

## **Quarter Two 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 1** 2019 to 2022 Corporate Plan actions update,

**Appendix 2** Corporate Risks,

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

**Appendix B** Capital programme monitoring,

**Appendix C** 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 1**.

Details on the Corporate Risk Register are included at **Appendix 2**

## 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 approved total £75k (£1k lower than at September 2019 - £76k) with 122 successful claims from 175 applications (compared to 177 successful claims from 264 applications at September 2018). There is a 1 week backlog (4 weeks as at September 2018) of claims still to be processed which may increase this figure.

Live caseload figures are 206 lower than 2018/19 – currently 5,393 (5,599 at September 2018). The average time taken to process new Housing Benefit/Council Tax Benefit claims and change events was 6.8 days to September 2019 (11.4 days to September 2018).

### NNDR

Reminders (465 at September 2019) are higher than 2018/19 levels (396 at September 2018) with summons and liability orders at higher levels than 2018/19. Enforcement agent referrals are higher than 2018/19 levels (36 referrals to September 2019 compared to 20 at September 2018).

Strong collection performance is reported - current year collection levels are at 57.4%, ahead of target by 0.8% at 30 September. Court costs of £4k are higher than anticipated at £3k. Arrears collected for 2018/19 are ahead of target at 36.8% compared to target of 17.4%.

### Council Tax

Reminders are 556 higher than 2018/19 levels (9,330 at September 2019 compared to 8,774 at September 2018) with summonses, liability orders and attachment of earnings also at higher levels. Enforcement agent referrals are 26% higher than 2018/19 levels (1,106 referrals to September 2019 compared to 881 at September 2018).

Current year collection levels at 58.5% are ahead of the target of 58.2% at September 2019 (with a target of 98% for the 2019/20 financial year). Court cost income is lower than anticipated by £2k at £136k.

Arrears collection for 2019/20 at 32.9% is ahead of the target of 32.6% - work on further approaches to realise more Council Tax revenue is in place.

Collection Fund – the estimated surplus is £17k for the year with a LCTS projected underspend of £21k (total £38k).

## Housing

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

Indicator	Qtr 4 2018/19	Qtr 1 2019/20	Qtr 2 2019/20
Number of Council Tenants on Universal Credit	645	736	858
Number of Council Tenants on Universal Credit in Rent Arrears	443	591	609
Percentage of Council Tenants on Universal Credit in Rent Arrears	68.7%	80.3%	71.0%
Number of Council Tenants on Universal Credit not in Rent Arrears	202	145	249
Percentage of Council Tenants on Universal Credit not in Rent Arrears	31.3%	19.7%	29.0%

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 September 2019 were £576k compared to £494k at 31 March 2019 – an increase of £82k (compared to a £299k increase as at 30 September 2018).

Total arrears (including former tenant arrears, recharges, court costs and garages etc.) are £1.95m at 30 September 2019, compared to £1.84m at 31 March 2019, an increase of £113k (compared to a £320k increase between 31 March 2018 and 30 September 2018).

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

There were 4 evictions during the period to August 2019 compared to 6 to August 2018.

There were no court cases where bedroom subsidy, cap or other is the primary reason for possession proceedings (3 to September 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	Qtr 2 2019/20
live caseload figure	5,652	5,599	5,551	5,514	5,431	5,393
Number of Universal Credit claimants in Tamworth	1,494	1,905	2,235	2,682	2,979	3,924
Number of Council Tenants on Universal Credit	445	523	589	645	736	858
Number of Council Tenants on Universal Credit and in Rent Arrears	0	441	473	443	591	609
Percentage of Council Tenants on Universal Credit and in Rent Arrears	-	84.3%	80.3%	68.7%	80.3%	71.0%
Number of Council Tenants on Universal Credit and not in Rent Arrears	0	82	116	202	145	249
Percentage of Council Tenants on Universal Credit and not in Rent Arrears	-	15.7%	19.7%	31.3%	19.7%	29.0%
Number of Council Tax Payers on Universal Credit	368	529	632	745	867	1030
Number of Council Tax Payers on Universal Credit and in arrears with Council Tax payments	83	161	218	261	200	293
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%	28.5%
Number of Council Tax Payers on Universal Credit and not in arrears with Council Tax payments	285	368	414	484	667	737
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%	71.6%
Number of Universal Credit claimants nationally	920,000	1,100,000	1,426,540	1,736,431	2,046,443	2,476,697
Discretionary Housing Payments made - Year to date	46,720	76,487	102,769	140,303	33,116	67,972
Amount of Discretionary Housing Payments made to Universal Credit claimants - Year to date	19,324	34,343	50,115	82,001	17,894	48,765

### **3. Medium Term Financial Strategy 2018 to 2025 monitoring**

The budget setting process has faced significant constraints in Government funding in recent years - over 50% in real terms since 2010. The 4 year Local Government Finance Settlement confirmed in February 2016 that austerity measures are to continue with Revenue Support Grant (RSG) all but eradicated for most Councils by 2020 – and suggests that the key challenges that the Authority is currently addressing are likely to become greater.

The 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).
- 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.£160k p.a. from 2020/21. There was a £2.3m underspend in 2018/19 – although much of this arose from windfall income, c. £0.7m was lower level underspends.
- 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 2020/21.
- 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.

However, there remains a high degree of uncertainty arising from the most significant changes in Local Government funding for a generation. The following reforms were planned to be in place by 2020/21 but given announcements following the 2019 Spending Round these have been deferred until 2021/22.

The government previously stated its intention to hold a new Spending Review in 2019, covering the period 2020/21 to 2022/23. However, a one-year Spending Round has been carried out, covering the financial year 2020/21; and this will be followed in 2020 by a full Spending Review, reviewing public spending as a whole and setting multi-year budgets.

In addition, the Government have said that, given the need to provide certainty and stability for next year, the longer-term reforms for the local government finance system, including business rates retention and fairer funding (Review of Relative Needs and Resources), have been delayed until 2021/22.

- Fair Funding Review (FFR) of the distribution methodology (now from 2021/22) 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.
- Spending Review 2020 (SR20) – 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 (now from 2021/22) – the Government announced that Councils will be able to retain 75% of business rates collected 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 and redistribution of the growth achieved since 2013 of over £1m p.a. (now from 2021/22);
- 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). The 4-year legacy payments for New Homes Bonus (NHB) will be paid, but there still remains uncertainty regarding new payments.

It is the Government's intention to look again at the New Homes Bonus for 2021/22 and explore the most effective way to incentivise housing growth. They plan to consult widely on proposals prior to implementation. As the roll forward is for one year, with any funding beyond 2020/21 subject to the 2020 Spending Review and potential new proposals, the Government have said that the new allocations in 2020/21 will not result in legacy payments being made in subsequent years on those allocations.

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.

In 2016-17, at the start of the four-year offer made to local government, the Government introduced a separate council tax referendum principle for shire districts, to address particular pressures on these authorities. This principle meant that districts could increase council tax by the core principle (2% in 2020-21) or £5, whichever is greater. The Government continued to grant this flexibility in 2017-18, 2018-19 and 2019-20 and is likely to continue for 2020/21.

## General Fund

The updated forecast as at September 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:							
Forecast Balances - June 2019	(6,112)	(6,070)	(3,465)	(1,715)	45	2,170	4,492
Revised Forecast Balances - Sept 2019	(6,112)	(6,462)	(5,874)	(3,451)	(1,023)	1,986	5,141

On 15th August 2019, Cabinet approved the budget setting process (& project plan) for 2020/21.

On 5th September, Cabinet considered an update to the MTFS for the General Fund (GF) and Housing Revenue Account (HRA) - as part of the agreed process to provide an update the MTFS on a quarterly basis within the Quarterly Performance Report.

In line with the approved timetable, work on the preparation of the detailed 5 year budget / forecast has progressed in order to inform the Base Budget Forecast for Cabinet on 29th November.

However, given the announcements regarding the deferral of the planned reviews until 2021/22, the Council now stands to benefit in 2020/21 from retained business rate growth of over £1m and redistributed levy of c.£0.6m, subject to approval to join the Staffordshire Business Rates Pool.

As a result the updated forecast, the forecast projections identify General Fund balances of £1m over 3 years (compared with a forecast shortfall in the February 2018 MTFS projections of £0.9m) – with a shortfall of £2.5m to 2023/24 increasing to £5.6m 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 £1.1m p.a. will be required over the next 5 years (based on annual £5 increases in Council Tax). On an annualised basis this would equate to a year on year ongoing saving of £0.4m over 5 years.



The forecast has been updated to include:

- The final outturn for 2018/19 – additional balances of £0.3m from a higher than forecast underspend position of £2.3m. A projected underspend of £1.8m for 2019/20 has been included - including;
  - Due to the Staffordshire pilot arrangement, there are no requirements to pay c.£1m levy in 2019/20;
  - Returned business rates levy for 2018/19 from GBSLEP of £0.3m following finalisation of the audit process plus £0.4m from the Staffordshire business rates pilot for 2019/20;
- 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 £0.2m in 2021/22;
- £1.4m in additional retained Business rates in 2020/21 (net of levy payment / s.31 grant income) due to retention of the growth since 2013, following the deferral of the planned Local Government funding reviews to 2021/22;
- Returned levy in 2020/21 of c.£0.6m from pooling in the Staffordshire pool;
- 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);
- A 2.5% p.a. pay award increase has been included within the MTFs – no change has been assumed;
- Costs / savings from the CCTV service review.

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.).

## Housing Revenue Account

The updated forecast as at September 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
<b>Projected Balances per MTFS Council February 2019</b>	(3,622)	(3,507)	(3,227)	(3,168)	(2,057)	(2,327)	(2,597)
<b>Revised Stress Tested Forecasts:</b>							
Forecast Balances - June 2019	(4,485)	(4,435)	(4,155)	(4,109)	(2,996)	(3,238)	(3,421)
Revised Forecast Balances - Sept 2019	(4,485)	(4,499)	(4,325)	(5,064)	(4,817)	(5,919)	(7,215)

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

As a result the updated forecast, over the 3 year period to 2022/23, balances will remain above the approved minimum of £0.5m at £4.8m (compared with a forecast in February of £2.1m) with balances of £5.9m over the 4 years to 2023/24 increasing to £7.2m in 2024/25 (balances were previously forecast at £2.3m in 2023/24).

The forecast has been updated to include:

- The final outturn for 2018/19 – additional balances of £0.9m from a higher than forecast underspend position of £1.5m. No material variance from budget for 2019/20 has been included;
- 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;
- Increased Housing rental income due to lower levels of right to buy sales, the completion of Tinkers Green and Kerria Housing developments – as well as increases in rents of CPI plus 1% from 2020/21;
- A 2.5% p.a. pay award increase has been included within the MTFS – no change has been assumed.

No changes have been assumed regarding from the planned stock condition survey and ongoing repairs contract arrangements (additional cost pressures in these areas of c.£1m p.a. had previously 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 September 2019.

### General Fund

#### Revenue

GENERAL FUND	YTD Budget £000	YTD Position £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000
Chief Executive	902	882	(20)	1,357	1,373	16
AD Growth & Regeneration	623	484	(139)	1,664	1,597	(67)
ED Organisation	295	253	(42)	465	475	10
AD People	1,370	1,330	(40)	412	441	29
AD Operations & Leisure	1,533	1,507	(26)	2,448	2,557	109
ED Finance	57	62	5	-	7	7
AD Finance	1,704	1,677	(27)	1,570	(355)	(1,925)
AD Assets	(744)	(842)	(98)	(993)	(1,030)	(37)
AD Neighbourhoods	524	306	(218)	1,578	1,663	85
AD Partnerships	288	291	3	902	919	17
<b>Total</b>	<b>6,552</b>	<b>5,950</b>	<b>(602)</b>	<b>9,403</b>	<b>7,647</b>	<b>(1,756)</b>

- The General Fund has a favourable variance against budget at period 6 of £602k (£435k favourable at period 5).
- The projected full year position identifies a favourable variance against budget of £1.756m or 18.67% (£384k or 4.08% unfavourable at period 5).
- This projection has highlighted several budget areas for concern (detailed at **Appendix A**).
- A balance of £210k was held in the General Contingency Budget at the end of September 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	-	(730)	730	730
AD Growth & Regeneration	721	781	469	(312)	841	582	(259)	259	841
AD People	174	204	102	(102)	234	234	-	-	234
AD Operations & Leisure	3,032	1,583	2,054	471	3,110	2,578	(533)	533	3,110
AD Finance	12,131	12,131	3	(12,127)	12,131	4,131	(8,000)	8,000	12,131
AD Assets	376	738	515	(223)	1,101	902	(199)	124	1,026
AD Neighbourhoods	79	79	12	(67)	79	49	(30)	20	69
AD Partnerships	92	92	-	(92)	92	-	(92)	-	-
<b>GF Contingency</b>	<b>595</b>	<b>595</b>	<b>-</b>	<b>(595)</b>	<b>595</b>	<b>20</b>	<b>(575)</b>	<b>155</b>	<b>175</b>
<b>TOTAL GENERAL FUND</b>	<b>17,929</b>	<b>16,932</b>	<b>3,155</b>	<b>(13,777)</b>	<b>18,912</b>	<b>8,494</b>	<b>(10,417)</b>	<b>9,821</b>	<b>18,315</b>

- Capital expenditure incurred was £3.155m compared to a profiled budget of £16.932m (£2.320m compared to a profiled budget of £16.349m as at period 5).
- It is predicted that £8.494m 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 B**.

## Treasury Management

- At the end of September 2019 the Authority had £63.634m invested in the money markets. The average rate of return on these investments is 1.02% though this may change if market conditions ease.
- Borrowing by the Authority stood at £63.060m at the end of August 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 C**.

## Balances

Balances on General Fund are projected to be in the region of £6.461m 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	(9,064)	(9,333)	(269)	(3,704)	(3,834)	(130)
ED Communities	53	58	5	-	7	7
AD Operations & Leisure	78	65	(13)	167	146	(21)
AD Assets	386	394	8	402	437	35
AD Neighbourhoods	980	864	(116)	3,250	3,373	123
Housing Repairs	2,019	1,866	(153)	-	-	-
<b>Total</b>	<b>(5,548)</b>	<b>(6,086)</b>	<b>(538)</b>	<b>115</b>	<b>129</b>	<b>14</b>

- The HRA has a favourable variance against budget at period 6 of £538k (£372k at period 5).
- The projected full year position identifies an unfavourable variance against budget of £14k (£89k unfavourable at period 5).
- Individual significant budget areas reflecting the variance are detailed at **Appendix A**.

### 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	12,871	9,000	(3,870)	31,181	27,313	(3,867)	2,470	29,783
HRA Contingency	100	100	-	(100)	100	100	-	-	100
<b>TOTAL HOUSING REVENUE ACCOU</b>	<b>22,354</b>	<b>12,971</b>	<b>9,000</b>	<b>(3,870)</b>	<b>31,281</b>	<b>27,413</b>	<b>(3,867)</b>	<b>2,470</b>	<b>29,883</b>

- Housing Capital expenditure of £9.000m has been incurred as at the end of period 5 compared to a profiled budget of £12.971m (£7.654m compared to a profiled budget of £11.359m at period 5).
- It is predicted that £27.413m will be spent by the year-end compared to the full year budget of £31.281m (including £22.354m re-profiled from 2018/19); Due to receipt of Homes England grant of c.£5m, it is likely that the planned borrowing for the Regeneration of Tinkers Green and Kerria will be reduced to c.£2m.
- A summary of Capital expenditure is shown at **Appendix B**.

### Balances

- Balances on the Housing Revenue Account are projected to be in the region of £4.356m at the year-end compared to £3.507m projected within the 2019/20 budget report – additional balances of £0.8m.

## Corporate Plan Project Updates

Opening of the refurbished Assembly Rooms		
Workstreams	Lead	RAG status
Business plan- currently being updated	AR	Yellow
Communications Plan	LR	Green
Marketing Plan	AT	Green
Operational Procedures	JR	Green
Food and Beverage offer	SMcG	Green
Licensing	JR	Green
Technology infrastructure	GY	Green
Project design and Build	TH	Red
Public Realm	SMcG	Yellow
Opening events	AR	Green

Key milestones achieved
<ul style="list-style-type: none"> <li>• Ceiling complete, glazing complete, new achievable programme project completion date 18/11/19</li> <li>• Still on target for 18/11/19, however very tight programme.</li> <li>• A&amp; S Committee approval for restructure</li> <li>• Library works resolved- no impact on project</li> </ul>

Priority review - Cleaners		
Workstreams	Lead	RAG status
Project Scoping	PW	Green
PID	PW	Green
Demands analysis	TW	Green
Review of staffing needs and costing/Service standards	TW	Green
Implementation	PW	Yellow

Key milestones achieved
<ul style="list-style-type: none"> <li>• Project scoped, PID completed and agreed</li> <li>• Demands analysis complete</li> <li>• Service standards and staffing inputs mapped</li> <li>• Costed model produced</li> <li>• Report presented to CMT</li> <li>• Outline report presented to Scrutiny</li> <li>• Cabinet report date agreed</li> <li>• Proposals approved by Cabinet</li> <li>• Policy Reviews submitted as part of budget setting process.</li> </ul>

<b>Review of Corporate Capital Strategy</b>		
<b>Workstreams</b>	<b>Lead</b>	<b>RAG status</b>
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	

<b>Key milestones achieved</b>
<ul style="list-style-type: none"> <li>Capital Strategy included with Budget and MTFS to be presented to Cabinet 24<sup>th</sup> January and Joint Scrutiny Committee 30<sup>th</sup> January</li> <li>Feedback received from Link Asset Services and subsequent amendments/updates made to strategy</li> <li>ASSG meetings scheduled 1/4ly in diaries starting 28/03/19.</li> <li>ASSG on 26/09/19 reviewed progress for Agreed Capital Programme; considered and agreed report on 'Whole Life Costing' and reviewed progress on Capital Strategy Action Plan.</li> <li>Draft Capital Budgets for 2020/21 onwards to be considered by CMT 16/10/19</li> </ul>

<b>Implement Customer Portal</b>		
<b>Workstreams</b>	<b>Lead</b>	<b>RAG status</b>
CRM – Workflow360 <ul style="list-style-type: none"> <li>Workflow upgraded to v27</li> <li>Complaints Process delivered</li> </ul>	JM	
Portal – Portal 360 <ul style="list-style-type: none"> <li>Processes with Civica for building</li> </ul>	JM	

<b>Key milestones achieved</b>
<ul style="list-style-type: none"> <li>24/09/2019 – Workflow360 Live environment upgraded</li> <li>27/09/2019 – Complaints Process accepted</li> <li>27/09/2019 – Connect360 go live with Complaints Process</li> </ul>

<b>Priority review – Leisure Services</b>		
<b>Workstreams</b>	<b>Lead</b>	<b>RAG status</b>
Evidence gathering	SMcG/KM	
Review Information- to meet with ED Communities and ED DCE, AD Partnerships to discuss options leisure requirements	AG/SMcG	

<b>Key milestones achieved</b>

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

<b>Key milestones achieved</b>
<ul style="list-style-type: none"> <li>Evidence gathering underway</li> </ul>

<b>Repairs and Investment Contract</b>		
<b>Workstreams</b>	<b>Lead</b>	<b>RAG status</b>
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/RB	

<b>Key milestones achieved</b>
<ul style="list-style-type: none"> <li>Cabinet approval received to proceed with Procurement of new contracts (Dec 2018).</li> <li>TCG informed of decision.</li> <li>External Support now appointed [Anthony Collins &amp; Rand Associates]</li> <li>Stage 1 Leaseholder consultation letters drafted ready for release on Friday 5<sup>th</sup> April.</li> <li>Initial TUPE data supplied by Wates</li> <li>Stage 1 of tender process commenced.</li> <li>Stage 2 of tender process underway</li> <li>Tenders received</li> <li>Bidder interviews completed</li> <li>ITQ for project management support issued</li> </ul>



<b>Risk Management Strategy</b>		
<b>Workstreams</b>	<b>Lead</b>	<b>RAG status</b>
Review of current reporting process / format	LP	
Rationalize and Co-ordinate mitigating actions	LP	
Identification of Corporate Risks- ensure all captured, aligned and reported	LP	

<b>Key milestones achieved</b>
<ul style="list-style-type: none"> <li>• Appointment of consultants to assist with undertaking the review and project scoped</li> <li>• Review of current risk undertaken and new grouping proposed(reduction to 14 categories)</li> <li>• Appointment of "Service Risk Champions"</li> <li>• Collation of potential different reports from the system be considered</li> </ul>

<b>Completion of new council housing at Tinkers Green and Kerria</b>		
<b>Workstreams</b>	<b>Lead</b>	<b>RAG status</b>
Developer procurement	PW	
Decant and empty property management	TM	
Land and property acquisition and retail	PW	
Demolition	PW	
Communication	LR	
Local Lettings Policy	TM	

<b>Key milestones achieved</b>
<ul style="list-style-type: none"> <li>• Contract in place</li> <li>• Clerk of Works appointed</li> <li>• Homes England funding confirmed and spent</li> <li>• Demolition of both sites complete</li> <li>• Construction work underway on both sites.</li> <li>• Handover schedule in place with first units due for completion in July 2019</li> <li>• Revised handover schedule on target for Autumn 2020 completion</li> <li>• Regular scheduled handovers are taking place across both sites.</li> <li>• Tenants have moved into properties across both sites and to date feedback appears to be positive.</li> <li>• Heads of Terms out with legal for the full retail space with a single tenant (amended planning applications withdrawn)</li> </ul>

<b>Housing Strategy</b>		
<b>Workstreams</b>	<b>Lead</b>	<b>RAG status</b>
Procurement	JS/SP	
Consultants research and stakeholder engagement	JS/SP	
Evaluate report and recommendations	JS/SP	
Portfolio Holder engagement	JS/SP	
CMT agreement and support for implementation	JS	
Cabinet report	JS/SP	
Communications	LR/JS	
Corporate implementation plan – links to other workstreams	JS/SP	

<b>Key milestones achieved</b>
<ul style="list-style-type: none"> <li>• Tender evaluation completed – 3 bids received</li> <li>• Successful supplier HQN appointed</li> <li>• HQN commencing stakeholder interviews</li> <li>• Order raised</li> </ul>

<b>Allocations Policy</b>		
<b>Workstreams</b>	<b>Lead</b>	<b>RAG status</b>
Governance and member decisions	TM/DK	
ICT Testing and Banding modelling	JW	
Policy Revisions and associated legal advice	DK	
Consultation & Communications planning	LR	
Implementation – post consultation	DK	
Risk Assessment to be reviewed and monitored	All	
Local Lettings Plan v Annual Lettings Plan		

<b>Key milestones achieved</b>
<ul style="list-style-type: none"> <li>• Cabinet approval in place (24/1/19) for statutory consultation</li> <li>• HQN engaged for advice and initial policy review</li> <li>• Legal advice secured and reviewed</li> <li>• Consultation documents and letters sent to housing register approx. 1500 applicants</li> <li>• Training briefings held with neighbourhoods and customer services on revised changes- feedback received on the proposed changes was positive</li> <li>• Consultation closed with 11% response rate- average agreement across proposals was 75%</li> <li>• Briefing held with partners and RP's 28/5 with positive feedback having been received</li> <li>• Positive feedback on policy received from Andy Gale- highly respected housing consultant who defined policy as "exceptionally well written"</li> </ul>

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

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

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

<b>Key milestones achieved</b>

<b>Town Centre Programme</b>		
<b>Workstreams</b>	<b>Lead</b>	<b>RAG status</b>
Town Centre Strategy	MF	Yellow
Gungate Masterplan	DH	Green
TIC	ZW	Green
Place Investment Strategy	MF	Yellow
Car Parking Strategy	MF	Yellow
Market re-tender	MF	Green
Communications and Engagement	ZW	Green
Town Centre Funding Applications	MF	Green
Future High Streets Fund	AM	Green

<b>Key milestones achieved</b>
<p>Town Centre Strategy</p> <ul style="list-style-type: none"> <li>Due to work on FHSF, Cabinet has now agreed for this to be postponed until the later part of financial year 2020/21</li> <li>EDR service has successfully restarted the BID group with new momentum behind it.</li> </ul>
<p>Gungate Masterplan</p> <ul style="list-style-type: none"> <li>In final stages of completing master planning exercise.</li> <li>Proposal with recommendations for delivery approaches due by December 2019.</li> <li>Leader filmed for GBSLEP AGM short video on funding received for masterplan.</li> </ul>
<p>Place Investment Strategy</p> <ul style="list-style-type: none"> <li>Due to work on FHSF Cabinet has now agreed for this to be postponed until the later part of financial year 2020/21.</li> </ul>
<p>Market re-tender</p> <ul style="list-style-type: none"> <li>Market Tender on track to be launched in November 2019.</li> </ul>
<p>Town Centre Funding Applications</p> <ul style="list-style-type: none"> <li>Heritage Action Zone bid was not successful.</li> <li>Town Funds launched – DC attending a briefing on and to feedback. Some potential for additional funding.</li> <li>MF to speak to GBSLEP about funding wider funding opportunities around Town Centre and Gungate.</li> </ul>
<p>Car Parking Strategy</p> <ul style="list-style-type: none"> <li>Benchmarking and baseline exercise currently underway looking at all aspects of off road car parks before full hand over to EDR service.</li> </ul>

<b>ICT Strategy</b>		
<b>Workstreams</b>	<b>Lead</b>	<b>RAG status</b>
Financial waiver approved for Daisy Phone system upgrade initial estimated savings £1k per month Work to commence to move to new platform	GY/ NH	Green
Implementation of Astute as policy management tool / decommissioning of Net Consent – work ongoing	GY	Yellow
Deliver short term priorities – work ongoing	GY	Green
PSN compliance achieved	GY	Green
Draft Strategy & action plan documents	GY/ ZW	Yellow
Consult with stakeholders	GY/ LR	Yellow
Deliver Strategy action plan	GY	Yellow

<b>Key milestones achieved</b>
PSN compliance achieved

<b>Organisational Development Strategy</b>		
<b>Workstreams</b>	<b>Lead</b>	<b>RAG status</b>
Development of Draft Strategy	AG/ZW	Green
Consultation	AG/ ZW	Yellow
Implementation	ZW/ JN	Yellow
Tender for Management Development work	ZW/JN	Green

<b>Key milestones achieved</b>
<ul style="list-style-type: none"> <li>Management Development work quick quote documentation complete - to go out by end October 2019</li> </ul>







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	11-Oct-2019	3	3	9	
Business Rates Retention	11-Oct-2019	3	3	9	
New Homes Bonus	11-Oct-2019	3	2	6	
Welfare and Benefit Reform	11-Oct-2019	3	3	9	
Failure to manage budgets	11-Oct-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	11-Oct-2019	2	2	4	
Management of Assets	15-Oct-2019	2	2	4	
New Revenue Streams	11-Oct-2019	3	3	9	
Workforce Planning Challenges	01-Oct-2019	3	2	6	
Continuous Improvement	01-Oct-2019	2	2	4	
Partnerships fail	15-Oct-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	01-Oct-2019	3	3	9	
Assurance Process	01-Oct-2019	2	3	6	
Legislation	15-Oct-2019	3	2	6	
Policies & Procedures	15-Oct-2019	3	2	6	
Ethics	01-Oct-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	15-Oct-2019	3	3	9	
Safeguarding Children & Adults (including Modern Slavery)	15-Oct-2019	2	3	6	
Emergency Planning	15-Oct-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	01-Oct-2019	3	3	9	
Housing Needs	15-Oct-2019	3	3	9	
Economic Changes	15-Oct-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	01-Oct-2019	4	3	12	
Cyber Security	15-Oct-2019	4	2	8	
Business Continuity	01-Oct-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	11-Oct-2019	4	4	16	
The Impact of Brexit upon the Council	01-Oct-2019	4	4	16	

Risk Status	
	High Risk
	Medium Risk
	Low Risk

## 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	Assembly Rooms	Wages	283	25,740	(25,457)	51,530	(35,000)	16,530	Based on current programme although likely to change as more shows are booked
		Private Hire Ticket Sales Exp	14,173	19,500	(5,327)	38,950	40,000	78,950	
		Split Profit Event Ticket Sale	-	-	-	75,850	(35,000)	40,850	
		Ticket Sales	(10,973)	(1,540)	(9,433)	(103,840)	47,500	(56,340)	
		Fees - Lettings	(600)	0	(600)	(38,760)	38,760	-	
		Private Hire Ticket Sales	(26,991)	(20,520)	(6,471)	(41,000)	(62,500)	(103,500)	
		Split Profit Event Income	(18,201)	(600)	(17,601)	(75,850)	20,000	(55,850)	
	Public Spaces	Salaries	585,218	603,020	(17,802)	1,206,070	(49,690)	1,156,380	Based on current vacant posts used to offset Vacancy Allowance
		Vacancy Allowance	-	(40,260)	40,260	(80,540)	80,540	-	Vacancy Allowance
AD People	ICT	Vacancy Allowance	-	(17,400)	17,400	(34,850)	34,850	-	Vacancy allowance
AD People	Customer Services	Salaries	233,595	266,280	(32,685)	530,890	(34,000)	496,890	Vacancies including HoCS
AD Assets	Industrial Properties	Rents	(554,781)	(516,000)	(38,781)	(770,000)	(50,000)	(820,000)	Anticipate higher rental income based on current occupancy.

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 Neighbourhoods	Civil Contingencies	Government Grants	(34,968)	-	(34,968)	(17,500)	-	(17,500)		
	Homelessness	Provision For Bad Debts	552	58,900	(58,348)	58,900	-	58,900	Report to go to Cabinet re write off of historical B&B debt	
Page 36 AD Neighbourhoods	Homelessness	Bed And Breakfast Cost	38,090	104,040	(65,950)	208,080	(60,000)	148,080	Report will be going to Cabinet outlining changes to charging policy for B&B	
		Bed & Breakfast Income	(11,006)	(105,990)	94,984	(208,070)	80,000	(128,070)		
	Homelessness Strategy	Government Grants	(145,855)	(15,000)	(130,855)	(30,000)	-	(30,000)	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	
	Community Wardens	Salaries		79,372	111,350	(31,978)	222,740	(60,000)	162,740	Savings from 2 vacant posts used to cover costs of Stoke on Trent provision of CPE
		Payments For Temporary Staff		33,445	-	33,445	-	82,500	82,500	Cost of Stoke on Trent providing CPE
AD Growth & Regeneration	Development Control	Fees & Charges Planning App	(190,970)	(100,020)	(90,950)	(200,010)	(100,000)	(300,010)	Additional income projected this year	
AD Finance	Benefits	Provision For	-	-	-	80,000	(40,000)	40,000	Estimate at this stage	

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
		Bad Debts							
		Rent Allowances	2,994,006	3,359,400	(365,394)	7,200,960	(764,190)	6,436,770	Based on DWP Est Claim P6
		Council Tenant Rent Rebates	4,216,397	4,379,440	(163,043)	8,253,350	(380,560)	7,872,790	
		Council Tenant Grant	(4,142,000)	(4,299,360)	157,360	(8,102,660)	296,580	(7,806,080)	
		Private Tenant Grant	(2,891,576)	(3,250,000)	358,424	(6,968,280)	693,560	(6,274,720)	
AD Finance	Benefits	Overpayment Private Tenant	(122,864)	(170,700)	47,836	(341,340)	95,610	(245,730)	Based on e-Fins @ p6
		Overpayment Council Tenant	(80,383)	(98,100)	17,718	(196,230)	35,470	(160,760)	
		Pt Overpayment Recovery	27,321	-	27,321	-	54,640	54,640	
		Ct Overpayment Recovery	35,472	-	35,472	-	70,940	70,940	
AD Finance	Benefits Administration	Salaries	212,099	229,890	(17,791)	459,820	(40,000)	419,820	Long-term sickness, Vacancy & Maternity leave
		Vacancy Allowance	-	(15,420)	15,420	(30,850)	30,850	-	Vacancy allowance
		Government Grants	(61,162)	(5,890)	(55,272)	(10,730)	(50,000)	(60,730)	UC/New Burdens Government grant received to date which may not be fully spent by year end
	Corporate Finance	General Contingency	-	-	-	210,090	(160,000)	50,090	Projected underspent Contingency budget
		Contribution To Reserves	-	-	-	1,350,000	215,450	1,565,450	Provision for levy contingency 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	(965,810)	-	Unlikely to pay over levy to GBSLEP under pooling pilot arrangements
		Miscellaneous Contributions	(24,750)	-	(24,750)	-	(845,380)	(845,380)	£81k GBSLEP Local Growth Fund grant balance, £444k Staffs Pilot distribution 19/20, £320k GBSLEP returned Levy 19/20
AD Finance	Treasury Management	Misc Interest & Dividends	(339,220)	(209,220)	(130,000)	(418,410)	(250,000)	(668,410)	Higher than budgeted investment balances
		Property Fund Dividends	(45,204)	(120,000)	74,796	(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	617,704	666,000	(48,296)	1,332,000	-	1,332,000	Works are reactive in nature and are dealt with ad-hoc on request
		Voids	680,633	386,500	294,133	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	-	154,115	(154,115)	308,230	-	308,230	Spend currently sits in the response code and will need to be recoded out.
		Planned Maintenance	510	88,950	(88,440)	177,900	-	177,900	Works being programmed in for completion.
HRA Summary	H R A Summary	Provision For Bad Debts	71,545	200,000	(128,455)	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.

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
		Rents	(9,327,311)	(9,213,843)	(113,468)	(17,364,550)	(130,000)	(17,494,550)	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

## General Fund

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
<b>Chief Executive</b>										
Gungate Development	730	730	-	(730)	730	-	(730)	730	730	No spend likely this financial year
<b>Service Area Total</b>	<b>730</b>	<b>730</b>	<b>-</b>	<b>(730)</b>	<b>730</b>	<b>-</b>	<b>(730)</b>	<b>730</b>	<b>730</b>	
<b>AD Growth</b>										
Castle Mercian Trail	576	576	471	(105)	576	576	-	-	576	Tender being prepared for replacement contractor
Gateways	139	199	(1)	(200)	259	-	(259)	259	259	Funds for Phase 3 (Corporation St) not likely to be spent this year and required to be re-profiled
Cultural Quarter - Carnegie Centre	6	6	5	(1)	6	6	-	-	6	-
Cultural Quarter - Public Realm	-	-	(7)	(7)	-	-	-	-	-	Prior year adjustment for miscoded works
<b>Service Area Total</b>	<b>721</b>	<b>781</b>	<b>469</b>	<b>(312)</b>	<b>841</b>	<b>582</b>	<b>(259)</b>	<b>259</b>	<b>841</b>	
<b>AD People</b>								-		
Replacement It Technology	69	99	62	(36)	129	129	-	-	129	Replacement servers now purchased & plans being finalised for remainder of funds
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	System testing in progress, expected to go live Oct
New Time Recording System 17/18	15	15	-	(15)	15	15	-	-	15	Currently looking at i-Trent module
Self Service Customer Portal	30	30	30	(1)	30	30	-	-	30	CRM live as planned September, further development of the portal to be progressed.
<b>Service Area Total</b>	<b>174</b>	<b>204</b>	<b>102</b>	<b>(102)</b>	<b>234</b>	<b>234</b>	<b>-</b>	<b>-</b>	<b>234</b>	



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
<b>AD Operations &amp; Leisure</b>								-		
Wigginton Park Section Section 106	10	3	-	(3)	10	-	(10)	10	10	Plans to deliver scheme in line with Wigginton Park Management Plan. Will need to reprofile spend into 2020/21 as work required is seasonal / weather dependant.
Broadmeadow Nature Reserve	17	17	-	(17)	17	9	(8)	8	17	Ongoing works to complete management plan and HLS agreement. Will need to reprofile spend into 2020/21 as work required is seasonal / weather dependant.
Public Open Space Section 106	10	10	-	(10)	10	-	(10)	10	10	Spend in line with work plan. Will need to reprofile spend into 2020/21 as work required is seasonal / weather dependant.
Street Lighting	7	-	4	4	35	35	-	-	35	Works to be delivered in line with 30 year project plan
Local Nature Reserves	23	23	1	(22)	23	8	(15)	15	23	Works ongoing to deliver items from management plan for various LNRs. Will need to reprofile spend into 2020/21 as work required is seasonal / weather dependant.
Community Woodland Cycleway	200	-	10	10	200	10	(190)	190	200	Variation to design spec to be included with Amington Community Woodland.
Amington Community Woodland	302	30	34	4	352	52	(300)	300	352	Consultation and design complete however, anticipate 12 month delay in delivery phase due to new work timeline from developer.

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
3G Sports Facility	310	-	1	1	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	1,500	2,004	504	2,053	2,053	-	-	2,053	Building works to be completed Autumn 2019
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
<b>Service Area Total</b>	<b>3,032</b>	<b>1,583</b>	<b>2,054</b>	<b>471</b>	<b>3,110</b>	<b>2,578</b>	<b>(533)</b>	<b>533</b>	<b>3,110</b>	
<b>AD Finance</b>										
Property Funds	8,131	8,131	-	(8,131)	8,131	4,131	(4,000)	4,000	8,131	£4m planned to be invested this year, with remainder to be re-profiled
Solway Tamworth LTD LATC	4,000	4,000	3	(3,997)	4,000	-	(4,000)	4,000	4,000	Budget to be re-profiled
<b>Service Area Total</b>	<b>12,131</b>	<b>12,131</b>	<b>3</b>	<b>(12,127)</b>	<b>12,131</b>	<b>4,131</b>	<b>(8,000)</b>	<b>8,000</b>	<b>12,131</b>	
<b>AD Assets</b>										
Disabled Facilities Grant	72	397	352	(45)	722	722	-	-	722	Budget expected to be spent in full
Agile Working Phase 2	124	124	-	(124)	124	-	(124)	124	124	Scheme not yet identified.
Energy EFF Upgrade Commercial and Industrial Properties	-	38	-	(38)	75	-	(75)	-	-	Budget not expected to be spent.
Castle Grounds Toilet Refurbishment	180	180	163	(17)	180	180	-	-	180	Works on site completed August
<b>Service Area Total</b>	<b>376</b>	<b>738</b>	<b>515</b>	<b>(223)</b>	<b>1,101</b>	<b>902</b>	<b>(199)</b>	<b>124</b>	<b>1,026</b>	

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
<b>AD Neighbourhoods</b>										
Homelessness Reduction Act	30	30	-	(30)	30	-	(30)	20	20	Budget not expected to be spent this year
Cctv Camera Renewals	49	49	12	(37)	49	49	-	-	49	Spend in 2019/20 in support of CCTV service review
<b>Service Area Total</b>	<b>79</b>	<b>79</b>	<b>12</b>	<b>(67)</b>	<b>79</b>	<b>49</b>	<b>(30)</b>	<b>20</b>	<b>69</b>	
<b>AD Partnerships</b>										
Private Sector Coalfields Fund	92	92	-	(92)	92	-	(92)	-	-	Not expected to be spent and to be returned to balances
<b>Service Area Total</b>	<b>92</b>	<b>92</b>	<b>-</b>	<b>(92)</b>	<b>92</b>	<b>-</b>	<b>(92)</b>	<b>-</b>	<b>-</b>	
<b>GF Contingency</b>										
GF Contingency	35	35	-	(35)	35	-	(35)	35	35	Not likely to be required
Cont-Return On Investment	160	160	-	(160)	160	-	(160)	20	20	To be released for CCTV investment costs
GF Contingency Plant and Equipment	100	100	-	(100)	100	-	(100)	100	100	Contingency for plant and equipment purchases supported by a business case approach - not likely to
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)	-	-	Review underway, but unlikely to be required
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)	-	-	Not likely to be required
<b>Service Area Total</b>	<b>595</b>	<b>595</b>	<b>-</b>	<b>(595)</b>	<b>595</b>	<b>20</b>	<b>(575)</b>	<b>155</b>	<b>175</b>	
<b>GENERAL FUND TOTAL</b>	<b>17,929</b>	<b>16,932</b>	<b>3,155</b>	<b>(13,777)</b>	<b>18,912</b>	<b>8,494</b>	<b>(10,417)</b>	<b>9,821</b>	<b>18,315</b>	

Page 14

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
<b>AD Assets</b>										
Structural Works	-	150	90	(60)	300	300	-	-	300	Works done on an ad-hoc basis
Bathroom Renewals	30	314	10	(305)	598	598	-	-	598	To be spent in full and could be completed by Xmas
Gas Central Heating Upgrades and Renewals	203	546	156	(390)	889	739	(150)	-	739	Anticipate underspend once all identified works are complete. Will need to monitor for additional expenditure
Kitchen Renewals	36	555	310	(244)	1,073	1,073	-	-	1,073	To be spent in full and could be completed by Xmas
Major Roofing Overhaul and Renewals	-	456	-	(456)	911	911	-	-	911	Expected to be spent in full by year end

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
Window and Door Renewals	-	324	262	(62)	649	649	-	-	649	Expected to be spent in full by year end
Neighbourhood Regeneration	-	375	-	(375)	749	499	(250)	-	499	A number of schemes are being pulled together to form a plan for this budget, but an underspend is expected
Disabled Facilities Adaptations	24	130	24	(106)	236	236	-	-	236	It's expected that this scheme will be completed by Xmas
Rewire	-	181	-	(181)	362	362	-	-	362	To be reviewed following completion of electrical checks
CO2 / Smoke Detectors	-	32	32	(0)	64	64	-	-	64	Expected to be spent in full by year end
Insulation	-	9	-	(9)	18	18	-	-	18	Ad hoc spend according to identified need but expect to fully spend by year end
Stroke House Car Park and Garages	171	171	173	2	171	173	2	-	173	Budget fully committed and should be spent by year end
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	55	(103)	158	158	-	-	158	Final lift due to commence soon and complete before Dec.
Fire Upgrades To Flats 2012	1,985	1,452	1,464	12	1,985	1,985	-	-	1,985	Sprinkler due for completion Dec 2019
Sheltered Schemes	-	50	58	8	100	100	-	-	100	Expect to spend in full by year end
Energy Efficiency Improvements	-	35	-	(35)	70	70	-	-	70	Projects have been identified
High Rise Balconies	43	43	(45)	(88)	43	43	-	-	43	Scheme almost completed
Works to High Rise Flats	863	863	593	(270)	863	863	-	-	863	May underspend as certified fire doors unlikely to be completed as part of this scheme - in which case the funds will be offered up and a new capital bid submitted

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
Retention of Garage Sites	-	250	(50)	(300)	500	500	-	-	500	Members' proposals for scheme have been received but budget could be re-profiled as part of a longer-term plan
Capital Salaries	-	-	-	-	200	200	-	-	200	-
Tinkers Green	10,753	2,701	2,799	98	10,753	9,413	(1,340)	1,340	10,753	Project progressing and due to complete Autumn 2020.
Kerria Estate Project	6,762	1,599	1,757	157	6,762	5,912	(850)	850	6,762	Project progressing and due to complete Autumn 2020.
Regeneration General	-	500	(29)	(529)	1,000	-	(1,000)	-	-	£1m vired to CR7004 following Cabinet approval. No additional scheme likely in current financial year.
Other Acquisitions	946	1,696	1,342	(354)	2,446	2,446	-	-	2,446	£1m vired from CR7003 following Cabinet approval. Should be fully spent by year end
<b>Service Area Total</b>	<b>22,254</b>	<b>12,871</b>	<b>9,000</b>	<b>(3,870)</b>	<b>31,181</b>	<b>27,313</b>	<b>(3,867)</b>	<b>2,470</b>	<b>29,783</b>	
<b>HRA Contingency</b>										
HRA Contingency	100	100	-	(100)	100	100	-	-	100	Will require approval from Cabinet to release funds
<b>Service Area Total</b>	<b>100</b>	<b>100</b>	<b>-</b>	<b>(100)</b>	<b>100</b>	<b>100</b>	<b>-</b>	<b>-</b>	<b>100</b>	
<b>HRA Total</b>	<b>22,354</b>	<b>12,971</b>	<b>9,000</b>	<b>(3,970)</b>	<b>31,281</b>	<b>27,413</b>	<b>(3,867)</b>	<b>2,470</b>	<b>29,883</b>	

### Treasury Management Update – Period 6 - 2019/20

#### Investments held as at 30<sup>th</sup> September 2019:

Borrower	Deposit £	Rate %	From	To	Notice
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	-
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	-
National Westminster Bank plc	4,001,583	0.8300%	05-Jul-19	26-Jun-20	-
Goldman Sachs	10,000,000	1.17%	-	-	180 day
Santander	10,000,000	1.00%	-	-	180 day
MMF – PSDF	2,187,000	0.73%*	-	-	On call
MMF – Federated	3,000,000	0.96%*	-	-	On call
MMF – Federated	3,446,504	0.73%*	-	-	On call
<b>Total</b>	<b>63.634</b>	<b>1.02 (avg)</b>			

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

**External Borrowing as at 30<sup>th</sup> September 2019:**

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





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