

Quarter One 2019/20 Performance Report

This report is divided into the following sections:

1. Overview of corporate plan actions and corporate risks,
2. Impact of welfare benefit reform,
3. Medium term financial strategy,
4. Financial healthcheck

List of appendices

Appendix A 2019 to 2022 Corporate Plan actions update,

Appendix B Corporate Risks,

Appendix C General Fund & Housing Revenue Account main variances,

Appendix D Capital programme monitoring,

Appendix E Treasury management update.

1. Overview of corporate plan actions and corporate risks

The Executive Leadership Team identified projects from the Corporate Plan, the monitoring of which would form the basis for this section of the quarterly performance report.

Project highlight reports for each of these are included at **Appendix A**.

Details on the Corporate Risk Register are included at **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

A reduction in the number of DHP claims is reported - DHP claims paid total £33k (£14k lower than at June 2018 - £47k) with 72 successful claims from 104 applications (compared to 113 successful claims from 158 applications at June 2018). There is a one week backlog (0.5 weeks as at June 2018) of claims still to be processed which may increase this figure.

Live caseload figures are 221 lower than 2018/19 – currently 5,431 (5,652 at June 2018). The average time taken to process new Housing Benefit/Council Tax Benefit claims and change events was 7.5 days to June 2019 (12.8 days to June 2018).

NNDR

Reminders (382 at June 2019) are higher than 2018/19 levels (305 at June 2018) with summons and liability orders at higher levels than 2018/19. Enforcement agent referrals are higher than 2018/19 levels (28 referrals to June 2019 compared to 10 at June 2018).

Collection performance is below target due to recent assessment changes which we expect to collect to bring collection back on track - current year collection levels are at 28.6%, below target by 0.3% at 30 June. Court costs of £2k are as anticipated.

Arrears collected for 2018/19 are 7.1% compared to a target of 6.5%.

Council Tax

Reminders are 260 higher than 2018/19 levels (6,204 at June 2019 compared to 5,944 at June 2018) with summonses, liability orders and attachment of earnings also at higher levels. Enforcement agent referrals are 18% higher than 2018/19 levels (256 referrals to June 2019 compared to 217 at June 2018).

Current year collection levels at 30.1% are ahead of the target of 29.9% at June 2019 (with a target of 98% for the 2018/19 financial year). Court cost income is ahead of that anticipated by £8k at £54k.

Arrears collection for 2018/19 is at the target of 23.1% - work on further approaches to realise more Council Tax revenue is in place.

Collection Fund – the estimated surplus is £28k for the year with a LCTS projected underspend of £18k (total £46k).

Housing

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

Indicator	Qtr. 4 2018/19	Qtr 1 2019/20
Number of Council Tenants on Universal Credit	645	736
Number of Council Tenants on Universal Credit in Rent Arrears	443	591
Percentage of Council Tenants on Universal Credit in Rent Arrears	68.7%	80.3%
Number of Council Tenants on Universal Credit not in Rent Arrears	202	145
Percentage of Council Tenants on Universal Credit not in Rent Arrears	31.3%	19.7%

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 30 June 2019 were £653k compared to £494k at 31 March 2019 – an increase of £159k (compared to a £262k increase as at 30 June 2018).

Total arrears (including former tenant arrears, recharges, court costs and garages etc.) are £2.02m at 30 June 2019, compared to £1.84m at 31 March 2019, an increase of £186k (compared to a £244k increase between 31 March 2018 and 30 June 2019).

Total arrears (including garages etc.) were £1.84m at 31 March 2019 compared to 31 March 2018 - £1.68m (£155k higher).

There were 2 evictions during Quarter 1 2019/20 compared to 3 during Quarter 1 of 2018/19.

There were no court cases where bedroom subsidy, cap or other is the primary reason for possession proceedings (1 to June 2018).

Universal Credit

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

Indicator	Qtr 1 2018/19	Qtr 2 2018/19	Qtr 3 2018/19	Qtr 4 2018/19	Qtr 1 2019/20
live caseload figure	5,652	5,599	5,551	5,514	5,431
Number of Universal Credit claimants in Tamworth	1,494	1,905	2,235	2,682	2,979
Number of Council Tenants on Universal Credit	445	523	589	645	736
Number of Council Tenants on Universal Credit and in Rent Arrears	0	441	473	443	591
Percentage of Council Tenants on Universal Credit and in Rent Arrears	-	84.3%	80.3%	68.7%	80.3%
Number of Council Tenants on Universal Credit and not in Rent Arrears	0	82	116	202	145
Percentage of Council Tenants on Universal Credit and not in Rent Arrears	-	15.7%	19.7%	31.3%	19.7%
Number of Council Tax Payers on Universal Credit	368	529	632	745	867
Number of Council Tax Payers on Universal Credit and in arrears with Council Tax payments	83	161	218	261	200
Percentage of Council Tax Payers on Universal Credit and in arrears with Council Tax payments	22.6%	30.4%	34.5%	35.0%	23.1%
Number of Council Tax Payers on Universal Credit and not in arrears with Council Tax payments	285	368	414	484	667
Percentage of Council Tax Payers on Universal Credit and not in arrears with Council Tax payments	77.5%	69.6%	65.5%	65.0%	76.9%
Number of Universal Credit claimants nationally	920,000	1,100,000	1,426,540	1,736,431	2,046,443
Discretionary Housing Payments made - Year to date	46,720	76,487	102,769	140,303	33,116
Amount of Discretionary Housing Payments made to Universal Credit claimants - Year to date	19,324	34,343	50,115	82,001	17,894

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 Council is responding to these challenges by considering the opportunities to grow our income. We are ambitious with our commercial view and will continue to work hard to identify income streams that enable us to continue to meet the needs of our residents.

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.

More than ever, we recognise that our financial capacity will be less than in previous years which means that we will need to maintain our approach to innovation, collaboration and transformation. So, not only will the Council seek investment from businesses and developers, but the Council itself will explore viable and sustainable investment opportunities using all returns to support public services.

We continue to invest in our teams, transform our processes and ensure our technology infrastructure is fit for purpose. We have identified a number of opportunities to improve customer access to information and services as well as our engagement with our citizens and the way in which we manage our data and information.

The adoption of 'Demand Management' as the primary operating model and the targeting of resources via locality based commissioning and delivery has enabled greater effectiveness in service delivery. As part of a 'Tamworth Community Offer' we will:

- Improve our use of 'insight' in shaping services and directing investment;
- Better align service delivery to ensure we act with purpose and are accountable;
- Support the Demand Management model with prevention approaches which seek to tackle causes and reduce costs;
- Develop approaches which genuinely 'empower' individuals and communities;
- Support a transformed dialogue with residents - recognising that our financial capacity will be less than in previous years which means educating and supporting communities to focus resources on 'needs' and being clear on what we are able to do and equally what we can't.

Key to this will be the application of existing and new technology to capture, collate and analyse customer insight, intelligence and data so as to understand not just the 'need' but the cause, behaviours or decisions creating the need. Then by the application of locality based commissioning for example, it can commission services that either intervene or prevent future need thereby reducing demand.

This approach will change the organisation and how it works; will require Members to take difficult decisions and adhere to them; will involve managed risks and will sustain essential services critical in supporting the most vulnerable in our communities at a time when demand is increasing and resources reducing.

Linked with this, the 'Delivering Quality Services' project continues to review processes and demand, with the aim of re-designing processes to meet changing customer expectations and making the best use of technology to deliver efficient and effective services to the customer, including self-service and digital functionality.

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.

Corporate Management Team (CMT) and Cabinet 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 on a number of actions to address the financial position in future years:

- Delivering Quality Services project – the demand management approach to shift demand to more efficient methods of service delivery – online and automation (Interactive Voice Response).
A savings target of £100k p.a. has already been included within the MTFS together with reduced CRM costs of £62k p.a. from 2019/20.
- Recruitment freeze – 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 – 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. There was a £2.3m underspend in 2018/19 – although much of this arose from windfall income, c. £0.7m was lower level underspends.
A review of the underspend position is planned with a view to driving out as many savings as possible.
- Alternative investment options arising from the Commercial Investment Strategy (as well as the Treasury Management Investment Strategy) to generate improved returns of c. 4% to 5% p.a. (plus asset growth);
A savings target to return c.4% p.a. from the planned investment of £12m in Diversified Property Funds has already been included from 2019/20.
- Review of reserves (including ensuring adequate provision for the funding uncertainties) / creation of fund for transformation costs (if needed);
- Targeted Savings – to identify potential areas for review in future years; and
- Review and rationalisation of IT systems.
- Review of reserves (including ensuring adequate provision for the funding uncertainties) / creation of a fund for transformation (if needed); and
- Targeted Savings – to identify potential areas for review in future years.

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

- The Government's Fair Funding Review (FFR) of the distribution methodology including:
 - changes to the needs assessment (which will determine each Council's share of the national funding for Local Government – it is likely that this will reflect the impact of Social Care demands and that funding will be redistributed to Unitary and County Councils to the detriment of District Councils);
 - treatment of relative resources (to determine how much each Council can fund locally through income from fees and charges and council tax); and
 - any transitional arrangements to protect Councils from significant reductions in funding – and the impact from their unwinding from 2021/22.
- Spending Review 2019 (SR19) – where the total spending allocation for Government Departments will be set – including national control totals for Local Government spending. It has already been announced that significant additional funding will be diverted to the NHS which could mean further reductions for other Departments including Local Government;
- The ongoing review of the Business Rates Retention (BRR) scheme – the Government announced that Councils will be able to retain 75% of business rates collected from 2020/21 rather than 100% as previously planned with work progressing on the design of the new system including the impact of 'rolling in' grants such as Housing Benefit administration and New Homes Bonus;
- The planned reset of the Business Rates baseline for each Council from 2020/21 and redistribution of the growth achieved since 2013 (of over £1m p.a.);
- Uncertainty over the ongoing funding for the New Homes Bonus scheme, local growth in housing numbers and share of the national pool (including potential increases to the 'deadweight' for which Councils no longer receive grant).

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

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

General Fund

The updated forecast as at June 2019 is detailed below:

	General Fund						
MTFS Projections 2018/19 - 2024/25	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Projected Balances per MTFS Council February 2019	(5,796)	(4,388)	(2,363)	(519)	1,264	3,296	5,329
Revised Stress Tested Forecasts:							
Best Case Revised Forecast Balances - June 2019	(6,112)	(7,170)	(6,409)	(5,300)	(4,277)	(2,888)	(1,301)
Central Case Revised Forecast Balances - June 2019	(6,112)	(6,070)	(3,465)	(1,715)	45	2,170	4,492
Worse Case Revised Forecast Balances - June 2019	(6,112)	(6,213)	(2,745)	421	3,782	7,492	11,450

Currently, the central case projections identify a shortfall in General Fund balances of £0.5m over 3 years (compared with a forecast shortfall in the February 2019 MTFS projections of £1.8m) – with a shortfall of £2.7m to 2023/24 increasing to £5m over 5 years (the shortfall was previously forecast at £3.8m in 2023/24), including the minimum approved level of £0.5m;

Further savings of around £0.2m p.a. will be required over the next 3 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 £0.1m over 3 years.

The central forecast has been updated to include:

- a) The final outturn for 2018/19 – additional balances of £0.3m from a higher than forecast underspend position of £2.3m. A projected overspend of £0.3m for 2019/20 has been included (plus the potential for returned business rates levy from GBSLEP of £0.3m following finalisation of the audit process);
- b) Lower treasury management investment interest of £0.2m over 3 years from 2020/21 – forecast increases in the Bank of England base rate have been delayed due to the ongoing uncertainty regarding the Brexit process; This has also delayed some of the planned property fund investments with an associated reduction in planned income of £0.3m in 2020/21;
- c) Reduced income from rents and service charges of c.£0.15m p.a.
- d) Potential savings in contingency budgets - General Contingency £100k p.a. (no change in Waste Management, NNDR reserve and Assembly Rooms / income contingencies);

- e) Potential savings of £0.2m p.a. arising from a review of the 2018/19 outturn underspend of £2.3m;
- f) £1.2m from a review of reserves;
- g) Revised lump sum contribution to the pension fund following the 2019 triennial review – an increase of 1% p.a. for 3 years (followed by 2% p.a. thereafter) has been assumed under the central case forecast, £0.2m over 3 years;
- h) A 2.5% p.a. pay award increase has been included within the MTFs – no change has been assumed;
- i) Costs / savings from the planned CCTV and Cleaning service reviews.

No change to the impact from the Business Rates Baseline reset – c. £1.2m p.a. reduced income / increased tariff from 2020/21 from a reset to the Council's baseline need level has already been included. No further changes to the level of Government support / grants arising from the Fair Funding Review / SR 2019 have been included given the uncertainty. Should the implementation of the reviews be delayed, then this could mean retention of an additional c.£1m business rates income which has been included under the best case forecast.

The Bank of England has already indicated that should the UK leave the EU with no deal then this could adversely affect the economy and measures would need to be taken – this could have a significant impact on the finances of the Council but cannot be accurately quantified at this stage (impact on base rate / investment interest, local economy / business rates income, council tax income etc.). This could mean a loss of income of c.£4m over 4 years which has been included under the worst case forecast.

Housing Revenue Account

The updated forecast as at June 2019 is detailed below:

	Housing Revenue Account						
MTFS Projections 2018/19 - 2024/25	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Projected Balances per MTFS Council February 2019	(3,622)	(3,507)	(3,227)	(3,168)	(2,057)	(2,327)	(2,597)
Revised Stress Tested Forecasts:							
Best Case Revised Forecast Balances - June 2019	(4,485)	(4,435)	(4,182)	(4,191)	(3,162)	(3,488)	(3,754)
Central Case Revised Forecast Balances - June 2019	(4,485)	(4,435)	(4,155)	(4,109)	(2,996)	(3,238)	(3,421)
Worse Case Revised Forecast Balances - June 2019	(4,485)	(4,384)	(3,024)	(1,814)	485	1,455	2,487

Currently projections identify HRA balances of £3m over 3 years (compared with a forecast in February of £2.1m) with balances of £3.2m over 4 years to 2023/24 increasing to £3.4m over 5 years (balances were previously forecast at £2.3m in 2023/24), including the minimum recommended balances of £0.5m.

The central forecast has been updated to include:

- a) The final outturn for 2018/19 – additional balances of £0.9m from a higher than forecast underspend position of £1.5m. A projected underspend of £0.1m for 2019/20 has been included;
- b) Lower treasury management investment interest of £0.1m over 3 years from 2020/21 – forecast increases in the Bank of England base rate have been delayed due to the ongoing uncertainty regarding the Brexit process;
- c) Potential savings of £67k p.a. arising from a review of the 2018/19 outturn underspend of £1.5m;
- d) Revised lump sum contribution to the pension fund following the 2019 triennial review – an increase of 1% p.a. for 3 years (followed by 2% p.a. thereafter) has been assumed under the central case forecast, £60k over 3 years;
- e) A 2.5% p.a. pay award increase has been included within the MTFS – no change has been assumed;
- f) No changes have been assumed regarding from the planned stock condition survey and ongoing repairs contract arrangements (however, additional cost pressures in these areas of c.£1m p.a. have been assumed under the worst case forecast).

4. Financial Healthcheck

Executive Summary

This section to the report summarises the main issues identified at the end of June 2019.

General Fund

Revenue

GENERAL FUND	YTD Budget £000	YTD Position £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000
Chief Executive	570	586	16	1,338	1,356	18
AD Growth & Regeneration	289	256	(33)	1,671	1,746	75
ED Organisation	153	135	(18)	465	475	10
AD People	756	778	22	398	442	44
AD Operations & Leisure	999	1,041	42	2,392	2,547	155
ED Finance	30	32	2	-	7	7
AD Finance	1,253	1,298	45	1,651	1,604	(47)
AD Assets	(214)	(272)	(58)	(992)	(992)	-
AD Neighbourhoods	344	113	(231)	1,578	1,578	-
AD Partnerships	125	134	9	902	961	59
Total	4,305	4,101	(204)	9,403	9,724	321

The General Fund has a favourable variance against budget at Period 3 of £204k.

- The projected full year position identifies an unfavourable variance against budget of £321k or 3.41%.
- This projection has highlighted several budget areas for concern (detailed at **Appendix C**).
- A balance of £272k was held in the General Contingency Budget at the end of June 2019.

Capital

GENERAL FUND	Budget Reprofiled from 2018/19 (memo only) £000	YTD Budget £000	YTD Actual Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile to 2020/21 (memo only) £000	Outturn £000
Chief Executive	730	-	-	-	730	730	-	-	730
AD Growth & Regeneration	721	366	332	(33)	841	841	-	-	841
ED Organisation	-	-	-	-	-	-	-	-	-
AD People	174	189	94	(95)	234	234	-	-	234
AD Operations & Leisure	3,032	780	794	14	3,110	3,110	-	-	3,110
ED Finance	-	-	-	-	-	-	-	-	-
AD Finance	12,131	12,131	-	(12,131)	12,131	12,131	-	-	12,131
ED Communities	-	-	-	-	-	-	-	-	-
AD Assets	376	557	347	(210)	1,101	1,101	-	-	1,101
AD Neighbourhoods	79	42	12	(30)	79	79	-	-	79
AD Partnerships	92	-	-	-	92	92	-	-	92
GF Contingency	595	595	-	(595)	595	476	(119)	-	476
TOTAL GENERAL FUND	17,929	14,660	1,579	(13,080)	18,912	18,793	(119)	-	18,793

- Capital expenditure incurred was £1.579m compared to a profiled budget of £14.660m.
- It is predicted that £18.793m will be spent by the year-end compared to a full year budget of £18.912m (this includes re-profiled schemes from 2018/19 of £17.929m).
- A summary of Capital expenditure is shown at **Appendix D**.

Treasury Management

- At the end of June 2019 the Authority had £64.439m invested in the money markets. The average rate of return on these investments is 1.04% though this may change if market conditions ease.
- Borrowing by the Authority stood at £63.060m at the end of June 2019, 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 £4.384m at the year-end from normal revenue operations compared to £4.388m projected within the 2019/20 budget report.

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	(4,318)	(4,453)	(135)	(3,704)	(3,784)	(80)
ED Communities	27	29	2	-	-	-
AD Operations & Leisure	43	47	4	167	183	16
AD Assets	200	212	12	402	402	-
AD Neighbourhoods	552	511	(41)	3,250	3,250	-
Housing Repairs	1,009	941	(68)	-	-	-
Total	(2,487)	(2,713)	(226)	115	51	(64)

- The HRA has a favourable variance against budget at Period 3 of £226k.
- The projected full year position identifies a favourable variance against budget of £64k. Individual significant budget areas reflecting the variance are detailed at **Appendix C**.

Capital

HOUSING REVENUE ACCOUNT	Budget Reprofiled from 2018/19 (memo only) £000	YTD Budget £000	YTD Actual Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile to 2020/21 (memo only) £000	Outturn £000
AD Assets	22,254	7,846	5,320	(2,526)	31,181	28,711	(2,470)	2,470	31,181
HRA Contingency	100	100	-	(100)	100	100	-	-	100
TOTAL HOUSING REVENUE ACCOU	22,354	7,946	5,320	(2,826)	31,281	28,811	(2,470)	2,470	31,281

- Housing Capital expenditure of £5.320m has been incurred as at the end of Period 3 compared to a profiled budget of £7.946m.
- It is predicted that £28.811m will be spent by the year-end compared to the full year budget of £31.281m (including £22.354m re-profiled from 2018/19);
- Members are asked to approve the virement of £1,000,000 from CR7003 Regeneration General to CR7004 HRA Acquisitions. Budget code CR7004 is used for the purchase of properties on the open market, acquisitions are funded in part (maximum 30%) through 1-4-1 right to buy (RTB) receipts with the remainder being funded through other capital receipts and revenue contributions from the HRA. In order to spend all of the available 1-4-1 funds there is a need to increase the HRA funded proportion of the capital funding allocation. The virement of funds from CR7003 to CR7004 will allow us to purchase sufficient properties to maximise use of 1-4-1 monies as they are time limited and would have to be repaid to MHCLG if not spent. We are currently looking at the property market with a view to acquiring properties that become available.
- A summary of Capital expenditure is shown at **Appendix D**.

Balances

- Balances on the Housing Revenue Account are projected to be in the region of £4.434m at the year-end compared to £3.507m projected within the 2019/20 budget report – additional balances of £0.9m.

CORPORATE CAPITAL STRATEGY		
Workstreams	Lead	RAG status
MTFS to include consideration of Capital Expenditure (Due October 2019)	LP	
Monthly Capital Monitoring Reports (On going from June 2019)	LP	
Review Capital Appraisal Process (Due October 2019)	LP	
Review Asset Management Strategy – incorporating revised Stock Condition Survey (Due 2020/21)	PW	
Review of Building Repairs Fund (BRF) (Due October 2019)	PW / LP	
Review of Commercial Property – monitoring of performance to be established (Due October 2019)	PW / LP	

Key milestones achieved

- Capital Strategy included with Budget and MTFS to be presented to Cabinet 24th January and Joint Scrutiny Cttee 30th January
- Feedback received from Link Asset Services and subsequent amendments/updates made to strategy
- ASSG meetings scheduled 1/4ly in diaries starting 28/03/19.

PRIORITY REVIEW - CLEANERS

Workstreams	Lead	RAG status
Project Scoping	PW	
PID	PW	
Demands analysis	TW	
Review of staffing needs and costing/Service standards	TW	
Implementation	PW	

Key milestones achieved

- Project scoped, PID completed and agreed
- Demands analysis complete
- Service standards and staffing inputs mapped
- Costed model produced
- Report presented to CMT

PRIORITY REVIEW – LEISURE SERVICES		
Workstreams	Lead	RAG status
Evidence gathering	SMcG/KM	Yellow
Review Information- to meet with ED Communities and ED DCE, AD Partnerships to discuss options leisure requirements	AG/SMcG	Green

Key milestones achieved

PRIORITY REVIEW - CCTV		
Workstreams	Lead	RAG status
Project Resourcing	TMM	Green
Shared Service – ICT Ankerside & Business continuity	GY	Green
Shared Service – Mobilisation to WMCA (investment and SOPs)	MB	Green
Shared Service – OOH procedures, bollard management and key control	LB	Green
Communications Planning	LR	Green
TUPE & Staffing Matters	JN	Green
Shared Service – Surveillance Commissioner Standards	LB/JS	Green
Commercial development – Tamworth; Castle; Assembly Rooms	Relevant AD	Green

Key milestones achieved
<ul style="list-style-type: none"> • Cabinet decision – 020719 approved shared service – Scrutiny recommendations and amendment to support as closely as possible • Appointments & Staffing report diarised for 17-7-19 • Monthly Project Group meetings in diary until 2020 • Meeting on 050719 to map above work-stream and formalise key leads and tasks

DELIVERY & APPROVAL OF THE TAMWORTH COMMUNITY OFFER		
Workstreams	Lead	RAG status
Creating and using Knowledge and Insight	ZW	Green
Service Offer	RB	Green
Collaborative Partnerships	RB	Green
Project Governance	RB	Green

Key milestones achieved
<ul style="list-style-type: none"> • Member zone established • TSP re-established Partnership Plan agreed

RISK MANAGEMENT STRATEGY		
Workstreams	Lead	RAG status
Review of current reporting process / format		
Rationalize and Co-ordinate mitigating actions		
Identification of Corporate Risks- ensure all captured, aligned and reported		

Key milestones achieved
<p>Appointment of consultants to assist with undertaking the review and project scoped</p> <p>Review of current risk undertaken and new grouping proposed(reduction to 14 categories)</p> <p>Appointment of "Service Risk Champions"</p>

IMPLEMENT CUSTOMER PORTAL		
Workstreams	Lead	RAG status
CRM – Workflow360 <ul style="list-style-type: none"> Processes with Civica for building 	Jon McDevitt	
Portal – Portal 360 <ul style="list-style-type: none"> Processes with Civica for building 	Jon McDevitt	

Key milestones achieved
<ul style="list-style-type: none"> 06/06/2019 Conference call between TBC, Civica and Orchard to discuss integration of portals. Address data verified 12/06/2019 Project working team meeting to discuss CRM UAT, training and Go Live 17/06/2019 Civica presentation of Move In/Out and Complaints process design 20/06/2019 TBC review of Move In/Out and Complaint process 26/06/2019 TBC review of existing forms for inclusion in Move In/Out and Complaints process Installation of Portal software LLPG addresses loaded in to Test Workflow360

ICT STRATEGY		
Workstreams	Lead	RAG status
ICT Strategy		

Key milestones achieved
<ul style="list-style-type: none"> Initial phase completed May 2019 Short term priorities planned in ICT work plans Long term actions to be factored into ICT Strategy

ORGANISATIONAL DEVELOPMENT STRATEGY		
Workstreams	Lead	RAG status
Organisational Development Strategy		

Key milestones achieved
<ul style="list-style-type: none"> Initial scoping session complete First draft circulated to project team for comment

REPAIRS & INVESTMENT CONTRACT		
Workstreams	Lead	RAG status
Appoint external support [Complete]	PW	
Agree & Purchase SOR	PW	
Finalise 5-year work programmes & Budgets	PW/LP	
Update Repairs & Void Policies	PW/TM	
Scope Call Centre Requirements	PW/ZW	
TUPE matters	PW/ZW	
Tenant & Leasehold Consultation	PW/TM	
Procurement of main contract (June 2019 to start)	PW	
Mobilisation (December 2019 to start)	PW	
IT Requirements & Implementation	GY	
Communications with Members	PW	

Key milestones achieved
<ul style="list-style-type: none"> Cabinet approval received to proceed with Procurement of new contracts (Dec 2018). TCG informed of decision. External Support now appointed [Anthony Collins & Rand Associates] Stage 1 Leaseholder consultation letters drafted ready for release on Friday 5th April. Initial TUPE data supplied by Wates Stage 1 of tender process commenced.

COMPLETION OF NEW COUNCIL HOUSING AT TINKERS GREEN & KERRIA		
Workstreams	Lead	RAG status
Developer procurement	PW	Green
Decant and empty property management	TM	Green
Land and property acquisition and retail	PW	Yellow
Demolition	PW	Green
Communication	LR	Green
Local Lettings Policy	TM	Red

Key milestones achieved
<ul style="list-style-type: none"> • Contract in place • Clerk of Works appointed • Homes England funding confirmed and spent • Demolition of both sites complete • Construction work underway on both sites. • Handover schedule in place with first units due for completion in July 2019 • Revised handover schedule on target for Autumn 2020 completion

WELFARE REFORM		
Workstreams	Lead	RAG status
Project group TORs	TMM	Green
Transition FTAs to Finance	LB/LP	Yellow
Impact Universal Credit Welfare Reform	LB/MB	Yellow
Third Sector Commissioning	LB/JS	Yellow
Self-assessment & Accreditation	TMM	Yellow
Digitisation and links to Portal	LB/HoCS	Yellow

Key milestones achieved

HOUSING STRATEGY		
Workstreams	Lead	RAG status
Housing Strategy	J Sands	Green

Key milestones achieved
<ul style="list-style-type: none"> • Draft tender document out for comment until 17th June 2019 • Publish on Intend by 30th June 2019 • Tender document loaded on Intend for response by 31st July 2019

ALLOCATIONS POLICY		
Workstreams	Lead	RAG status
Governance	TMM	Green
ICT Banding, testing and modelling	JW	Green
Policy revisions and Impact Assessment (inc legal)	DK (& Trowers)	Green
Consultation & Comms	LR	Green
Local Lettings Planning (Tinkers & Kerria)	TMM/JoM	Yellow
Risk Management	GS	Green

Key milestones achieved
<ul style="list-style-type: none"> • Last ELT Update 070619 – comprehensive details provided • Full Council – extraordinary meeting 191119 (Approve Allocations policy) • H&W Scrutiny invited October 2019 • Interim consultation report available – continues until end of august 2019 • Trowers engaged for policy/impact assessment review and support

LEISURE STRATEGY		
Workstreams	Lead	RAG status
Review evidence from leisure services priority review	AG/SMcG	Yellow
Prepare brief for Leisure Strategy and Indoor & Outdoor sports strategy	AG/SMcG	Green
Appoint external consultants for the both	AG/SMcG	Green
Produce both Leisure Strategy and Indoor & Outdoor sports strategy	AG/SMcG	Green
Endorse both Leisure Strategy and Indoor & Outdoor sports strategy	AG/SMcG	Green

Key milestones achieved
Evidence gathering underway

OPENING OF THE NEWLY REFURBISHED ASSEMBLY ROOMS		
Workstreams	Lead	RAG status
Business plan- currently being updated	Adey Ramsel	Yellow
Communications Plan	Linda Ram	Green
Marketing Plan	Anna Toone	Green
Operational Procedures	Jody Ross	Green
Food and Beverage offer	SMcG	Yellow
Licensing	Jody Ross	Light Green
Technology infrastructure	G Youlden	Light Green
Project design and Build	T Hobbs	Yellow
Public Realm	SMcG	Red
Opening events	A Ramsel	Green

Key milestones achieved
High level plastering complete Completion programme achieved with handover date of 1/11/19

TOWN CENTRE PROGRAMME		
Workstreams	Lead	RAG status
Town Centre Strategy	Matt Fletcher	Orange
Gungate Masterplan	David hunter	Green
TIC	Matt Fletcher	Green
Place Investment Strategy	Matt Fletcher	Orange
Car Parking Strategy	Matt Fletcher	Orange
Market re-tender	Matt Fletcher	Green
Communications and Engagement	Zoe Wolicki	Green
Town Centre Funding Applications	Matt Fletcher	Green

Key milestones achieved
<p>Town Centre Strategy</p> <ul style="list-style-type: none"> TBC has led on a GBSLEP piece of work on Town Centre Ecosystems that will inform our strategy - due October TBC piloting an approach with GBSLEP on Town Centre Investment Models, that will inform our strategy - due October 2019 <p>Gungate Masterplan</p> <ul style="list-style-type: none"> Developed a strong dialogue with NCP land assembly discussions have progressed draft masterplan issued that has cabinet support in principle

Place Investment Strategy

- outline proposals of strategy submitted to CMT

Market re-tender

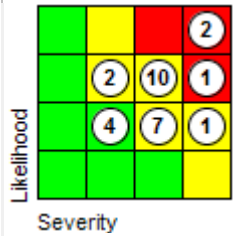
- Cabinet approval given for permission to go out to tender

Town Centre Funding Applications

- Future High Streets Fund (FHSF) Submitted
- FHSF decisions received – pass ported through to next round with support from High Street Task Force
- Heritage Action Zone bid submitted

Corporate Risk Register

Corporate Risk Register – Heat Map









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






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Risk	Date Reviewed	Current Risk Severity	Current Risk Likelihood	Current Risk Rating	Current Risk Status
Funding gaps	01-Jul-2019	3	3	9	
Business Rates Retention	01-Jul-2019	3	3	9	
New Homes Bonus	01-Jul-2019	3	2	6	
Welfare and Benefit Reform	01-Jul-2019	3	3	9	
Failure to manage budgets	01-Jul-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	01-Jul-2019	2	2	4	
Management of Assets	27-Jun-2019	2	2	4	
New Revenue Streams	01-Jul-2019	3	3	9	
Workforce Planning Challenges	27-Jun-2019	3	2	6	
Continuous Improvement	27-Jun-2019	2	2	4	
Partnerships fail	27-Jun-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	27-Jun-2019	3	3	9	
Assurance Process	03-Jul-2019	2	3	6	
Legislation	27-Jun-2019	3	2	6	
Policies & Procedures	27-Jun-2019	3	2	6	
Ethics	03-Jul-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	27-Jun-2019	3	3	9	
Safeguarding Children & Adults (including Modern Slavery)	03-Jul-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	03-Jul-2019	3	3	9	
Housing Needs	27-Jun-2019	3	3	9	
Economic Changes	03-Jul-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	27-Jun-2019	4	3	12	
Cyber Security	27-Jun-2019	4	2	8	
Business Continuity	27-Jun-2019	3	3	9	

Title	Description
Brexit	The Impact of Brexit upon the Council

Risk	Date Reviewed	Current Risk Severity	Current Risk Likelihood	Current Risk Rating	Current Risk Status
Financial	08-Jul-2019	4	4	16	
The Impact of Brexit upon the Council	08-Jul-2019	4	4	16	

Risk Status	
	High Risk
	Medium Risk
	Low Risk

Appendix C

General Fund – Main Variances

Service Area	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	-	(20,130)	20,130	(80,540)	80,540	-	Vacancy Allowance
Ad People	ICT	Vacancy Allowance	-	(8,700)	8,700	(34,850)	34,850	-	Vacancy Allowance
Ad Neighbourhoods	Homelessness	Provision For Bad Debts	1,103	58,900	(57,797)	58,900	-	58,900	Report to go to Cabinet re write off of historical B&B debt
		Bed And Breakfast Cost	16,429	52,020	(35,591)	208,080	-	208,080	Report will be going to Cabinet outlining changes to charging policy for B&B
		Bed & Breakfast Income	(5,931)	(51,030)	45,099	(208,070)	-	(208,070)	
	Homelessness Strategy	Government Grants	(145,855)	-	(145,855)	-	-	-	HQN working on updating the evidence base for the homelessness strategy which will result in a detailed spending plan for homeless based prevention activity - report due to cabinet Dec 2019 as part of the MHCLG requirement
Ad Growth & Regeneration	Development Control	Fees & Charges Planning App	(136,098)	(50,010)	(86,088)	(200,010)	-	(200,010)	£100k of income was received in advance in 2018/19 and was brought forward into 2019/20. This relates

Service Area	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
									to work carried out early in the new financial year in respect of the golf course development. It is too soon to predict if total income for the year will exceed budget.
Ad Finance	Benefits	Rent Allowances	1,525,952	1,679,700	(153,748)	7,200,960	(642,270)	6,558,690	Based on DWP Est Claim P3
		Council Tenant Rent Rebates	2,303,601	2,189,720	113,881	8,253,350	(272,620)	7,980,730	
		Council Tenant Grant	(2,262,306)	(2,149,680)	(112,626)	(8,102,660)	184,590	(7,918,070)	
		Private Tenant Grant	(1,471,257)	(1,625,000)	153,743	(6,968,280)	599,210	(6,369,070)	Based on e-Fins @ p3
		Overpayment Private Tenant	(68,876)	(85,350)	16,474	(341,340)	65,840	(275,500)	
		Pt Overpayment Recovery	20,477	-	20,477	-	81,910	81,910	
	Ct Overpayment Recovery	23,135	-	23,135	-	92,540	92,540		
Benefits Administration	Government Grants	(61,162)	(5,890)	(55,272)	(10,730)	-	(10,730)	UC/New Burdens Grants not budgeted - no variance reported as yet	
Ad Finance	Corporate Finance	Consultants Fees	77,823	31,260	46,563	125,000	(30,000)	95,000	Projected underspend reflects limited spend in first quarter
		Contribution To Reserves	-	-	-	1,350,000	700,000	2,050,000	Provision for levy payment should it be required

Service Area	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
		NNDR Levy Payments	-	-	-	965,810	(700,000)	265,810	Unlikely to pay over levy to GBSLEP under pooling pilot arrangements
	Treasury Management	Miscellaneous Interest & Dividends	(165,270)	(104,610)	(60,660)	(418,410)	(242,640)	(661,050)	Higher than budgeted investment balances
		Property Fund Dividends	(30,436)	(60,000)	29,564	(240,000)	91,250	(148,750)	Lower income due to lower investment of £3.85m to date

Housing Revenue Account – Main Variances

Service Area	Cost Centre	Account Code	Year To Date Position Sub Total	Year To Date Position Budget	Year To Date Position Variance	Full Year Position Budget	Full Year Position Predicted Outturn Variance	Full Year Position Predicted Outturn	Comment
Housing Repairs	Repairs Contract	Responsive Repairs	267,876	333,000	(65,124)	1,332,000	-	1,332,000	Works are reactive in nature and are dealt with ad-hoc on request
		Voids	379,856	193,250	186,606	773,000	-	773,000	There have been a number of high-cost voids, these will need to be monitored through the year as some expenditure will be capital in nature and will result in recoding to the capital budgets.
		Periodic Electrical Testing	-	77,058	(77,058)	308,230	-	308,230	Spend currently sits in the response code and will need to be recoded out.
		Planned Maintenance	275	44,475	(44,200)	177,900	-	177,900	Works being programmed in for completion.
HRA Summary	H R A Summary	Provision For Bad Debts	128,279	200,000	(71,721)	200,000	-	200,000	Bad debt is likely to increase whilst the rollout of UC continues. Income recovery remains a priority to limit any increase in arrears.
HRA Summary	H R A Summary	Rents	(4,657,808)	(4,606,921)	(50,887)	(17,364,550)	(80,000)	(17,444,550)	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

Service Area	Budget Reprofiled from 2018/19 (memo only) £000	YTD Budget £000	YTD Actual Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile to 2020/21 (memo only) £000	Outturn £000	Comments
Chief Executive										
Gungate Development	730	-	-	-	730	730	-	-	730	Work ongoing to develop plans for the site
Service Area Total	730	-	-	-	730	730	-	-	730	
AD Growth										
Castle Mercian Trail	576	330	330	-	576	576	-	-	576	-
Gateways	139	30	(1)	(31)	259	259	-	-	259	Funds for Phase 3 (Corporation St)
Cultural Quarter - Carnegie Centre	6	6	3	(3)	6	6	-	-	6	-
Service Area Total	721	366	332	(33)	841	841	-	-	841	
AD People										
Replacement It Technology	69	84	54	(29)	129	129	-	-	129	Commitments for replacement servers & penetration testing
EDRMS (Electronic Document Records Management System)	50	50	-	(50)	50	50	-	-	50	Budget to be spent in line with any requirements of the Customer Portal/CRM/integration project
Income Management & Receipting System	10	10	10	(0)	10	10	-	-	10	Will complete shortly
New Time Recording System 17/18	15	15	-	(15)	15	15	-	-	15	To be progressed
Self Service Customer Portal	30	30	30	(1)	30	30	-	-	30	This stage of the project will complete this year
Service Area Total	174	189	94	(95)	234	234	-	-	234	

Service Area	Budget Reprofiled from 2018/19 (memo only) £000	YTD Budget £000	YTD Actual Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile to 2020/21 (memo only) £000	Outturn £000	Comments
AD Operations & Leisure								-		
Wigginton Park Section Section 106	10	-	-	-	10	10	-	-	10	Plans to deliver scheme in line with Wigginton Park Management Plan
Broadmeadow Nature Reserve	17	-	-	-	17	17	-	-	17	Ongoing works to complete management plan and HLS agreement
Public Open Space Section 106	10	-	-	-	10	10	-	-	10	Spend in line with work plan
Street Lighting	7	-	4	4	35	35	-	-	35	Works to be delivered in line with 30 year project plan
Local Nature Reserves	23	-	-	-	23	23	-	-	23	Works ongoing to deliver items from management plan for various LNRs
Community Woodland Cycleway	200	-	-	-	200	200	-	-	200	Variation to design spec to be included with Amington Community Woodland
Amington Community Woodland	302	30	34	4	352	352	-	-	352	Out to consultation and design phase - intended for works to be completed over the winter months
3G Sports Facility	310	-	-	-	310	310	-	-	310	Agreement with Sport England signed work due to start on site with completion expected by end of November
Assembly Rooms Development	2,053	750	756	6	2,053	2,053	-	-	2,053	Building works to be completed Summer 2019

Service Area	Budget Reprofiled from 2018/19 (memo only) £000	YTD Budget £000	YTD Actual Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile to 2020/21 (memo only) £000	Outturn £000	Comments
Indoor and Outdoor Sports Feasibility	100	-	-	-	100	100	-	-	100	Consultation due to be completed October - looking to link in with review of Gungate site and strategy for the whole borough
Service Area Total	3,032	780	794	14	3,110	3,110	-	-	3,110	
AD Finance										
Property Funds	8,131	8,131	-	(8,131)	8,131	8,131	-	-	8,131	£8.131m 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	-
Service Area Total	12,131	12,131	-	(12,131)	12,131	12,131	-	-	12,131	
AD Assets										
Disabled Facilities Grant	72	234	184	(50)	722	722	-	-	722	Budget expected to be spent in full
Agile Working Phase 2	124	124	-	(124)	124	124	-	-	124	Scheme not yet identified.
Energy EFF Upgrade Commercial and Industrial Properties	-	19	-	(19)	75	75	-	-	75	Works done on ad-hoc basis as units become vacant
Castle Grounds Toilet Refurbishment	180	180	163	(17)	180	180	-	-	180	Works on site due to complete late Jul, early Aug
Service Area Total	376	557	347	(210)	1,101	1,101	-	-	1,101	
AD Neighbourhoods										
Homelessness Reduction Act	30	30	-	(30)	30	30	-	-	30	Funds carried forward from 2018/19, spend expected in line with capital appraisal

Service Area	Budget Reprofiled from 2018/19 (memo only) £000	YTD Budget £000	YTD Actual Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile to 2020/21 (memo only) £000	Outturn £000	Comments
CCTV Camera Renewals	49	12	12	(0)	49	49	-	-	49	Spend in 2019/20 in support of CCTV service review
Service Area Total	79	42	12	(30)	79	79	-	-	79	
AD Partnerships										
Private Sector Coalfields Fund	92	-	-	-	92	92	-	-	92	Funds re-profiled from 2018/19 - programme to be developed
Service Area Total	92	-	-	-	92	92	-	-	92	
GF Contingency										
Gf Contingency	35	35	-	(35)	35	35	-	-	35	Will require approval from Cabinet to release funds
Cont-Return On Investment	160	160	-	(160)	160	160	-	-	160	To be released for CCTV investment costs
GF Contingency Plant and Equipment	100	100	-	(100)	100	100	-	-	100	Contingency for plant and equipment purchases supported by a business case approach
Civil Contingencies Technology 17/18 (Contingency)	19	19	-	(19)	19	-	(19)	-	-	No longer required
Refurbishment of Marmion House Reception (Contingency)	100	100	-	(100)	100	-	(100)	-	-	Unlikely to be required / wider review underway
GDPR Compliance (Contingency)	31	31	-	(31)	31	31	-	-	31	Review underway, but will require approval from Cabinet to release funds
Mobile Phone Contract (Contingency)	20	20	-	(20)	20	20	-	-	20	Review underway, but will require approval from Cabinet to release funds

Service Area	Budget Reprofiled from 2018/19 (memo only) £000	YTD Budget £000	YTD Actual Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile to 2020/21 (memo only) £000	Outturn £000	Comments
Private Sector Improvement Grants (Coalfields Funding)	130	130	-	(130)	130	130	-	-	130	Review underway, but will require approval from Cabinet to release funds
Service Area Total	595	595	-	(595)	595	476	(119)	-	476	
GENERAL FUND TOTAL	17,929	14,660	1,579	(13,080)	18,912	18,793	(119)	-	18,793	

HOUSING REVENUE ACCOUNT										
Service Area	Budget Reprofiled from 2018/19 (memo only) £000	YTD Budget £000	YTD Actual Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile to 2020/21 (memo only) £000	Outturn £000	Comments
AD Assets										
Structural Works	-	75	90	15	300	300	-	-	300	Works done on an ad-hoc basis
Bathroom Renewals	30	172	6	(167)	598	598	-	-	598	Expected to be spent in full by year end
Gas Central Heating Upgrades and Renewals	203	375	40	(335)	889	889	-	-	889	
Kitchen Renewals	36	295	55	(240)	1,073	1,073	-	-	1,073	
Major Roofing Overhaul and Renewals	-	228	(0)	(228)	911	911	-	-	911	
Window and Door Renewals	-	162	96	(66)	649	649	-	-	649	
Neighbourhood Regeneration	-	187	-	(187)	749	749	-	-	749	Budget profile to be reviewed
Disabled Facilities Adaptations	24	77	20	(57)	236	236	-	-	236	Expected to be spent in full by year end
Rewire	-	91	-	(91)	362	362	-	-	362	
CO2 / Smoke Detectors	-	16	24	8	64	64	-	-	64	
Insulation	-	4	-	(4)	18	18	-	-	18	
Strode House Car Park and Garages	171	171	171	(0)	171	171	-	-	171	
Renew High Rise Lifts	280	280	-	(280)	280	-	(280)	280	280	Old project still on site, new lifts won't commence until next year.
High Rise Lift Renewals 2012	158	158	42	(116)	158	158	-	-	158	-
Fire Upgrades To Flats 2012	1,985	1,452	1,452	0	1,985	1,985	-	-	1,985	Due to complete Dec 2019

Sheltered Schemes	-	25	-	(25)	100	100	-	-	100	Plan to spend budget currently being developed
Service Area	Budget Reprofiled from 2018/19 (memo only) £000	YTD Budget £000	YTD Actual Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile to 2020/21 (memo only) £000	Outturn £000	Comments
Energy Efficiency Improvements	-	18	-	(18)	70	70	-	-	70	Projects have been identified
High Rise Balconies	43	43	29	(14)	43	43	-	-	43	Scheme almost completed
Works to High Rise Flats	863	863	711	(152)	863	863	-	-	863	-
Retention of Garage Sites	-	125	(0)	(125)	500	500	-	-	500	Scheme with Members for decision
Capital Salaries	-	50	-	(50)	200	200	-	-	200	-
Tinkers Green	10,753	931	958	27	10,753	9,413	(1,340)	1,340	10,753	Project due to complete Autumn 2020 - budget profile to be reviewed
Kerria Estate Project	6,762	476	546	70	6,762	5,912	(850)	850	6,762	Project due to complete Autumn 2020
Regeneration General	-	500	7	(493)	2,000	2,000	-	-	2,000	Subject to virement £1m to CR7004
Other Acquisitions	946	1,071	1,072	1	1,446	1,446	-	-	1,446	Subject to virement £1m from CR7003 - should be fully spent by year end
Service Area Total	22,254	7,846	5,320	(2,526)	31,181	28,711	(2,470)	2,470	31,181	
HRA Contingency										
HRA Contingency	100	100	-	(100)	100	100	-	-	100	Will require approval from Cabinet to release funds
Service Area Total	100	100	-	(100)	100	100	-	-	100	
HRA Total	22,354	7,946	5,320	(2,526)	31,281	28,811	(2,470)	2,470	31,281	

Treasury Management Update – Period 3 - 2019/20**Investments held as at 30th June 2019:**

Borrower	Deposit £	Rate %	From	To	Notice
National Westminster Bank plc	4,001,189	0.95%	05-Jul-18	05-Jul-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	-
Bank of Scotland	2,000,000	1.1000%	03-Jan-19	03-Jan-20	-
Bank of Scotland	2,000,000	1.1000%	04-Jan-19	03-Jan-20	-
Lloyds Bank	1,000,000	1.1000%	08-Feb-19	07-Feb-20	-
Bank of Scotland	2,000,000	1.1000%	11-Feb-19	10-Feb-20	-
Barclays Bank	3,000,000	0.8900%	12-Mar-19	12-Sep-19	-
Thurrock Council	7,000,000	1.1200%	13-Mar-19	13-Feb-20	-
Lloyds Bank	2,000,000	1.2500%	03-Apr-19	03-Apr-20	-
Lloyds Bank	2,000,000	1.2500%	03-Apr-19	03-Apr-20	-
Barclays Bank	2,000,000	0.8400%	05-Apr-19	07-Oct-19	-
Thurrock Council	3,000,000	0.9000%	10-Apr-19	10-Oct-19	-
National Westminster Bank plc	2,000,791	0.9200%	28-Jun-19	26-Jun-20	-
Goldman Sachs	10,000,000	1.17%	-	-	180 day
Santander	10,000,000	1.00%	-	-	180 day
MMF – PSDF	2,199,000	0.74%*	-	-	On call
MMF – Federated	3,000,000	0.96%*	-	-	On call
MMF – Federated	1,236,731	0.75%*	-	-	On call
Total	64.438	1.04 (avg)			

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

External Borrowing as at 30th June 2019:

<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		

