

Quarter Three 2018/19 Performance Report

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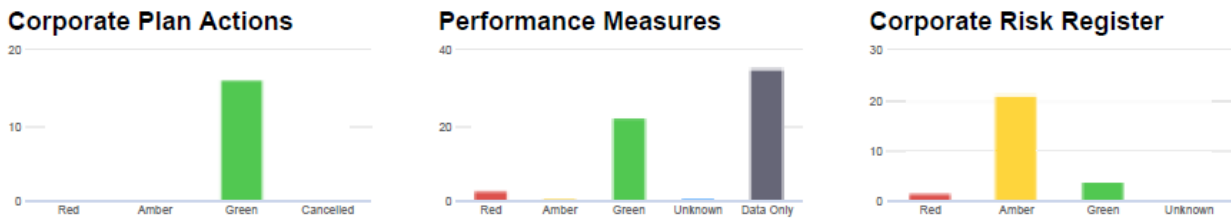
Appendix C General Fund & Housing Revenue Account main variances,

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

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



Further details are available in the appendices:

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

2. Impact of Welfare Benefit Reform on Council services

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

Benefits

An increase in DHP claims is reported - DHP claims paid total £103k (£4k higher than at December 2017 - £99k) with 240 successful claims from 373 applications (compared to 194 successful claims from 309 applications at December 2017). There is a 2 week backlog (6 weeks as at December 2017) with claims still to be processed which may increase this figure.

Live caseload figures are 332 lower than 2017/18 – currently 5,551 (5,883 at December 2017). The average time taken to process new Housing Benefit/Council Tax Benefit claims and change events was 10.8 days to December 2018 (13 days to December 2017).

NNDR

Reminders (467 at December 2018) are lower than 2017/18 levels (520 at December 2017) with summons and liability orders at similar levels to 2017/18. Enforcement agent referrals are 38% lower than 2017/18 levels (25 referrals to December 2018 compared to 40 at December 2017).

Current year collection levels are at 83.4%, behind target by 0.2% at 31 December. Court costs of £4k are lower than the target of £8k due to the lower levels of recovery action. Arrears for 2017/18 are ahead of target at 42% compared to target of 34.5%.

Council Tax

Reminders are 484 higher than 2017/18 levels (10,838 at December 2018 compared to 10,354 at December 2017), with summonses and liability orders referrals slightly lower. Enforcement agent referrals are 12% lower than 2017/18 levels (1,268 referrals to December 2018 compared to 1,443 at December 2017).

Current year collection levels at 86.7% are behind the target of 86.8% at December 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 target by £10k at £197k.

Arrears for 2017/18 are slightly behind of target at 39.7% compared to target of 43.2% - work on further approaches to realise more Council Tax revenue is in place.

Collection Fund – the estimated surplus is £29k for the year with a LCTS projected underspend of £23k (total £52k compared to £56k at December 2017).

Housing

Total Rent arrears (excluding former tenants) at December 2018 were £656k compared to £379k (as adjusted) at 31 March 2018 – an increase of £277k (compared to a £202k increase as at December 2017).

Total arrears (including garages etc.) are £2.01m at December 2018, compared to £1.68m at 31 March 2018, an increase of £329k (compared to a £249k increase between 31 March 2017 and 31 December 2017).

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

There were 13 evictions during the period to December 2018 compared to 13 during the period to December 2017.

There were 8 court cases where bedroom subsidy, cap or other is the primary reason for possession proceedings (nil to December 2017).

Universal Credit

With regard to the roll out of universal credit, the current indicators show:

	Qtr 1 2018/19	Qtr 2 2018/19	Qtr 3 2018/19
Number of Assisted Digital Support Received (Universal Credit)	60	109	190
Number of Assisted Digital Support Actioned (Universal Credit)	56	100	168
Number of Assisted Digital Support did not attend (Universal Credit)	3	12	22
Number of Personal Budgeting Support Received (Universal Credit)	38	72	139
Number of Personal Budgeting Support Actioned (Universal Credit)	29	50	83
Number of Personal Budgeting did not attend (Universal Credit)	4	22	56
Number of Universal Credit claimants in Tamworth	2,148	2,519	2,744
Number of Council Tenants on Universal Credit	445	523	589
Number of Council Tenants on Universal Credit and in Rent Arrears	-	441	473
Percentage of Council Tenants on Universal Credit and in Rent Arrears	-	84%	80%
Number of Council Tenants on Universal Credit and not in Rent Arrears	-	82	116

Percentage of Council Tenants on Universal Credit and not in Rent Arrears	-	16%	20%
Number of successful Alternative Payment Arrangements set up (Universal Credit)	112	148	196
Number of Council Tax Payers on Universal Credit	368	529	632
Number of Council Tax Payers on Universal Credit and in arrears with Council Tax payments	83	161	218
Percentage of Council Tax Payers on Universal Credit and in arrears with Council Tax payments	23%	30%	34%
Number of Council Tax Payers on Universal Credit and not in arrears with Council Tax payments	285	368	414
Percentage of Council Tax Payers on Universal Credit and not in arrears with Council Tax payments	77%	70%	66%
Number of Universal Credit claimants nationally	920,000	1,100,000	1,426,540
Discretionary Housing Payments made - Year to date	46,720	76,487	102,769
Amount of Discretionary Housing Payments made to Universal Credit claimants - Year to date	19,324	34,343	50,115

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 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 Council's 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	Provisional Local Government Finance Settlement detailing

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 underway 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. 6 priority reviews have been identified – Business Support, CCTV, Cleaning Services, Commercialisation, Community Leisure and Review and rationalisation of IT systems.

General Fund

The updated forecast as at December 2018 is detailed below:

	General Fund						
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	(6,631)	(3,553)	(1,846)	(551)	428	1,429	-
Revised Stress Tested Forecasts:							
Revised Forecast Balances - December 2018	(6,918)	(5,458)	(4,551)	(2,413)	(466)	1,405	3,508

On 2nd August, Cabinet approved the budget setting process (& project plan) for 2019/20.

In line with the approved timetable, work on the preparation of the detailed 5 year budget / forecast progressed in order to inform the Base Budget Forecast for Cabinet on 29th November and the Draft MTFS for Cabinet and Joint Scrutiny Committee in January 2019.

Currently projections identify General Fund balances of £466m over 3 years (compared with a forecast shortfall in the February 2018 MTFS projections of £0.9m) – with a shortfall of £1.9m to 2022/23 increasing to £4m 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 £0.8m p.a. will be required over the next 5 years (based on annual 2.99% increases in Council Tax). On an annualised basis this would equate to a year on year ongoing saving of £0.27m over 5 years.

The forecast has been updated to include:

- a) the projected outturn underspend of £1.6m for 2018/19 (as at Period 8);
- b) The approved council tax base of 21,761 and the effect of a 2.99% p.a. increase in Council Tax;
- c) Annual savings of £0.35m following a review of unspent budgets;
- d) The revenue costs for interest and debt repayment associated with the capital programme proposals;
- e) Updated business rates tariff and RSG levels following publication of the Local Government Finance Settlement and the announcement that the Staffordshire Business Rates Pilot bid had been successful;
- f) Revised New Homes Bonus levels following confirmation from the DCLG;
- g) Work is progressing to finalise 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 December 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:							
Revised Forecast Balances - December 2018	(6,824)	(3,543)	(3,419)	(3,107)	(2,993)	(1,804)	(2,004)

As part of the approved MTFS in February 2018, a balanced 5 year forecast was presented for the Housing Revenue Account (HRA).

Currently, projections identify that HRA balances will remain above the approved minimum of £0.5m at £3m over 3 years (compared with a forecast in February of £1m) with balances of £1.8m over the 4 years to 2022/23 increasing to £2m in 2023/24 (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 projected outturn underspend of £525k for 2018/19 (as at Period 8);
- b) Annual savings of £0.1m following a review of unspent budgets.

4. Financial Healthcheck

Executive Summary

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

General Fund

Revenue

GENERAL FUND	YTD Budget £000	YTD Position £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000
Chief Executive	1,321	1,199	(122)	1,465	1,335	(130)
AD Growth & Regeneration	505	110	(395)	1,347	1,185	(162)
ED Organisation	608	584	(24)	594	592	(2)
AD People	1,944	1,916	(28)	238	272	34
AD Operations & Leisure	2,700	2,790	90	3,412	3,502	90
ED Finance	270	273	3	179	180	1
AD Finance	2,617	1,534	(1,083)	1,418	(237)	(1,655)
AD Assets	(1,272)	(1,429)	(157)	(1,067)	(1,263)	(196)
AD Neighbourhoods	566	537	(29)	1,261	1,334	73
AD Partnerships	783	771	(12)	1,423	1,413	(10)
Total	10,042	8,285	(1,757)	10,270	8,313	(1,957)

- The General Fund has a favourable variance against budget at Period 9 of £1.76m (£2.08m favourable at period 8)
- The projected full year position identifies a favourable variance against budget of £1.96m or 19.0% (£1.62m or 15.8% favourable at period 8).
- 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 December 2018. An underspend of £167k is currently projected.
- Significant variances for 2018/19 (as detailed in **Appendix C**) include:

Directorate	Cost Centre	Account Code	Full Year Position Predicted Outturn Variance	Comment
Increased / Non-Budgeted Income				
AD Assets	Commercial Property Management	Finance Lease Income	-110,000	Windfall Income - Gungate lease income
AD Growth & Regeneration	Development Control	Fees & Charges Planning App	-110,000	Fee income is well above budget due to two major applications.
AD Finance	Corporate Finance	Government Grants	-188,636	Additional S31 Grant income for Business Rates Relief plus adjustment for 17/18
AD Finance	Corporate Finance	Misc Contributions	-376,850	Returned Levy from GBSLEP 2017/18
AD Finance	Treasury Management	Misc Interest & Dividends	-367,000	Interest expected above budget
AD Finance	Treasury Management	Property Fund Dividends	-102,000	Receipt of Property Fund interest due to investment earlier than budgeted
Savings/Underspends				
AD Finance	Benefits	Benefits	-288,270	Based on change in provision required as at end P9
AD Finance	Corporate Finance	Consultants Fees	-100,000	£100k underspend reported at this stage
AD Finance	Corporate Finance	Specific Contingency	-167,000	Contingency for potential reduced income levels (£142k) not required 2018/19
AD Finance	Treasury Management	Minimum Revenue Provision Gf	-44,270	Planned borrowing unlikely due to re-profiling need within capital programme

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	GCEXEC	-	4,000	3,270	(730)	4,000	3,500	(500)	500	4,000
AD Growth & Regeneration	GGROWC	771	861	103	(758)	898	295	(603)	603	898
AD People	GPEOC	208	307	196	(111)	348	278	(70)	65	343
AD Operations & Leisure	GOPSLC	1,276	4,086	1,564	(2,522)	4,748	2,078	(2,670)	2,640	4,718
AD Finance	GFINC	6,000	14,500	3,869	(10,631)	16,000	3,869	(12,131)	12,131	16,000
AD Assets	GASSC	155	818	560	(257)	1,167	953	(214)	154	1,107
AD Neighbourhoods	GNEIC	44	78	23	(55)	89	27	(62)	62	89
AD Partnerships	GPARC	92	92	-	(92)	92	22	(70)	70	92
GF Contingency	CQ	559	559	-	(559)	595	-	(595)	595	595
TOTAL GENERAL FUND		9,105	25,301	9,585	(15,716)	27,935	11,020	(16,915)	16,820	27,840

- Capital expenditure incurred was £9.585m compared to a profiled budget of £25.301m. (£10.240m compared to a profiled budget of £23.850m as at period 8).
- It is predicted that £11.020m will be spent by the year-end compared to a full year budget of £27.935m (this includes re-profiled schemes from 2017/18 of £9.105m).
- Re-profiling of £16.82m into 2019/20 is reported this month, mainly due to £8m re Property Funds, where further investments will be made as the economic situation becomes clearer, £2.2m Assembly Rooms and £4m re Solway Ltd LATC.
- A summary of Capital expenditure is shown at **Appendix D**.

The council has just received confirmation of an additional £107,173 funding from MHCLG in the form of increased Disabled Facilities Grant. Cabinet are requested to approve that the Capital budget for DFGs be increased by £107,173 to reflect the additional grant funding from MHCLG.

Treasury Management

- At the end of December 2018 the Authority had £69.93m invested in the money markets. The average rate of return on these investments is 0.86% though this may change if market conditions ease.
- The target yield for returns from the Commercial Investment Strategy is in excess of 5% p.a. Current market conditions / performance is as follows:
 - The Council has invested in 2 property funds to date:
 - Schroder UK Real Estate Fund - £1.85m on 8/5/18 with a gross Distribution Yield at 31/12/18 of 3.13%;
 - Threadneedle Property Unit Trust - £2m on 31/7/18 with a Historic Average Distribution Yield at 31/12/18 of 4.78%; 2018/19 return estimated at 2.7% (4% on an annualised basis).
 - The current return from the Gungate acquisition is 5% on the NCP site (3.5% on the overall site with regeneration potential).

- Borrowing by the Authority stood at £63.060m at the end of December 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 £5.8m at the year-end from normal revenue operations compared to £3.55m projected within the 2018/19 budget report – additional balances of £2.24m.

Housing Revenue Account (HRA)

Revenue

HOUSING REVENUE ACCOUNT	YTD Budget £000	YTD Position £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000
HRA Summary	(14,243)	(14,446)	(203)	(456)	(716)	(260)
AD Operations & Leisure	338	343	5	563	575	12
AD Assets	372	401	29	1	1	-
AD Neighbourhoods	1,905	1,740	(165)	3,698	3,654	(44)
Housing Repairs	3,665	3,322	(343)	-	(312)	(312)
Total	(7,963)	(8,640)	(677)	3,806	3,202	(604)

- The HRA has a favourable variance against budget at Period 9 of £677k (£368k at period 8).
- The projected full year position identifies a favourable variance against budget of £604k (£525k favourable at period 8).
- Individual significant budget areas reflecting the variance are detailed at **Appendix C**.
- Significant variances for 2018/19 (as detailed in **Appendix C**) include:

Directorate	Cost Centre	Account Code	Full Year Position Predicted Outturn Variance	Comment
Housing Repairs	Repairs Contract	Responsive Repairs	(410,000)	Forecast based on current demand and WIP
		Voids	200,000	Forecast based on current programme and takes account of a number of high-cost voids in year to date.
H R A Summary	H R A Summary	Specific Contingency	(100,000)	No issues currently identified that would require the use of this budget
		Rents	(150,000)	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.

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	14,360	8,485	(5,876)	31,622	10,363	(21,259)	21,194	31,556
HRA Contingency	100	100	-	(100)	100	-	(100)	100	100
TOTAL HOUSING REVENUE ACCOU	18,198	14,460	8,485	(5,976)	31,722	10,363	(21,359)	21,294	31,656

- Housing Capital expenditure of £8.485m has been incurred as at the end of Period 9 compared to a profiled budget of £14.460m. (£7.804m compared to a profiled budget of £12.796m at period 8)
- It is predicted that £10.363m will be spent by the year-end compared to the full year budget of £31.722m (including £18.198m re-profiled from 2017/18). At this stage £21.294m is projected to be re-profiled, being mainly due to £19m for Kerria and Tinkers Green projects extending into 2019/20.
- A summary of Capital expenditure is shown at **Appendix D**.
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During a review of the current capital programme it has been identified that there is a greater demand for replacement bathrooms and a further £200,000 will be required this year to meet demand. With this in mind it is proposed that £200,000 previously identified for replacement walkways at Magnolia should be vired into the bathroom renewals contract.

There will be no impact on the replacement of walkways at Magnolia as prices for the work have come in significantly under the original budget and the scheme is currently predicting an underspend of £210,000. Cabinet are requested to approve that the £200,000 be vired from Walkways to fund additional bathroom replacements.

Balances

Balances on the Housing Revenue Account are projected to be in the region of £3.62m at the year-end compared to £3.05m projected within the 2018/19 budget report – additional balances of £0.58m.

2017 -2020 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

Desired Outcome 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




Latest Update

Milestones	Due Date	Completed (Yes/No)	Note
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
Tamworth In Bloom Judging 2018	31-Jul-2018	Yes	Judging complete 19/7/18
Tamworth in Bloom 2018 award notification	30-Sep-2018	Yes	9th consecutive Gold Award, also Mike

			Garwood memorial Award and Gold for Wigginton park for second year running
Balancing pond dredging works scoped in accordance with the management plan	31-Mar-2019	No	The silt analysis report has now been received and the tender process recommenced, all tender documentation is now with procurement awaiting final checks before going live. It is anticipated that the tender will be live by the end of December or early January at the latest subject to there being no further issues identified by procurement. The tender will be live for one month and then evaluated before being awarded in early March 2019
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	2018/19	'Gold' awarded for the ninth year in a row.
Improved street and environmental cleanliness – Detritus		8.15%	July 2018	
Improved street and environmental cleanliness – Graffiti		1.51%	July 2018	
Improved street and environmental cleanliness – Litter		1.51%	July 2018	
Improved street and environmental cleanliness – Dog Fouling		0.67%	July 2018	

Project/Action	Delivery of the Community Safety Partnership			
Desired Outcome	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			
Latest Update				
Milestones	Due Date	Completed (Yes/No)	Note	
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		6,493	2018	For the period January 2018 to November 2018. (Figure was 6772 for the same period last year).
Incidents of Anti-Social Behaviour		1,960	2018	For the period January 2018 to November 2018. (Figure was 2142 for the same period last year).
Percentage of people surveyed who feel very/fairly safe outside in their local area after dark (Feeling the Difference FTD survey)		84%	H1 2018/19	September 2018 survey (Waves 22








				to 25). (Latest available data)
Percentage of people surveyed who feel very/fairly safe outside in their local area during the day (Feeling the Difference FTD survey)		98%	H1 2018/19	September 2018 survey (Waves 22 to 25). (Latest available data)
Percentage of people surveyed who had been a victim of crime in the last twelve months (Feeling the Difference FTD survey)		6%	H1 2018/19	September 2018 survey (Waves 22 to 25). (Latest available data)
Percentage of people surveyed who feel very/fairly likely to be a victim of crime in their local area (Feeling the Difference FTD survey)		13%	H1 2018/19	September 2018 survey (Waves 22 to 25). (Latest available data)

Project/Action	Delivery of an effective regulatory service		
Desired Outcome	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		
Latest Update			
Milestones	Due Date	Completed (Yes/No)	Note





Performance Measures	RAG Status	Current Value	Last Update	Latest Note
The number of food businesses that are 0 and 2 star rated		43	Q2 2018/19	
The quarterly percentage of planned high risk interventions undertaken		100%	Q2 2018/19	
The percentage of planned interventions undertaken		100%	Q2 2018/19	
The percentage of complaints relating to smoking legislation responded to		100%	H1 2018/19	
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		
Desired Outcome	<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 West Midland Combined Authority, Local Enterprise Partnerships for the purpose of growth, skills, infrastructure and economy</p>		
Latest Update			
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	
Re-opening of the Assembly Rooms and new facility at the Carnegie Centre	28-Feb-2019	No	Marketing for the Carnegie Centre has commenced
Adoption of the inward investment strategy and the town centre strategy	31-Mar-2019	No	Cabinet agreed an approach to town centre activity and considered a range of projects, including an inward investment strategy in November. A town centre strategy will be prepared and brought back to Cabinet in Spring 2019.
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 June 2018 for investment purposes with the longer term aim of unlocking it for regeneration. The Council has successfully bid for £100k support to develop options for the site



Performance Measures	RAG Status	Current Value	Last Update	Latest Note
Number of Businesses		2,335	2017/18	
Number of empty Business Premises		173	December 2018	
Percentage of total rateable value of commercial floorspace that is unoccupied		5%	2017/18	
Percentage change in rateable value of commercial buildings		1.61%	Q2 2017/18	
Birth of New Business Enterprises in the year		280	2017/18	Latest available data from ONS (November 2018).
Death of Business Enterprises in the year		310	2017/18	Latest available data from ONS (November 2018).
Number of active Business Enterprises		2,630	2017/18	Latest available data from ONS (November 2018).

Project/Action	Tinkers Green & Kerria Regeneration			
Desired Outcome	Access to suitable housing is improved Neighbourhoods are improved Satisfaction with neighbourhoods increased			
Latest Update				
Milestones	Due Date	Completed (Yes/No)	Note	
4. Demolition at Kerria commenced	01-Jul-2018	Yes	Demolition commenced	
3. Contractor start on site	31-Jul-2018	Yes	The contractor has taken possession of the site and commenced some preparatory work.	
6. Completion of build	31-Jul-2020	No		
7. Allocation of New Homes	31-Jul-2020	No		
1. Demolition at Tinkers Green completed		Yes	The demolition at Tinkers Green is now complete	
2. Contractor appointed		Yes	Contractor appointed	
5. Demolition at Kerria completed		Yes	The demolition at Kerria is now complete	



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				



Project/Action	Garage sites redevelopment			
Desired Outcome	Access to suitable housing is improved Neighbourhoods are improved Satisfaction with neighbourhoods increased			
Latest Update	The programme is currently on hold with a revised programme to be completed by August 2019.			
Milestones	Due Date	Completed (Yes/No)	Note	
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		
Desired Outcome	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		
Latest Update			
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	Yes	A report was taken to Cabinet in December 2019 and the decision was made not to appoint an in-house contractor. Cabinet approved the invitation of tenders for the delivery of the housing repairs and investment works from April 2020 for a period of 10 years with appropriate break clauses as part of the contract terms.
Implement future options		No	
Measure satisfaction		No	

Performance Measures	RAG Status	Current Value	Last Update	Latest Note
KPI 1 – (Responsive) To determine the overall satisfaction with the works		94.2%	2018/19	
Percentage of local authority dwellings that achieve the decent homes standard		99.07%	2017/18	

Project/Action	Business Rates Retention			
Desired Outcome	Maximise collection of business rates within the GBS rate retention pool			
Latest Update	<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>			
Milestones	Due Date	Completed (Yes/No)	Note	



Performance Measures	RAG Status	Current Value	Last Update	Latest Note
Percentage of Non-domestic Rates Collected		83.40%	December 2018	
Percentage change in rateable value of commercial buildings		1.61%	Q2 2017/18	

Project/Action	Commercial opportunities in business decision making
Desired Outcome	<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>
Latest Update	<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>Council on 17th July 2018 approved the set up (at the beginning of August 2018) of 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.</p> <p>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. Council on 11th April 2018 approved the purchase of the Gungate site within Tamworth town centre, incorporating the site of the former Gungate shopping precinct; a private pay and display car park currently leased to NCP for a term of 26 years; and a Council run pay and display car park leased to the Council on a peppercorn lease until 2062. Following the purchase of this site, the Council is now in receipt of an additional income stream in respect of the area leased to NCP.</p> <p>As part of this report, Members also approved the development of a regeneration opportunity including further site acquisition should this be beneficial; including formal negotiations with Staffordshire County Council and Staffordshire Police to look at the inclusion of land bordering the site; and to commence masterplanning works to bring the site to a commercially viable development opportunity. The report to Council recognised that any return from future redevelopment is not guaranteed, and that it could take several years to get a major regeneration project up and running. Initial plans are for a mixed housing/leisure development. The Council is currently working with Aspinall Verdi and</p>







Altair to develop options for the site, and resources have been secured from the Local Government Association (LGA) to pay for 40 days' consultancy; and an £80k grant has been received from the Greater Birmingham and Solihull Local Enterprise Partnership. It is expected that this will take approximately 8 – 10 months to complete

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		£212,000.00	Q3 2018/19	
Rate of return on identified projects in excess of 5%		3.0%	Q3 2018/19	3% return on investments expected 2018/19 (part year) – 3.5% on an annualised basis

Project/Action	Heritage, leisure & events		
Desired Outcome	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		
Latest Update			
Milestones	Due Date	Completed (Yes/No)	Note
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	



Performance Measures	RAG Status	Current Value	Last Update	Latest Note
Number of attendees at Arts Development Events		23,424	2018/19	
Number of participants at Arts Development Events		13,510	2018/19	
Visitor Numbers (Outdoor Events)		64,794	2018/19	
Overall Satisfaction Rate "Good to Excellent" (Outdoor Events)		99.33%	2018/19	
Percentage of people surveyed who would recommend event (Outdoor Events)		99%	2018/19	
Number of additional events supported – Outdoor Events		40	2018/19	

Total Number of visits/usages – Tamworth Castle		29,572	2018/19	
Total Number of Visitors – Tamworth Castle		26,645	2018/19	
Trip Advisor Rating – Tamworth Castle		4.5	2017/18	

Corporate Priority **3. Delivering quality services in Tamworth**








Project/Action	Organisational well-being			
Desired Outcome	A workforce that is dynamic, agile and capable to adapt to our changing environment			
Latest Update	ELT briefings held in place of AGM due to non-availability of Assembly Rooms. Celebration event to be held in new year			
Milestones	Due Date	Completed (Yes/No)	Note	
Corporate Well-being day	30-Apr-2017	Yes		
Time to Change Pledge	30-Apr-2017	Yes		
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	31-Dec-2018	Yes	ELT briefings held in place of AGM due to non-availability of Assembly Rooms.	
Completion of the Agile Working Project	31-Jan-2019	Yes	Human Resources, Payroll, Graphics and Communications relocating to space on the 6th floor in January 2019. A new implementation plan will be developed immediately following the Senior Management Review.	
Staff Attitude Survey	28-Feb-2019	No	Human Resources Business Partner has completed a further update and an	


			<p>action plan is to be approved by CMT in February 2019.</p> <p>Details of initial findings presented to CMT Oct 18 – draft action plan developed. Plan to be discussed with new Human Resources Business Partner for delivery and communication</p>
Workforce Development Plan approved	31-May-2019	No	Work has commenced on this and is linked to the senior management review.

Performance Measures	RAG Status	Current Value	Last Update	Latest Note
Working Days Lost Due to Sickness Absence (Year to date)		6.66	December 2018	
Results of Staff Attitude Survey		Yes	2017/18	Details of initial findings presented to CMT Oct 18 – draft action plan developed. Plan to be discussed with new HRBP for delivery and communication


Project/Action	Digital Customer Services		
Desired Outcome	Council services available for customers available on-line		
Latest Update			
Milestones	Due Date	Completed (Yes/No)	Note
Customer Access Survey	30-Apr-2017	Yes	
Specification of Customer Portal	30-Apr-2017	Yes	
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	Yes	The review is now complete and will be picked up in the restructure in January 2019. The review of PR, communications & marketing activities is to be completed by December 2018.
Implementation of customer portal commencing with Council Tax	31-Mar-2019	No	The portal has now been purchased and will commence with Council Tax. A project plan has been developed and will 'Go live' by a date to be announced.
Review of Customer Services and Access Strategy	30-Jun-2019	No	The strategy was 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	2018/19	
The number of downloads from the Tamworth App		504	2017/18	
The number of active users of the Tamworth App		462	Q3 2018/19	
The number of Ombudsman complaints received		8	2017/18	
The number of Ombudsman decisions made		7	2017/18	

Project/Action	Corporate Knowledge Hub			
Desired Outcome				
Latest Update	Initial plan now discussed by CMT further development work to be linked to Org Change Process with a view to formal Cabinet approval by end of March 2019			
Milestones	Due Date	Completed (Yes/No)	Note	
Workshop to scope design and delivery	31-May-2017	Yes		
Initial Plan discussed by CMT	31-Mar-2019	No	The development of the 'Tamworth Community Offer' is now in the final stages of design with a supporting action plan. Implementation of the plan will be directly linked to the Organisational Change Process prior to formal approval by Cabinet in March 2019	
Performance Measures	RAG Status	Current Value	Last Update	Latest Note
Number of Reports delivered to support the Tamworth Community Offer				


Project/Action	New General Data Protection Regulations			
Desired Outcome	Processes and procedures to enable compliance with data legislation			
Latest Update	Activity in the third quarter of 2017/18 has seen the development of the Information Asset and an awareness campaign.			
Milestones	Due Date	Completed (Yes/No)	Note	
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	Yes	The development of processes is on-going and on target for completion by the end of July 2018.	

Performance Measures	RAG Status	Current Value	Last Update	Latest Note
The number of data breaches		24	2018/19	

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.
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Project/Action	Office 365			
Desired Outcome	Corporate roll out of Office 365 functionality All officers trained and competent in use of technology Access to Exchange online Access to cloud services			
Latest Update	Progress in the trial areas: <ul style="list-style-type: none"> • Revenues – Managers trained and testing the product and providing fortnightly updates on progress. Training is being arranged for the rest of the team, • Housing – Training scheduled for managers, • ICT – Managers trained and testing virtual meetings. 			
Milestones	Due Date	Completed (Yes/No)	Note	
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		30%	Q3 2018/19	The position in terms of Office 365 (Cloud applications) use is as follows - Skype for Business is now generally available with the client installed on all VMware desktops. We are now looking at use cases for Teams which is Microsoft's new Office 365 collaboration tool and includes Skype. We are also looking at the feasibility of using cloud mailboxes and use cases for other 365 applications to further exploit

			<p>Office 365 licensed features. In addition, Office 365 versions of Word/Excel/Outlook are also being looked at as part of a future desktop upgrade to Windows 10.</p> <p>It is difficult to put a percentage on those in the organisation using Office 365 as there are a number of different pieces of work under the wider Office 365 activity. If the figure were to include staff who have been trained on various Office 365 applications and staff using some of the other services, it would be around 30% ICT users</p>
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Project/Action	Enablement of Self-Service		
Desired Outcome	Delivery of technology to support self-service including portal, online forms, mobile apps and website development		
Latest Update	<p>Engaged with supplier</p> <p>Project team assembled</p> <p>Work commenced: business analyst looking at high volume processes</p>		
Milestones	Due Date	Completed (Yes/No)	Note
Revenues Process Maps	31-Oct-2018	Yes	Revenues process maps supplied to Civica
Housing Process Maps	15-Nov-2018	Yes	
Data Protection Impact Assessment	30-Nov-2018	Yes	
Upgrade Workflow360 to rel25	31-Dec-2018	Yes	
Golden Customer Record Specified	31-Jan-2019	No	
Housing Portal Process Build	31-Jan-2019	No	
Implementation of customer portal and integration to support website development	31-Jan-2019	No	<p>Two responses were received to the procurement activity; one of these was discounted due to it being cost prohibitive.</p> <p>The contract for the customer portal was awarded in July 2018. Site visits and scoping will take place next prior the project 'kick off'</p> <p>.</p>
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.

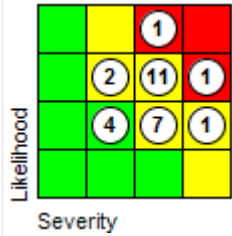
Process Builders' training	31-Jan-2019	No	
Revenues Portal Process Build	31-Jan-2019	No	

Performance Measures	RAG Status	Current Value	Last Update	Latest Note
The number of face to face enquiries		9,210	2017/18	
The number of telephone calls into the Customer Services Centre		16,370	Q3 2018/19	
The number of self-serve processes available for customers		67	2017/18	

PI RAG Status	
	Alert
	Warning
	OK
	Unknown
	Data Only

Corporate Risk Register

Corporate Risk Register – Heat Map









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Title	Description
Finance	To ensure that the Council is financially sustainable as an organisation






Risk	Date Reviewed	Current Risk Severity	Current Risk Likelihood	Current Risk Rating	Current Risk Status
Funding gaps	15-Jan-2019	3	3	9	
Business Rates Retention	15-Jan-2019	3	3	9	
New Homes Bonus	15-Jan-2019	3	2	6	
Brexit	15-Jan-2019	3	4	12	
Welfare and Benefit Reform	15-Jan-2019	3	3	9	
Failure to manage budgets	15-Jan-2019	3	2	6	

Title	Description
Modernisation & Commercialisation	Develop and implement continuous improvement and develop employees to perform the right work




Title	Description
Agenda	

Risk	Date Reviewed	Current Risk Severity	Current Risk Likelihood	Current Risk Rating	Current Risk Status
Contract Management & Procurement	15-Jan-2019	2	2	4	
Management of Assets	15-Jan-2019	2	2	4	
New Revenue Streams	15-Jan-2019	3	3	9	
Workforce Planning Challenges	05-Sep-2018	3	2	6	
Continuous Improvement	05-Sep-2018	2	2	4	
Partnerships fail	16-Jan-2019	3	2	6	





Title	Description
Governance	Ensure that processes, policies and procedures are in place and the authority is held to account

Risk	Date Reviewed	Current Risk Severity	Current Risk Likelihood	Current Risk Rating	Current Risk Status
Democratic Process	16-Jan-2019	3	3	9	
Assurance Process	16-Jan-2019	2	3	6	
Legislation	16-Jan-2019	3	2	6	
Policies & Procedures	05-Sep-2018	3	2	6	
Ethics	16-Jan-2019	2	2	4	




Title	Description
Community Focus	To ensure the safety, health and wellbeing of the citizens of the borough




Risk	Date Reviewed	Current Risk Severity	Current Risk Likelihood	Current Risk Rating	Current Risk Status
Community Cohesion & Engagement	23-Jan-2019	3	3	9	
Safeguarding Children & Adults (including Modern Slavery)	23-Jan-2019	2	3	6	
Emergency Planning	23-Jan-2019	3	2	6	

Title	Description
Economic Growth & Sustainability	To ensure that the economic growth and sustainability of the borough is maintained

Risk	Date Reviewed	Current Risk Severity	Current Risk Likelihood	Current Risk Rating	Current Risk Status
Regeneration	09-Jan-2019	3	3	9	
Housing Needs	23-Jan-2019	3	3	9	
Economic Changes	09-Jan-2019	3	3	9	
Demographics	09-Jan-2019	3	3	9	

Title	Description
Information Safeguarding	To ensure that our data is protected

Risk	Date Reviewed	Current Risk Severity	Current Risk Likelihood	Current Risk Rating	Current Risk Status
Data Protection	23-Jan-2019	4	3	12	
Cyber Security	23-Jan-2019	4	2	8	
Business Continuity	21-Jan-2019	3	3	9	

Risk Status	
	High Risk
	Medium Risk
	Low Risk

General Fund – Main Variances

Directorate	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
AD Operations & Leisure	Public Spaces	Vacancy Allowance	-	(57,870)	57,870	(77,160)	77,160	-	Vacancy Allowance
AD People	Ict	Vacancy Allowance	-	(24,390)	24,390	(32,480)	32,480	-	Vacancy Allowance
	Customer Services	Salaries	288,190	336,120	(47,930)	448,050	(60,000)	388,050	Vacancies, incl HOCS post
		Cont To Reserves	-	-	-	-	35,000	35,000	Underspend to transfer to reserve at year end to fund retention of temp staff for a further 12 months as per policy change in 2019/20 MTFS
AD Assets	Commercial Property Management	Finance Lease Income	(67,524)	-	(67,524)	-	(110,000)	(110,000)	Windfall Income - Gungate lease income
AD Neighbourhoods	Homelessness	Provision For Bad Debts	15,779	57,700	(41,921)	57,700	-	57,700	Report to go to Cabinet re write off of historical B&B debt
		Bed And Breakfast Cost	70,379	152,280	(81,901)	203,000	(100,000)	103,000	Report will be going to Cabinet outlining changes to charging policy for B&B, following audit and review by AD
		Bed & Breakfast Income	(33,807)	(156,180)	122,373	(203,000)	150,000	(53,000)	
	Homelessness Strategy	Salaries	45,997	76,883	(30,886)	102,550	(33,000)	69,550	Savings from the vacant posts used for cover temporary staffing costs

Directorate	Cost Centre	Account Code	Year To Date Position Sub Total	Year To Date Position Budget	Year To Date Position Variance	Full Year Position Budget	Full Year Position Predicted Outturn Variance	Full Year Position Predicted Outturn	Comment
		Payments For Temporary Staff	34,714	-	34,714	-	33,000	33,000	Temporary staff covering vacant posts
AD Neighbourhoods	Community Wardens	Salaries	111,090	161,280	(50,190)	215,080	(50,000)	165,080	Underspend is offset by costs of external arrangement for car park enforcement - income derived from this is shown on GP0605 budgets
		Payments For Temporary Staff	57,023	-	57,023	-	50,000	50,000	Overspend offset by underspend on 2FTE vacant posts shown elsewhere noting income derived is on GP06
Page 61 AD Partnerships	Voluntary Sector	Grants To Community Service Organisations	111,500	114,210	(2,710)	142,280	(52,500)	89,780	£5k not required for Support Staffordshire (Buddy Project) a further £25k budget underspend not required this financial year. £22,500 of the £30k grant from SCC for the extension to the CAB contract will be transferred to a retained fund to roll the funding into 2019/20
	Community Development	Actuarial Strain Payments	46,354	-	46,354	-	46,350	46,350	Unbudgeted costs following service review
	Strategic Housing	Salaries	140,529	181,558	(41,029)	237,590	(47,400)	190,190	2 vacant posts, one currently being covered by agency staff
	Safer Stronger Communities Fund	Cont. To Reserves	30,000	-	30,000	-	30,000	30,000	A reserve will be requested in respect of Innovative grant scheme.

Directorate	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
Chief Executive	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
Chief Executive	Joint Waste Arrangement	Refuse Joint Arrangements	961,980	1,013,160	(51,180)	1,350,860	(41,000)	1,309,860	Revised estimated figures from LDC re year end charges
	Chief Executive	Salaries	111,023	147,661	(36,638)	209,170	(52,000)	157,170	CE vacancy at start of year, plus reduced cost re Democratic Services support
AD Growth & Regeneration	Development Control	Salaries	145,252	173,689	(28,436)	226,360	(30,000)	196,360	£20k underspend due to post being vacant for part of the year but which is offset by temporary staffing costs and £10k which relates to budget for a temporary post. This £10k will need to be reserved as spend will now span three financial years rather than two.
AD Growth & Regeneration	Development Control	Cont. To Reserves	-	-	-	-	65,000	65,000	Following government guidelines planning application fees were increased by 20% but this increase will need to be re-invested into the Planning Service so a retained fund will be sought. This is currently forecast to be in the region of £55k. A further reserve will be sought to cover salary costs for the

Directorate	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
									temporary Planning Assistant post partly met from government grant.
AD Growth & Regeneration	Development Control	Fees & Charges Planning App	(326,936)	(163,540)	(163,396)	(220,580)	(110,000)	(330,580)	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 but 20% of all income collected will need to be re-invested in the service, as per government guidelines, following an increase in fees. A temporary reserve will be requested in order to retain 20% of the outturn amount.
AD Growth & Regeneration	Dev. Plan Local & Strategic	Local Development Framework	13,759	53,030	(39,271)	65,500	(25,000)	40,500	LDF budget may not be fully spent in this financial year but will be required in 2019/20 and therefore a reserve will be sought.
		Cont. To Reserves	32,000	-	32,000	-	32,000	32,000	a reserve will be sought in respect of any unspent LDF budgets
AD Finance	Benefits	Provision For Bad Debts	-	-	0	120,000	(100,000)	20,000	Based on change in provision required as at end P9
		Rent Allowances	5,264,679	6,438,000	(1,173,321)	9,175,580	(1,589,140)	7,586,440	Based on DWP est claim @ P9
		Non-Hra Rent Rebates	19,757	212,400	(192,643)	275,980	(228,120)	47,860	
		Council Tenant Rent Rebates	6,976,482	7,975,820	(999,338)	10,074,830	(1,314,040)	8,760,790	

Directorate	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
		Council Tenant Grant	(6,823,480)	(7,835,980)	1,012,500	(9,897,950)	1,278,820	(8,619,130)	
		Private Tenant Grant	(5,082,764)	(6,242,100)	1,159,336	(8,896,620)	1,527,420	(7,369,200)	
AD Finance	Benefits	Non-Hra Rent Rebate Grant	(32,889)	(88,800)	55,911	(115,260)	72,510	(42,750)	Based on DWP est claim @ P9
		Discretionary Hsg Payment Grant	(140,621)	-	(140,621)	-	(140,620)	(140,620)	Based on DHP Mid-Year Est
		Overpayment Private Tenant	(375,320)	(280,710)	(94,610)	(374,320)	(126,110)	(500,430)	
		Pt Overpayment Recovery	152,991	-	152,991	-	203,990	203,990	Based on e-Fins @ P9
		Ct Overpayment Recovery	84,722	-	84,722	-	112,960	112,960	
	Benefits Administration	Cont. To Reserves	-	-	-	-	50,000	50,000	Unspent Gov't grant income to tfr to reserve at year end subject to approval
		Government Grants	(127,565)	(27,930)	(99,635)	(27,930)	(99,640)	(127,570)	Unbudgeted Government grant
	Welfare Bens & Fairer Charging	Salaries	30,422	56,450	(26,028)	73,040	(42,620)	30,420	Staff transferred back to SCC
		Fees & Charges	(37,506)	(76,410)	38,904	(101,920)	64,410	(37,510)	No further income due on cessation of provision of service to SCC
	Corporate Finance	Pensions	643,100	679,850	(36,750)	679,850	(36,750)	643,100	Underspend in 2018/19 arising from pension pre-payment agreement
		Consultants Fees	59,040	131,220	(72,180)	175,000	(100,000)	75,000	£100k underspend reported at this stage
		Specific Contingency	-	-	-	192,000	(167,000)	25,000	Contingency for potential reduced income levels (£142k) not required 2018/19
		Nndr Levy Payments	(1)	-	(1)	781,960	96,890	878,850	Higher levy due to additional business rates income

Directorate	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
		Government Grants	(525,085)	(487,980)	(37,105)	(650,600)	(188,636)	(839,236)	Additional S31 Grant income for Business Rates Relief plus adjustment for 17/18
AD Finance	Corporate Finance	Misc Contributions	(376,849)	-	(376,849)	-	(376,850)	(376,850)	Returned Levy from GBSLEP 2017/18
	Treasury Management	Minimum Revenue Provision Gf	78,210	78,210	-	104,270	(44,270)	60,000	Planned borrowing unlikely due to re-profiling need within capital programme
		Misc Interest & Dividends	(407,240)	(131,940)	(275,300)	(175,970)	(367,000)	(542,970)	Interest expected above budget
		Property Fund Dividends	(42,522)	-	(42,522)	-	(102,000)	(102,000)	Receipt of Property Fund interest due to investment earlier than budgeted

Housing Revenue Account – Main Variances

Directorate	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
AD Neighbourhoods	Income Management	Salaries	246,624	281,117	(34,493)	372,860	(37,000)	335,860	Service Charge Officer Post still currently vacant
	Estate Management	Salaries	209,805	249,835	(40,030)	331,170	(44,000)	287,170	Underspend largely attributable to vacant Eringden post which is currently re-advertised
	General - Business Support	S/Ware Mtce & Imp	26,490	62,730	(36,240)	83,590	-	83,590	Currently reviewing proposed projects
Housing Repairs	Repairs Contract	Pensions	-	41,250	(41,250)	55,000	(40,000)	15,000	Predicted outturn based on previous year liability and assumption that workforce is diminishing.
		Responsive Repairs	746,089	1,076,663	(330,573)	1,465,550	(410,000)	1,055,550	Forecast based on current demand and WIP
		Voids	861,262	641,250	220,012	855,000	200,000	1,055,000	Forecast based on current programme and takes account of a number of high-cost voids in year to date.
		Periodic Electrical Testing	74,325	229,500	(155,175)	306,000	-	306,000	Programme behind schedule. Working with Wates to agree remaining project and outturns.
		Rechargeable Works	(31,247)	-	(31,247)	-	(35,000)	(35,000)	Recharges are applied on an ad-hoc basis in response to tenant actions.
Housing Repairs	Repairs - General	Gas Heating Systems Maintenance	101,341	146,550	(45,209)	195,400	(40,000)	155,400	Based on regular monthly spend.
Housing Repairs	Repairs - General	Planned Maintenance	709,920	589,770	120,150	727,270	-	727,270	Works nearing completion
H R A Summary	H R A Summary	Specific Contingency	-	10,000	(10,000)	117,500	(100,000)	17,500	No issues currently identified that would require the use of this budget
		Rents	(13,863,412)	(13,712,309)	(151,103)	(17,320,810)	(150,000)	(17,470,810)	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.

Capital Programme Monitoring

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
Chief Executive										
Gungate Development	-	4,000	3,270	(730)	4,000	3,500	(500)	500	4,000	Site purchased in June work on going to develop plans for redevelopment. -Some spend from the project likely to need to be reprofiled into 2019/20.
Directorate Total	-	4,000	3,270	(730)	4,000	3,500	(500)	500	4,000	
AD Growth										
Castle Mercian Trail	748	748	88	(660)	748	248	(500)	500	748	Work to start on site imminently
Gateways	15	102	7	(95)	138	38	(100)	100	138	Aethelflaed statue installed and phase 2 complete. Brief for Phase 3 (Corporation St) finalised.
Cultural Quarter - Carnegie Centre	7	7	4	(3)	7	4	(3)	3	7	No update to report, currently being used as site office for overall project.
Cultural Quarter - Public Realm	-	4	4	(0)	4	4	-	-	4	Works being led by SCC - although any spend from TBC to support project will be reclaimed through SLGF Returns.
Directorate Total	771	861	103	(758)	898	295	(603)	603	898	
AD People								-		
Replacement It Technology	7	86	47	(39)	112	112	-	-	112	Expenditure on replacement servers and network/security/systems upgrades planned in line with capital appraisal
EDRMS (Electronic Document Records Management System)	63	63	13	(50)	63	13	(50)	50	63	Further expenditure unlikely this year as will be dependent on completion of customer portal project and review of other systems/requirements

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
Income Management & Receipting System	-	20	20	(0)	20	20	-	-	20	AIM V11 Upgrade - budget released from contingency re Cabinet 2/8/18
Gazetteer Development	9	9	4	(5)	9	4	(5)	-	4	There are no further plans to spend this budget
New Time Recording System 17/18	15	15	-	(15)	15	-	(15)	15	15	Project now unlikely to commence this year due to other priorities, and budget required to be re-profiled to progress this in 2019/20
Self Service Customer Portal	115	115	107	(8)	115	115	-	-	115	Project with Civica in progress
GDPR Systems Compliance	-	-	6	6	14	14	-	-	14	Released from GDPR contingency Cabinet 29.11.18
Directorate Total	208	307	196	(111)	348	278	(70)	65	343	
AD Operations & Leisure										
Streetscene Service Delivery Enhancements	30	30	-	(30)	30	-	(30)	-	-	Funding to be returned to Capital funds however, may need to be earmarked for integrations with new Customer Portal and Asure system going forward. This should form part of the Capital Appraisal for the customer portal scheme.
Wigginton Park Section Section 106	20	22	13	(10)	22	13	(10)	10	22	Plans ongoing to deliver items from the Wigginton Park Management Plan - may need to reprofile some funds to 2019/20 depending on weather conditions
Broadmeadow Nature Reserve	23	23	6	(17)	23	6	(17)	17	23	Ongoing works to complete management plan and HLS agreement. Bridge works now completed however ongoing contractual dispute over rates and works undertaken.

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
Public Open Space Section 106	24	24	14	(10)	24	14	(10)	10	24	Project group established - list of works currently being updated and work plan being devised.
Street Lighting	4	6	4	(2)	7	7	-	-	7	Works to be delivered in line with 30 year project plan
Local Nature Reserves	36	39	17	(23)	39	17	(23)	23	39	Work ongoing to deliver items from management plan for various LNR's - may need to reprofile some funds to 2019/20 depending on weather conditions.
Community Woodland Cycleway	-	160	-	(160)	160	-	(160)	160	160	Land to be transferred back from Redrow before works can start - project likely to need to be reprofiled into 2019/20 due to delays.
Amington Community Woodland	-	38	11	(26)	50	11	(39)	39	50	At this stage budget is expected to spent in line with requirements set out in capital appraisal - however project is reliant on the Amington Community Cycleway being well underway before works can commence
Assembly Rooms Development	1,140	3,644	1,500	(2,145)	4,292	2,000	(2,292)	2,292	4,292	Update report to Cabinet in December. Work started on site December 17 - Building works to be finished in Summer 2019 so will need to reprofile spend into 2019/20.
Indoor and Outdoor Sports Feasibility	-	100	-	(100)	100	10	(90)	90	100	Ongoing discussions as to delivery options for sports facilities within the town - project likely to need to be reprofiled into 2019/20.
Directorate Total	1,276	4,086	1,564	(2,522)	4,748	2,078	(2,670)	2,640	4,718	

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
AD Finance										
Property Funds	6,000	10,500	3,869	(6,631)	12,000	3,869	(8,131)	8,131	12,000	£8.131m to be re-profiled to 2019/20 for investment once the economic situation becomes clearer
Solway Tamworth LTD LATC	-	4,000	-	(4,000)	4,000	-	(4,000)	4,000	4,000	-
Directorate Total	6,000	14,500	3,869	(10,631)	16,000	3,869	(12,131)	12,131	16,000	
AD Assets										
Disabled Facilities Grant	31	567	554	(13)	788	788	-	-	788	Current referrals nearly accounts for the total budget available for the full year and new cases are still being opened 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.
Agile Working Phase 2	124	124	-	(124)	124	-	(124)	124	124	Expenditure of this budget is reliant upon us entering into a formal lease agreement with the a 3rd party to occupy space in Marmion House.
Energy EFF Upgrade Commercial and Industrial Properties	-	56	6	(50)	75	15	(60)	-	15	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. Small number of void units has resulted in low demand for this budget

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
Castle Grounds Toilet Refurbishment	-	70	0	(70)	180	150	(30)	30	180	Tenders for this work 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 project will complete April 2019 and may therefore need to reprofile some funds to 2019/20.
Directorate Total	155	818	560	(257)	1,167	953	(214)	154	1,107	
AD Neighbourhoods										
Homelessness Reduction Project	-	23	-	(23)	30	-	(30)	30	30	At this stage budget is expected to spent in line with requirements set out in capital appraisal however, may need to reprofile some funds into 2019/20.
Cctv Camera Renewals	44	55	23	(32)	59	27	(32)	32	59	CCTV Service now included in Corporate Priority reviews so limited spending expected in 2018/19. Any underspends to be carried forward to 2019/20 to support outcome of review.
Directorate Total	44	78	23	(55)	89	27	(62)	62	89	
AD Partnerships										
Private Sector Coalfields Fund	92	92	-	(92)	92	22	(70)	70	92	Programme of new initiatives to be developed to target help for vulnerable residents based on results of recent stock condition survey - likely to need to reprofile some funds into 2019/20
Directorate Total	92	92	-	(92)	92	22	(70)	70	92	
GF Contingency										
Gf Contingency	50	35	-	(35)	35	-	(35)	35	35	£15k released Cabinet 2nd August re Capita AIM Upgrade.

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
Cont-Return On Investment	160	160	-	(160)	160	-	(160)	160	160	Will require approval from Cabinet to release funds
GF Contingency Plant and Equipment	100	100	-	(100)	100	-	(100)	100	100	Will require approval from Cabinet to release funds
Civil Contingencies Technology 17/18 (Contingency)	19	19	-	(19)	19	-	(19)	19	19	Will require approval from Cabinet to release funds. Likely to underspend
Refurbishment of Marmion House Reception (Contingency)	100	100	-	(100)	100	-	(100)	100	100	Will require approval from Cabinet to release funds
GDPR Compliance Contingency)	-	-	-	-	31	-	(31)	31	31	£5k released Cabinet 2nd August; £14.2k released Cabinet 29th November
Mobile Phone Contract Contingency)	-	15	-	(15)	20	-	(20)	20	20	Review underway, but will require approval from Cabinet to release funds
Private Sector Improvement Grants (Coalfields Funding)	130	130	-	(130)	130	-	(130)	130	130	Will require approval from Cabinet to release funds
Directorate Total	559	559	-	(559)	595	-	(595)	595	595	
GENERAL FUND TOTAL	9,105	25,301	9,585	(15,716)	27,935	11,020	(16,915)	16,820	27,840	

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	Comments
AD Assets										
Structural Works	-	75	10	(65)	100	20	(80)	-	20	This is an ad-hoc budget that is driven by reported repairs.
Bathroom Renewals	-	613	808	194	817	1,017	200	-	1,017	Anticipate overspend that will have to be met from virements from other budgets/ Large number of Level Access Showers installed through bathroom project
Gas Central Heating Upgrades and Renewals	-	315	438	123	420	470	50	-	470	Adjustment made for possible underclaims
Kitchen Renewals	8	736	725	(11)	978	978	-	-	978	Sufficient works issued to take up full spend by year-end.
Major Roofing Overhaul and Renewals	-	374	242	(133)	416	416	-	-	416	Sufficient works issued to take up full spend by year-end.
Window and Door Renewals	12	200	206	7	262	262	-	-	262	Sufficient works issued to take up full spend by year-end.
Disabled Facilities Adaptations	108	351	394	43	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	-	300	457	157	530	530	-	-	530	Awaiting final project costs, anticipate full spend by year-end.
Renew High Rise Lifts	-	-	-	-	280	-	(280)	280	280	Extension of current project which is not likely to complete until Sep 2019 - this programme will be reassessed as part of the 2019/20 Budget Process.

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	Comments
Renew Walkways Magnolia	-	148	-	(148)	260	50	(210)	-	50	Scheme costs less than anticipated. Underspends will need to be used to fund overspends elsewhere.
High Rise Lift Renewals 2012	278	200	59	(141)	278	138	(140)	140	278	Contract currently on site but being completed 1 lift at a time to minimise disruption, so not likely to complete till Sept 2019 so will need to reprofile some funds into 2019/20.
Fire Upgrades To Flats 2012	2,057	2,057	-	(2,057)	2,057	457	(1,600)	1,600	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	432	461	29	577	463	(114)	114	577	Contract currently on site, however not likely to complete till May 2019 so will need to reprofile some funds into 2019/20.
Works to High Rise Flats	573	967	756	(211)	1,098	878	(220)	220	1,098	Contract currently on site, however not likely to complete till May 2019 so will need to reprofile some funds into 2019/20.
Retention of Garage Sites	15	192	336	144	385	340	(45)	-	340	Remaining garage programme subject to Member review
Capital Salaries	-	-	-	-	177	177	-	-	177	-
CDM Fees	-	4	-	(4)	5	-	(5)	-	-	No longer required
Creation of Eringden Office	-	8	2	(5)	10	10	-	-	10	Subject to planning consent works to be completed during the summer of 2018.

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	Comments
Tinkers Green	8,554	3,350	1,012	(2,338)	13,070	1,020	(12,050)	12,050	13,070	Contract currently on site, will extend into 2019/20
Kerria Estate Project	2,178	1,535	69	(1,466)	6,840	70	(6,770)	6,790	6,860	Contract currently on site, will extend into 2019/20
Regeneration General	2,234	-	4	4	-	4	4	-	4	Budget vired to Regeneration schemes as per April Cabinet report
Other Acquisitions	1,461	2,461	2,468	7	2,586	2,586	-	-	2,586	Scheme to be agreed.
Directorate Total	18,098	14,360	8,485	(5,876)	31,622	10,363	(21,259)	21,194	31,556	
HRA Contingency										
HRA Contingency	100	100	-	(100)	100	-	(100)	100	100	Will require approval from Cabinet to release funds
Directorate Total	100	100	-	(100)	100	-	(100)	100	100	
HRA Total	18,198	14,460	8,485	(5,976)	31,722	10,363	(21,359)	21,294	31,656	

Treasury Management Update – Period 9 - 2018/19**Investments held as at 31st December 2018:**

Borrower	Deposit £	Rate %	From	To	Notice
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	-
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	-
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	-
National Westminster Bank plc	2,000,593	0.94%	29-Jun-18	28-Jun-19	-
National Westminster Bank plc	4,001,189	0.95%	05-Jul-18	05-Jul-19	-
Barclays Bank	3,000,000	0.81%	12-Sep-18	12-Mar-19	-
Coventry BS	2,000,000	0.79%	12-Sep-18	12-Mar-19	-
Guildford Council	4,000,000	0.85%	13-Sep-18	13-Mar-19	-
Thurrock Council	3,000,000	0.90%	10-Oct-18	10-Apr-19	-
Barclays Bank	2,000,000	0.78%	5-Oct-18	5-Apr-19	-
Kingston upon Hull Council	2,000,000	0.90%	29-Oct-18	29-Apr-19	-
National Westminster Bank plc	4,001,183	1.1300%	27-Nov-18	26-Nov-19	-
Lloyds Bank	1,000,000	1.1000%	30-Nov-18	29-Nov-19	-
Lloyds Bank	1,000,000	1.1000%	30-Nov-18	29-Nov-19	-
Goldman Sachs	10,000,000	1.17%	-	-	180 day
Santander	10,000,000	1.00%	-	-	180 day
MMF - Ignis	2,300,000	0.70%*	-	-	On call
MMF – PSDF	8,629,000	0.75%*	-	-	On call
Total	69.93	0.86 (avg)			

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

External Borrowing as at 31st December 2018:

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

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