

## Quarter One 2018/19 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 to 2020 Corporate Plan actions and performance measures update,

**Appendix B** Corporate Risks,

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

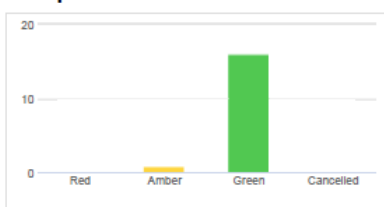
**Appendix D** Capital programme monitoring,

**Appendix E** Treasury management update.

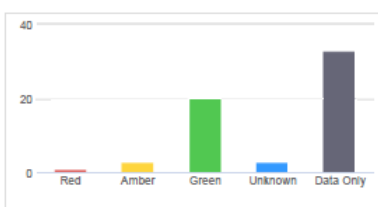
### 1. Overview of corporate plan actions, performance measures and corporate risks

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

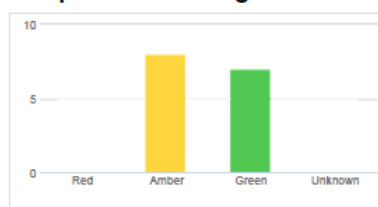
**Corporate Plan Actions**



**Performance Measures**



**Corporate Risk Register**



Further details are available in the appendices:

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

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

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

#### Benefits

An increase in DHP claims is reported - DHP claims paid total £46k (£6k higher than at June 2017 - £40k) with 113 successful claims from 158 applications (compared to 90 successful claims from 139 applications at June 2017). There is a 2.5 day backlog (2 weeks as at 30 June 2017) with claims still to be processed which may increase this figure.

Live caseload figures are 414 lower than 2017/18 – currently 5,652 (6,066 at June 2017). The average time taken to process new Housing Benefit/Council Tax Benefit claims and change events was 12.8 days to June 2018 (11.8 days to June 2017).

#### NNDR

Reminders (305 at June 2018) are lower than 2017/18 levels (482 at June 2017) with summons, liability orders and enforcement agent referrals also at slightly lower levels to 2017/18.

Strong collection performance is reported - current year collection levels are at 29.3%, ahead of target by 0.9% at 30 June. Court costs of £1k are lower than the target of £3k.

Arrears for 2017/18 are ahead of target at 10.1% compared to target of 4.8%.

### Council Tax

Reminders are 137 lower than 2017/18 levels (5944 at 30 June 2018 compared to 6081 at 30 June 2017), with summonses, liability orders and enforcement agent referrals also lower.

Current year collection levels at 29.9% are behind the target of 30.3% at June 2018 (with a target of 98% for the 2018/19 financial year) due to higher levels of re-profiling of payment instalments over 12 months. Court cost income is lower than profiled by £3k at £43k.

Arrears for 2017/18 are slightly behind of target at 22.0% compared to target of 22.2% - work on further approaches to realise more Council Tax revenue is in place.

Collection Fund – the estimated surplus is £4k for the year with a LCTS projected underspend of £21k (total £25k).

### Housing

Total Rent arrears (excluding former tenants) at 30 June 2018 were £641k compared to £379k (as adjusted) at 31 March 2018 – an increase of £262k (compared to a £211k increase as at 30 June 2017).

Total arrears (including garages etc.) are £1.93m at 30 June 2018, compared to £1.68m at 31 March 2018, an increase of £244k (compared to a £191k increase between 31 March 2017 and 30 June 2017).

Total arrears (including garages etc.) were £1.68m at 31 March 2018 compared to 31 March 2017 - £1.6m (£81k higher).

There were 3 evictions during Quarter 1 2018/19 compared to 3 during Quarter 1 of 2017/18.

There was 1 court case where bedroom subsidy, cap or other is primary reason for possession proceedings (nil to June 2017).

### **3. Medium Term Financial Strategy 2017 to 2022 monitoring**

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.

The Authority has been proactive in the design and implementation of innovative and effective measures for driving efficiency and reducing cost within the Medium Term Financial Strategy (MTFS).

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.

In addition, through the adoption of a 'Demand Management' operating model, 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.

This approach will change the organisation and how it works; will require Members to put evidence and insight at the heart of our decision making to ensure that we are transparent about the rationale for our decisions and plans; 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.

However, there remains a high degree of uncertainty arising from the most significant changes in Local Government funding for a generation in 2020/21 arising from:

- The Government's Fair Funding Review (FFR) of the distribution methodology including:
  - changes to the needs assessment (which will determine each Council's share of the national funding for Local Government – it is likely that this will reflect the impact of Social Care demands and that funding will be redistributed to Unitary and County Councils to the detriment of District Councils);
  - treatment of relative resources (to determine how much each Council can fund locally through income from fees and charges and council tax); and
  - any transitional arrangements to protect Councils from significant reductions in funding – and the impact from their unwinding from 2021/22.
- Spending Review 2019 (SR19) – where the total spending allocation for Government Departments will be set – including national control totals for Local Government spending. It has already been announced that significant additional funding will be

diverted to the NHS which could mean further reductions for other Departments including Local Government;

- The ongoing review of the Business Rates Retention (BRR) scheme – the Government announced that Councils will be able to retain 75% of business rates collected from 2020/21 rather than 100% as previously planned with work progressing on the design of the new system including the impact of ‘rolling in’ grants such as Housing Benefit administration and New Homes Bonus;
- The planned reset of the Business Rates baseline for each Council from 2020/21 and redistribution of the growth achieved since 2013 (of over £1m p.a.);
- Uncertainty over the ongoing funding for the *New Homes Bonus scheme*, local growth in housing numbers and share of the national pool (including potential increases to the ‘deadweight’ for which Councils no longer receive grant).

In addition, the next planned national Business Rates Revaluation will take effect from 2021/22 – with latest indications that the Government will also aim to introduce a centralised system for business rate appeals at the same time to cover future changes arising from the 2021 valuation list.

While we are aware of these forthcoming changes, little to no information is available on the potential impact for individual Councils’ finances.

A summary of the indicative Government timetable for the reviews is shown below:

Date	Issues
May 2018	Risk and gearing; appeals and loss payments; updates on Pool prospectus; update on FFR consultation.
July 2018	Resets and measuring growth; Revaluation; BRR transitional arrangements; Pooling; FFR – structure of needs assessment, treatment of relative resources, principles for transitional arrangements.
Oct 2018	Overall short term package and future reform; update on SR 2019; Potential consultation on BRR Baseline reset.
Early 2019	Technical BRR consultation and links to FFR; SR 2019 emerging issues; Potential consultation on BRR Baseline reset.
Mid 2019	Results of consultations (hopefully); SR 2019 emerging issues.
Later 2019	Indicative impact of systemic changes potentially this late
Late 2019 / Early 2020	Provisional Local Government Finance Settlement detailing impact for Councils

Corporate Management Team (CMT) review the most up-to-date budget forecasts on a quarterly basis, and discuss the delivery of the planned savings to support our Medium Term Financial Strategy (MTFS) – as outlined below.

Work is continuing to mitigate the financial position in future years through:

- 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 re-justification process – 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.

We took the opportunity to increase the vacancy allowance from 5% to 7.5% by 2021/22 c. £45k p.a. year on year for the General Fund, c.£14k p.a. for the 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 £1.8m underspend in 2017/18 – although much of this arose from windfall income, c. £1m was lower level underspends). A review of the underspend position is planned with a view to driving out as many savings as possible.
- 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. 4 to 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 Diversified Property Funds – a savings target to return c.4% p.a. from £12m invested has already been included from 2019/20.

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 (including ensuring adequate provision for the funding uncertainties) / creation of a fund for transformation (if needed).
- Targeted Savings – to identify potential areas for review in future years.
- Review and rationalisation of IT systems.

## General Fund

The updated forecast as at June 2018 is detailed below:

MTFS Projections 2017/18 - 2023/24	General Fund						
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Projected Balances per MTFS Council February 2018	(6,631 )	(3,553 )	(1,846 )	(551)	428	1,429	-
<b>Revised Stress Tested Forecasts:</b>							
Best Case Revised Forecast Balances - June 2018	(6,918 )	(4,488 )	(3,817 )	(2,236 )	(904)	534	1,962
Central Case Revised Forecast Balances - June 2018	(6,918 )	(4,066 )	(3,098 )	(1,127 )	669	2,571	4,462
Worse Case Revised Forecast Balances - June 2018	(6,918 )	(4,066 )	(2,710 )	78	2,764	5,624	8,473

Detailed information is shown at **Appendix C** for the Central Case.

Currently, the central case projections identify a shortfall in General Fund balances of £1.2m over 3 years (compared with a forecast shortfall in the February 2018 MTFS projections of £0.9m) – with a shortfall of £3.1m to 2022/23 increasing to £5m over 5 years (the shortfall was previously forecast at £1.9m in 2022/23), including the minimum approved level of £0.5m;

Further savings of around £0.4m p.a. will be required over the next 3 years (based on annual £5 increases in Council Tax). On an annualised basis this would equate to a year on year ongoing saving of £0.2m over 3 years.

The forecast has been updated to include:

- The final outturn for 2017/18 – additional balances of £0.3m from a higher than forecast underspend position of £1.8m. No variance for 2018/19 has been included (including potential returned business rates levy from GBSLEP of £0.4m);
- Potential impact from the Business Rates Baseline reset – c. £1.2m p.a. reduced income / increased tariff from 2020/21 from a reset to the Council's baseline need level. No further changes to the level of Government support / grants arising from the Fair Funding Review / SR 2019 have been included given the uncertainty;
- Revised new homes bonus levels through the redistribution process - a 50% reduction in New Homes Bonus funding has been assumed, £0.5m over 3 years;
- Additional income from the Commercial Investment Strategy acquisitions – c.£0.25m to 2020/21;

- e) Additional savings arising from phases 1 and 2 of the Senior Management Review – c.£0.5m over 3 years;
- f) Lower than expected reductions in recycling credits following the review by Staffordshire County Council, c.£100k p.a. ongoing. No further savings arising from Joint Waste arrangements have been assumed;
- g) Potential savings in CIS revenue budgets – to be capitalised in future c.£0.2m over 3 years, £50k ongoing;
- h) Potential savings in contingency budgets - General Contingency £100k p.a. (no change in Waste Management, NNDR reserve and Assembly Rooms contingencies);
- i) Potential savings of £0.3m p.a. arising from a review of the 2017/18 outturn underspend of £1.8m;
- j) any known uncertainties / changes to the savings targets included within the current MTFs (Marmion House accommodation £92k p.a.);
- k) Work is progressing to understand the impact of the recent pay award and associated changes to pay scales arising from implementation of the national living wage – at this stage no additional costs have been included.

## Housing Revenue Account

The updated forecast as at June 2018 is detailed below:

	Housing Revenue Account						
MTFS Projections 2017/18 - 2023/24	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Projected Balances per MTFS Council February 2018	(6,850)	(3,045)	(2,223)	(1,565)	(1,048)	(698)	-
Revised Stress Tested Forecasts:							
Best Case Revised Forecast Balances - June 2018	(6,824)	(3,018)	(2,326)	(1,800)	(1,416)	(1,201)	(987)
Central Case Revised Forecast Balances - June 2018	(6,824)	(3,018)	(2,326)	(1,800)	(1,416)	(1,201)	(987)
Worse Case Revised Forecast Balances - June 2018	(6,824)	(3,018)	(2,326)	(1,800)	(1,416)	(1,201)	(987)

Detailed information is shown at **Appendix C** for the Central Case.

Currently projections identify HRA balances of £1.4m over 3 years (compared with a forecast in February of £1m) with balances of £1.2m over 4 years to 2022/23 reducing to £1m over 5 years (balances were previously forecast at £0.7m in 2022/23), including the minimum recommended balances of £0.5m.

The forecast has been updated to include:

- a) The final outturn for 2017/18 - No variance for 2018/19 has been included;
- b) Savings arising from phases 1 and 2 of the Senior Management Review – c.£0.1m p.a.;
- c) Potential savings of £40k p.a. arising from a review of the 2017/18 outturn underspend of £0.8m;
- d) No changes have been assumed regarding from the ongoing reviews of the HRA Business plan and repairs contract arrangements.



## 4. Financial Healthcheck

### Executive Summary

This section to the report summarises the main issues identified at the end of June 2018.

### General Fund

#### Revenue

GENERAL FUND	YTD Budget £000	YTD Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000
Chief Executive	473	521	48	1,349	1,323	(26)
AD Growth & Regeneration	356	254	(102)	1,976	2,003	27
ED Organisation	165	152	(13)	598	617	19
AD People	793	809	16	206	297	91
AD Operations & Leisure	899	967	68	2,783	2,878	95
ED Finance	29	38	9	91	98	7
AD Finance	1,436	1,371	(65)	1,554	1,403	(151)
AD Assets	(187)	(264)	(77)	(945)	(1,007)	(62)
AD Neighbourhoods	177	184	7	1,261	1,297	36
AD Partnerships	192	196	4	1,397	1,436	39
<b>Total</b>	<b>4,333</b>	<b>4,228</b>	<b>(105)</b>	<b>10,270</b>	<b>10,345</b>	<b>75</b>

The General Fund has a favourable variance against budget at Period 3 of £105k.

- The projected full year position identifies an unfavourable variance against budget of £75k or 0.73%.
- This projection has highlighted several budget areas for concern (detailed at **Appendix C**).
- A balance of £192k was held in the General Contingency Budget at the end of June 2018.

## Capital

GENERAL FUND	Budget Reprofiled from 2017/18 (memo only) £000	YTD Budget £000	YTD Actual Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile to 2019/20 (memo only) £000	Outturn £000
Chief Executive	-	4,000	3,266	(734)	4,000	4,000	-	-	4,000
AD Growth & Regeneration	771	864	27	(837)	973	973	-	-	973
ED Organisation	-	-	-	-	-	-	-	-	-
AD People	208	235	8	(227)	313	313	-	-	313
AD Operations & Leisure	1,276	2,003	3,164	1,161	4,182	4,182	-	-	4,182
ED Finance	-	-	-	-	-	-	-	-	-
AD Finance	6,000	7,500	1,862	(5,638)	12,000	12,000	-	-	12,000
ED Communities	-	-	-	-	-	-	-	-	-
AD Assets	155	381	221	(160)	1,060	1,060	-	-	1,060
AD Neighbourhoods	44	55	17	(38)	89	89	-	-	89
AD Partnerships	92	92	-	(92)	92	92	-	-	92
GF Contingency	559	577	-	(577)	629	629	-	-	629
<b>TOTAL GENERAL FUND</b>	<b>9,105</b>	<b>15,706</b>	<b>8,565</b>	<b>(7,141)</b>	<b>23,338</b>	<b>23,338</b>	<b>-</b>	<b>-</b>	<b>23,338</b>

- Capital expenditure incurred was £8.565m compared to a profiled budget of £15.706m.
- At this stage it is predicted that the full year budget of £23.338m will be spent by the year-end (this includes re-profiled schemes from 2017/18 of £9.105m).
- A summary of Capital expenditure is shown at **Appendix D**.

## Treasury Management

- At the end of June 2018 the Authority had £58.46m invested in the money markets. The average rate of return on these investments is 0.71% though this may change if market conditions ease.
- Borrowing by the Authority stood at £63.060m at the end of June 2018, all being long term loans from the Treasury Public Works Loans Board. The average rate payable on these borrowings equates to 4.05%.
- 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 £3.77m at the year-end from normal revenue operations compared to £3.55m projected within the 2018/19 budget report – additional balances of £0.2m.

## Housing Revenue Account (HRA)

### Revenue

HOUSING REVENUE ACCOUNT	YTD Budget £000	YTD Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000
HRA Summary	(4,424)	(4,577)	(153)	(429)	(509)	(80)
AD Operations & Leisure	118	133	15	563	582	19
AD Assets	125	141	16	48	74	26
AD Neighbourhoods	655	592	(63)	3,624	3,731	107
Housing Repairs	1,187	1,106	(81)	-	-	-
<b>Total</b>	<b>(2,339)</b>	<b>(2,605)</b>	<b>(266)</b>	<b>3,806</b>	<b>3,878</b>	<b>72</b>

- The HRA has a favourable variance against budget at Period 3 of £266k.
- The projected full year position identifies an unfavourable variance against budget of £72k. Individual significant budget areas reflecting the variance are detailed at **Appendix C**.

### Capital

HOUSING REVENUE ACCOUNT	Budget Reprofiled from 2017/18 (memo only) £000	YTD Budget £000	YTD Actual Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile to 2019/20 (memo only) £000	Outturn £000
AD Assets	18,098	22,872	3,649	(19,223)	31,622	31,622	-	-	31,622
HRA Contingency	100	100	-	(100)	100	100	-	-	100
<b>TOTAL HOUSING REVENUE ACCOU</b>	<b>18,198</b>	<b>22,972</b>	<b>3,649</b>	<b>(19,323)</b>	<b>31,722</b>	<b>31,722</b>	<b>-</b>	<b>-</b>	<b>31,722</b>

- Housing Capital expenditure of £3.649m has been incurred as at the end of Period 3 compared to a profiled budget of £22.977m.
- At this stage it is predicted that the full year budget of £31.722m will be spent by the year-end (including £18.198m re-profiled from 2017/18);
- 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 £2.95m at the year-end compared to £3.05m projected within the 2018/19 budget report – lower balances of £0.1m.






2017 -2020 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>	
Tamworth In Bloom Judging 2017	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 2017 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 are prepared and waiting to be put out through procurement, we have been waiting for	








			a silt analysis report to include with the documents which had led to the delay.
Tamworth In Bloom Judging 2018	31-Jul-2018	No	
Tamworth in Bloom 2018 award notification	30-Sep-2018	No	
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
Tamworth 'In Bloom' Gold Award		3	2017/18	'Gold' awarded for the eighth 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		2,811	2018	For the period January 2018 to May 2018.  (Figure was 3059 for the same period last year).
Incidents of Anti-Social Behaviour		860	2018	For the period January 2018 to May 2018. (Figure was 944 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	March 2018 survey (Waves 21 to 24).
Percentage of people surveyed who had been a victim of crime in the last twelve months (FTD survey)		7%	H2 2017/18	March 2018 survey (Waves 21 to 24).
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	March 2018 survey (Waves 21 to 24).

<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		45	Q1 2018/19	
The quarterly percentage of planned high risk interventions undertaken		98%	Q1 2018/19	
The percentage of planned interventions undertaken		98%	Q1 2018/19	
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	







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	
Scoping works with partners to look at viability/opportunities with the current vacant site at Gungate.		No	Report to Full Council 11th April 2018 to consider the proposal. The site was acquired by the Council in May 2018 for investment purposes with the longer term aim of unlocking it for regeneration.



Performance Measures	RAG Status	Current Value	Last Update	Latest Note
Number of Businesses		2,335	2017/18	
Number of empty Business Premises		181	June 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	
Demolition at Kerria commenced	01-Jul-2018	Yes	Demolition commenced	
Contractor start on site	31-Jul-2018	Yes	The contractor has taken possession of the site and commenced some preparatory work.	
Completion of build	31-Jul-2020	No		
Allocation of New Homes	31-Jul-2020	No		
Demolition at Tinkers Green completed		Yes	The demolition at Tinkers Green is now complete	

Contractor appointed		Yes	Contractor appointed
Demolition at Kerria completed		No	Date TBA

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		No	A revised approach to garage sites redevelopment is to be considered by

Cabinet.

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				

Project/Action	New Repairs Contract			
<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	
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Performance Measures	RAG Status	Current Value	Last Update	Latest Note
KPI 1 – (Responsive) To determine the overall satisfaction with the works		95.33%	2018/19	
Percentage of local authority dwellings that achieve the decent homes standard		99.07%	2017/18	

<b>Project/Action</b>	Preparation for collection of the Business Improvement District (BID) Levy			
<b>Desired Outcome</b>	Implementation of the software necessary to facilitate collection of the levy income Maximise the level of income collected for investment in local infrastructure			
<b>Latest Update</b>	As the ballot resulted in the BID being rejected, the software is now no longer required.			
<b>Milestones</b>	<b>Due Date</b>	<b>Completed (Yes/No)</b>	<b>Note</b>	
Budget approval for purchase of software	30-Apr-2017	Yes	Budget approved by Council on 21 February 2017	
Software purchased	03-Nov-2017	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 2017/18 a levy of £1.2m (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 an additional £3.3m in total from LEP members from the outturn for 2017/18 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>	

Performance Measures	RAG Status	Current Value	Last Update	Latest Note
Percentage of Non-domestic Rates Collected		29.30%	June 2018	
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>			



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. A Business Case investment model was finalised during the first quarter of 2018, including advice on the treatment of taxation.

Council on 17th July 2018 will consider approval for establishing a Local Authority Trading Company which will provide the means and structure from which we can generate sustainable income streams on behalf of the Council. Initially this will be by acting as Private Sector Landlord; but could lead to, subject to viability and a robust business plan, operating services on a commercial footing. The establishment of the Trading Company is very much seen as the precursor to us building new houses for market rent in the very near future.

Further work has centred on the regeneration of the former Gungate Precinct site, including the acquisition of the site by the Council in June 2018, 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	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.
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<b>Project/Action</b>	<b>Heritage, leisure &amp; events</b>			
<b>Desired Outcome</b>	A defined successful outdoor events programme is implemented Heritage venues are well maintained and open to the public Heritage lottery bid submitted to progress improvement works at the Castle			
<b>Latest Update</b>				
<b>Milestones</b>	<b>Due Date</b>	<b>Completed (Yes/No)</b>	<b>Note</b>	
Outdoor events plan published	30-Apr-2017	Yes		
Castle Heritage Lottery bid submitted	31-Aug-2017	Yes	The bid was submitted in August 2017 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-2019	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		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		10,377	2018/19	
Total Number of Visitors – Tamworth Castle		10,173	2018/19	
Trip Advisor Rating – Tamworth Castle		4.5	2017/18	



**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	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.

Performance Measures	RAG Status	Current Value	Last Update	Latest Note
Working Days Lost Due to Sickness Absence (Year to date)		1.87	June 2018	
Results of Staff Attitude Survey		Yes	2017/18	A Communications Strategy and Action Plan have been developed and are going to be discussed by Corporate Management Team.

<b>Project/Action</b>	Digital Customer Services		
<b>Desired Outcome</b>	Council services available for customers available on-line		
<b>Latest Update</b>			
<b>Milestones</b>	<b>Due Date</b>	<b>Completed (Yes/No)</b>	<b>Note</b>
Customer Access Survey	30-Apr-2017	Yes	
Specification of Customer Portal	30-Apr-2017	Yes	
Procurement of customer portal	31-May-2018	Yes	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. The portal was purchased in July 2018.
Approve revised Customer Services, Access & Digital Strategy	30-Jun-2018	Yes	The Customer Services, Access & Digital Strategy is complete and now needs to link to the ICT Strategy
Communications and Marketing Plan	31-Dec-2018	No	The review of PR, communications & marketing activities is to be completed by December 2018.
Implementation of customer portal commencing with Council Tax	31-Dec-2018	No	The portal has now been purchased and will commence with Council Tax. A project plan has been developed and will 'Go live' by the end of 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
Review portal implementation and customer satisfaction.	30-Sep-2019	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		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		411	Q1 2018/19	
The number of Ombudsman complaints received		7	2016/17	
The number of Ombudsman decisions made		8	2016/17	

Project/Action	Corporate Knowledge Hub			
Desired Outcome				
Latest Update				
Milestones	Due Date	Completed (Yes/No)	Note	
Workshop to scope design and delivery	31-May-2017	Yes		
Plan submitted and approved	30-Sep-2018	No	The development of the 'Tamworth Community Offer' is now in the final stages of design with a supporting action plan. Approval will then be required from Cabinet.	

Performance Measures	RAG Status	Current Value	Last Update	Latest Note
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Number of Reports delivered to support the Tamworth Community Offer			
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<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	Yes	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 were rolled out in April 2018.
Processes and procedures tested and developed into local framework	31-Jul-2018	No	The development of processes is on-going and on target for completion by the end of July 2018.

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

		(Yes/No)	
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	Yes	Pilots are in place in Revenues, Planning and Housing. Once the pilots are completed, the learning will be available on Infozone as case studies for reference for the rest of the organisation.
Training completed	30-Jun-2018	Yes	All those in the areas doing the pilots have been trained.

Performance Measures	RAG Status	Current Value	Last Update	Latest Note
The percentage of the organisation using Office 365		N/A	Q4 2017/18	Trials of this in the scoped service areas (ICT, Housing, Revenues) has 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>	The contract for the customer portal was awarded in July 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-Jan-2019	No	Two responses were received to the procurement activity; one of these was discounted due to it being cost prohibitive. The contract for the customer portal was awarded in July 2018. Site visits and scoping will take place next prior the project 'kick off'
Implementation of mobile apps and online forms	31-Jan-2019	No	The first mobile app 'Report It' is under development with implementation due for the end of July 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		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













Corporate Risk Register



Page 41

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	

Risk	Description of Risk	Date Last Reviewed	Severity	Likelihood	Current Risk Rating	Current Risk Status
Governance & Regulatory Failure	Failure to achieve adequate Governance Standards and statutory responsibilities	04-May-2018	2	2	4	
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	Full Year Position Budget	Full Year Position Predicted Outturn Variance	Full Year Position Predicted Outturn	Comment
Public Spaces	Vacancy Allowance	-	(19,290)	19,290	(77,160)	77,160	-	Not currently offset by salary savings temp staff being used to cover a number of ongoing staffing issues
ICT	Vacancy Allowance	-	(8,130)	8,130	(32,480)	32,480	-	Vacancy Allowance
Commercial Property Management	Finance Lease Income	(30,457)	-	(30,457)	-	(30,460)	(30,460)	Windfall Income - Gungate lease income
Homelessness	Provision For Bad Debts	8,515	57,700	(49,185)	57,700	-	57,700	Report to go to Cabinet re write off of historical B&B debt
	Bed & Breakfast Income	(14,209)	(50,760)	36,551	(203,000)	-	(203,000)	Report will be going to Cabinet outlining changes to charging policy for B&B
Joint Waste Arrangement	Specific Contingency	-	50,000	(50,000)	50,000	(50,000)	-	Specific contingency that may be required to delivery services through the joint waste arrangement
Development Control	Fees & Charges Planning App	(134,448)	(52,010)	(82,438)	(208,080)	(20,000)	(228,080)	Fee income is well above profiled budget to date due to two major applications. Should the trend continue the current predicted outturn could well be more significant. Part of the surplus will need to be re-invested in the service as per government guidelines following an increase in fees.
Benefits	Rent Allowances	1,849,781	2,146,000	(296,219)	9,175,580	(1,236,940)	7,938,640	Based on DWP est claim @ P3

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
Benefits	Non-Hra Rent Rebates	6,242	69,030	(62,788)	275,980	(231,470)	44,510	Based on DWP est claim @ P3
	Council Tenant Rent Rebates	2,652,789	2,728,570	(75,781)	10,074,830	(1,015,200)	9,059,630	
	Council Tenant Grant	(2,576,868)	(2,680,730)	103,862	(9,897,950)	1,062,970	(8,834,980)	
	Private Tenant Grant	(1,746,281)	(2,080,700)	334,419	(8,896,620)	1,335,220	(7,561,400)	
	Non-Hra Rent Rebate Grant	(9,489)	(28,860)	19,371	(115,260)	80,010	(35,250)	
	Overpayment Private Tenant	(173,214)	(93,570)	(79,644)	(374,320)	(318,540)	(692,860)	Based on e-Fins @ P3
	Overpayment Council Tenant	(90,146)	(74,640)	(15,506)	(298,550)	(62,030)	(360,580)	
	Pt Overpayment Recovery	76,306	-	76,306	-	305,220	305,220	
	Ct Overpayment Recovery	34,855	-	34,855	-	139,420	139,420	
Benefits Administration	Government Grants	(52,154)	(17,160)	(34,994)	(17,160)	(29,070)	(46,230)	Offsetting vacancy allowance
Corporate Finance	NNDR Levy Payments	-	-	-	781,960	37,690	819,650	Higher levy due to additional business rates income
	Government Grants	(140,726)	(162,660)	21,934	(650,600)	(109,100)	(759,700)	Additional S31 Grant income for Business Rates Relief
Treasury Management	Minimum Revenue Provision Gf	26,070	26,070	-	104,270	66,000	170,270	Offsetting underspend on interest income
	Misc Interest & Dividends	(106,650)	(43,980)	(62,670)	(175,970)	(250,690)	(426,660)	Interest expected above budget

**Housing Revenue Account – Main Variances**

Cost Centre	Account Code	Year To Date Position Sub Total	Year To Date Position Budget	Year To Date Position Variance	Full Year Position Budget	Full Year Position Predicted Outturn Variance	Full Year Position Predicted Outturn	Comment
H R A Summary	Provision For Bad Debts	105,669	196,200	(90,531)	196,200	-	196,200	Bad debt is likely to increase whilst the rollout of UC continues. Income recovery remains a priority to limit any increase in arrears.
	Rents	(4,745,551)	(4,691,053)	(54,498)	(17,320,810)	(80,000)	(17,400,810)	Rent income is currently exceeding budget due to void levels being lower than budgeted. The acquisition programme also continues to provide additional properties let at Affordable Rent and offset those sold under the Right to Buy.



Replacement It Technology	7	33	5	(29)	112	112	-	-	112	At this stage budget is expected to spent in line with requirements set out in capital appraisal
<b>Directorate</b>	<b>Budget Reprofiled from 2017/18 (memo only) £000</b>	<b>YTD Budget £000</b>	<b>YTD Actual Spend £000</b>	<b>Variance £000</b>	<b>Budget £000</b>	<b>Predicted Outturn £000</b>	<b>Variance £000</b>	<b>Reprofile to 2019/20 (memo only) £000</b>	<b>Outturn £000</b>	<b>Comments</b>
EDRMS (Electronic Document Records Management System)	63	63	0	(63)	63	63	-	-	63	Scoping of project following migration from Oracle platform to SQL server to be agreed with supplier
Gazetteer Development	9	9	4	(5)	9	9	-	-	9	Amount re-profiled for further development of the system
New Time Recording System 17/18	15	15	-	(15)	15	15	-	-	15	Project to commence shortly
Self Service Customer Portal	115	115	-	(115)	115	115	-	-	115	Standstill in progress before award of contract
<b>Directorate Total</b>	<b>208</b>	<b>235</b>	<b>8</b>	<b>(227)</b>	<b>313</b>	<b>313</b>	<b>-</b>	<b>-</b>	<b>313</b>	
<b>AD Operations &amp; Leisure</b>										
Streetscene Service Delivery Enhancements	30	30	-	(30)	30	30	-	-	30	Delays in the project due to the delays in the full implementation of the CRM system.
Wigginton Park Section Section 106	20	20	9	(11)	20	20	-	-	20	Plans ongoing to deliver items from the Wigginton Park Management Plan

Broadmeadow Nature Reserve	23	23	-	(23)	23	23	-	-	23	Ongoing works to complete management plan and HLS agreement. Bridge works now completed however ongoing contractual dispute over rates and works undertaken.
<b>Directorate</b>	<b>Budget Reprofiled from 2017/18 (memo only) £000</b>	<b>YTD Budget £000</b>	<b>YTD Actual Spend £000</b>	<b>Variance £000</b>	<b>Budget £000</b>	<b>Predicted Outturn £000</b>	<b>Variance £000</b>	<b>Reprofile to 2019/20 (memo only) £000</b>	<b>Outturn £000</b>	<b>Comments</b>
Public Open Space Section 106	24	24	9	(15)	24	24	-	-	24	Project group established - list of works currently being collated.
Street Lighting	4	5	4	(1)	7	7	-	-	7	Works to be delivered in line with 30 year project plan
Local Nature Reserves	36	36	7	(29)	36	36	-	-	36	Work ongoing to deliver items from management plan
Community Woodland Cycleway	-	40	-	(40)	160	160	-	-	160	At this stage budget is expected to spent in line with requirements set out in capital appraisal
Amington Community Woodland	-	13	4	(9)	50	50	-	-	50	At this stage budget is expected to spent in line with requirements set out in capital appraisal
Assembly Rooms Development	1,140	1,788	3,131	1,343	3,732	3,732	-	-	3,732	Work started on site December - Building works to be finished in approx. 15 months.





Property Funds	6,000	7,500	1,862	(5,638)	12,000	12,000	-	-	12,000	Opportunities to invest being continuously reviewed. As such the budget will be spent on an ad-hoc basis throughout the financial year.
<b>Directorate Total</b>	<b>6,000</b>	<b>7,500</b>	<b>1,862</b>	<b>(5,638)</b>	<b>12,000</b>	<b>12,000</b>	<b>-</b>	<b>-</b>	<b>12,000</b>	
<b>Directorate</b>	<b>Budget Reprofiled from 2017/18 (memo only) £000</b>	<b>YTD Budget £000</b>	<b>YTD Actual Spend £000</b>	<b>Variance £000</b>	<b>Budget £000</b>	<b>Predicted Outturn £000</b>	<b>Variance £000</b>	<b>Reprofile to 2019/20 (memo only) £000</b>	<b>Outturn £000</b>	<b>Comments</b>
<b>AD Assets</b>										
Page 50 Disabled Facilities Grant	31	193	221	28	681	681	-	-	681	Current referrals nearly accounts for the budget available for the full year and new cases are still being opened all the time. <b>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.</b>
Agile Working Phase 2	124	124	-	(124)	124	124	-	-	124	Expenditure of this budget is reliant upon us entering into a formal lease agreement with the a 3rd party to occupy space in Marmion House.

Directorate	Budget Reprofiled from 2017/18 (memo only) £000	YTD Budget £000	YTD Actual Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile to 2019/20 (memo only) £000	Outturn £000	Comments
Energy EFF Upgrade Commercial and Industrial Properties	-	19	-	(19)	75	75	-	-	75	The energy efficiency works will largely be allocated to bringing vacant properties up to the minimum required standard for letting. As such the budget will be spent on an ad-hoc basis throughout the financial year.
Castle Grounds Toilet Refurbishment	-	45	-	(45)	180	180	-	-	180	Tenders for this work will be invited through the summer months with a view to commencing works in the Autumn/Winter period in readiness for the toilets to re-open in the Spring. Anticipate full spend before March 31st.
<b>Directorate Total</b>	<b>155</b>	<b>381</b>	<b>221</b>	<b>(160)</b>	<b>1,060</b>	<b>1,060</b>	<b>-</b>	<b>-</b>	<b>1,060</b>	
<b>AD Neighbourhoods</b>										
Homelessness Reduction Act	-	8	-	(8)	30	30	-	-	30	At this stage budget is expected to spent in line with requirements set out in capital appraisal

Cctv Camera Renewals	44	48	17	(31)	59	59	-	-	59	Further report to Scrutiny Committee in 2018 to discuss way forward.
<b>Directorate Total</b>	<b>44</b>	<b>55</b>	<b>17</b>	<b>(38)</b>	<b>89</b>	<b>89</b>	<b>-</b>	<b>-</b>	<b>89</b>	
<b>Directorate</b>	<b>Budget Reprofiled from 2017/18 (memo only) £000</b>	<b>YTD Budget £000</b>	<b>YTD Actual Spend £000</b>	<b>Variance £000</b>	<b>Budget £000</b>	<b>Predicted Outturn £000</b>	<b>Variance £000</b>	<b>Reprofile to 2019/20 (memo only) £000</b>	<b>Outturn £000</b>	<b>Comments</b>
<b>AD Partnerships</b>										
Private Sector Coalfields Fund	92	92	-	(92)	92	92	-	-	92	Programme of new initiatives to be developed to target help for vulnerable residents based on results of recent stock condition survey
<b>Directorate Total</b>	<b>92</b>	<b>92</b>	<b>-</b>	<b>(92)</b>	<b>92</b>	<b>92</b>	<b>-</b>	<b>-</b>	<b>92</b>	
<b>GENERAL FUND TOTAL</b>	<b>9,105</b>	<b>15,706</b>	<b>8,565</b>	<b>(7,141)</b>	<b>23,338</b>	<b>23,338</b>	<b>-</b>	<b>-</b>	<b>23,338</b>	

HOUSING REVENUE ACCOUNT										
Directorate	Budget Reprofiled from 2017/18 (memo only) £000	YTD Budget £000	YTD Actual Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile to 2019/20 (memo only) £000	Outturn £000	Comments
<b>AD Assets</b>										
Structural Works	-	25	16	(9)	100	100	-	-	100	This is an ad-hoc budget that is driven by reported repairs.
Bathroom Renewals	-	204	78	(126)	817	817	-	-	817	Sufficient works issued to take up full spend by year-end.
Gas Central Heating Upgrades and Renewals	-	105	46	(59)	420	420	-	-	420	Sufficient works issued to take up full spend by year-end.
Kitchen Renewals	8	250	74	(176)	1,228	1,228	-	-	1,228	Sufficient works issued to take up full spend by year-end.
Major Roofing Overhaul and Renewals	-	41	-	(41)	166	166	-	-	166	Sufficient works issued to take up full spend by year-end.
Window and Door Renewals	12	75	10	(65)	262	262	-	-	262	Sufficient works issued to take up full spend by year-end.
Disabled Facilities Adaptations	108	189	25	(164)	432	432	-	-	432	Sufficient works issued to take up full spend by year-end. Likelihood of being more demand than we can fund.
Strode House Car Park and Garages	-	133	-	(133)	530	530	-	-	530	Awaiting final project costs, anticipate full spend by year-end.

Renew High Rise Lifts	-	70	-	(70)	280	280	-	-	280	Extension of current project. May extend into 2019/20. Confirmation of programme during year.
<b>Directorate</b>	<b>Budget Reprofiled from 2017/18 (memo only) £000</b>	<b>YTD Budget £000</b>	<b>YTD Actual Spend £000</b>	<b>Variance £000</b>	<b>Budget £000</b>	<b>Predicted Outturn £000</b>	<b>Variance £000</b>	<b>Reprofile to 2019/20 (memo only) £000</b>	<b>Outturn £000</b>	<b>Comments</b>
Renew Walkways Magnolia	-	65	-	(65)	260	260	-	-	260	Awaiting final project costs, anticipate full spend by year-end.
High Rise Lift Renewals 2012	278	278	153	(126)	278	278	-	-	278	Contract currently on site, may extend into 2019/20.
Fire Upgrades To Flats 2012	2,057	2,057	-	(2,057)	2,057	2,057	-	-	2,057	Tenders received, awaiting contract award. Programme of works to be agreed but likely to extend into 2019/20
Roofing High-Rise	43	43	39	(4)	43	43	-	-	43	Due to be completed summer 2018.
High Rise Balconies	577	577	519	(58)	577	577	-	-	577	Contract currently on site, may extend into 2019/20.
Works to High Rise Flats	573	705	990	285	1,098	1,098	-	-	1,098	Contract currently on site, may extend into 2019/20.
Retention of Garage Sites	15	10	-	(10)	385	385	-	-	385	Scheme to be agreed.
Capital Salaries	-	-	-	-	177	177	-	-	177	
CDM Fees	-	1	-	(1)	5	5	-	-	5	No longer required
Creation of Erigden Office	-	3	2	(0)	10	10	-	-	10	Subject to planning consent works to be completed during the summer of 2018.

Tinkers Green	8,554	11,845	61	(11,783)	13,070	13,070	-	-	13,070	Contract currently on site, will extend into 2019/20
Kerria Estate Project	2,178	3,986	51	(3,935)	6,840	6,840	-	-	6,840	Contract currently on site, will extend into 2019/20
<b>Directorate</b>	<b>Budget Reprofiled from 2017/18 (memo only) £000</b>	<b>YTD Budget £000</b>	<b>YTD Actual Spend £000</b>	<b>Variance £000</b>	<b>Budget £000</b>	<b>Predicted Outturn £000</b>	<b>Variance £000</b>	<b>Reprofile to 2019/20 (memo only) £000</b>	<b>Outturn £000</b>	<b>Comments</b>
Other Acquisitions	1,461	2,211	1,585	(626)	2,586	2,586	-	-	2,586	Scheme to be agreed.
<b>Directorate Total</b>	<b>18,098</b>	<b>22,872</b>	<b>3,649</b>	<b>(19,223)</b>	<b>31,622</b>	<b>31,622</b>	<b>-</b>	<b>-</b>	<b>31,622</b>	
<b>HRA Contingency</b>										
HRA Contingency	100	100	-	(100)	100	100	-	-	100	Will require approval from Cabinet to release funds
<b>Directorate Total</b>	<b>100</b>	<b>100</b>	<b>-</b>	<b>(100)</b>	<b>100</b>	<b>100</b>	<b>-</b>	<b>-</b>	<b>100</b>	
<b>HRA Total</b>	<b>18,198</b>	<b>22,972</b>	<b>3,649</b>	<b>(19,323)</b>	<b>31,722</b>	<b>31,722</b>	<b>-</b>	<b>-</b>	<b>31,722</b>	

**Treasury Management Update – Period 3 - 2018/19****Investments held as at 30<sup>th</sup> June 2018:**

Borrower	Deposit £	Rate %	From	To	Notice
Lloyds Bank	1,000,000	0.90%	30-Nov-17	30-Nov-18	
Lloyds Bank	1,000,000	0.90%	01-Dec-17	30-Nov-18	-
Bank of Scotland	2,000,000	0.85%	03-Jan-18	03-Jan-19	-
Bank of Scotland	2,000,000	0.85%	05-Jan-18	04-Jan-19	-
Barclays Bank	2,000,000	0.46%	17-Jan-18	17-Jul-18	-
Lloyds Bank	1,000,000	0.80%	09-Feb-18	08-Feb-19	-
Bank of Scotland	2,000,000	0.85%	12-Feb-18	11-Feb-19	-
Coventry BS	4,000,000	0.60%	13-Mar-18	13-Sep-18	-
Lloyds Bank	2,000,000	0.90%	03-Apr-18	03-Apr-19	-
Lloyds Bank	2,000,000	0.90%	03-Apr-18	03-Apr-19	-
Barclays Bank	2,000,000	0.75%	05-Apr-18	05-Oct-18	-
Royal Bank of Scotland	2,004,563	0.87%	10-Apr-18	27-Nov-18	-
Barclays Bank	2,000,000	0.76%	10-Apr-18	10-Oct-18	-
Coventry BS	2,000,000	0.67%	25-May-18	26-Nov-18	-
National Westminster Bank plc	2,000,593	0.94%	29-Jun-18	28-Jun-19	-
Goldman Sachs	10,000,000	0.67%	-	-	180 day
Santander	10,000,000	0.70%	-	-	180 day
MMF - Ignis	3,217,000	0.49%*	-	-	On call
MMF – PSDF	6,233,000	0.54*	-	-	On call
<b>Total</b>	<b>58.46</b>	<b>0.71 (avg)</b>			

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



**External Borrowing as at 30<sup>th</sup> June 2018:**

<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
<b>Total</b>		<b>63,060,194</b>		

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