenges	Failure to manage workforce planning challenges	10-Jan-2018	2	2	4	
Corporate Change	Failure to manage corporate change	10-Jan-2018	2	2	4	
Taxi Licences	Taxi Licensing process not followed, giving rise to licenses being issued to persons who are not fit and proper	10-Jan-2018	4	1	4	
Economic Changes	Failure to plan and adapt services to economic changes within the community	10-Jan-2018	3	1	3	

Risk Status	
 High risk	
 Medium risk	
 Low risk	

## General Fund – Main Variances

Cost Centre	Account Code	Year To Date Position Sub Total	Year To Date Position Budget	Year To Date Position Variance	Full Year Position Budget	Full Year Position Predicted Outturn Variance	Full Year Position Predicted Outturn	Comment
Human Resources	Salaries	57,279	93,405	(36,126)	124,500	(39,000)	85,500	Head of OD vacant post - less £10k potentially required for external support
Community Safety	Salaries	31,295	65,027	(33,733)	86,230	(44,220)	42,010	Underspend is forecast due to vacant posts
Community Wardens	Salaries	138,452	167,080	(28,628)	222,120	(43,620)	178,500	Vacant posts being covered by temporary staffing
	Payments For Temporary Staff	36,135	-	36,135	-	48,180	48,180	
Development Control	Legal Fees	35,000	-	35,000	-	35,000	35,000	Costs associated with Public Inquiry. Budget has been released to Consultants Fees to cover this spend.
	Consultants Fees	53,922	98,010	(44,088)	100,090	(35,000)	65,090	Underspend offset by spend on legal fees in respect of public inquiry.
	Fees & Charges Planning App	(261,650)	(164,970)	(96,680)	(220,000)	(90,000)	(310,000)	There have been several major applications and developers are submitting plans prior to the government set increase in fees which comes into force on 17th January 2018
Industrial Properties	Rents	(756,824)	(710,000)	(46,824)	(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



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
								budgets were originally set
Assembly Rooms Bar	Wages	50	14,040	(13,990)	18,690	(18,690)	-	Underspend will offset under recovered income.
	Bar Purchases	23	16,020	(15,997)	21,330	(21,330)	-	
	Bar Sales	(67)	(40,410)	40,343	(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.
Assembly Rooms 3rd Party Tickets	Performers Fees	-	17,730	(17,730)	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	22,500	(20,375)	30,000	(27,500)	2,500	Underspend will be offset by loss of income. This is due to the delay in the Assembly Rooms capital
	Ticket Sales	(237)	(14,580)	14,343	(19,450)	19,000	(450)	As the project has been delayed this income target is unachievable. There will savings on expenditure budgets across the service that offset this.
	Split Profit Event Income	(132)	(22,500)	22,368	(30,000)	30,000	-	
Castle & Museum	Salaries	130,480	153,450	(22,970)	204,550	(31,000)	173,550	Underspend is, in part offset, by overspend on wages. Vacant posts are being covered by casual staff.
	Wages	27,335	6,930	20,405	9,230	25,000	34,230	Offset by underspend on salaries. Vacant posts are being covered by temporary contracts.

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
Public Spaces	Vacancy Allowance	-	(52,020)	52,020	(69,300)	69,300	-	Vacancy Allowance
Tbc Highways Maintenance	Maintenance Highway Related Assets	117,661	122,440	(4,779)	169,880	-	169,880	Struggling to obtain any costing from Staffs County re works completed. This issues has been raised
	Maintenance Of Roads (Hra)	-	37,260	(37,260)	49,640	-	49,640	
	Maintenance Neighbourhood Ctr (Hra)	-	8,910	(8,910)	11,920	-	11,920	
	Gulley Emptying	14,503	2,520	11,983	3,380	-	3,380	
	Management Agreement	38,790	58,770	(19,980)	78,410	-	78,410	
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
	Refuse Joint Arrangements	954,912	1,001,850	(46,938)	1,335,800	-	1,335,800	
ICT	Mft Licence/Mtce/Imp	391,871	333,000	58,871	371,590	41,000	412,590	Expected overspend offset by underspends on other budgets - to be re-aligned from 2018/19
Community Development	Salaries	60,702	81,540	(20,838)	108,680	(29,000)	79,680	Underspend relates to a vacant post. The predicted outturn is based on the current situation but a service review is underway.
Community Development	Unallocated Salaries-Restructure	-	-	-	-	20,000	20,000	Potential costs of service review
Homelessness Strategy	Salaries	45,912	74,280	(28,368)	99,050	(37,000)	62,050	Vacant post being covered by temporary staff pending service

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
	Payments For Temporary Staff	31,100	-	31,100	-	37,000	37,000	review
Voluntary Sector	Grants To Comm'ty Serv.Orgns	86,500	79,210	7,290	112,280	(40,000)	72,280	Saving of £25k in respect of untendered practical support. Plus a potential £15k from the purchase SCC Framework which was delayed resulting in the £15k potentially being met from the 18/19 budget.
Chief Executive	Salaries	117,171	130,772	(13,600)	168,220	(39,880)	128,340	Expected underspend following retirement of Chief Executive
Corporate Finance	Government Grants	(298,476)	(306,270)	7,794	(408,390)	(106,630)	(515,020)	Higher S31 grant income due to higher level of Small Business Rate relief
	Government Grants	(53,314)	-	(53,314)	-	(106,630)	(106,630)	Additional S31 grant - Discretionary Rate Relief Scheme
	Contribution From Reserves	(238,741)	-	(238,741)	(53,200)	(238,740)	(291,940)	Write back of reserves approved by Cabinet 30/11/17
	Fees & Charges	(196,020)	-	(196,020)	-	(196,020)	(196,020)	Returned Levy from GBSLEP
Treasury Management	External Interest Payable	1,915,510	2,034,990	(119,480)	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	43,240	71,910	(28,670)	95,880	(38,230)	57,650	Lower than forecast MRP as not planning to take additional GF debt of c.£1million
	Treasury Man. Rechg To Hra	-	-	-	(2,731,580)	99,410	(2,632,170)	Lower than forecast as not planning to take

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
								additional debt of c.£8million
Electoral Process	Election Staff	8,892	54,360	(45,468)	55,410	(45,000)	10,410	One by-election only this year
Benefits	Provision For Bad Debts	-	-	-	160,000	(50,000)	110,000	Est change in provision as at p9 £65k therefore unlikely to require full budget
	Rent Allowances	6,317,579	7,033,800	(716,221)	10,027,990	(1,006,000)	9,021,990	Based on DWP Est Claim P9
	Council Tenant Rent Rebates	7,978,220	8,539,230	(561,010)	11,077,800	(1,098,670)	9,979,130	
	Council Tenant Grant	(7,775,127)	(8,391,970)	616,843	(10,886,810)	1,065,600	(9,821,210)	
	Private Tenant Grant	(6,095,904)	(6,873,000)	777,096	(9,801,250)	1,059,720	(8,741,530)	
	Non-Hra Rent Rebate Grant	(157,518)	(102,960)	(54,558)	(137,140)	(67,630)	(204,770)	
	Discretionary Hsg Paymt Grant	(158,525)	-	(158,525)	-	(159,090)	(159,090)	Based on DHP Mid-Year Estimate
	Overpayment Private Tenant	(346,731)	(260,550)	(86,181)	(347,380)	(114,930)	(462,310)	Based on e-Fins @ P9
	Overpayment Council Tenant	(277,926)	(220,860)	(57,066)	(294,500)	(76,070)	(370,570)	
	Pt Overpayment Recovery	89,283	-	89,283	-	119,040	119,040	
Ct Overpayment Recovery	79,848	-	79,848	-	106,460	106,460		
Benefits Administration	Cont To Reserves	-	-	-	-	45,700	45,700	Gov't grant to be transferred to retained fund at year end
	Government Grants	(103,910)	(11,110)	(92,800)	(11,110)	(92,800)	(103,910)	New Burdens & Welfare reform grants - unspent amount to be transferred to retained fund at year end
	Admin. Grant	(270,310)	(293,830)	23,520	(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
Housing Advice	Salaries	189,203	212,040	(22,837)	282,760	(40,000)	242,760	Vacant posts currently being covered by Temp staff pending service review
	Payments For Temporary Staff	30,458	-	30,458	-	40,000	40,000	
Regeneration Project	Council Tax Payments	32,555	-	32,555	-	32,500	32,500	Void properties awaiting demolition prior to regeneration
General - Business Support	S/Ware Mtce & Imp	29,201	62,730	(33,529)	83,590	-	83,590	Full spend expected once projects approved
H R A Summary	Provision For Bad Debts	138,308	216,400	(78,092)	216,400	-	216,400	UC continued on 29/11/17 with couples & families and initial predictions estimate an additional £65k of debt based on 20 new claims on UC per month. Bad debt is therefore likely to increase and this estimate will be kept under review and remains part of a robust approach to maximising income recovery.
	Item 8 Debit	-	-	-	2,731,580	(99,410)	2,632,170	Lower than forecast Item 8 DR as not planning to take additional HRA debt of £7.2million
	Contribution From Reserves	(83,500)	-	(83,500)	-	(83,500)	(83,500)	Reserve for pre-mobilisation of repairs contract not required and to be returned to balances

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
	Rents	(13,614,325)	(13,536,518)	(77,807)	(17,558,690)	(80,000)	(17,638,690)	Rent income is currently exceeding budget due to void levels being lower than budgeted
Repairs Contract	Responsive Repairs	535,843	1,127,483	(591,640)	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
Page 46 Repairs - General	Fire Fighting Equipment	37,371	3,225	34,146	4,300	35,000	39,300	Additional work undertaken following review of risk assessments after Grenfell incident
	Gas Heating Systems Maintenance	97,160	138,743	(41,582)	184,990	(55,000)	129,990	Variation due to % adjustment on new contract
	Gas Voids	(2,315)	35,310	(37,625)	47,080	(30,000)	17,080	Gas work on voids being picked up on responsive voids budget due to % adjustment on the contract
	Planned Maintenance	6,412	238,478	(232,066)	317,970	(80,000)	237,970	Work on High Rise blocks delayed pending planning permission

## Capital Programme Monitoring

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>Director of Technology &amp; Corporate Programmes</b>										
Replacement It Technology	41	98	115	17	118	118	-	-	118	Project progressing and expect to be fully spent by year end
EDRMS (Electronic Document Records Management System)	63	63	-	(63)	63	-	(63)	63	63	Scoping of project following migration from Oracle platform to SQL server has not yet been agreed and therefore budget will not be spent this year
Air Conditioning	32	32	32	-	32	32	-	-	32	Project now completed
Gazetteer Development	12	12	7	(5)	12	12	-	-	12	Consultancy days booked to progress project
Business Improvement District (BID) Software	-	13	-	(13)	17	-	(17)	-	-	Ballot resulted in a No vote, therefore this software and the associated budget will not be required
New Time Recording System 17/18	-	11	-	(11)	15	-	(15)	15	15	No spend expected this year as other projects including roll-out of i-Trent self-serve are taking priority, but budget requested to be re-profiled to 2018/19
Self-Serve Customer Portal	-	86	-	(86)	115	46	(69)	69	115	ITT expected to be issued early Jan with returns by mid Feb. Not likely that budget will be fully spent this year.
<b>Directorate Total</b>	<b>148</b>	<b>315</b>	<b>154</b>	<b>(161)</b>	<b>372</b>	<b>208</b>	<b>(164)</b>	<b>147</b>	<b>355</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>Director of Communities, Partnerships &amp; Housing</b>										
Private Sector Coalfields Fund	92	92	-	(92)	92	12	(80)	80	92	Programme of new initiatives to be developed to target help for vulnerable residents based on results of recent stock condition survey however, will need to reprofile significant funds to 2018/19 to deliver schemes.
<b>Directorate Total</b>	<b>92</b>	<b>92</b>	<b>-</b>	<b>(92)</b>	<b>92</b>	<b>12</b>	<b>(80)</b>	<b>80</b>	<b>92</b>	
<b>Director of Growth, Assets &amp; Environment</b>										
Page 48 Disabled Facilities Grant	91	529	548	19	592	592	-	-	592	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 so may need to reprofile some funds into 2018/19.
Cctv Camera Renewals	29	40	-	(40)	44	9	(35)	35	44	Review of cameras locations etc. now completed - Report to Scrutiny Committee in 2018 to discuss way forward.
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.



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
Wigginton Park Section Section 106	29	29	18	(11)	29	19	(10)	10	29	Plans ongoing to deliver items from the Wigginton Park Management Plan - may need to reprofile £10k to 2018/19 depending on delivery timescales
Broadmeadow Nature Reserve	44	54	47	(7)	55	55	-	-	55	Ongoing works to complete management plan and HLS agreement. Bridge works completed however ongoing contractual dispute over rates and works undertaken.
Public Open Space Section 106	31	51	42	(9)	51	42	(9)	9	51	Project group established - list of works currently being collated for remaining budget. May need to reprofile £9k to 2018/19 depending on delivery timescales
Agile Working Phase 2	124	124	-	(124)	124	-	(124)	124	124	Expenditure of this budget is reliant upon us entering into a formal lease agreement with the NHS. Based on recent discussions it would appear that the NHS will not be in a position to make any formal decisions within the current financial year and as such we would not propose undertaking any alteration works in Marmion House. The full amount is to be re-profiled into 2018/19.
Street Lighting	1	3	1	(2)	4	4	-	-	4	-
Belgrave Play Area	-	60	60	-	60	60	-	-	60	All works completed - Official opening on Friday 12/01/18
Local Nature Reserve	-	22	-	(22)	22	-	(22)	22	22	Section 106 funds released September - plans to deliver being developed but may have to reprofile to 2018/19

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
Assembly Rooms Development	100	1,285	310	(975)	1,680	680	(1,000)	1,000	1,680	Work started onsite December - Building works to be finished in approx. 15 months. Will be necessary to reprofile funds into 2018/19 to complete works
Castle Mercian Trail	635	766	18	(748)	766	46	(720)	720	766	Bid to HLF has been successful - project update report to be sent to Cabinet January 2018. Likely to need to reprofile funds to 2018/19.
Gateways	27	154	25	(129)	197	65	(132)	12	77	The County Council are progressing the works to phase two between the Station and the town. Budget reduced to reflect external spend on project previously included.
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	3	(7)	10	3	(7)	7	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>3,181</b>	<b>1,096</b>	<b>(2,085)</b>	<b>3,688</b>	<b>1,599</b>	<b>(2,089)</b>	<b>1,969</b>	<b>3,568</b>	
<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	-	(1,000)	100	100	Carry forward £100,000 as contingency for 2018/19

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
Civil Contingencies Technology 17/18 (Contingency)	-	14	-	(14)	19	-	(19)	19	19	Alternatives to the Emergency Control Room originally planned are to be investigated, and budget is unlikely to be spent this year
Refurbishment of Marmion House Reception (Contingency)	-	75	-	(75)	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>1,429</b>	<b>-</b>	<b>(1,429)</b>	<b>1,459</b>	<b>-</b>	<b>(1,459)</b>	<b>559</b>	<b>559</b>	
<b>GENERAL FUND TOTAL</b>	<b>2,731</b>	<b>5,017</b>	<b>1,250</b>	<b>(3,767)</b>	<b>5,611</b>	<b>1,819</b>	<b>(3,792)</b>	<b>2,755</b>	<b>4,574</b>	

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
<b>Director of Communities, Partnerships &amp; Housing</b>										
Gas Cent Htng Upgrd & Ren 2012	-	-	(7)	(7)	-	(7)	(7)	-	(7)	Final charges for 2016/17 works from Mears less than anticipated
Tinkers Green Project	2,613	7,593	449	(7,144)	9,253	601	(8,652)	8,652	9,253	Awarded construction contract with start on site anticipated early Spring 2018. Decision required from January Project Board re level of pre contract spend required before contract can be signed. Will need to reprofile significant budgets to 2018/19
Kerria Estate Project	739	2,097	176	(1,921)	2,550	250	(2,300)	2,300	2,550	
Regeneration General	2,054	3,554	1,892	(1,662)	4,304	2,504	(1,800)	1,800	4,304	Garage programme T1a sites due for completion early 2018 (19 council homes) – only 4 homes left to complete. November Cabinet agreed to a review of programme which will result in a underspend in the current year. It is likely that the funds will need to be reprofiled to 2018/19,
Other Acquisitions	918	2,043	599	(1,444)	2,168	868	(1,300)	1,300	2,168	Delays in build process on section S106 acquisitions and one off acquisitions likely to mean schemes will not complete by end of financial year so may need to reprofile funds in to 2018/19.
<b>Directorate Total</b>	<b>6,324</b>	<b>15,287</b>	<b>3,109</b>	<b>(12,178)</b>	<b>18,275</b>	<b>4,216</b>	<b>(14,059)</b>	<b>14,052</b>	<b>18,268</b>	
<b>Director of Growth, Assets &amp; Environment</b>										
Structural Works	-	75	14	(61)	100	100	-	-	100	This is an ad-hoc budget that will be spent according to structural defects being identified through

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
Bathroom Renewals	-	597	622	25	796	796	-	-	796	Sufficient work has been identified to take up the full budget and full spend is anticipated at year-end
Gas Central Heating Upgrades and Renewals	-	386	524	138	514	514	-	-	514	
Kitchen Renewals	-	709	547	(162)	945	945	-	-	945	
Major Roofing Overhaul and Renewals	-	121	8	(113)	161	161	-	-	161	
Window and Door Renewals	-	188	51	(137)	250	250	-	-	250	
Neighbourhood Regeneration	-	75	39	(36)	100	100	-	-	100	This is an ad-hoc budget - spending plans being considered.
Disabled Facilities Adaptations	-	237	126	(111)	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	606	254	(352)	606	375	(231)	231	606	Anticipate that only one lift will be completed within year. Remainder have been ordered and are being manufactured but will not be complete until new year.

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.
<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>
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
Energy Efficiency Improvements	100	138	45	(93)	150	150	-	-	150	
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	-	113	1	(112)	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	-	4	-	(4)	5	-	(5)	-	-	We do not anticipate spending this budget
<b>Directorate Total</b>	<b>3,151</b>	<b>6,689</b>	<b>2,420</b>	<b>(4,269)</b>	<b>7,734</b>	<b>4,759</b>	<b>(2,975)</b>	<b>2,970</b>	<b>7,729</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>-</b>	<b>(100)</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>22,076</b>	<b>5,529</b>	<b>(16,547)</b>	<b>26,109</b>	<b>8,975</b>	<b>(17,134)</b>	<b>17,122</b>	<b>26,097</b>	

Capital Programme Monitoring

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
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Replacement It Technology	41	98	115	17	118	118	-	-	118	Project progressing and expect to be fully spent by year end
EDRMS (Electronic Document Records Management System)	63	63	-	(63)	63	-	(63)	63	63	Scoping of project following migration from Oracle platform to SQL server has not yet been agreed and therefore budget will not be spent this year
Air Conditioning	32	32	32	-	32	32	-	-	32	Project now completed
Gazetteer Development	12	12	7	(5)	12	12	-	-	12	Consultancy days booked to progress project
Business Improvement District (BID) Software	-	13	-	(13)	17	-	(17)	-	-	Ballot resulted in a No vote, therefore this software and the associated budget will not be required
New Time Recording System 17/18	-	11	-	(11)	15	-	(15)	15	15	No spend expected this year as other projects including roll-out of i-Trent self-serve are taking priority, but budget requested to be re-profiled to 2018/19
Self-Serve Customer Portal	-	86	-	(86)	115	46	(69)	69	115	ITT expected to be issued early Jan with returns by mid Feb. Not likely that budget will be fully spent this year.
<b>Directorate Total</b>	<b>148</b>	<b>315</b>	<b>154</b>	<b>(161)</b>	<b>372</b>	<b>208</b>	<b>(164)</b>	<b>147</b>	<b>355</b>	

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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
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Private Sector Coalfields Fund	92	92	-	(92)	92	12	(80)	80	92	Programme of new initiatives to be developed to target help for vulnerable residents based on results of recent stock condition survey however, will need to reprofile significant funds to 2018/19 to deliver schemes.
<b>Directorate Total</b>	<b>92</b>	<b>92</b>	<b>-</b>	<b>(92)</b>	<b>92</b>	<b>12</b>	<b>(80)</b>	<b>80</b>	<b>92</b>	
<b>Director of Growth, Assets &amp; Environment</b>										
Page 56 Disabled Facilities Grant	91	529	548	19	592	592	-	-	592	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 so may need to reprofile some funds into 2018/19.
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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.



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
Wigginton Park Section 106	29	29	18	(11)	29	19	(10)	10	29	Plans ongoing to deliver items from the Wigginton Park Management Plan - may need to reprofile £10k to 2018/19 depending on delivery timescales
Broadmeadow Nature Reserve	44	54	47	(7)	55	55	-	-	55	Ongoing works to complete management plan and HLS agreement. Bridge works completed however ongoing contractual dispute over rates and works undertaken.
Public Open Space Section 106	31	51	42	(9)	51	42	(9)	9	51	Project group established - list of works currently being collated for remaining budget. May need to reprofile £9k to 2018/19 depending on delivery timescales
Agile Working Phase 2	124	124	-	(124)	124	-	(124)	124	124	Expenditure of this budget is reliant upon us entering into a formal lease agreement with the NHS. Based on recent discussions it would appear that the NHS will not be in a position to make any formal decisions within the current financial year and as such we would not propose undertaking any alteration works in Marmion House. The full amount is to be re-profiled into 2018/19.
Street Lighting	1	3	1	(2)	4	4	-	-	4	-
Belgrave Play Area	-	60	60	-	60	60	-	-	60	All works completed - Official opening on Friday 12/01/18
Local Nature Reserve	-	22	-	(22)	22	-	(22)	22	22	Section 106 funds released September - plans to deliver being developed but may have to reprofile to 2018/19

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
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Castle Mercian Trail	635	766	18	(748)	766	46	(720)	720	766	Bid to HLF has been successful - project update report to be sent to Cabinet January 2018. Likely to need to reprofile funds to 2018/19.
Gateways	27	154	25	(129)	197	65	(132)	12	77	The County Council are progressing the works to phase two between the Station and the town. Budget reduced to reflect external spend on project previously included.
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	3	(7)	10	3	(7)	7	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>3,181</b>	<b>1,096</b>	<b>(2,085)</b>	<b>3,688</b>	<b>1,599</b>	<b>(2,089)</b>	<b>1,969</b>	<b>3,568</b>	
<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	-	(1,000)	100	100	Carry forward £100,000 as contingency for 2018/19

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
Civil Contingencies Technology 17/18 (Contingency)	-	14	-	(14)	19	-	(19)	19	19	Alternatives to the Emergency Control Room originally planned are to be investigated, and budget is unlikely to be spent this year
Refurbishment of Marmion House Reception (Contingency)	-	75	-	(75)	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>1,429</b>	<b>-</b>	<b>(1,429)</b>	<b>1,459</b>	<b>-</b>	<b>(1,459)</b>	<b>559</b>	<b>559</b>	
<b>GENERAL FUND TOTAL</b>	<b>2,731</b>	<b>5,017</b>	<b>1,250</b>	<b>(3,767)</b>	<b>5,611</b>	<b>1,819</b>	<b>(3,792)</b>	<b>2,755</b>	<b>4,574</b>	

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
<b>Director of Communities, Partnerships &amp; Housing</b>										
Gas Cent Htng Upgrd & Ren 2012	-	-	(7)	(7)	-	(7)	(7)	-	(7)	Final charges for 2016/17 works from Mears less than anticipated
Tinkers Green Project	2,613	7,593	449	(7,144)	9,253	601	(8,652)	8,652	9,253	Awarded construction contract with start on site anticipated early Spring 2018. Decision required from January Project Board re level of pre contract spend required before contract can be signed. Will need to reprofile significant budgets to 2018/19
Kerria Estate Project	739	2,097	176	(1,921)	2,550	250	(2,300)	2,300	2,550	
Regeneration General	2,054	3,554	1,892	(1,662)	4,304	2,504	(1,800)	1,800	4,304	Garage programme T1a sites due for completion early 2018 (19 council homes) – only 4 homes left to complete. November Cabinet agreed to a review of programme which will result in a underspend in the current year. It is likely that the funds will need to be reprofiled to 2018/19,
Other Acquisitions	918	2,043	599	(1,444)	2,168	868	(1,300)	1,300	2,168	Delays in build process on section S106 acquisitions and one off acquisitions likely to mean schemes will not complete by end of financial year so may need to reprofile funds in to 2018/19.
<b>Directorate Total</b>	<b>6,324</b>	<b>15,287</b>	<b>3,109</b>	<b>(12,178)</b>	<b>18,275</b>	<b>4,216</b>	<b>(14,059)</b>	<b>14,052</b>	<b>18,268</b>	
<b>Director of Growth, Assets &amp; Environment</b>										
Structural Works	-	75	14	(61)	100	100	-	-	100	This is an ad-hoc budget that will be spent according to structural defects being identified through

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
Bathroom Renewals	-	597	622	25	796	796	-	-	796	Sufficient work has been identified to take up the full budget and full spend is anticipated at year-end
Gas Central Heating Upgrades and Renewals	-	386	524	138	514	514	-	-	514	
Kitchen Renewals	-	709	547	(162)	945	945	-	-	945	
Major Roofing Overhaul and Renewals	-	121	8	(113)	161	161	-	-	161	
Window and Door Renewals	-	188	51	(137)	250	250	-	-	250	
Neighbourhood Regeneration	-	75	39	(36)	100	100	-	-	100	This is an ad-hoc budget - spending plans being considered.
Disabled Facilities Adaptations	-	237	126	(111)	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	606	254	(352)	606	375	(231)	231	606	Anticipate that only one lift will be completed within year. Remainder have been ordered and are being manufactured but will not be complete until new year.

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.
<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>
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
Energy Efficiency Improvements	100	138	45	(93)	150	150	-	-	150	
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	-	113	1	(112)	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	-	4	-	(4)	5	-	(5)	-	-	We do not anticipate spending this budget
<b>Directorate Total</b>	<b>3,151</b>	<b>6,689</b>	<b>2,420</b>	<b>(4,269)</b>	<b>7,734</b>	<b>4,759</b>	<b>(2,975)</b>	<b>2,970</b>	<b>7,729</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>-</b>	<b>(100)</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>22,076</b>	<b>5,529</b>	<b>(16,547)</b>	<b>26,109</b>	<b>8,975</b>	<b>(17,134)</b>	<b>17,122</b>	<b>26,097</b>	

**Treasury Management Update – Period 9 - 2017/18****Investments held as at 31<sup>st</sup> December 2017:**

Borrower	Deposit £m	Rate %	From	To	Notice
Royal Bank of Scotland	2.00	0.65%	31-Jan-17	30-Jan-18	-
Royal Bank of Scotland	2.00	0.63%	05-Apr-17	04-Apr-18	-
Royal Bank of Scotland	2.00	0.67%	11-Apr-17	10-Apr-18	-
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	-
Lloyds Bank	2.00	0.36%	03-Oct-17	03-Apr-18	-
Lloyds Bank	2.00	0.36%	03-Oct-17	03-Oct-18	-
Barclays Bank	2.00	0.39%	05-Oct-17	05-Apr-18	-
Barclays Bank	2.00	0.41%	10-Oct-17	10-Apr-18	-
Lloyds Bank	1.00	0.90%	30-Nov-17	30-Nov-18	-
Lloyds Bank	1.00	0.90%	01-Dec-17	30-Nov-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	2.35	0.34*	-	-	On call
MMF – Ignis	4.45	0.30*	-	-	On call
<b>Total</b>	<b>64.8</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 31<sup>st</sup> December 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>		