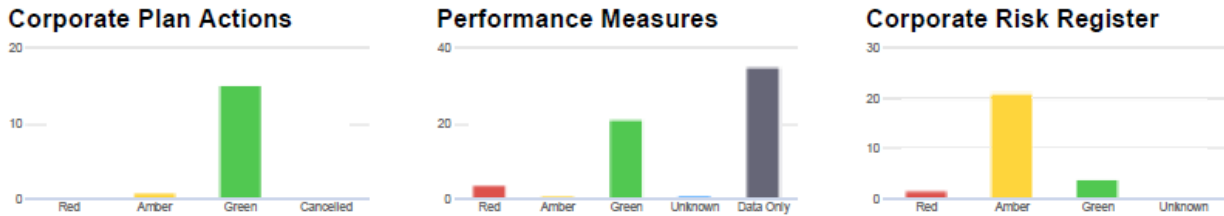


## 1. Overview of corporate plan actions, performance measures and corporate risks

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 the number of DHP claims is reported - DHP claims paid total £141k with 320 successful claims from 444 applications (compared to 288 successful claims from 420 applications at March 2018). There is a 2 week backlog (4.5 weeks as at March 2018) of claims still to be processed.

Live caseload figures are 236 lower than 2017/18 – currently 5,514 (5,750 at March 2018). The average time taken to process new Housing Benefit/Council Tax Benefit claims and change events was 7.2 days to March 2019 (9.1 days to March 2018).

### NNDR

Reminders (518 at March 2019) are lower than 2017/18 levels (622 at March 2018) with summons and liability orders at lower levels than 2017/18. Enforcement agent referrals are 26% lower than 2017/18 levels (43 referrals to March 2019 compared to 58 at March 2018).

Another outstanding performance for the year is reported – exceeding the target set for 2018/19. At the end of quarter 4, the collection rate was 99.1% against a target of 99%. Court costs income of £5k is below target of £11k.

Arrears collected for 2017/18 are 78% compared to a target of 50%.

## Council Tax

Reminders are 133 higher than 2017/18 levels (11,835 at March 2019 compared to 11,702 at March 2018) but summonses, liability orders and attachment of earnings are at lower levels. Enforcement agent referrals are 12% lower than 2017/18 levels (1,548 referrals to March 2019 compared to 1,757 at March 2018).

Collection rate of 97.9% was achieved compared to the 98% target. This is even more significant as it has been achieved following the significant welfare benefit changes made during the year including the further implementation of Universal Credit.

Court cost income is lower than anticipated by £6k at £259k.

Arrears collection for 2017/18 are slightly lower than target at 47.7% compared to target of 50% - work on further approaches to realise more Council Tax revenue is in place.

Collection Fund – the estimated surplus is £84k for the year with a LCTS projected underspend of £22k (total £106k).

## Housing

Summary information provided below explains numbers in receipt of Universal Credit:

Number of Council Tenants on Universal Credit	645
Number of Council Tenants on Universal Credit in Rent Arrears	443
Percentage of Council Tenants on Universal Credit in Rent Arrears	68.68%
Number of Council Tenants on Universal Credit not in Rent Arrears	202
Percentage of Council Tenants on Universal Credit not in Rent Arrears	31.32%
Number of Alternative Successful Payment Arrangements set up (Universal Credit)	235

The above shows that there are currently 645 Universal Credit claimants. Every Universal Credit claimant is currently waiting a minimum of 5 weeks, and in some cases 10 weeks, for payment. Every case where a claimant is waiting 10 weeks is costing the Council, on average, £855.20 (£85.52 average rent x 10 weeks).

There is currently, on average, 20 new Universal Credit cases per month and based on the average debt of 10 weeks this is an approximate increase of £17k per month. If this trend continues on a month by month basis we can confidently say that we expect to see arrears increase by £204k per year.

As part of the Council's response to welfare reform, in particular Universal Credit, a corporate project group has been re-set to collaborate, understand and take actions to mitigate the impact. This group is due to refresh its scope and objectives and will assess the business risks – using intelligence and data to promote agile and flexible solutions. The corporate project group includes staff and partners from across the organisation. There remains organisational commitment to:

- Delivering quality services through enhanced digitisation and customer access to Department of Works and Pensions (DWP) and Universal Credit as well as wider welfare benefits,
- Developing neighbourhood resilience through tackling illegal and high cost lending and fuel poverty,
- Supporting economic and job prospects through tackling worklessness,
- Preventing homelessness through early help aimed at avoiding eviction across all tenures,
- Supporting the development of a Corporate Debt Strategy.

Key principles of robust income collection include:

- Independent assessment by Rent Income Excellence Network (part of HQN a national benchmarking group for landlord rent collection) endorsing the approach to prevention, education and enforcement around income collection,
- Introduction of a Rent Income Analytics tool within orchard to prioritise non-payment and highlight bad debtors,
- Investment in third and voluntary sector of up to £30k. Including the Tamworth Advice Centre for debt advise and income maximisation support and 'Brighter Futures' to support tenants with complex and mental health needs,
- Close working with the DWP (as a trusted partner accessing portal) and Job Centre to collaborate on information sharing – ongoing work with regional lead,
- Supporting 'rent first' campaigns and educational material via a range of tenant groups,
- Officers closely monitoring rent collection levels as well as comparing historic patterns and trends to assess unusual spikes in debt. Whilst arrears are higher, the payment pattern is in fact following the same trend as in previous years.

Bad debt is forecast to increase in the future as more cases of Universal Credit come on board.

Total Rent arrears (excluding former tenants) at 31 March 2019 was £494k compared to £379k at 31 March 2018 (as adjusted by payments of £56k made in March but received in April 2018) – an increase of £115k (compared to a £50k increase as at 31 March 2018).

Total arrears (including former tenant arrears, recharges, court costs and garages etc.) are £1.84m at 31 March 2019, compared to £1.68m at 31 March 2018, an increase of £155k (compared to a £81k increase between 31 March 2017 and 31 March 2018).

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 year to 31 March 2019 compared to 18 during 2017/18.

There were 7 court cases where bedroom subsidy, cap or other is the primary reason for possession proceedings (nil to March 2018).

## 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	Qtr 4 2018/19
Number of Assisted Digital Support Received (Universal Credit)	60	109	190	237
Number of Assisted Digital Support Actioned (Universal Credit)	56	100	168	208
Number of Assisted Digital Support did not attend (Universal Credit)	3	12	22	29
Number of Personal Budgeting Support Received (Universal Credit)	38	72	139	167
Number of Personal Budgeting Support Actioned (Universal Credit)	29	50	83	93
Number of Personal Budgeting did not attend (Universal Credit)	4	22	56	74
Number of Universal Credit claimants in Tamworth	2,148	2,519	2,744	2,682
Number of Council Tenants on Universal Credit	445	523	589	645
Number of Council Tenants on Universal Credit and in Rent Arrears	-	441	473	443
Percentage of Council Tenants on Universal Credit and in Rent Arrears	-	84%	80%	69%
Number of Council Tenants on Universal Credit and not in Rent Arrears	-	82	116	202
Percentage of Council Tenants on Universal Credit and not in Rent Arrears	-	16%	20%	31%
Number of successful Alternative Payment Arrangements set up (Universal Credit)	112	148	196	235
Number of Council Tax Payers on Universal Credit	368	529	632	745
Number of Council Tax Payers on Universal Credit and in arrears with Council Tax payments	83	161	218	261
Percentage of Council Tax Payers on Universal Credit and in arrears with Council Tax payments	23%	30%	34%	35%
Number of Council Tax Payers on Universal Credit and not in arrears with Council Tax payments	285	368	414	484
Percentage of Council Tax Payers on Universal Credit and not in arrears with Council Tax payments	77%	70%	66%	65%
Number of Universal Credit claimants nationally	920,000	1,100,000	1,426,540	1,736,431
Discretionary Housing Payments made - Year to date	46,720	76,487	102,769	140,303
Amount of Discretionary Housing Payments made to Universal Credit claimants - Year to date	19,324	34,343	50,115	82,001

### **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 four year Local Government Finance Settlement confirmed in February 2016 that austerity measures are to continue with Revenue Support Grant (RSG) all but eradicated for most Councils by 2020 – and suggests that the key challenges that the Authority is currently addressing are likely to become greater.

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 Council’s 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 – 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.
- 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 has been undertaken with a view to drive out as many savings as possible – and has identified annual savings of c.£450k p.a. from 2019/20.
- 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 February 2019 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 - March 2019	(6,918)	(5,796)	(4,388)	(2,362)	(518)	1,264	3,296

On 2<sup>nd</sup> 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. The Budget and MTFs for 2019/20 was approved by Council on 26<sup>th</sup> February 2019.

Currently projections identify General Fund balances of £0.5m over 3 years (compared with a forecast shortfall in the February 2018 MTFs projections of £0.9m) – with a shortfall of £1.8m to 2022/23 increasing to £3.8m 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 £0.25m over 5 years.

The forecast has been updated to include:

- a) the projected outturn underspend of £2m for 2018/19 (as at Period 9);
- b) Updated Business Rates income (& associated revisions to Section 31 grant income and levy payments) following finalisation & approval of the forecast by Cabinet in January including the projected outturn surplus for 2018/19;
- c) Estimated Council Tax surplus;
- d) Finalisation of waste budgets;
- e) Contingency for the cost of the pay award for 2019/20 onwards;
- f) Projected organisational review savings; and
- g) Final recharge and inflationary adjustments.

### Housing Revenue Account

The updated forecast as at February 2019 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)	-
<b>Revised Stress Tested Forecasts:</b>							
Revised Forecast Balances - December 2018	(6,824)	(3,622)	(3,507)	(3,227)	(3,168)	(2,057)	(2,327)



Currently, projections identify that HRA balances will remain above the approved minimum of £0.5m at £3.2m over 3 years (compared with a forecast in February of £1m) with balances of £2.1m over the 4 years to 2022/23 increasing to £2.3m 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 £603k for 2018/19 (as at Period 9);
- b) Projected organisational review savings; and
- c) Final recharge and inflationary adjustments.

## 4. Financial Healthcheck

### Executive Summary

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

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

### General Fund

#### Revenue

<b>GENERAL FUND</b>	<b>YTD Budget £000</b>	<b>YTD Position £000</b>	<b>Variance £000</b>
Chief Executive	1,465	1,194	(271)
AD Growth & Regeneration	1,976	1,851	(125)
ED Organisation	594	589	(5)
AD People	238	235	(3)
AD Operations & Leisure	2,783	5,134	2,351
ED Finance	179	180	1
AD Finance	1,418	(2,719)	(4,137)
AD Assets	(1,067)	(1,436)	(369)
AD Neighbourhoods	1,262	1,331	69
AD Partnerships	1,422	1,570	148
<b>Total</b>	<b>10,270</b>	<b>7,929</b>	<b>(2,341)</b>

The projected full year position identifies a projected favourable variance against budget of £2.341m or 22.79% (£2.01m or 19.57% reported at period 11). In addition, the 2017/18 business rates tariff was adjusted following the 2017 revaluation (and was adjusted as part of the final accounts process in 2018) which means that the 2018/19 tariff is higher than planned. The adjustment is normally made to 'in-year' payments and it does not normally change thereafter because tariff and top ups are fixed for the year. Exceptionally, in respect of 2017-18, tariffs and top ups were changed to reflect updated 2017 Revaluation data. This means that final outturn underspend for 2018/19 will be £74k lower at £2.267m.

This projection has highlighted several budget areas with significant variances (detailed at **Appendix C**).

There was a balance of £192k remaining in the General Contingency Budget at the end of March 2019.

## Capital

GENERAL FUND	YTD Actual Spend £000	Variance £000	Budget £000	Reprofile to 2019/20 (memo only) £000	Outturn £000
Chief Executive	3,270	(730)	4,000	730	4,000
AD Growth & Regeneration	175	(724)	899	721	896
AD People	168	(180)	348	174	342
AD Operations & Leisure	2,300	(3,063)	5,363	3,032	5,332
AD Finance	3,869	(12,131)	16,000	12,131	16,000
AD Assets	722	(444)	1,167	376	1,098
AD Neighbourhoods	10	(79)	89	79	89
AD Partnerships	-	(92)	92	92	92
<b>GF Contingency</b>	-	(595)	595	595	595
<b>TOTAL GENERAL FUND</b>	<b>10,515</b>	<b>(18,038)</b>	<b>28,552</b>	<b>17,929</b>	<b>28,443</b>

The provisional outturn on capital schemes spend is £10.515m (£10.191m projected at period 11) compared to a full year budget of £28.552m (this budget includes re-profiled schemes from 2017/18 of £9.105m).

At this point it is proposed that £17.929m should be re-profiled into 2019/20 (£17.488m projected at period 11) which will be subject to Cabinet approval.

A summary of Capital expenditure by Directorate can be found at **Appendix D**.

### Balances

Balances on General Fund are projected to be in the region of £6.107m at the year-end from normal revenue operations (£5.85m projected at Period 11) compared to £5.796m projected within the 2019/20 budget report – additional balances of £0.311m.

The change in the predicted out-turn variance since that predicted at period 11 (a favourable change of £331k excluding the £74k business rates tariff adjustment) has been investigated and significant items identified that make up this change are listed and tabled later in this report.

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

## Housing Revenue Account

### Revenue

HOUSING REVENUE ACCOUNT	YTD Budget £000	YTD Position £000	Variance £000
HRA Summary	(456)	(1,831)	(1,375)
AD Operations & Leisure	563	594	31
AD Assets	1	(1)	(2)
AD Neighbourhoods	3,698	3,575	(123)
<b>Total</b>	<b>3,806</b>	<b>2,337</b>	<b>(1,469)</b>

The projected full year position identifies a favourable variance against budget of £1.469m (£654k reported at period 11). Individual significant budget areas reflecting the variance are detailed at **Appendix C**.

### Capital

HOUSING REVENUE ACCOUNT	YTD Actual Spend £000	Variance £000	Budget £000	Reprofile to 2019/20 (memo only) £000	Outturn £000
AD Assets	9,266	(22,356)	31,622	22,254	31,520
HRA Contingency	-	(100)	100	100	100
<b>TOTAL HOUSING REVENUE ACCOUNT</b>	<b>9,266</b>	<b>(22,456)</b>	<b>31,722</b>	<b>22,354</b>	<b>31,620</b>

The provisional outturn on programmed capital schemes is projected to be £9.266m (£10.014m projected at period 11) compared to a budget of £31.722m. It is also proposed that £22.354m be re-profiled into 2019/20 (£21.586m at period 11) in relation to delayed schemes, which will be subject to Cabinet approval.

### Total Capital Programme

The provisional outturn on programmed capital schemes is projected to be £19.780m (£23.485m projected at period 11) compared to a budget of £60.274m. It is also proposed that £40.283m be re-profiled into 2019/20 (£39.073m at period 11) in relation to delayed schemes, which will be subject to Cabinet approval.

A summary of Capital expenditure by Directorate can be found at **Appendix D**.

### Balances

Balances on the Housing Revenue Account are projected to be in the region of £4.487m at the year-end (£3.63m projected at period 11) compared to £3.622m projected within the 2019/20 budget report – additional balances of £0.865m.

The change in the predicted out-turn variance since that predicted at period 11 (a favourable change of £815k) has been investigated and significant items identified that make up this change are listed and tabled later in this report.



## 2017 -2019 Corporate Plan Progress Report



## 2017 – 2019 Corporate Plan Actions

## Corporate Priority

## 1. Living a quality life in Tamworth

Project/Action	Maintain & Manage the environment within Tamworth			
<b>Desired Outcome</b>	<p>Well managed local nature reserves and sports pitches that are maintained at a level proportionate to their use.</p> <p>Provision of high quality open spaces both existing and arising from new developments.</p> <p>Ensure the Council meets its obligations to ensure its watercourses and drainage systems are maintained.</p> <p>Provision of well maintained play facilities.</p> <p>To ensure cleansing is carried out to a standard that meets or exceeds measured requirements</p> <p>Achieving a gold standard in the 'Tamworth in Bloom' programme</p>			
<b>Latest Update</b>				
Milestones	Due Date	Completed (Yes/No)	Note	
Tamworth In Bloom Judging 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	

Balancing pond dredging works scoped in accordance with the management plan	30-Jun-2019	No	<p>Wigginton park for second year running</p> <p>Tender returns are currently being evaluated. Some clarifications of these are being sought hence the delay in the awarding of the contract.</p> <p>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.</p> <p>The tender will be live for one month and then evaluated before being awarded in early March 2019</p>
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		9.17%	November 2018	
Improved street and environmental cleanliness – Graffiti		1.25%	November 2018	
Improved street and environmental cleanliness – Litter		2.66%	November 2018	
Improved street and environmental cleanliness – Dog Fouling		3.45%	November 2018	

<b>Project/Action</b>	<b>Delivery of the Community Safety Partnership</b>			
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<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			
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<b>Latest Update</b>				
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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		1,034	2019	
Incidents of Anti-Social Behaviour		263	2019	
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)

<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		25	Q4 2018/19	Focussed project instigated by SEHO to work with business to improve hygiene rating. good start, may be impacted by reorganisation and desire from mgt to micro-manage staff and change focus. Also current PHO will leave LA end Jul 19.
The quarterly percentage of planned high risk interventions undertaken		100%	Q4 2018/19	
The percentage of planned interventions undertaken		100%	Q4 2018/19	




The percentage of complaints relating to smoking legislation responded to		100%	H2 2018/19	
The annual percentage of planned inspections undertaken of industry for environmental emissions		100%	2018/19	
Satisfaction of business with local authority regulation services (Tamworth)		90%	2018/19	
Food establishments in the area which are broadly compliant with food hygiene law (Tamworth)		90.0%	2018/19	





## Corporate Priority

## 2. Growing strong together in Tamworth

Project/Action	Growth & Regeneration in Tamworth		
<b>Desired Outcome</b>	<p>Enterprise Quarter regeneration including a modernised cultural offer, enhanced night-time offer, quality public realm, and facility for new businesses to grow</p> <p>The delivery of a vibrant and meaningful inward investment strategy to promote the Town to business</p> <p>Delivery of a trading arm to provide facility to invest in assets such as housing and commercial facilities which can provide sustainable income to the Council</p> <p>Continued progression of enhancement to Tamworth's gateways</p> <p>The production of a town centre strategy Continued engagement with West Midland Combined Authority, Local Enterprise Partnerships 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-Jul-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. Due date amended to reflect.
Scoping works with partners to look at viability/opportunities with the current vacant site at gungate.	30-Sep-2019	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
Completion of the public realm enhancements	31-Oct-2019	No	Work is programmed to fit in with substantial completion of the Assembly Rooms. As the Assembly Rooms has been delayed the due date for this element is also pushed back to 31st October 2019.
Completion of works to Tamworth Library	31-Oct-2019	No	Work is programmed to fit in with substantial completion of the Assembly Rooms. As the Assembly Rooms has been delayed the due date for this element is also pushed back to 31st October 2019
Re-opening of the Assembly Rooms and new facility at the Carnegie Centre	31-Mar-2020	No	Commencement of the building works was delayed and there has been some slippage in progress on site that has pushed back the completion date of the Carnegie Centre to March 2020.

Performance Measures	RAG Status	Current Value	Last Update	Latest Note
Number of Businesses		2,300	2018/19	
Number of empty Business Premises		175	April 2019	
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).



<b>Project/Action</b>	<b>Tinkers Green &amp; Kerria Regeneration</b>			
<b>Desired Outcome</b>	Access to suitable housing is improved Neighbourhoods are improved Satisfaction with neighbourhoods increased			
<b>Latest Update</b>				
<b>Milestones</b>	<b>Due Date</b>	<b>Completed (Yes/No)</b>	<b>Note</b>	
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	The first lettings will commence by September 2019.	
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				

<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 new approach to the development of



			garage sites will be undertaken. A revised approach to garage sites redevelopment has been considered by Cabinet.
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Performance Measures	RAG Status	Current Value	Last Update	Latest Note
Satisfaction of tenants with new homes and neighbourhood – Garage Sites Redevelopment				
Number of new homes built and allocated to those who need them – Garage Sites Redevelopment				



<b>Project/Action</b>	<b>New Repairs Contract</b>		
<b>Desired Outcome</b>	Council homes and neighbourhoods are maintained to a high standard Tenants receive a responsive repairs service The housing asset is maintained in accordance with stock condition requirements		
<b>Latest Update</b>			
<b>Milestones</b>	<b>Due Date</b>	<b>Completed (Yes/No)</b>	<b>Note</b>
Commission consultants to support options review	30-Apr-2017	Yes	
New contractor mobilised	30-Apr-2017	Yes	
Review of new contract performance	30-Sep-2017	Yes	
Findings of options review agreed	31-Dec-2017	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	28-Feb-2019	Yes	A report was taken to Cabinet in



and commercial viability of an in-house contractor			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	31-Mar-2020	No	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
Measure satisfaction		No	

Performance Measures	RAG Status	Current Value	Last Update	Latest Note
Percentage of local authority dwellings that achieve the decent homes standard		99.07%	2018/19	
Satisfaction with the repair service		95.6%	2018/19	

<b>Project/Action</b>	<b>Business Rates Retention</b>			
<b>Desired Outcome</b>	Maximise collection of business rates within the GBS rate retention pool			
<b>Latest Update</b>	The Council is a member of the Greater Birmingham and Solihull Local Enterprise Partnership (GBSLEP) Business Rates Pool – for 2018/19 a levy of £1m (payable to the GBSLEP pool) was generated through additional growth in business rates income.			
<b>Milestones</b>		<b>Due Date</b>	<b>Completed (Yes/No)</b>	<b>Note</b>

<b>Performance Measures</b>	<b>RAG Status</b>	<b>Current Value</b>	<b>Last Update</b>	<b>Latest Note</b>
Percentage of Non-domestic Rates Collected		99.10%	2018/19	
Percentage change in rateable value of commercial buildings		1.61%	Q2 2017/18	

<b>Project/Action</b>	<b>Commercial opportunities in business decision making</b>			
<b>Desired Outcome</b>	A risk/reward based return on investment requirement within planned projects			
	Producing options appraisals, business cases and review opportunities for setting up Local Authority Trading Companies as well as other business models for service to maximise return on Council assets and increase economic benefit for the Council			
<b>Latest Update</b>	The Tamworth Commercial Investment Strategy to promote growth and regeneration was approved by Cabinet on 16th June 2016.			
	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.			
	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 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.

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.



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 Aspinnall Verdi and 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		£206,198.00	2018/19	
Rate of return on identified projects in excess of 5%		2.9%	2018/19	

<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	Yes	Various events held throughout the year including: <ul style="list-style-type: none"> <li>• St. George's Day,</li> <li>• Outdoor Cinema,</li> <li>• Summer Bandstand,</li> <li>• Playscheme 2018,</li> <li>• Fireworks display,</li> <li>• Christmas lights festival.</li> </ul>	

<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		23,710	2018/19	
Number of participants at Arts Development Events		14,290	2018/19	

Visitor Numbers (Outdoor Events)		64,794	2018/19	
Overall Satisfaction Rate "Good to Excellent" (Outdoor Events)		99.25%	2018/19	
Percentage of people surveyed who would recommend event (Outdoor Events)		99%	2018/19	
Number of additional events supported – Outdoor Events		56	2018/19	
Total Number of visits/usages – Tamworth Castle		38,160	2018/19	Visitor figures for this year are lower than anticipated. After analysis the numbers was lost in August 2018. We would normally be looking at visitor numbers of over 5000 in August and July. This year we only reached 3000 and 4000 so overall we are about 2000 visitors down. The weather was so hot that visitors were staying at home to enjoy the weather or going out rather than inside a castle
Total Number of Visitors – Tamworth Castle		35,087	2018/19	Hot Summer affected visitor figs as visitors stayed at



				home to enjoy the sunshine or went out rather than a visit to an inside venue.
Trip Advisor Rating – Tamworth Castle		4.5	2018/19	

## 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>	ELT briefings held in place of AGM due to non-availability of Assembly Rooms.  Celebration event to be held in new year		
<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	
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	Yes	The action plan was approved by CMT and will form part of the Organisational Development Strategy in 2019. Human Resources Business Partner has completed a further update and an action plan is to be approved by CMT in




			February 2019.  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
Workforce Development Plan approved	31-May-2019	No	Work has commenced on this and is linked to the senior management review and will fit into the Organisational Development Plan.


Performance Measures	RAG Status	Current Value	Last Update	Latest Note
Working Days Lost Due to Sickness Absence (Year to date)		9.57	March 2019	
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



<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	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.
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
Website Development Plan (static content)	30-Sep-2019	No	The Tamworth Enterprise Centre,


			<p>Tamworth &amp; Lichfield for Business and Infozone sites have now been upgraded and the Assembly Rooms is in progress. All sites have to be upgraded by 30th November 2020 as from this date Drupal 7 will no longer be supported.</p> <p>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.</p>
Review portal implementation and customer satisfaction.	31-Mar-2020	No	
Implementation of customer portal commencing with Council Tax		No	<p>The portal has now been purchased and will commence with Council Tax. A project plan has been developed and 'Go live' by a date is to be announced. Corporate Scrutiny Committee received an update on the customer portal in November 2018 and another will follow in June 2019.</p>

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		90	2018/19	
The number of Portal users		0	2018/19	Portal not launched until later 2019

The number of downloads from the Tamworth App		504	2017/18	
The number of active users of the Tamworth App		657	Q4 2018/19	
The number of Ombudsman complaints received		8	2017/18	
The number of Ombudsman decisions made		7	2017/18	



<b>Project/Action</b>	<b>Corporate Knowledge Hub</b>			
<b>Desired Outcome</b>				
<b>Latest Update</b>	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			
<b>Milestones</b>	<b>Due Date</b>	<b>Completed (Yes/No)</b>	<b>Note</b>	
Workshop to scope design and delivery	31-May-2017	Yes		
Initial Plan discussed by CMT	31-Mar-2019	Yes	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. Timescales have been reviewed and we would not expect a report to go to Cabinet until later in the year- most likely October 2019. It's not been possible to fully finalise certain aspects	

			of this due to the need to complete the reorganisation which took longer in some key areas. An update for the new portfolio holder for this is now due as well as agreeing the communications and delivery plan.
Knowledge hub created	31-Mar-2020	No	

Performance Measures	RAG Status	Current Value	Last Update	Latest Note
Number of Reports delivered to support the Tamworth Community Offer				

<b>Project/Action</b>	<b>New General Data Protection Regulations</b>			
<b>Desired Outcome</b>	Processes and procedures to enable compliance with data legislation			
<b>Latest Update</b>	Activity in the third quarter of 2017/18 has seen the development of the Information Asset and an awareness campaign.			
<b>Milestones</b>	<b>Due Date</b>	<b>Completed (Yes/No)</b>	<b>Note</b>	
Endorsement of action plan for implementation	30-Apr-2017	Yes	Action plan endorsed and in progress Two members of staff qualified as practitioners in General Data Protection Regulations to enable implementation. A new statutory role of Data Protection Officer has been established.	
All staff trained in internal framework and legislation	31-May-2018	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.

<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:  • 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		50%	Q4 2018/19	A number of Councillors are now using Office 365 cloud mailboxes, the newly elected members are also setup for cloud email. We are continuing to look at use cases for the






				wider set of Office 365 apps in particular Teams. Testing continues in preparation for Office 2016/Office 365 rollout to desktops.
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<b>Project/Action</b>	<b>Enablement of Self-Service</b>		
<b>Desired Outcome</b>	Delivery of technology to support self service including portal, online forms, mobile apps and website development		
<b>Latest Update</b>	<p>Engaged with supplier</p> <p>Project team assembled</p> <p>Work commenced: business analyst looking at high volume processes</p>		
<b>Milestones</b>	<b>Due Date</b>	<b>Completed (Yes/No)</b>	<b>Note</b>
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	
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.
Change of circumstances process map review	30-Apr-2019	Yes	
Scripting workshops	30-Apr-2019	Yes	
Single person discount process map review	30-Apr-2019	Yes	
Process Builders' training	31-May-2019	No	
Tell Us process map review	31-May-2019	No	
Golden Customer Record Specified	30-Jun-2019	No	
Housing Portal Process Build	30-Sep-2019	No	
Revenues Portal Process Build	30-Sep-2019	No	



Implementation of customer portal and integration to support website development	31-Dec-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 took place and the project has 'kicked off'
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Performance Measures	RAG Status	Current Value	Last Update	Latest Note
The number of face to face enquiries		18,994	2018/19	
The number of telephone calls into the Customer Services Centre		74,246	2018/19	
The number of self-serve processes available for customers		90	2018/19	

PI RAG Status	
	Alert
	Warning
	OK
	Unknown
	Data Only







## Corporate Risk Register








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	29-Mar-2019	3	3	9	
Business Rates Retention	29-Mar-2019	3	3	9	
New Homes Bonus	29-Mar-2019	3	2	6	
Brexit	28-Mar-2019	3	4	12	
Welfare and Benefit Reform	29-Mar-2019	3	3	9	
Failure to manage budgets	29-Mar-2019	3	2	6	




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

Risk	Date Reviewed	Current Risk Severity	Current Risk Likelihood	Current Risk Rating	Current Risk Status
Contract Management & Procurement	29-Mar-2019	2	2	4	
Management of Assets	29-Mar-2019	2	2	4	
New Revenue Streams	29-Mar-2019	3	3	9	
Workforce Planning Challenges	28-Mar-2019	3	2	6	
Continuous Improvement	28-Mar-2019	2	2	4	
Partnerships fail	28-Mar-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	28-Mar-2019	3	3	9	
Assurance Process	28-Mar-2019	2	3	6	
Legislation	28-Mar-2019	3	2	6	
Policies & Procedures	28-Mar-2019	3	2	6	
Ethics	28-Mar-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	28-Mar-2019	3	3	9	
Safeguarding Children & Adults (including Modern Slavery)	28-Mar-2019	2	3	6	
Emergency Planning	28-Mar-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	28-Mar-2019	3	3	9	
Housing Needs	27-Mar-2019	3	3	9	
Economic Changes	28-Mar-2019	3	3	9	
Demographics	28-Mar-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	28-Mar-2019	4	3	12	
Cyber Security	28-Mar-2019	4	2	8	
Business Continuity	28-Mar-2019	3	3	9	

Risk	Date Reviewed	Current Risk Severity	Current Risk Likelihood	Current Risk Rating	Current Risk Status
Brexit	28-Mar-2019	4	4	16	

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	Comment
AD Operations & Leisure	Tbc Highways Maintenance	Maintenance Of Water Courses	4,260	38,390	(34,130)	Underspend to transfer to reserve at year end to fund A5 Balancing Ponds works
		Cont To Reserves	108,520	-	108,520	
		Maintenance Of Roads (Hra)	-	51,130	(51,130)	
		Maint Neighbourhood Ctr (Hra)	-	12,280	(12,280)	
		Management Agreement	51,720	80,760	(29,040)	
AD People	Ict	Vacancy Allowance	-	(32,480)	32,480	Vacancy Allowance
	Customer Services	Salaries	380,959	448,050	(67,091)	Vacancies, including HOCS post
		Staffs Connects Contribution	30,181	62,000	(31,819)	Reduced CRM contribution due this year, with underspent budget to be rolled into reserve at year end
		Cont To Reserves	66,820	-	66,820	Underspends to transfer to reserve at year end – incl £35k to fund retention of temp staff for a further 12 months
AD Assets	Commercial Property Management	Finance Lease Income	(98,024)	-	(98,024)	Windfall Income - Gungate lease income
	Industrial Properties	Rents	(834,464)	(770,000)	(64,464)	Additional income from a number of ground rent reviews and sustained high level of occupancy throughout the year
AD Neighbourhoods	Homelessness	Provision For Bad Debts	18,310	57,700	(39,390)	Report to go to Cabinet re write off of historical B&B debt
		Bed And Breakfast Cost	75,313	203,000	(127,687)	Report will be going to Cabinet outlining changes to charging policy for B&B, following audit and review by TMM
		Bed & Breakfast Income	(37,043)	(203,000)	165,957	

Directorate	Cost Centre	Account Code	Year To Date Position Sub Total	Year To Date Position Budget	Year To Date Position Variance	Comment
	Homelessness Strategy	Salaries	69,515	102,550	(33,035)	Savings from the vacant posts used for cover temporary staffing costs
		Payments For Temporary Staff	41,658	-	41,658	Temporary staff covering vacant posts
AD Neighbourhoods	Homelessness Strategy	Flexible Homelessness Payment	26,623	64,450	(37,827)	Unspent flexible homelessness support grant to be added to existing reserve
		Cont To Reserves	79,700	-	79,700	Unspent flexible homelessness support grant to be added to existing reserve. Further top up grants received at year end in respect of Flexible Homelessness Support Grant, Homelessness Prevention and H-CLIC which also to be added to existing reserves/retained funds
		Government Grants	(111,885)	(64,450)	(47,435)	£5K received to cover 2018-19 SWEP costs. Request made for £3690 H-CLIC payment and top up grants totalling £37K for Homelessness Prevention and FHSG received at year end to be added to existing reserves/retained funds.
	Community Wardens	Salaries	150,547	215,080	(64,533)	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	91,950	-	91,950	Overspend offset by underspend on 2FTE vacant posts shown elsewhere noting income derived is on GP06
	AD Partnerships	Voluntary Sector	Grants To Comm'ty Serv.Orgns	96,499	142,280	(45,781)

Directorate	Cost Centre	Account Code	Year To Date Position Sub Total	Year To Date Position Budget	Year To Date Position Variance	Comment
	Community Development	Actuarial Strain Payments	46,354	-	46,354	Unbudgeted costs from Service Review
	Civil Parking Enforcement	Standard Charges	(109,879)	(66,720)	(43,159)	Increase in income achieved by employing parking warden from Stoke to cover vacant posts within the wardens team
AD Partnerships	Strategic Housing	Salaries	167,486	237,590	(70,104)	2 vacant posts, one currently being covered by agency staff. A request has been put forward to reserve £17K from this underspend to meet ongoing agency staff costs.
		Cont To Reserves	42,650	-	42,650	Reserves requested to cover ongoing agency staff costs and support to develop a new Housing Strategy. In addition unspent OPCC funding needs to be returned to the retained fund
	Safer Stronger Communities Fund	Grants	-	30,000	(30,000)	Local Innovative Community Fund to award grants for ASB and Absence from school. Jointly funded by SCC and OPCC this project will run into 2019/20 and therefore a temporary reserve will be required.
		Cont To Reserves	34,430	-	34,430	A reserve will be requested in respect of Innovative grant scheme.
	Chief Executive	Joint Waste Arrangement	General Contingency	-	50,000	(50,000)
Refuse Joint Arrangements			862,277	1,350,860	(488,583)	
Misc Contributions			(4,282)	(35,000)	30,718	
Fees & Charges			-	(251,120)	(251,120)	
Chief Executive	Chief Executive	Salaries	157,263	209,170	(51,907)	CE vacancy at start of year, plus reduced cost re Democratic Services support
AD Growth &	Castle &	Salaries	177,017	208,640	(31,623)	Underspend due to vacancies. This is in



Directorate	Cost Centre	Account Code	Year To Date Position Sub Total	Year To Date Position Budget	Year To Date Position Variance	Comment
Regeneration	Museum					part offset by an overspend on wages as vacancies have been covered by casual staff pending the service review.
		Structural Repairs	21,216	66,050	(44,834)	Due to delays in the capital and exhibition programme for the HLF project the castle has been unable to progress the condition report and roof works beyond prelim meetings and start up discussions. However the scale of the works has been confirmed and framework agreed for work to commence early in 2019/20 and be completed by March 2020. Therefore a reserve will be sought to carry the underspend into the new financial year.
AD Growth & Regeneration	Castle & Museum	Cont To Reserves	50,760	-	50,760	A reserve is requested in respect of the underspends on Structural Repairs and Heritage Development budgets
	Development Control	Salaries	192,207	226,360	(34,153)	£26k underspend due to post being vacant for part of the year but which is offset by temporary staffing costs and £12k which relates to budget for a temporary post. This £12k will need to be reserved as spend will now span three financial years rather than two.

Directorate	Cost Centre	Account Code	Year To Date Position Sub Total	Year To Date Position Budget	Year To Date Position Variance	Comment
		Cont To Reserves	75,390	-	75,390	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 equates to £59,890. A further reserve will be sought to cover salary costs for the temporary Planning Assistant post as the budget requirement will now span 3 financial years rather than two and is partly met from government grant.
AD Growth & Regeneration	Development Control	Fees & Charges Planning App	(359,352)	(221,580)	(137,772)	Fee income received is well above annual budget due to several major applications. 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 £59k.
	Dev. Plan Local & Strategic	Salaries	104,429	140,380	(35,951)	Salary budget underspend as section 106 funds have been utilised for monitoring and compliance. A reserve will be sought in respect of the underspend to cover interim salary costs in the next 6 months
AD Growth & Regeneration	Dev. Plan Local & Strategic	Local Development Framework	26,084	65,500	(39,416)	Underspent LDF budget will be required next year as it is an ongoing commitment. There has been a delay due to a change in our requirements.
		Cont To Reserves	83,200	-	83,200	A reserve will be sought in respect of any unspent LDF budgets as the local plan is an ongoing commitment. A reserve in respect of £36k underspend on salary budget will be requested to cover any

Directorate	Cost Centre	Account Code	Year To Date Position Sub Total	Year To Date Position Budget	Year To Date Position Variance	Comment
						interim staffing costs.
	Economic Dev Shared Service	Cont To Reserves	18,330	-	18,330	A reserve will be sought in respect of underspent budgets across the service. Following a tender exercise a contract worth £25k has been awarded and is due to be paid early in 2019/20.
AD Finance	Benefits	Provision For Bad Debts	(12,870)	120,000	(132,870)	Bad debt provision reduced as at 31st March
		Rent Allowances	7,360,995	9,175,580	(1,814,585)	Reduced expenditure on rent allowances
		Non-Hra Rent Rebates	21,593	275,980	(254,387)	Reduced expenditure on non-HRA rent rebates
		Council Tenant Rent Rebates	8,717,911	10,074,830	(1,356,919)	Reduced expenditure on HRA rent rebates
		Council Tenant Grant	(8,537,964)	(9,897,950)	1,359,986	
AD Finance	Benefits	Private Tenant Grant	(7,143,029)	(8,896,620)	1,753,591	Based on DWP est claim @ P12
		Non-Hra Rent Rebate Grant	(36,505)	(115,260)	78,755	
		Discretionary Hsg Payment Grant	(140,200)	-	(140,200)	Based on DHP final claim
		Overpayment Private Tenant	(427,475)	(374,320)	(53,155)	Private tenant ovps greater than budgeted amount
		Overpayment Council Tenant	(263,839)	(298,550)	34,711	Council tenant ovps less than budgeted amount
		Pt Overpayment Recovery	174,408	-	174,408	Private tenant ovp recovery
		Ct Overpayment Recovery	108,427	-	108,427	Council tenant ovp recovery
	Benefits Administration	Cont To Reserves	80,000	-	80,000	Unspent Gov't grant income to tfr to reserve at year end to support UC implementation and development of portal (APIs) subject to approval

Directorate	Cost Centre	Account Code	Year To Date Position Sub Total	Year To Date Position Budget	Year To Date Position Variance	Comment
	Welfare Bens & Fairer Charging	Government Grants	(138,119)	(27,930)	(110,189)	Unbudgeted Government grant
		Salaries	30,422	73,040	(42,618)	Staff transferred back to SCC
	Corporate Finance	Fees & Charges	(37,506)	(101,920)	64,414	No further income due on cessation of provision of service to SCC
		Pensions	643,100	679,850	(36,750)	Underspend in 2018/19 arising from pension pre-payment agreement
		Consultants Fees	101,217	175,000	(73,783)	Expenditure less than budgeted
		General Contingency	-	192,000	(192,000)	Contingency for potential reduced income levels not required 2018/19
		Cont To Reserves	231,398	150,000	81,398	£53k additional contribution to reserves re Peer Challenge, plus £28.4k re Insurance FAWP
		Ndr Levy Payments	991,877	781,960	209,917	Higher levy due to additional business rates income
Capital Financed From Revenue	83,890	-	83,890	FAWP Capital Financing		
AD Finance	Corporate Finance	Government Grants	(893,828)	(650,600)	(243,228)	Additional S31 Grant income for Business Rates Relief plus adjustment for 17/18
		Government Grants	(51,534)	-	(51,534)	GBSLEP grant for Master planning work 2018/19, plus various S31 New Burdens Gov't Grants
		Misc Contributions	(388,162)	-	(388,162)	Returned Levy from GBSLEP 2017/18 plus £11k NNDR credits
		Contribution From Reserves	(753,717)	(636,630)	(117,087)	Contribution from BRF £53.2 for 4 yrs.; £583k from reserves re SMR; £84k FAWP Capital Financing
AD Finance	Treasury Management	Interest Payable To Hra	200,942	46,430	154,512	Increased balances & reserves
		Minimum Revenue	56,879	104,270	(47,391)	Planned borrowing not required due to

Directorate	Cost Centre	Account Code	Year To Date Position Sub Total	Year To Date Position Budget	Year To Date Position Variance	Comment
		Provision Gf				re-profiling need within capital programme
		Misc Interest & Dividends	(546,797)	(175,970)	(370,827)	Interest above budget due to larger investment balances and improved interest rates
		Property Fund Dividends	(108,174)	-	(108,174)	Receipt of Property Fund interest due to investment earlier than budgeted

## Significant variances identified resulting in an increase in net under-spend of £331k

Directorate	Cost Centre	Account Code	Year To Date Position Variance	Period 11 Predicted Outturn	Change In Predicted Outturn P11 To P13	Comment
AD Assets	Industrial Properties	Rents	(64,464)	(28,000)	(36,464)	Additional income from a number of ground rent reviews and sustained high level of occupancy throughout the year
AD Neighbourhoods	Community Wardens	Payments For Temporary Staff	91,950	50,000	41,950	Overspend offset by underspend on 2FTE vacant posts shown elsewhere noting income derived is on GP06
Chief Executive	Joint Waste Arrangement	Refuse Joint Arrangements	(488,583)	(41,000)	(447,583)	Revised estimated figures from LDC re year end charges
		Misc Contributions	30,718	-	30,718	
		Fees & Charges	251,120	-	251,120	
AD Finance	Benefits	Council Tenant Rent Rebates	(1,356,919)	(1,409,160)	52,241	Reduced expenditure on HRA rent rebates
	Corporate Finance	Cont To Reserves	81,398	-	81,398	£53k additional contribution to reserves re Peer Challenge, plus £28.4k re Insurance FAWP
		Government Grants	(243,228)	(207,670)	(35,558)	Additional S31 Grant income for Business Rates Relief plus adjustment for 17/18
	Treasury Management	Interest Payable To Hra	154,512	-	154,512	Increased balances & reserves
Various	Various	Various	9,470,365	(374,065)	(425,780)	Other minor variances

## 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	Comment
AD Neighbourhoods	Income Management	Salaries	325,303	372,860	(47,557)	Service Charge Officer Post still currently vacant
	Estate Management	Salaries	285,596	331,170	(45,574)	Underspend largely attributable to vacant Eringden post which is now filled
Housing Repairs	Repairs Contract	Pensions	14,072	55,000	(40,928)	Predicted outturn based on previous year liability and assumption that workforce is diminishing.
		Responsive Repairs	1,224,550	1,465,550	(241,000)	Forecast based on current demand and WIP
		Periodic Electrical Testing	-	306,000	(306,000)	Programme behind schedule. Working with Wates to agree remaining project and outturns.
		Rechargeable Works	(35,547)	-	(35,547)	Recharges are applied on an ad-hoc basis in response to tenant actions.
	Repairs - General	Gas Heating Systems Maintenance	146,734	195,400	(48,666)	Based on regular monthly spend.
		Misc. (Non Specific)	96,285	163,170	(66,885)	Works started on site.
HRA Summary	H R A Summary					
		Provision For Bad Debts	154,145	196,200	(42,055)	Bad debt is likely to increase whilst the rollout of UC continues. Income recovery remains a priority to limit any increase in arrears.
		General Contingency	-	117,500	(117,500)	No issues currently identified that would require the use of this budget
		Rents	(17,501,341)	(17,320,810)	(180,531)	Rent income is currently exceeding budget due to void levels being lower than budgeted. The acquisition programme also continues to provide additional properties

Directorate	Cost Centre	Account Code	Year To Date Position Sub Total	Year To Date Position Budget	Year To Date Position Variance	Comment
						let at Affordable Rent and offset those sold under the Right to Buy.
		Interest on Internal Balances	(200,942)	(46,430)	(154,512)	

### Significant variances identified resulting in a favourable change in net under-spend of £815k

Directorate	Cost Centre	Account Code	Year To Date Position Variance	Period 11 Predicted Outturn	Change In Predicted Outturn P11 To P13	Comment
AD Neighbourhoods	General - Business Support	S/Ware Mtce & Imp	(36,070)	-	(36,070)	
Housing Repairs	Repairs Contract	Responsive Repairs	(241,000)	(410,000)	169,000	Forecast based on current demand and WIP
		Voids	123,090	225,000	(101,910)	Forecast based on current programme and takes account of a number of high-cost voids in year to date.
		Lift Repairs	(38,200)	-	(38,200)	Forecast based on current demand and WIP
		Periodic Electrical Testing	(306,000)	-	(306,000)	Programme behind schedule. Working with Wates to agree remaining project and outturns.
	Repairs - General	Misc. (Non Specific)	(66,885)	-	(66,885)	Works started on site.
HRA Summary	H R A Summary	Interest on Internal Balances	(154,512)	-	(154,512)	Variances reported against individual repairs budgets
		Provision For Bad Debts	(42,055)	-	(42,055)	Bad debt is likely to increase whilst the rollout of UC continues. Income recovery remains a priority to limit any increase in arrears.
Various	Various	Various	3,097,640	(469,300)	(238,370)	Other minor variances



## Capital Programme Monitoring

GENERAL FUND	YTD Actual Spend £000	Variance £000	Budget £000	Reprofile £000	Outturn £000	Comments
<b>Chief Executive</b>						
Gungate Development	3,270	(730)	4,000	730	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.
<b>Directorate Total</b>	<b>3,270</b>	<b>(730)</b>	<b>4,000</b>	<b>730</b>	<b>4,000</b>	
<b>AD Growth</b>						
Castle Mercian Trail	173	(576)	748	576	748	Work on site with procurement of main contract underway - will need to reprofile significant funds into 2019/20 to complete the project.
Gateways	1	(139)	140	139	140	Aethelflaed statue installed and phase 2 complete. Phase 3 (Corporation St) in design stage. Will need to reprofile funds into 2019/20 to complete project.
Cultural Quarter - Carnegie Centre	2	(6)	7	6	7	No update to report, currently being used as site office for overall project.
Cultural Quarter - Public Realm	-	(4)	4	-	-	Works being led by SCC - although any spend from TBC to support project will be reclaimed through SLGF Returns.
<b>Directorate Total</b>	<b>175</b>	<b>(724)</b>	<b>899</b>	<b>721</b>	<b>896</b>	
<b>AD People</b>						
Replacement It Technology	43	(69)	112	69	112	Replacement servers planned to be delivered before year end, remaining budget to be re-profiled

EDRMS (Electronic Document Records Management System)	13	(50)	63	50	63	Further expenditure unlikely this year as will be dependent on completion of customer portal project and review of other systems/requirements
<b>GENERAL FUND</b>	<b>YTD Actual Spend £000</b>	<b>Variance £000</b>	<b>Budget £000</b>	<b>Reprofile £000</b>	<b>Outturn £000</b>	<b>Comments</b>
Income Management & Receipting System	10	(10)	20	10	20	Remaining budget to be re-profiled as project will not be completed by year end
Gazetteer Development	4	(5)	9	-	4	There are no further plans to spend this budget
New Time Recording System 17/18	-	(15)	15	15	15	Project will not commence this year due to other priorities, and budget required to be re-profiled to progress this in 2019/20
Self Service Customer Portal	85	(30)	115	30	115	Further costs re software & consultancy will not be payable until 2019/20, so remaining budget is requested to be re-profiled
GDPR Systems Compliance	14	(0)	14	-	14	Software installed and project expected to be complete by year end
<b>Directorate Total</b>	<b>168</b>	<b>(180)</b>	<b>348</b>	<b>174</b>	<b>342</b>	
<b>AD Operations &amp; Leisure</b>				-		
Streetscene Service Delivery Enhancements	-	(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	13	(10)	22	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	6	(17)	23	17	23	Ongoing works to complete management plan and HLS agreement. Bridge works now completed however ongoing contractual dispute over rates and works undertaken.
Public Open Space	14	(10)	24	10	24	Project group established - list of works currently

Section 106						being updated and work plan being devised.
Street Lighting	-	(7)	7	7	7	Works to be delivered in line with 30 year project plan
Local Nature Reserves	17	(23)	40	23	40	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.
<b>GENERAL FUND</b>	<b>YTD Actual Spend £000</b>	<b>Variance £000</b>	<b>Budget £000</b>	<b>Reprofile £000</b>	<b>Outturn £000</b>	<b>Comments</b>
Community Woodland Cycleway	-	(200)	200	200	200	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	13	(302)	315	302	315	Cabinet Report February 2019 agreed revised budgets and delegated authority to commence project - however project is reliant on the Amington Community Cycleway being well underway before works can start. Will need to reprofile substantial sum to 2019/20 to complete project.
3G Sports Facility	-	(310)	310	310	310	-
Assembly Rooms Development	2,239	(2,053)	4,292	2,053	4,292	Further update report to Cabinet in March 2019. 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	100	Ongoing discussions as to delivery options for sports facilities within the town - project likely to need to be reprofiled into 2019/20.
<b>Directorate Total</b>	<b>2,300</b>	<b>(3,063)</b>	<b>5,363</b>	<b>3,032</b>	<b>5,332</b>	
<b>AD Finance</b>						

Property Funds	3,869	(8,131)	12,000	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	-
<b>Directorate Total</b>	<b>3,869</b>	<b>(12,131)</b>	<b>16,000</b>	<b>12,131</b>	<b>16,000</b>	
<b>GENERAL FUND</b>	<b>YTD Actual Spend £000</b>	<b>Variance £000</b>	<b>Budget £000</b>	<b>Reprofile £000</b>	<b>Outturn £000</b>	<b>Comments</b>
<b>AD Assets</b>						
Disabled Facilities Grant	716	(72)	788	72	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	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	6	(69)	75	-	6	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
Castle Grounds Toilet Refurbishment	-	(180)	180	180	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.
<b>Directorate Total</b>	<b>722</b>	<b>(444)</b>	<b>1,167</b>	<b>376</b>	<b>1,098</b>	
<b>AD Neighbourhoods</b>						

Homelessness Reduction Act	-	(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	10	(49)	59	49	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.
<b>Directorate Total</b>	<b>10</b>	<b>(79)</b>	<b>89</b>	<b>79</b>	<b>89</b>	
<b>GENERAL FUND</b>	<b>YTD Actual Spend £000</b>	<b>Variance £000</b>	<b>Budget £000</b>	<b>Reprofile £000</b>	<b>Outturn £000</b>	<b>Comments</b>
<b>AD Partnerships</b>						
Private Sector Coalfields Fund	-	(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 - likely to need to reprofile some funds into 2019/20
<b>Directorate Total</b>	<b>-</b>	<b>(92)</b>	<b>92</b>	<b>92</b>	<b>92</b>	
<b>GF Contingency</b>						
Gf Contingency	-	(35)	35	35	35	£15k released Cabinet 2nd August re Capita AIM Upgrade.
Cont-Return On Investment	-	(160)	160	160	160	Will require approval from Cabinet to release funds
GF Contingency Plant and Equipment	-	(100)	100	100	100	Will require approval from Cabinet to release funds
Civil Contingencies Technology 17/18 (Contingency)	-	(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	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)	-	(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	Will require approval from Cabinet to release funds
<b>Directorate Total</b>	-	<b>(595)</b>	<b>595</b>	<b>595</b>	<b>595</b>	
<b>GENERAL FUND TOTAL</b>	<b>10,515</b>	<b>(18,038)</b>	<b>28,552</b>	<b>17,929</b>	<b>28,443</b>	

<b>HOUSING REVENUE ACCOUNT</b>	<b>YTD Actual Spend £000</b>	<b>Variance £000</b>	<b>Budget £000</b>	<b>Reprofile £000</b>	<b>Outturn £000</b>	<b>Comments</b>
<b>AD Assets</b>						
Structural Works	40	(60)	100	-	40	This is an ad-hoc budget that is driven by reported repairs.
Bathroom Renewals	987	(30)	1,017	30	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	217	(203)	420	203	420	Adjustment made for possible under claims
Kitchen Renewals	942	(36)	978	36	978	Sufficient works issued to take up full spend by year-end.
Major Roofing Overhaul and Renewals	406	(10)	416	-	406	Sufficient works issued to take up full spend by year-end.
Window and Door Renewals	251	(12)	262	-	251	Sufficient works issued to take up full spend by year-end.
Disabled Facilities Adaptations	409	(24)	432	24	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	359	(171)	530	171	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.

Renew Walkways Magnolia	37	(23)	60	-	37	Scheme costs less than anticipated. Underspends will need t be used to fund overspends elsewhere.
High Rise Lift Renewals 2012	120	(158)	278	158	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	72	(1,985)	2,057	1,985	2,057	Tenders received, awaiting contract award. Programme of works to be agreed but likely to extend into 2019/20
Roofing High-Rise	39	(4)	43	-	39	Due to be completed summer 2018.
High Rise Balconies	534	(43)	577	43	577	Contract currently on site, however not likely to complete till May 2019 so will need to reprofile some funds into 2019/20.
<b>HOUSING REVENUE ACCOUNT</b>	<b>YTD Actual Spend £000</b>	<b>Variance £000</b>	<b>Budget £000</b>	<b>Reprofile £000</b>	<b>Outturn £000</b>	<b>Comments</b>
Works to High Rise Flats	235	(863)	1,098	863	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	357	(28)	385	-	357	Remaining garage programme subject to Member review
Capital Salaries	208	31	177	-	208	-
CDM Fees	-	(5)	5	-	-	No longer required
Creation of Eringden Office	21	11	10	-	21	Subject to planning consent works to be completed during the summer of 2018.
Tinkers Green	2,318	(10,753)	13,070	10,753	13,070	Contract currently on site, will extend into 2019/20
Kerria Estate Project	78	(6,762)	6,840	6,762	6,840	Contract currently on site, will extend into 2019/20
Regeneration General	(3)	(3)	-	-	(3)	Budget vired to Regeneration schemes as per April Cabinet report
Other Acquisitions	1,640	(946)	2,586	946	2,586	Scheme to be agreed.
<b>Directorate Total</b>	<b>9,266</b>	<b>(22,356)</b>	<b>31,622</b>	<b>22,254</b>	<b>31,520</b>	
<b>HRA Contingency</b>						
HRA Contingency	-	(100)	100	100	100	Will require approval from Cabinet to release funds
<b>Directorate Total</b>	<b>-</b>	<b>(100)</b>	<b>100</b>	<b>100</b>	<b>100</b>	
<b>HRA Total</b>	<b>9,266</b>	<b>(22,456)</b>	<b>31,722</b>	<b>22,354</b>	<b>31,620</b>	





