

## Quarter Four 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

### 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 successful DHP claims is reported - DHP claims of £159k were awarded with 288 successful claims from 420 applications (compared to 287 successful claims from 382 applications at March 2017).

Live caseload figures are 389 lower than 2017/18 – currently 5,750 (6,139 at March 2017).

There is a 4.5 week backlog (3 weeks as at March 2017) of claims still to be processed. The average time taken to process new Housing Benefit/Council Tax Benefit claims and change events was 9.1 days to March 2018 (9.5 days to March 2017).

## NNDR

Reminders (622 at March 2018) are lower than 2016/17 levels (762 at March 2017) with summons, liability orders and enforcement agent referrals also at lower levels than 2016/17.

An outstanding performance for the year is reported – exceeding the outturn for last year of 99% and meeting the increased targets set for this year. At the end of quarter 4, the collection rate was 99.2% against a target of 99%. Court costs income of £6k is below target of £11k.

Arrears for 2016/17 are 65.4% compared to target of 50%.

## Council Tax

Reminders are 381 lower than 2016/17 levels (11,702 at March 2018 compared to 12,083 at March 2017) but summonses, liability orders and attachment of earnings are at slightly higher levels.

Another excellent performance for the year is reported – exceeding the outturn for last year of 98% and meeting the increased targets set for this year. This is even more significant as it has been achieved following the significant welfare benefit changes made during the year including the further implementation of Universal Credit.

At the end of quarter 4, the collection rate was 98.1% against a target of 98%. Court cost income is also ahead of target by £13k at £278k.

Arrears for 2016/17 are slightly ahead of target at 51.1% compared to target of 50% - work on further approaches to realise more Council Tax revenue is in place.

Collection Fund – the estimated surplus is £94k for the year with a LCTS projected underspend of £28k (total £122k).

## Housing

It was anticipated that there could be c.149 Universal Credit cases affecting tenants by end of March - in fact there has been 290 cases with arrears of around £25k.

The Housing income team have continued to perform exceptionally well with robust income recovery despite the impact of Universal Credit - with arrears contained at significantly less than Government predictions of £350 per tenancy (which would equate to £101k for 290 tenants).

Implementation of the Welfare Reform action plan continues with additional officer support and an income analytical tool being introduced.

Bad debt is forecast to increase in the future as more cases of Universal Credit come on board; a Council with a similar housing stock to Tamworth had 800 cases in one year.

Total Rent arrears (excluding former tenants) at 31 March 2018 was £379k (as adjusted for payments of £56k made in March but received in April 2018) compared to £329k at 31 March 2017 (as adjusted by payments of £51k made in March but received in April 2017) – an increase of £50k (compared to a £9k reduction as at 31 March 2017).

Total arrears (including former tenant arrears, recharges, court costs and garages etc.) are £1.68m at 31 March 2018, compared to £1.6m at 31 March 2017, an increase of £81k (compared to a £146k increase between 31 March 2016 and 31 March 2017).

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

There were 18 evictions during the year to 31 March 2018 compared to 10 during 2016/17.

### **3. Medium Term Financial Strategy 2017 to 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 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 March 2018 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
<b>Projected Balances per MTFS Council February 2017</b>	(5,781)	(4,326)	(2,737)	(502)	(797)	476	1,008
Revised Forecast Balances MTFS - February 2018	(6,588)	(6,631)	(3,553)	(1,846)	(551)	428	1,429

On 20th July 2017, Cabinet approved the budget setting process (& project plan) for 2018/19. In line with the approved timetable, the MTFS for the 3 years from 2018/19 was approved by Council on 27 February 2018.

Currently projections identify General Fund balances of £0.6m over 3 years (compared with a forecast in February 2017 of £0.8m) – with a shortfall of £0.9m to 2021/22 increasing to £1.9m 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 £0.4m 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 £130k over 5 years.

The forecast has been updated to include:

- a) the projected outturn underspend of £1.5m for 2017/18 (as at Period 9);
- b) Updated business rates tariff levels following publication of the Final 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;
- c) Indicative Business Rates income following the publication of the new multiplier and revised valuations from 1 April 2017 – following finalisation (including the projected deficit from 2017/18) prior to 31 January deadline (& approval of the indicative forecast by Cabinet in January);
- d) Estimated Council Tax surplus and updated Business Rates income forecasts;
- e) Savings from a review of unspent budgets in previous years;
- f) The capital programme scheme savings / payback / return on investment.

## Housing Revenue Account

The updated forecast as at March 2018 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
<b>Projected Balances per MTFS Council February 2016</b>	(5,752)	(5,392)	(3,985)	(3,520)	(3,193)	(2,977)	(2,777)
Revised Forecast Balances - December 2017	(6,353)	(6,850)	(3,045)	(2,223)	(1,566)	(1,049)	(698)

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 £0.7m 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 £857k for 2017/18 (as at Period 9);
- b) Savings from a review of unspent budgets in previous years.

## 4. Financial Healthcheck

### Executive Summary

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

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

### General Fund

#### Revenue

GENERAL FUND	Budget £000	Predicted Outturn £000	Variance £000
Chief Executive	(18)	-	18
Executive Director Corporate Services	556	539	(17)
Director of Finance	503	(1,426)	(1,929)
Director of Technology & Corporate Programmes	20	26	6
Solicitor to the Council	823	752	(71)
Director of Transformation & Corporate Performance	282	272	(10)
Director of Communities, Planning & Partnerships	-	-	-
Director of Communities, Partnerships & Housing	1,833	1,961	128
Director of Growth, Assets & Environment	5,623	5,789	166
<b>Total</b>	<b>9,622</b>	<b>7,913</b>	<b>(1,709)</b>

- The projected full year position identifies a projected favourable variance against budget of £1.709m or 17.8% (£1.588m or 16.5% reported at period 11). In addition, the 2017/18 business rates tariff has been adjusted following the 2017 revaluation. The adjustment is normally made to 'in-year' payments and it does not normally change thereafter because tariff and top ups are fixed for the year. Exceptionally, in respect of 2017-18, tariffs and top ups have changed to reflect updated Revaluation data. This means that final outturn underspend for 2017/18 will be £74k higher at £1.783m.
- This projection has highlighted several budget areas with significant variances (detailed at **Appendix C**).
- There was a balance of £50k remaining in the General Contingency Budget at the end of March 2018.

## Capital

GENERAL FUND	Budget £000	Predicted Outturn £000	Variance £000	Reprofile £000	Outturn £000
Director of Finance	6,000	-	(6,000)	6,000	6,000
Director of Technology & Corporate Programmes	372	147	(225)	209	356
Director of Communities, Partnerships & Housing	92	-	(92)	92	92
Director of Growth, Assets & Environment	3,667	1,398	(2,269)	2,246	3,644
<b>Contingency</b>	1,459	-	(1,459)	559	559
<b>TOTAL GENERAL FUND</b>	<b>11,590</b>	<b>1,545</b>	<b>(10,045)</b>	<b>9,106</b>	<b>10,651</b>

- The provisional outturn on capital schemes spend is £1.545m (£1.64m projected at period 11) compared to a full year budget of £11.590m (this budget includes re-profiled schemes from 2016/17 of £2.73m).
- At this point it is proposed that £9.106m should be re-profiled into 2018/19 (£3.009m projected at period 11) which will be subject to Cabinet approval.
- A summary of Capital expenditure by Directorate can be found at **Appendix D**.

## Balances

Balances on General Fund are projected to be in the region of £6.918m at the year-end from normal revenue operations (£6.721m projected at Period 11) compared to £6.631m projected within the 2018/19 budget report – additional balances of £0.287m.

The change in the predicted out-turn variance since that predicted at period 11 (a favourable change of £121k excluding the £74k business rates tariff adjustment) has been investigated and significant items identified that make up this change are listed and tabled later in this report.

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



## Housing Revenue Account

### Revenue

HOUSING REVENUE ACCOUNT	Budget £000	Predicted Outturn £000	Variance £000
Director of Communities, Partnerships & Housing	3,954	4,282	328
Director of Growth, Assets & Environment	(37)	(35)	2
HRA Summary	(3,556)	(4,718)	(1,162)
<b>Total</b>	<b>361</b>	<b>(471)</b>	<b>(832)</b>

- The projected full year position identifies a favourable variance against budget of £832k (£1.146m reported at period 11). Individual significant budget areas reflecting the variance are detailed at **Appendix C**.

### Capital

HOUSING REVENUE ACCOUNT	Budget £000	Predicted Outturn £000	Variance £000	Reprofile £000	Outturn £000
Director of Communities, Partnerships & Housing	18,275	3,840	(14,435)	14,427	18,267
Director of Growth, Assets & Environment	7,734	3,815	(3,919)	3,671	7,486
HRA Contingency	100	-	(100)	100	100
<b>TOTAL HOUSING REVENUE ACCOUNT</b>	<b>26,109</b>	<b>7,655</b>	<b>(18,454)</b>	<b>18,198</b>	<b>25,853</b>

- The provisional outturn on programmed capital schemes is projected to be £7.655m (£8.246m projected at period 11) compared to a budget of £26.109m. It is also proposed that £18.198m be re-profiled into 2018/19 (£17.774m at period 11) in relation to delayed schemes, which will be subject to Cabinet approval.

### Total Capital Programme

- The provisional outturn on programmed capital schemes is projected to be £9.2m (£9.886m projected at period 11) compared to a budget of £37.7m. It is also proposed that £27.304m be re-profiled into 2018/19 (£20.783m at period 11) in relation to delayed schemes, which will be subject to Cabinet approval.
- A summary of Capital expenditure by Directorate can be found at **Appendix D**.

## **Balances**

- Balances on the Housing Revenue Account are projected to be in the region of £6.825m at the year-end (£7.139m projected at period 11) compared to £6.85m projected within the 2017/18 budget report.







The change in the predicted out-turn variance since that predicted at period 11 (an unfavourable change of £314k) has been investigated and significant items identified that make up this change are listed and tabled later in this report.

## 2017/18 Corporate Plan Progress Report

## 2017 – 2020 Corporate Plan Actions







## Corporate Priority 1. Living a quality life in Tamworth

Project/Action	Maintain & Manage the environment within Tamworth			
<b>Desired Outcome</b>	<p>Well managed local nature reserves and sports pitches that are maintained at a level proportionate to their use.</p> <p>Provision of high quality open spaces both existing and arising from new developments.</p> <p>Ensure the Council meets its obligations to ensure its watercourses and drainage systems are maintained.</p> <p>Provision of well-maintained play facilities.</p> <p>To ensure cleansing is carried out to a standard that meets or exceeds measured requirements</p> <p>Achieving a gold standard in the 'Tamworth in Bloom' programme</p>			
<b>Latest Update</b>				
Milestones	Due Date	Completed (Yes/No)	Note	
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.	
Installation of a new play facility	31-Mar-2018	Yes	The play facility was installed in December 2017	
Balancing pond dredging works scoped in accordance with the management plan	30-Jun-2018	No	Tender documents prepared.	
Ongoing commitment throughout the year to ensure green spaces are managed	31-Mar-2020	No	Identified projects are underway.	








Performance Measures	RAG Status	Current Value	Last Update	Latest Note
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		7.52%	March 2018	
Improved street and environmental cleanliness – Graffiti		1.32%	March 2018	
Improved street and environmental cleanliness – Litter		4.11%	March 2018	
Improved street and environmental cleanliness – Dog Fouling		2.3%	March 2018	

<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		1,641	2018	For the period January 2018 to March 2018. (Figure was 1896 for the same period last year).
Incidents of Anti-Social Behaviour		433	2018	For the period January 2018 to March 2018. (Figure was 580 for the same period last year).
Percentage of people surveyed who feel very/fairly safe outside in their local area after dark (FTD survey)		85%	H2 2017/18	March 2018 survey (Waves 21 to 24).
Percentage of people surveyed who feel very/fairly safe outside in their local area during the day (FTD survey)		98%	H2 2017/18	
Percentage of people surveyed who had been a victim of crime in the last twelve months (FTD survey)		7%	H2 2017/18	
Percentage of people surveyed who feel very/fairly likely to be a victim of crime in their local area (FTD survey)		13%	H2 2017/18	








<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		42	Q4 2017/18	
The quarterly percentage of planned high risk interventions undertaken		100%	Q4 2017/18	
The percentage of planned interventions undertaken		100%	Q4 2017/18	
The percentage of complaints relating to smoking legislation responded to		100%	H2 2017/18	
The annual percentage of planned inspections undertaken of industry for environmental emissions		100%	2017/18	
Satisfaction of business with local authority regulation services (Tamworth)		83%	2017/18	
Food establishments in the area which are broadly compliant with food hygiene law (Tamworth)		91.4%	2017/18	

## Corporate Priority

## 2. Growing strong together in Tamworth







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	31-Oct-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. Report to Full Council 11th April 2018 to consider the proposal	

Performance Measures	RAG Status	Current Value	Last Update	Latest Note
Number of Businesses		2,335	2017/18	
Number of empty Business Premises		205	March 2018	
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	<b>Tinkers Green &amp; Kerria Regeneration</b>			
Desired Outcome	Access to suitable housing is improved Neighbourhoods are improved Satisfaction with neighbourhoods increased			
Latest Update				
Milestones	Due Date	Completed (Yes/No)	Note	
3. Contractor start on site	31-Jul-2018	No	Date being reviewed as a revised programme is being established; likely to be July 2018.	
1b. Demolition at Kerria completed	31-Aug-2018	No	Contracts due to be signed in April 2018 with demolition expected by August 2018.	
4. Completion of build	31-Jul-2020	No		
1a. Demolition at Tinkers Green completed		Yes	The demolition at Tinkers Green is now	





			complete
2. Contractor appointed		Yes	Contractor appointed
5. Allocation of New Homes		No	

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>	The programme is currently on hold with a revised programme to be completed by August 2019.		
<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	Yes	Phase one was completed ahead of schedule at the end of November 2017 and provided 19 units of accommodation across the borough.

Revised programme	31-Aug-2018	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>	
----------------------	--

Milestones	Due Date	Completed (Yes/No)	Note
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	Yes	Findings of options review agreed and being considered by Cabinet in February 2018.
Report to members on future arrangements for service delivery	22-Feb-2018	Yes	Report at Cabinet on 22nd February 2018.
Further report to members to enable a final decision to be taken on the financial and commercial viability of an in-house contractor	28-Feb-2019	No	
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		99.07%	2017/18	



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		99.20%	2017/18	
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 a Place Investment Strategy. A Business Case investment model was finalised during the first quarter of 2018, including advice on the treatment of taxation.</p> <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.</p> <p>Further work has centred on the regeneration of the former Gungate Precinct site and the potential to increase the size of the site to include other land in order to encourage a more ambitious development scheme.</p> <p>Progress has been made on the third work stream with proposals designed to encourage both Inward Investment and the continued Growth of Existing Business with the consequence that we now have an outline specification/brief to support the commissioning of the strategy.</p>		
<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
Income collected through adopted commercial approach		N/A	Q4 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	Q4 2017/18	This performance indicator can be updated when a Commercial Investment Strategy project progresses to income generation stage.

<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	Yes	

Performance Measures	RAG Status	Current Value	Last Update	Latest Note
Number of attendees at Arts Development Events		9,451	2017/18	
Number of participants at Arts Development Events		7,006	2017/18	
Visitor Numbers (Outdoor Events)		65,322	2017/18	
Overall Satisfaction Rate "Good to Excellent" (Outdoor Events)		99%	2017/18	
Percentage of people surveyed who would recommend event (Outdoor Events)		100%	2017/18	
Number of additional events supported – Outdoor Events		74	2017/18	
Total Number of visits/usages – Tamworth Castle		41,500	2017/18	
Total Number of Visitors – Tamworth Castle		38,571	2017/18	
Trip Advisor Rating – Tamworth Castle		4.5	2017/18	

<b>Corporate Priority</b>	<b>3. Delivering quality services in Tamworth</b>
---------------------------	---

<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-serve	31-Jan-2018	Yes	All services now available.
Delivery of Corporate Plan	31-Mar-2018	Yes	
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 will be developed immediately following the Senior Management Review.
Workforce Development Plan approved	31-Dec-2018	No	Work has commenced on this and is linked to the senior management review.








<b>Performance Measures</b>	<b>RAG Status</b>	<b>Current Value</b>	<b>Last Update</b>	<b>Latest Note</b>
-----------------------------	-------------------	----------------------	--------------------	--------------------



Working Days Lost Due to Sickness Absence (Year to date)		10.74	March 2018	
Results of Staff Attitude Survey		Yes	2017/18	A Communications Strategy is currently being developed to support the findings of the survey.

<b>Project/Action</b>	<b>Digital Customer Services</b>			
<b>Desired Outcome</b>	Council services available for customers available on-line			
<b>Latest Update</b>				
<b>Milestones</b>	<b>Due Date</b>	<b>Completed (Yes/No)</b>	<b>Note</b>	
Customer Access Survey	30-Apr-2017	Yes		
Specification of Customer Portal	30-Apr-2017	Yes		
Implementation of customer portal commencing with Council Tax	30-Apr-2018	No		
Procurement of customer portal	31-May-2018	No	A specification has been detailed. Soft market testing carried out with several suppliers. Specification launched in January 2018 and procurement anticipated by end of May 2018.	
Approve revised Customer Services, Access & Digital Strategy	30-Jun-2018	No	The strategy needs to link to the ICT Strategy	
Customer Portal Implementation Plan	30-Jun-2018	No	Date to be defined and dependent upon procurement activity.	
Review portal implementation and customer satisfaction.	30-Sep-2018	No		

Communications and Marketing Plan	31-Dec-2018	No	The review of PR, communications & marketing activities is to be completed by December 2018.
Review of Customer Services and Access Strategy	30-Jun-2019	No	The strategy is scheduled for completion by June 2018 consequently, the review will be undertaken by June 2019
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		9,210	2017/18	
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		504	2017/18	
The number of active users of the Tamworth App		614	Q4 2017/18	
The number of Ombudsman complaints received		7	2016/17	
The number of Ombudsman decisions made		8	2016/17	

<b>Project/Action</b>	Corporate Knowledge Hub		
<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	30-Jun-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>	New General Data Protection Regulations		
<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 commenced in March 2018 with three modules; Accountability and the GDPR, Preparing for GDPR and The right to be forgotten.

			In addition, 'face to face' training given to those members of staff in higher risk areas. Three additional modules will be rolled out in April 2018.
Processes and procedures tested and developed into local framework	31-May-2018	No	The development of processes is ongoing 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	Q4 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	Q4 2017/18	Trials of this in the scoped service areas (ICT, Housing, Revenues) have commenced and subject to the testing it will be

				rolled out corporately after the trial.
--	--	--	--	---

<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>	Two responses were received to the procurement activity; one of these was discounted due to it being cost prohibitive.  The other will be subject to demonstration, clarifications and site visits over the coming months.			
<b>Milestones</b>	<b>Due Date</b>	<b>Completed (Yes/No)</b>	<b>Note</b>	
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.	
Implementation of customer portal and integration to support website development	30-Jun-2018	No	Two responses were received to the procurement activity; one of these was discounted due to it being cost prohibitive.  The other will be subject to demonstration, clarifications and site visits over the coming months.	

<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		9,210	2017/18	
The number of telephone calls into the Customer Services Centre		19,632	Q4 2017/18	
The number of self-serve processes available for customers		67	2017/18	







PI RAG Status	
	Alert
	Warning
	OK
	Unknown
	Data Only




2017/18 Corporate Risk Register



Risk	Description of Risk	Date Last Reviewed	Severity	Likelihood	Current Risk Rating	Current Risk Status
Loss of Community Cohesion	Failure to achieve community cohesion	04-May-2018	3	3	9	
Safeguarding Children & Vulnerable Adults	Failure to safeguard children and vulnerable adults	04-May-2018	3	3	9	
Medium Term Financial Planning & Sustainability Strategy	Loss of Funding and Financial Stability & application of uncertainties of Brexit	04-May-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	04-May-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	04-May-2018	4	2	8	
Information Management & Information Technology	Failure to secure and manage data and IT infrastructure	04-May-2018	3	2	6	
Health & Safety	Failure to manage Health & Safety	04-May-2018	3	2	6	
Reputation	Damage to Reputation	04-May-2018	2	2	4	
Governance & Regulatory Failure	Failure to achieve adequate Governance Standards and statutory responsibilities	04-May-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	04-May-2018	2	2	4	
Emergency & Crisis Response Threats	Failure to manage an external or internal emergency/disaster situation	04-May-2018	2	2	4	
Workforce Planning Challenges	Failure to manage workforce planning challenges	04-May-2018	2	2	4	
Corporate Change	Failure to manage corporate change	04-May-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	04-May-2018	4	1	4	
Economic Changes	Failure to plan and adapt services to economic changes within the community	04-May-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	Comment
Human Resources	Salaries	76,019	113,790	(37,771)	Head of OD vacant post
Community Safety	Salaries	41,793	86,230	(44,437)	Underspend due to vacant posts
Safer Stronger Communities Fund	External Funding Opportunities	38,626	87,300	(48,674)	Project not completed before year end but a reserve has been requested to take the underspend into the new year.
	Contribution to Reserves	36,720	-	36,720	Reserve will be requested to secure this external funding for the Prison to Home Project.
Development Control	Legal Fees	75,059	4,190	70,869	Costs associated with Public Inquiry. Budget has been released to Consultants Fees to cover this spend.
	Consultants Fees	55,215	132,090	(76,875)	Underspend offset by spend on legal fees in respect of public inquiry.
	Fees & Charges Planning App	(356,586)	(254,500)	(102,086)	There have been several major applications and developers have been submitting plans to avoid the government set increase in fees which came into force on 17th January 2018
Dev. Plan Local & Strategic	Software Support Licences	-	6,510	(6,510)	underspent budget will be needed in 18/19 to support the Local Plan Process
	Local Development Framework	22,521	30,530	(8,009)	
	Consultants Fees	15,732	32,470	(16,738)	

Cost Centre	Account Code	Year To Date Position Sub Total	Year To Date Position Budget	Year To Date Position Variance	Comment
	Contribution to Reserves	31,210	-	31,210	A reserve will be requested to support the Local Plan Process
Industrial Properties	Rents	(820,308)	(770,000)	(50,308)	Windfall Income - one off ground rent
Marmion House	Rates	123,964	187,770	(63,806)	
Assembly Rooms Bar	Wages	50	18,690	(18,640)	Underspend is offset by under recovered income due to closure.
	Bar Purchases	23	21,330	(21,307)	
	Bar Sales	(67)	(53,840)	53,773	As the project has been delayed this income target is unachievable. There are savings on expenditure budgets across the service that offset this.
Assembly Rooms 3rd Party Tickets	Performers Fees	-	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	2,505	30,000	(27,495)	
	Ticket Sales	(237)	(19,450)	19,213	As the project has been delayed this income target is unachievable. There are savings on expenditure budgets across the service that offset this.
	Split Profit Event Income	(132)	(30,000)	29,868	
Castle & Museum	Salaries	171,347	204,550	(33,203)	Underspend is, in part, offset by overspend on wages. Vacant posts are being covered by casual staff.
	Wages	31,515	9,230	22,285	Offset by underspend on salaries. Vacant posts are being covered by temporary contracts.
	Admission Fees	(128,996)	(98,240)	(30,756)	Admission fees have exceeded target.
Joint Waste Arrangement	Specific Contingency	-	50,000	(50,000)	Contingency budget not required at year end due to better than expected uptake in green waste service.

Cost Centre	Account Code	Year To Date Position Sub Total	Year To Date Position Budget	Year To Date Position Variance	Comment
	Refuse Joint Arrangements	1,228,889	1,335,800	(106,911)	Final year-end figures generated a surplus for the service
	Misc. Contributions	(39,611)	-	(39,611)	Income received from Joint waste arrangement re bulky waste not budgeted.
ICT	Application Software	5,920	50,160	(44,240)	Cost of licences treated as revenue contribution to capital
	Capital Financed From Revenue	45,923	-	45,923	Offsetting underspend on application software
Community Development	Salaries	81,199	108,680	(27,481)	Underspend relates to a vacant post.
	Contribution to Reserves	37,780	-	37,780	A reserve will be needed to cover any costs associated with the service review.
Homelessness Strategy	Salaries	61,217	99,050	(37,833)	Vacant post covered by temporary staff pending service review
	Payments For Temporary Staff	41,256	-	41,256	
	Contribution to Reserves	54,620	-	54,620	Reserves requested to carry forward unspent Homelessness Prevention funding to meet the costs of identified projects and commissioned services
Voluntary Sector	Grants to Community Service Organisations	71,500	112,280	(40,780)	Saving of £25k in respect of untendered Practical Support. A further £15k from the purchase of SCC Framework is underspent as the project start was delayed.
Chief Executive	Salaries	128,345	168,220	(39,875)	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	Comment
Corporate Finance	Specific Contingency	-	50,000	(50,000)	£50k released, balance not required other than to offset consultants fees re CIS projects
	Contribution to Reserves	376,000	150,000	226,000	Contribution to Transformation Reserve
Corporate Finance	NNDR Levy Payments	1,168,168	843,820	324,348	Higher levy payment due to higher level of business rates income forecast due to lower appeals provision adjustment
	Capital Financed From Revenue	247,347	-	247,347	Offsetting Capital Financing from reserves
	Government Grants	(656,526)	(408,390)	(248,136)	Higher S31 grant income due to higher level of Small Business Rate relief
		(150,977)	-	(150,977)	Additional S31 grant - Discretionary Rate Relief Scheme plus various New Burdens grants
	Contribution From Reserves	(576,535)	(81,510)	(495,025)	Write back of reserves approved by Cabinet 30/11/17 plus additional capital expenditure/capital finance
	Fees & Charges	(196,020)	-	(196,020)	Returned Levy from GBSLEP
	Treasury Management	External Interest Payable	2,553,971	2,713,280	(159,309)
Interest payable to HRA		123,344	86,290	37,054	Additional interest due to higher level of balances at year end
Minimum Revenue Provision Gf		57,651	95,880	(38,229)	Lower than forecast MRP as not planning to take additional GF debt of c.£1million
Impairment - Investments		135,539	-	135,539	Icelandic Impairment offset by Contribution from Reserves

Cost Centre	Account Code	Year To Date Position Sub Total	Year To Date Position Budget	Year To Date Position Variance	Comment
	Treasury Man. Recharge to HRA	(2,632,169)	(2,731,580)	99,411	Lower than forecast as not planning to take additional debt of c.£8million
	Contribution From Reserves	(135,000)	-	(135,000)	Offsetting Icelandic impairment
	Misc. Interest & Dividends	(331,117)	(259,800)	(71,317)	Average investment balances and interest rate achieved greater than budgeted
Electoral Process	Election Staff	10,596	55,410	(44,814)	One by-election only this year
	Government Grants	(37,751)	(3,400)	(34,351)	IER New Burdens Grant not spent
Benefits	Provision For Bad Debts	82,466	160,000	(77,534)	Change in provision required less than budgeted
	Rent Allowances	8,901,038	10,027,990	(1,126,952)	Expenditure less than budgeted
	Non-HRA Rent Rebates	131,654	248,810	(117,156)	
	Council Tenant Rent Rebates	10,001,792	11,077,800	(1,076,008)	
	Council Tenant Grant	(9,736,590)	(10,886,810)	1,150,220	Based on DWP Est Claim
	Private Tenant Grant	(8,642,736)	(9,801,250)	1,158,514	
	Non-HRA Rent Rebate Grant	(79,189)	(137,140)	57,951	
Benefits	Discretionary Housing Payment Grant	(159,093)	-	(159,093)	Based on DHP Estimate Claim
	Overpayment Private Tenant	(493,309)	(347,380)	(145,929)	OVPs identified above budget
	Overpayment Council Tenant	(361,702)	(294,500)	(67,202)	
	Pt Overpayment Recovery	183,850	-	183,850	OVPs recovered
	Ct Overpayment Recovery	114,749	-	114,749	

<b>Cost Centre</b>	<b>Account Code</b>	<b>Year To Date Position Sub Total</b>	<b>Year To Date Position Budget</b>	<b>Year To Date Position Variance</b>	<b>Comment</b>
Benefits Administration	Contribution to Reserves	40,630	-	40,630	Gov't grant to be transferred to retained fund at year end
	Government Grants	(112,574)	(11,110)	(101,464)	New Burdens & Welfare reform grants - unspent amount to be transferred to retained fund at year end
	Admin. Grant	(330,449)	(361,770)	31,321	Reduction in admin grant receivable compared to budgeted amount

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

Cost Centre	Account Code	Year To Date Position Variance	Period 11 Predicted Outturn	Change In Predicted Outturn P11 To P13	Comment
Joint Waste Arrangement	Specific Contingency	(50,000)	-	(50,000)	Contingency budget not required at year end due to better than expected uptake in green waste service.
	Refuse Joint Arrangements	(106,911)	-	(106,911)	Final year-end figures generated a surplus for the service
	Misc. Contributions	(39,611)	-	(39,611)	Income received from Joint waste arrangement re bulky waste not budgeted.
Corporate Finance	Specific Contingency	(50,000)	-	(50,000)	£50k released, balance not required other than to offset consultants fees re CIS projects
	Contribution to Reserves	226,000	-	226,000	Contribution to Transformation Reserve
	NNDR Levy Payments	324,348	(55,720)	380,068	Higher levy payment due to higher level of business rates income forecast due to lower appeals provision adjustment
	Capital Financed From Revenue	247,347	-	247,347	Offsetting Capital Financing from reserves
	Government Grants	(248,136)	(97,870)	(150,266)	Higher S31 grant income due to higher level of Small Business Rate relief
		(150,977)	(114,760)	(36,217)	Additional S31 grant - Discretionary Rate Relief Scheme plus various New Burdens grants
	Contribution From Reserves	(495,025)	(238,740)	(256,285)	Write back of reserves approved by Cabinet 30/11/17 plus additional capital expenditure/capital financing
Treasury Management	Interest payable to the HRA	37,054	(12,820)	49,874	Additional interest due to higher level of balances at year end



	Impairment - Investments	135,539	-	135,539	Icelandic Impairment offset by Contribution from Reserves
	Contribution From Reserves	(135,000)	-	(135,000)	Offsetting Icelandic impairment
	Misc. Interest & Dividends	(71,317)	3,020	(74,337)	Average investment balances and interest rate achieved greater than budgeted
	Interest Internal Balances	166,000	-	166,000	Interest on Golf Course capital receipt
Benefits	Non-HRA Rent Rebates	(117,156)	(40,180)	(76,976)	Expenditure less than budgeted
	Council Tenant Rent Rebates	(1,076,008)	(978,390)	(97,618)	
	Council Tenant Grant	1,150,220	944,410	205,810	Based on DWP Est Claim
	Private Tenant Grant	1,158,514	1,090,800	67,714	

### Housing Revenue Account – Main Variances

Cost Centre	Account Code	Year To Date Position Sub Total	Year To Date Position Budget	Year To Date Position Variance	Comment
Housing Advice	Salaries	236,565	282,760	(46,195)	Vacant posts covered by Temp staff pending service review
	Payments For Temporary Staff	36,949	-	36,949	
Regeneration Project	Council Tax Payments	46,057	-	46,057	Void properties awaiting demolition prior to regeneration
H R A Summary	Contribution To Repairs A/C	3,125,948	4,193,800	(1,067,852)	Repairs underspend previously reported against individual contracts. Reserves totalling £577K have been requested to support the ongoing work to the High Rise blocks, to support work on the repairs delivery options

Cost Centre	Account Code	Year To Date Position Sub Total	Year To Date Position Budget	Year To Date Position Variance	Comment
					and to support additional capital works. Further detail is shown in the following table.
	Provision For Bad Debts	152,294	216,400	(64,106)	UC continued on 29/11/17 with couples & families and initial predictions estimated 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.
	Specific Contingency	-	100,000	(100,000)	No issues currently identified which would require a call on this budget
	Contribution to Reserves	799,270	-	799,270	Reserves totalling £577K have been requested to support the ongoing work to the High Rise blocks, to support work on the repairs delivery options and to support additional capital works.
	Item 8 Debit	2,632,169	2,731,580	(99,411)	Lower than forecast Item 8 DR as not planning to take additional HRA debt of £7.2million
	Provision for Depreciation	2,701,133	4,407,490	(1,706,358)	Change in regulations means provision for depreciation lower than Major Repairs Reserve proxy contribution
	Revenue Contribution to Capital Outlay	4,630,848	2,924,490	1,706,358	Additional RCCO

<b>Cost Centre</b>	<b>Account Code</b>	<b>Year To Date Position Sub Total</b>	<b>Year To Date Position Budget</b>	<b>Year To Date Position Variance</b>	<b>Comment</b>
	Contribution from Reserves (RCCO)	(83,500)	-	(83,500)	Write back of reserves approved by Cabinet 30/11/17
	Rents	(17,662,248)	(17,558,690)	(103,558)	Rent income exceeded budget due to void levels being lower than budgeted. In addition the redevelopment of garage sites has added 19 new build properties let at Affordable Rents
	Interest on Internal Balances	(123,344)	(86,290)	(37,054)	Additional interest due to higher level of balances at year end

## Housing Repairs - Main Variances

Cost Centre	Account Code	Year To Date Position Sub Total	Year To Date Position Budget	Year To Date Position Variance	Comment
Repairs Contract	Responsive Repairs	889,385	1,503,310	(613,925)	Predict £450k 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
Repairs - General	Fire Fighting Equipment	45,937	4,300	41,637	Additional work undertaken following review of risk assessments after Grenfell incident
	Gas Heating Systems Maintenance	154,994	184,990	(29,996)	Variation due to % adjustment on new contract
	Gas Voids	(2,255)	47,080	(49,335)	Gas work on voids being picked up on responsive voids budget due to % adjustment on the contract
	Misc. (Non Specific)	26,087	65,000	(38,913)	No further ad hoc works identified
	Planned Maintenance	140,715	317,970	(177,255)	Work on High Rise blocks delayed pending planning permission

**Significant variances identified resulting in an unfavourable change in net under-spend of £314k**

Cost Centre	Account Code	Year To Date Position Variance	Period 11 Predicted Outturn	Change In Predicted Outturn P11 To P13	Comment
H R A Summary	Contribution To Repairs A/C	(1,067,852)	668,490	(399,362)	Repairs underspend previously reported against individual contracts. Reserves totalling £577K have been requested to support the ongoing work to the High Rise blocks, to support work on the repairs delivery options and to support additional capital works.
H R A Summary	Provision For Bad Debts	(64,106)	-	(64,106)	UC continued on 29/11/17 with couples & families and initial predictions estimated 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.
H R A Summary	Contribution To Reserves	799,270	-	799,270	Reserves totalling £577K have been requested to support the ongoing work to the High Rise blocks, to support work on the repairs delivery options and to support additional capital works.
H R A Summary	Interest on Internal Balances	(37,054)	12,820	(49,874)	Additional interest due to higher level of balances at year end

## Capital Programme Monitoring

GENERAL FUND	Budget £000	Predicted Outturn £000	Variance £000	Reprofile £000	Outturn £000	Comments
<b>Director of Finance</b>						
Property Funds	6,000	-	(6,000)	6,000	6,000	Budget approved by Council in February 2018 but unable to spend funds before 31/03/18. Reprofile all budget into 2018/19
<b>Directorate Total</b>	<b>6,000</b>	<b>-</b>	<b>(6,000)</b>	<b>6,000</b>	<b>6,000</b>	
<b>Director of Technology &amp; Corporate Programmes</b>						
Replacement It Technology	118	111	(7)	7	118	Remaining licence has been ordered but will not be received before end March therefore remaining budget requested to be re-profiled into 2018/19
EDRMS (Electronic Document Records Management System)	63	-	(63)	63	63	Scoping of project following migration from Oracle platform to SQL server to be agreed with supplier. Budget will not be spent this year.
Air Conditioning	32	32	-	-	32	Project now completed

Gazetteer Development	12	4	(8)	9	13	Consultancy expenses incurred to date and remaining budget is requested to be re-profiled
Business Improvement District (BID) Software	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	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	115	-	(115)	115	115	Tender evaluation in progress - will not be any spend before end March 2018 and budget requested to be re-profiled
<b>Directorate Total</b>	<b>372</b>	<b>146</b>	<b>(226)</b>	<b>208</b>	<b>354</b>	
<b>GENERAL FUND</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>
<b>Director of Communities, Partnerships &amp; Housing</b>						
Private Sector Coalfields Fund	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 however, will need to reprofile significant funds to

						2018/19 to deliver schemes.
<b>Directorate Total</b>	<b>92</b>	<b>-</b>	<b>(92)</b>	<b>92</b>	<b>92</b>	
<b>Director of Growth, Assets &amp; Environment</b>						
Disabled Facilities Grant	592	561	(31)	31	592	Current commitments nearly account for the budget available for the full year and new cases are still being referred all the time. This position confirms the current budget allocation is significantly insufficient to meet demand. Monies allocated but not actually paid to 3rd parties - outside TBC control so may need to reprofile some funds into 2018/19.
CCTV Camera Renewals	44	-	(44)	44	44	Review of cameras locations etc. now completed - Report to Scrutiny Committee in 2018 to discuss way forward. Will need to reprofile all funds to 2018/19 to reflect Scrutiny recommendations.
Streetscene Service Delivery Enhancements	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.
<b>GENERAL FUND</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>
Wigginton Park Section 106	31	11	(20)	20	31	Plans ongoing to deliver items from the Wigginton Park Management Plan - may need to reprofile £20k to 2018/19 depending on delivery timescales
Broadmeadow Nature Reserve	69	47	(22)	23	70	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	98	75	(23)	24	99	Project group established - list of works currently being collated for remaining budget. Need to reprofile £24k to 2018/19 depending on delivery timescales

Agile Working Phase 2	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	4	-	(4)	4	4	-
Belgrave Play Area	60	60	-	-	60	All works completed - Official opening on Friday 12/01/18
Local Nature Reserve	36	-	(36)	36	36	Section 106 funds released September - plans to deliver being developed but will have to reprofile to 2018/19
Assembly Rooms Development	1,680	540	(1,140)	1,140	1,680	Work started on site December - Building works to be finished in approx. 15 months. Will be necessary to reprofile funds into 2018/19 to complete works.
<b>GENERAL FUND</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>
Castle Mercian Trail	766	18	(748)	748	766	Bid to HLF has been successful - project update report sent to Cabinet January 2018. Tenders out

						for main designer with closing date Feb so likely to need to reprofile funds to 2018/19.
Gateways	99	62	(37)	15	77	The County Council is 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	3	1	-	3	Project complete - official opening of the centre will be on 26th July
Cultural Quarter - Carnegie Centre	10	3	(7)	7	10	No update to report, currently being used as site office for overall project, will need to reprofile any underspends into 2018/19.
Cultural Quarter - Public Realm	22	18	(4)	-	18	Works being led by SCC - although any spend from TBC to support project will be reclaimed through SLGF Returns.
<b>Directorate Total</b>	<b>3,668</b>	<b>1,396</b>	<b>(2,272)</b>	<b>2,246</b>	<b>3,642</b>	
<b>Contingency</b>						
GF Contingency	50	-	(50)	50	50	Carry forward as contingency for 2018/19
Contingency - Return On Investment	160	-	(160)	160	160	Carry forward as contingency for 2018/19
GF Contingency Plant and Equipment	1,000	-	(1,000)	100	100	Carry forward £100,000 as contingency for 2018/19

Civil Contingencies Technology 17/18 (Contingency)	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)	100	-	(100)	100	100	Carry forward as contingency for 2018/19
Private Sector Improvement Grants (Coalfields Funding)	130	-	(130)	130	130	Carry forward as contingency for 2018/19
<b>Directorate Total</b>	<b>1,459</b>	<b>-</b>	<b>(1,459)</b>	<b>559</b>	<b>559</b>	
<b>GENERAL FUND TOTAL</b>	<b>11,590</b>	<b>1,545</b>	<b>(10,045)</b>	<b>9,106</b>	<b>10,651</b>	

<b>HOUSING REVENUE ACCOUNT</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>
<b>Director of Communities, Partnerships &amp; Housing</b>						
Gas Cent Heating Upgrade & Renewal	-	(7)	(7)	-	(7)	Final charges for 2016/17 works from Mears less than anticipated
Tinkers Green Project	9,253	699	(8,554)	8,554	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	2,550	372	(2,178)	2,178	2,550	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
Regeneration General	4,304	2,070	(2,234)	2,234	4,304	Garage programme T1a sites completed early 2018 (19 council homes). November Cabinet agreed to a review of programme which will result in an underspend in the current year. It is likely that the funds will need to be reprofiled to 2018/19,

<b>HOUSING REVENUE ACCOUNT</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>
Other Acquisitions	2,168	706	(1,462)	1,461	2,167	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>18,275</b>	<b>3,840</b>	<b>(14,435)</b>	<b>14,427</b>	<b>18,267</b>	
<b>Director of Growth, Assets &amp; Environment</b>						
Structural Works	100	7	(93)	-	7	All identified works in-year completed.
Bathroom Renewals	796	812	16	-	812	All identified works complete
Gas Central Heating Upgrades and Renewals	514	355	(159)	-	355	Sufficient work has been identified to take up the full budget and full spend is anticipated at year-end
Kitchen Renewals	945	937	(8)	8	945	Works are on site and nearing completion but not complete/valued at year-end.
Major Roofing Overhaul and Renewals	161	165	4	-	165	All identified works complete
Window and Door Renewals	250	238	(12)	12	250	Works have commenced on site to take up full year budget but not completed/valued at year-end
Neighbourhood Regeneration	100	122	22	-	122	This is an ad-hoc budget - spending plans being considered.
Disabled Facilities	316	208	(108)	108	316	Works on site to take up full year

<b>HOUSING REVENUE ACCOUNT</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>
Adaptations						budget but not yet completed/valued.
High Rise Lift Renewals 2012	606	328	(278)	278	606	Lift works have commenced on first block. Manufacture commenced on remaining blocks. Project to be delivered over 2 years.
Fire Upgrades To Flats 2012	2,079	22	(2,057)	2,057	2,079	Contract has not yet been awarded due to further survey works being required from South Staffs Water. Project to take place over two years.
Sheltered Schemes	143	122	(21)	-	122	All identified works complete
Energy Efficiency Improvements	150	134	(16)	-	134	All identified works complete
Roofing High-Rise	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	Project has commenced but will be completed over a 2 year programme.
Works to High Rise Flats	598	24	(574)	573	597	Project has commenced but will be completed over a 2 year programme.
Retention of Garage Sites	150	135	(15)	15	150	Some work completed on 'below flat' garages. Further work required around wider garage retention sites.
Capital Salaries	201	206	5	-	206	To be recharged as part of final accounts process

<b>HOUSING REVENUE ACCOUNT</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>
CDM Fees	5	-	(5)	-	-	We do not anticipate spending this budget
<b>Directorate Total</b>	<b>7,734</b>	<b>3,815</b>	<b>(3,919)</b>	<b>3,671</b>	<b>7,486</b>	
<b>HRA Contingency</b>						
HRA Contingency	100	-	(100)	100	100	Carry forward as contingency for 2018/19
<b>Directorate Total</b>	<b>100</b>	<b>-</b>	<b>(100)</b>	<b>100</b>	<b>100</b>	
<b>HOUSING REVENUE ACCOUNT TOTAL</b>	<b>26,109</b>	<b>7,655</b>	<b>(18,454)</b>	<b>18,198</b>	<b>25,853</b>	