

1. High level corporate plan projects/programmes

Corporate Priority
1.To Aspire and Prosper in Tamworth

Corporate Project/Programme	Milestone/Measure of Success	Latest update	Due Date	Completed
Cultural Quarter Project	Business case	A business case has been completed.		Yes
	Heritage Lottery Fund external funding bid	The Heritage Lottery Fund has accepted an extension to the application for lottery funding.		No
	Single Local Growth Fund external funding bid	£2.95m has been awarded by central government from the Single Local Growth Fund two. A report will go to Cabinet on 19th February 2015 to consider the outcome and its implications		No
Growth and Regeneration Plan	Business support	The Local Business Support Scheme is ongoing. Working with the LEP on the sub regional Business Support Scheme and signposting businesses appropriately.		No
	People: Skills and employment	Working with schools and employers to promote skills development.		No

Corporate Project/Programme	Milestone/Measure of Success	Latest update	Due Date	Completed
		Unemployment in Tamworth has reduced significantly and work will continue with employment groups to further this trend.		
	Place: town centre employment sites housing transport	The Gateways project at Ladybridge will commence in the Spring. 'Pinchpoint' works at Upper Gungate and Aldergate has commenced. Housing and employment sites are being progressed. Working with the College and the County to relocate the College to the town centre.		No
Improve the green environment including management and maintenance of local nature reserves, open spaces and parks, and to provide an efficient waste collection service	The waste collection service delivers further efficiencies throughout the year that complement opportunities created by the new energy from waste disposal facility.	The changes in the way organic waste is collected were introduced in the summer.	30-Sep-2014	Yes
	Achieving a gold award in the "Heart of England in Bloom" competition, and receiving acknowledgement in the national Britain in Bloom judging	Tamworth achieved a gold award for the fifth year running in the Heart of England in Bloom competition.	31-Oct-2014	Yes
	Works to make Broad Meadow accessible and completion of the LNR designation	Work commenced on site on 5th January 2015 and completion is scheduled for 31st March 2015.	31-Mar-2015	No
	Town Wall gaining designation as a Local Nature Reserve by March 2014	The issue regarding land ownership is still ongoing.		No
Local Plan	1. Consultation draft	Completed. A pre-submission draft of the Local Plan went to Council on 8th October 2014.		Yes

Corporate Project/Programme	Milestone/Measure of Success	Latest update	Due Date	Completed
		Six weeks consultation will follow this; following which a submission will be made to The Secretary of State.		
	2. Submission document			Yes
	3. Examination			No
	4. Adopted Local Plan			No

Corporate Priority
2. To be healthier and safer in Tamworth

Corporate Project/Programme	Milestone/Measure of Success	Latest update	Due Date	Completed
Healthy Tamworth	Formal establishment of Steering group	Completed	30-Apr-2014	Yes
	Development of the delivery framework	Completed	30-Jun-2014	Yes
	Community engagement completed	The Website has been established and ABCD commissioned.	30-Apr-2015	Yes
Housing Regeneration – Kerria and Tinkers Green	Decant commences	Regeneration of Tinkers Green and Kerria Centre is progressing in accordance with project plan. The bungalows at Cottage Walk have been demolished. The decanting of tenants from Hastings Close is progressing well and successful consultation with residents has been undertaken for both areas. Outcomes from the consultation will be utilised in master planning exercise along with	31-Jul-2014	Yes

Corporate Project/Programme	Milestone/Measure of Success	Latest update	Due Date	Completed
		technical data. Further work with architects is progressing and financial modelling is underway.		
	Consultation complete	Regeneration of Tinkers Green and Kerria Centre is progressing in accordance with project plan. The bungalows at Cottage Walk have been demolished. The decanting of tenants from Hastings Close is progressing well and successful consultation with residents has been undertaken for both areas. Outcomes from the consultation will be utilised in master planning exercise along with technical data. Further work with architects is progressing and financial modelling is underway	31-Aug-2014	Yes
	Outline planning permission submitted		28-Feb-2015	No
Implementation of the new Allocations Policy	Implementation plan in place	Implementation of the Council's new allocations policy is underway with training of staff completed and IT systems updated and tested. Letters have been sent to all existing applicants to enable re-banding to take place. Successful delivery of the implementation to be completed in	30-Apr-2014	Yes

Corporate Project/Programme	Milestone/Measure of Success	Latest update	Due Date	Completed
		line with project milestones.		
	IT Systems updated	Implementation of the Council's new allocations policy is underway with training of staff completed and IT systems updated and tested. Letters have been sent to all existing applicants to enable re-banding to take place. Successful delivery of the implementation to be completed in line with project milestones.	31-Dec-2014	Yes
	New policy implemented and publicised	The new allocations policy is implemented and running successfully.	28-Feb-2015	Yes
To ensure all regulatory functions provided by the Council are delivered in a transparent, consistent and fair manner to promote public safety and to minimise the burden to businesses.	A reduction in workplace accident investigations	Work is ongoing throughout the year.		No
	Air Quality Improved	Work is ongoing throughout the year.		No
	All Licensing applications processed in a timely fashion, with any appeals dealt with in a professional manner	Work is ongoing throughout the year.		No
	All planned food and health and safety inspections completed	Work is ongoing throughout the year.		No
	Statutory nuisance investigations/actions completed within acceptable timescales	Work is ongoing throughout the year.		No

Corporate Priority

3. Approachable, Accountable and Visible

Corporate Project/Programme	Milestone/Measure of Success	Latest update	Due Date	Completed
Budget / Council Tax Setting – Key Budget milestones completed in line with the agreed timetable	Executive Board (additional) meetings timetabled	Completed	31-Jul-2014	Yes
	Budget Consultation Process reviewed	Completed	31-Aug-2014	Yes
	Budget Process approval	Approved by Cabinet 21/8/14	30-Sep-2014	Yes
	Budget Consultation results to CMT / EB	Circulated to CMT 2nd October 2014. Due for Cabinet consideration 23rd October 2014	31-Oct-2014	Yes
	Circulation of Revised recharges to CMT/ADs/Managers for review/challenge	Draft Recharges discussed at CMT 1 December 2014 (& then circulated to CMT 1 December 2014)	31-Oct-2014	Yes
	Consideration of Initial Capital Programme proposals by CMT/EB	Initial Capital Programme considered by EMT on 7 November 2014 (following ASG / CMT consideration)	31-Oct-2014	Yes
	Consideration of Initial Policy Changes by CMT/EB	Draft Policy Changes considered by EMT on 7 November 2014 (following CMT consideration)	31-Oct-2014	Yes
	Approval of Council Taxbase	Council Taxbase approved by Cabinet 27 November 2014	30-Nov-2014	Yes
	Base Budget forecast to CMT/EB	Draft Base Budget Forecasts 2015/16 to 2019/20 approved by Cabinet 27 November 2014	30-Nov-2014	Yes
	Council Members Budget Workshop (instead of 1 Joint Budget Scrutiny Committee)	Budget workshop held 4 December 2014	30-Nov-2014	Yes
Joint Budget Scrutiny Committee			30-Jan-2015	No

Corporate Project/Programme	Milestone/Measure of Success	Latest update	Due Date	Completed
	Approval of Budget by Council		28-Feb-2015	No
	Council Tax Leaflet published		28-Feb-2015	No
	Treasury Management Policy & Prudential Indicators / Limits reported & set		28-Feb-2015	No
	Completion of Statutory Returns to ODPM (Revenue Estimates / Budget Requirement / capital estimates		18-Apr-2015	No
Corporate Information Security Development	Development of security policies and procedures	The Records Management Policy was approved by Cabinet in September 2014. The policy is now being distributed on Netconsent.		Yes
	Information security training	Training is to be provided in the following areas: Information security and management, Data protection, Freedom of information and included in the corporate training matrix being compiled by Human Resources.		No
	Management of vendors and suppliers	This is an ongoing activity through out the year.		No
	Review security monitoring tools, particularly in line with obligations defined by the Government Code of Connection	Anti virus is now installed and configured. The gold tool is still being reviewed for further exploitation.		No
	Risk assessment and response to incident	This is an ongoing activity through		No

Corporate Project/Programme	Milestone/Measure of Success	Latest update	Due Date	Completed
		out the year.		
Customer Service and Access Strategy	Agreement of strategy at Corporate Management Team	Agreed at CMT on 14th July 2014.	14-Jul-2014	Yes
	'Quick win' action plan agreed by Corporate Management Team	Agreed at Corporate Management Team on 8th September 2014.	31-Aug-2014	Yes
	Action plan developed for delivery of strategy		31-Oct-2014	Yes
	£50k savings achieved by 31st March 2016		31-Mar-2016	No
	£100k savings achieved by 31st March 2017.		31-Mar-2017	No
	80% of customer contact dealt with by Customer Services Centre by March 2017.		31-Mar-2017	No
	E-mail enquiries increased from 12,500 a year to 25,000 a year by March 2017		31-Mar-2017	No
	Face to face interactions reduced from 91,720 to 17,000 a year by March 2017.		31-Mar-2017	No
	Self service processes increased from 1 to 5,000 by March 2017		31-Mar-2017	No
	Telephone calls into Tamworth Borough Council reduced from 30,000 per year to 5,000 per year by March 2017.		31-Mar-2017	No
	Text messages sent out increased from 2,000 a year to 5,000 a year by March 2017		31-Mar-2017	No
The number of hits on website increased from 597,000 a year.		31-Mar-2017	No	
Elections 2014	Election Meetings begin		31-Jan-2014	Yes
	Election preparation begins		03-Feb-2014	Yes
	Prepare Candidates & Agents Packs including Nomination Papers		15-Feb-2014	Yes

Corporate Project/Programme	Milestone/Measure of Success	Latest update	Due Date	Completed
	Complete Staffing Write to Police SPOC (Gary Lote) with details of Polling Stations			
	Absent Voter Refresh period		28-Feb-2014	Yes
	Press Release Agents meeting		06-Mar-2014	Yes
	LIVE poll card data and LIVE postal vote data deadline		17-Mar-2014	Yes
	Candidates and Agents Meeting		25-Mar-2014	Yes
	Poll cards approval, sort and delivery		02-Apr-2014	Yes
	Notice of Election Pre-election period begins		07-Apr-2014	Yes
	Nomination Period 7 Apr - 24 April		24-Apr-2014	Yes
	Last day for the publication of the Statement of Persons Nominated		25-Apr-2014	Yes
	Ballot Boxes preparation begins + Count preparations + Postal Vote opening and Issue leading up to Polling Day 28th April - 19th May		28-Apr-2014	Yes
	Ballot Papers proofs, checking printing delivery		28-Apr-2014	Yes
	Last day for withdrawal of candidature Last day for receipt of Notice of Appointment of Election Agents		28-Apr-2014	Yes
	Staff Training events		28-Apr-2014	Yes
	Notice of Poll Deadline		01-May-2014	Yes
	Deadline for new registrations		06-May-2014	Yes

Corporate Project/Programme	Milestone/Measure of Success	Latest update	Due Date	Completed
	Deadline to apply, amend or cancel a postal vote or postal-proxy Deadline to amend or cancel an existing proxy vote			
	Postal Vote date deadline		07-May-2014	Yes
	Checking of Postal Packs for despatch		09-May-2014	Yes
	Count at close of Poll		22-May-2014	Yes
Implementation of Self Serve – Human Resources/ Payroll Module	Scope project	The project is now scoped.	31-Aug-2014	Yes
	pilot		30-Jun-2015	No
	Proof of concept		31-Jul-2015	No
Individual Electoral Registration	Publication of revised register in England	Completed	17-Feb-2014	Yes
	EROs to conduct delayed 2013 canvass period. Information to be published to keep public informed Oct 2013 – Feb 2014	Completed	28-Feb-2014	Yes
	New software installation to support IER and electoral process going forward Feb – April 2014	Completed	30-Apr-2014	Yes
	Seconded post to be filled to assist process April 2014 ongoing		30-Apr-2014	Yes
	Data-matching underway on the final pre-IER register EROs write-out to those on the final pre-IER register to assure them that they are confirmed as registered under the new system, or to invite them to supply their personal identifiers	Confirmation Live Run completed 14 July 2014.	31-Jul-2014	Yes
	Electoral Commission public awareness campaign goes live across England, Scotland and Wales in time to support the write-out and other registration activity undertaken by electoral registration officers.	National and Local advertising campaign started in July 2014	31-Jul-2014	Yes

Corporate Project/Programme	Milestone/Measure of Success	Latest update	Due Date	Completed
	IER goes live; new applicants will be registered under IER.		31-Jul-2014	Yes
	Rolling registration continues March to Sept 2014		09-Oct-2014	Yes
	Publication of revised register. Estimated project will be complete by December 2015		31-Dec-2014	Yes
Legal Spend Review	Initial approach made to external service providers	Completed	31-Dec-2013	Yes
	Options looked at to decide the most appropriate source of legal support	Completed	31-Jan-2014	Yes
	Meetings with stakeholders to discuss operation of service	Completed	28-Feb-2014	Yes
	Meeting with Lichfield Legal Services to explore larger shared service option	Completed	31-Mar-2014	Yes
	Scheme of Delegation Report for approval to enter shared service agreement	Completed	25-Aug-2014	Yes
	Draft shared service agreement to be agreed	Final draft of agreement reached with Birmingham City Council. Lichfield District Council is not taking part at this point in time.	28-Aug-2014	Yes
	Ongoing co-ordination through legal services of legal spend across TBC	Proposals taken to heads of service meeting. and implemented with services.	29-Aug-2014	Yes
	Roll out of shared service to stakeholders	Heads of service have taken on board instruction of legal services through legal to control spending.	29-Aug-2014	Yes
Maximisation of income/collection Council Tax, Non-Domestic Rates, Debtors	In year % collection of Debtors – 95%	Debtors Current year is ahead of target by 10%		No

Corporate Project/Programme	Milestone/Measure of Success	Latest update	Due Date	Completed
and Mortgages. Improved cash flow and local collection targets achieved – including monitoring of the impact of Welfare Benefit Reform.		Debts over 6 months old are behind due to several aged debts – Cabinet to be asked to consider some write offs		
	In year % collection of Council Tax – 97.5%	Council Tax Council Tax current year is slightly ahead of target by 0.1% at 31 December Court costs income is ahead of target by £46k Arrears slightly behind target but will continue to target additional income wherever possible		No
	In year % collection of Non-Domestic Rates – 98%	NNDR Current year collection is ahead of target by 2.1% at 31 December Costs slightly behind target (£1k) Arrears ahead of target		No
Monitor the effects of changes to Benefits regulations & their impact on the collection & recovery of Council Tax and Monitoring of arrangements for localisation of Non-domestic rates	In year % collection of Debtors – 95%	Debtors Current year is ahead of target by 10% Debts over 6 months old are behind due to several aged debts – Cabinet to be asked to consider some write offs		No
	In year % collection of Council Tax – 97.5%	Council Tax Council Tax current year is slightly ahead of target by 0.1% at 31 December		No

Corporate Project/Programme	Milestone/Measure of Success	Latest update	Due Date	Completed
		Court costs income is ahead of target by £46k Arrears slightly behind target but will continue to target additional income wherever possible		
	In year % collection of Non-Domestic Rates - 98%	NNDR Current year collection is ahead of target by 2.1% at 31 December Costs slightly behind target (£1k) Arrears ahead of target		No
Provision of financial advice, assistance and business support for Directorates & budget managers & preparation of monthly financial performance management reports for CMT & Quarterly for Cabinet	Bank Reconciliation completed within 10days (Payments Account) / 15 days (General Account) of period end	Bank Reconciliation completed within 3 days (General Account) for December / 12 days (Payments Account) for December 2014		No
	Ledgers closed down within 5 working days of period end	Financial ledger (efinancials) and Collaborative Planning budget setting & monitoring updated as at 31 December 2014 on 1 January 2015		No
	Spending maintained within approved budget and without significant underspends - target range of up to 5% underspend.	Second Quarter financial healthcheck reported to CMT / Cabinet November 2014, Third Quarter healthcheck due to be reported to CMT / Cabinet February 2015		No
To complete the Final Accounts process with an unqualified audit opinion	Preparation of Draft Accounts by 30th June	Final accounts prepared & provided to External Auditors and Audit & Governance Committee on 26 June 2014	30-Jun-2014	Yes

Corporate Project/Programme	Milestone/Measure of Success	Latest update	Due Date	Completed
	Completion of Statutory Returns to ODPM (Revenue Out-turn / Capital Out-turn / WGA return) by 30th July	Completed	30-Jul-2014	Yes
	Approval by Audit & Governance Committee by statutory deadline of 30th September	Approved by Audit & Governance Committee on 25th September 2014	30-Sep-2014	Yes
	Publication by statutory deadline of 30th September	Completed	30-Sep-2014	Yes
	Publication by statutory deadline of 30th September	Completed	30-Sep-2014	Yes

2. Key Service Performance Indicators



Assets and Environment Key Service Performance Indicators 2014/15







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Assets & Environment



PI Code & Short Name	PI Status	Current Value	Last Update	Current Target	Performance compared to last reporting period	Comments
LPI_A&E_KPI001 Monitor the local air quality in Tamworth, taking any necessary action as dictated by the results	✔	Yes	2013/14	Yes	■	16-Jul-2014 Air Quality Management Area (AMQA) was designated by Cabinet in March 2014
LPI_A&E_KPI002 Work with other public sector organisations to offer co-	✔	Yes	2014/15	Yes	■	20-Jan-2015 Work is still underway with letting available space. There has been increased co-location with Staffordshire County Council and the Community Safety Hub. An external agent is now

PI Code & Short Name	PI Status	Current Value	Last Update	Current Target	Performance compared to last reporting period	Comments
location in strategic council premises						marketing the space.
LPI_A&E_KPI003 Deliver 100% of the Housing Capital Programme		100%	2014/15	100%		02-Oct-2014 The programme is currently running to planned profile

Environmental Health & Regulatory Services

PI Code & Short Name	PI Status	Current Value	Last Update	Current Target	Performance compared to last reporting period	Comments
LPI_EHRS001 The number of 1 and 2 star rated businesses		58	Q3 2014/15			09-Jan-2015 Rise in new premises registered and receiving first visit
LPI_EHRS003 The annual percentage of planned high risk inspections undertaken		100%	Q3 2014/15	75%		

Waste Management

PI Code & Short Name	PI Status	Current Value	Last Update	Current Target	Performance compared to last reporting period	Comments
NI 192 Percentage of household waste sent for reuse, recycling and composting (Tamworth)		52.00%	Q3 2014/15	50.00%		20-Jan-2015 Slight drop in recycling percentage is due to the organic waste changes introduced in September 2014.

Communities Planning and Partnerships Key Service Performance Indicators 2014/15



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Community Development













PI Code & Short Name	PI Status	Current Value	Last Update	Current Target	Performance compared to last reporting period	Comments
LPI_CEPCDCD001am The number of partners delivering services in response to agreed issues - Amington	✔	31	Q2 2014/15	27	▬	
LPI_CEPCDCD001bg The number of partners delivering services in response to agreed issues - Belgrave	✔	30	Q3 2014/15	27	▬	06-Jan-2015 No change from last quarter - partnership involvement sustained.

PI Code & Short Name	PI Status	Current Value	Last Update	Current Target	Performance compared to last reporting period	Comments
LPI_CEPDCDCD001gl The number of partners delivering services in response to agreed issues- Glascote		30	Q2 2014/15	27		24-Jul-2014 As above plus Sacred Heart Church
LPI_CEPDCDCD001st The number of partners delivering services in response to agreed issues - Stonydelph		43	Q3 2014/15	27		







Community Leisure

PI Code & Short Name	PI Status	Current Value	Last Update	Current Target	Performance compared to last reporting period	Comments
LPI_CSPCDCLAR003 Total Attendance Overall - Assembly Rooms		8,253	Q3 2014/15	10,000		
LPI_CSPCDCLAR015 Customer Satisfaction - Assembly Rooms		99%	April 2014	96%		
LPI_CSPDCDLOE001 Visitor Numbers (Outdoor Events)		15,982	Q2 2014/15	14,000		
LPI_CSPCDCLTC002 Total Number of visits/usages - Tamworth Castle		6,409	Q3 2014/15	9,000		
LPI_CSPCDCLTC020 Trip Advisor Rating - Tamworth Castle		4.5	2013/14	4.5		
LPI_PCPCL001 Total 16+ attending organised activity across the Borough		44,075	Q3 2014/15	30,000		
LPI_PCPCL002 Total under 16 attending organised activity across the Borough		27,501	Q3 2014/15	20,900		







Community Safety

PI Code & Short Name	PI Status	Current Value	Last Update	Current Target	Performance compared to last reporting period	Comments
LPI_CSPDCDCS001 Burglary Dwelling		67	Q3 2014/15	46		04-Feb-2015 There is no trend or pattern that accounts for the increase in burglary dwelling. There have been a number of prolific offenders who have been and are currently being targeted by the integrated offender management team.
LPI_CSPDCDCS008 Incidents of Anti-Social Behaviour		466	Q3 2014/15	396		04-Feb-2015 Overall for the three quarters we are showing a small reduction over the previous year though we should anticipate with this trend a small increase in offences at year end. There has been an increase in the use of mini motos recently particularly around the network of cycle paths and footways etc. There is ongoing work by partners to attempt to resolve these issues.
LPI_CSPDCDCS011 Serious Violence		12	Q3 2014/15	11		04-Feb-2015 We did set an ambitious reduction target over last years figure which we will not achieve. There is no particular trend or pattern that can be targeted, glassing, use of weapons, gangs etc.
LPI_CSPDCDCS011a Less Serious Violence		133	Q3 2014/15	114		04-Feb-2015 It is disappointing after the reduction last year there is an upwards trend this year and it is extremely unlikely that we will achieve our target. The increases have been across the board in night time economy, domestic and estate type violence. There is no particular trend or pattern to be targeted.
LPI_CSPDCDCS012 Serious Acquisitive Crime		149	Q3 2014/15	119		04-Feb-2015 This category includes burglary dwelling, robbery and vehicle crime. There is no trend or pattern that accounts for the increase in burglary dwelling. There have been a number of prolific offenders who have been and are currently being targeted by the integrated offender management team.
LPI_CSPDCDCS018 Violence with injury		145	Q3 2014/15	125		04-Feb-2015 It is disappointing after the reduction last year there is an upwards trend this year and it is extremely unlikely that we will achieve our target. The increases have been across the board in night time economy, domestic and estate type violence. There is no particular trend or pattern to be targeted.

Development Control





PI Code & Short Name	PI Status	Current Value	Last Update	Current Target	Performance compared to last reporting period	Comments
BV109a NI 157a Processing of planning applications: Major applications (Tamworth)		33.00%	Q3 2014/15	60.00%		16-Jan-2015 3 applications decided during 3rd quarter Planning application 0172/2014 for erection of 23 dwellings at Tamworth Road Two Gates was subject to S106 agreement and took a total of 19 weeks (resolution to approve in July 2014, with final decision issued in October 2014. Planning application 0278/2014 for demolition of Units 1-4 Landsberg and redevelopment of site determined in less than 13 weeks. Planning application 0271/2014 Convenience store (ALDI) at Glascote WMC approved after 19 weeks 4 days)
BV109b NI 157b Processing of planning applications: Minor applications (Tamworth)		80.00%	Q3 2014/15	65.00%		
BV109c NI 157c Processing of planning applications: Other applications (Tamworth)		98.11%	Q3 2014/15	80.00%		

Economic Development





PI Code & Short Name	PI Status	Current Value	Last Update	Current Target	Performance compared to last reporting period	Comments
LPI_CPPSPDED005 Percentage of working age population claiming Job Seekers Allowance		0.6%	Q3 2014/15	1.6%		02-Feb-2015 286 people 2.4% West Midlands 1.9% Great Britain
LPI_CPPSPDED006 Percentage of total rateable value of commercial floorspace that is unoccupied		5.22%	Q3 2014/15	8.25%		
LPI_CPPSPDED007 Percentage change in rateable value of		-0.3%	Q3 2014/15	0.75%		

PI Code & Short Name	PI Status	Current Value	Last Update	Current Target	Performance compared to last reporting period	Comments
commercial buildings						





Partnerships & Community Development



PI Code & Short Name	PI Status	Current Value	Last Update	Current Target	Performance compared to last reporting period	Comments
LPI_PCDCFS_001 The number of reported concerns - Children		7	Q3 2014/15	6.25		
LPI_PCDCFS_002 The number of reported concerns - Adults		12	Q3 2014/15	7.5		

Partnerships Support & Development

PI Code & Short Name	PI Status	Current Value	Last Update	Current Target	Performance compared to last reporting period	Comments
LPI_CSBDS_005 20 new jobs created in existing organisations per annum directly attributable to interventions under the Contract (BDS – Infrastructure Support for business and third sector)		3	Q3 2014/15	5		02-Feb-2015 The year to date performance for this indicator is 15 jobs created. This is better than the year to date target of 10 jobs.
LPI_CSBDS_006 10 first-time business start ups over two years with information broken down by sector and level of support provided (BDS – Infrastructure Support for business and third sector)		3	Q3 2014/15	2.5		

Planning and Regeneration

PI Code & Short Name	PI Status	Current Value	Last Update	Current Target	Performance compared to last reporting period	Comments
LPI_SP1_1d_003 The occupancy levels of Town Centre retail outlets		86%	Q3 2014/15	91%		<p>23-Jan-2015 There are 43 units vacant this quarter. Vacancy rates have remained fairly constant over the last four quarters at around 14%. This is an improvement from 2012 where vacancy rates reached a high of 18%.</p> <p>The emerging Local Plan will ensure that retail and other town centre use takes a 'town centre first' approach and will encourage the location of shops, offices etc in the town centre. However it is important to consider other measures to boost occupancy levels in the town centre. Environment improvements, car parking fees and initiatives like the BID will all play a role in improving the vitality and vibrancy of the town centre.</p> <p>In addition to the more traditional town centre uses the Local Plan is proposing some housing allocations within and adjoining the town centre. These will help to diversify the town centre and improve the overall environment.</p> <p>Projects such as the Gateways and Linkages and the junction improvements along fountains junction should all contribute to improving the town centre.</p>
NI 154 Net additional homes provided (Tamworth)		50	2013/14	216		<p>23-Jul-2014 Completions for the year 2013/14 are 50 units. This marks the 3rd year in a row of falling total completions across the Borough. The Council's role in providing new homes is setting the right environment for house building by producing an up to date and sound Local Plan and the approval planning applications for sustainable development.</p> <p>Without the availability of large housing allocations it can be difficult to bring forward large amounts of additional housing. The current supply within Tamworth is predominantly made up of small application sites, the only remaining large site is Anker Valley, which is current in with Development Management as a planning application. Without a constant supply of larger sites there will be peaks and slumps of completions.</p> <p>Despite the set back of withdrawing the Local Plan from examination in 2013, good progress has been made in the new draft Local Plan. A wider range of large allocations have been proposed and smaller sites within the urban area are also being proposed for allocation. The Local Plan will be specific to the supply of housing within the borough for the next 15 years.</p>

PI Code & Short Name	PI Status	Current Value	Last Update	Current Target	Performance compared to last reporting period	Comments
						<p>Planning & Regeneration will continue to work with the development industry in a productive manner to bring forward more housing within Tamworth.</p> <p>Despite the low completion rate, there still remains a supply of smaller applications sites, however progress by the house building industry has been slowed to bring forward these applications to completion.</p>
<p>Page 141</p> <p>NI 155 Number of affordable homes delivered (gross) (Tamworth)</p>		7	2013/14	117		<p>23-Jul-2014 Affordable completions for the year 2013/14 are 7 units. The Council's role in providing new homes is setting the right environment for house building by producing an up to date and sound Local Plan and the approval planning applications for sustainable development.</p> <p>Without the availability of large housing allocations it can be difficult to bring forward large amounts of additional housing. The current supply within Tamworth is predominantly made up of small application sites; the only remaining large site is Anker Valley, which is current in with Development Management as a planning application. Without a constant supply of larger sites there will be peaks and slumps of completions.</p> <p>Despite the set back of withdrawing the Local Plan from examination in 2013, good progress has been made in the new draft Local Plan. A wider range of large allocations have been proposed and smaller sites within the urban area are also being proposed for allocation. The Local Plan will be specific to the supply of housing within the borough for the next 15 years.</p> <p>Planning & Regeneration will continue to work with the development industry in a productive manner to bring forward more housing within Tamworth.</p> <p>Despite the low completion rate, there still remains a supply of smaller applications sites; however progress by the house building industry has been slowed to bring forward these applications to completion.</p> <p>The situation for affordable housing is worse than that of general market housing because the current planning policy requires only sites of 14 or more units to contribute to affordable housing provision. Without the larger sites affordable homes will not come</p>

PI Code & Short Name	PI Status	Current Value	Last Update	Current Target	Performance compared to last reporting period	Comments
						<p>forward. The draft Local Plan sets this threshold much lower and requires smaller sites to make a contribution to affordable housing provision.</p> <p>However, at the 1st April 14 there were 38 affordable units under construction with a further supply of 82 units with consent.</p>

Finance Key Service Performance Indicators 2014/15

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Corporate Finance

PI Code & Short Name	PI Status	Current Value	Last Update	Current Target	Performance compared to last reporting period	Comments
LPI_AAV_002 Achievement of an unqualified audit opinion on the financial statements		Yes	2013/14	Yes		06-Oct-2014 Unqualified Audit opinion signed by Grant Thornton 25th September 2014. Audit Conclusion certificate issued 2nd October 2014
LPI_RDCF001 Spending maintained within approved budget and without significant underspends		5%	December 2014	-5%		
LPI_RDCF002 Number of material final account audit		0	2013/14	0		

PI Code & Short Name	PI Status	Current Value	Last Update	Current Target	Performance compared to last reporting period	Comments
adjustments						
LPI_RDCF025 Ledgers closed down within 5 working days of period end		1	Q3 2014/15	5		
LPI_RDCF026a Bank Reconciliation completed within 10 days (Payments Account)		5	Q3 2014/15	10		
LPI_RDCF026b Bank Reconciliation completed within 15 days (General Account) of period end		12.67	Q3 2014/15	15		

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Revenues Services

PI Code & Short Name	PI Status	Current Value	Last Update	Current Target	Performance compared to last reporting period	Comments
BV10 Percentage of Non-domestic Rates Collected		83.20%	Q3 2014/15	81.10%		30-Jan-2015 The fact that business can be offered the opportunity to pay over 12 months as opposed to 10 has impacted on collection levels when compared to the same period in 2013/14. All local authorities are similarly affected.
BV9 % of Council Tax collected		86.60%	Q3 2014/15	86.50%		
LPI_RDFOREV009 Debtors current year collection		96.98%	Q3 2014/15	87%		

Housing and Health Key Service Performance Indicators 2014/15





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Housing Empty Property Management

PI Code & Short Name	PI Status	Current Value	Last Update	Current Target	Performance compared to last reporting period	Comments
LPI BV212 Average number of days taken to re-let local authority housing (Standard Empty Homes)	✓	15.33	Q3 2014/15	16	↓	
LPI_CSHSEPM009 The percentage of customers satisfied with the "Finding a Home" Service	✓	98.33%	Q3 2014/15	80%	↑	

Housing Estate Management

PI Code & Short Name	PI Status	Current Value	Last Update	Current Target	Performance compared to last reporting period	Comments
LPI_CSHSCS001 Percentage of offensive graffiti removed within 48 hours		100%	Q3 2014/15	100%		

Housing Maintenance

PI Code & Short Name	PI Status	Current Value	Last Update	Current Target	Performance compared to last reporting period	Comments
LPI_HMLSHMM001 Overall percentage of tenant satisfaction with the responsive repairs service provided by Mears		95.2%	Q3 2014/15	85%		
LPI_HMLSHMM003 Percentage of all responsive repairs completed within target		97.63%	Q3 2014/15	97%		


Legal and Democratic Key Service Performance Indicators 2014/15

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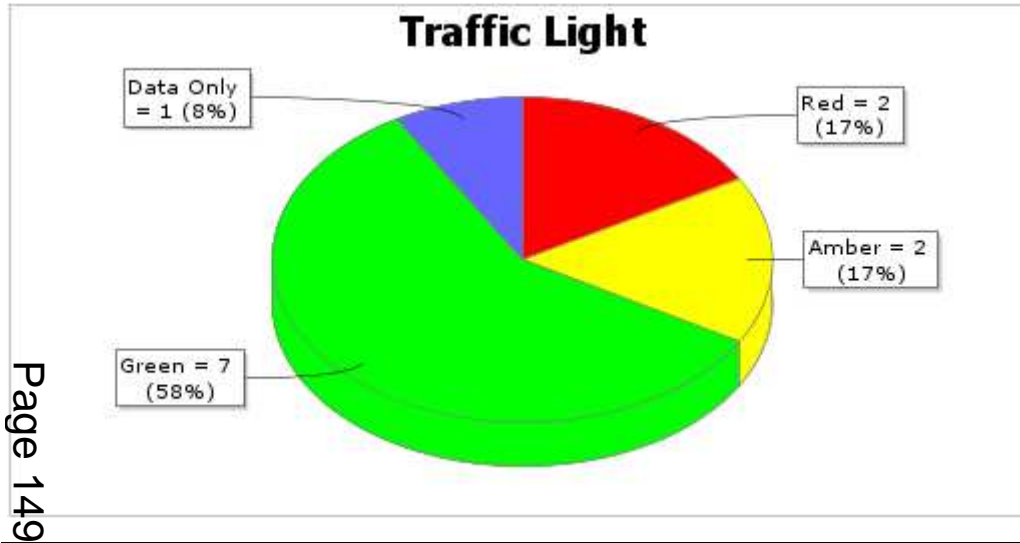


Solicitor and Monitoring Officer

PI Code & Short Name	PI Status	Current Value	Last Update	Current Target	Performance compared to last reporting period	Comments
LPI_SMO001 Number of Standard Searches carried out		299	Q3 2014/15			13-Jan-2015 95 Full searches 204 Personal searches
LPI_SMO002 The number of exempt items presented to meetings		9	Q3 2014/15			
LPI_SMO003 Percentage of Household Enquiry Forms returned		N/A	N/A			30-Jan-2015 At present the Government's IER/HEF registration does not provide reports for monitoring of performance indicators. However, it is anticipated that next year, when it will be a more

















PI Code & Short Name	PI Status	Current Value	Last Update	Current Target	Performance compared to last reporting period	Comments
						normal canvass, that such information will be available.
LPI_SMO004 Percentage of Individual Elector Registration Forms returned		N/A	N/A			30-Jan-2015 At present the Government's IER/HEF registration does not provide reports for monitoring of performance indicators. However, it is anticipated that next year, when it will be a more normal canvass, that such information will be available.

Technology and Corporate Programmes Key Service Performance Indicators 2014/15



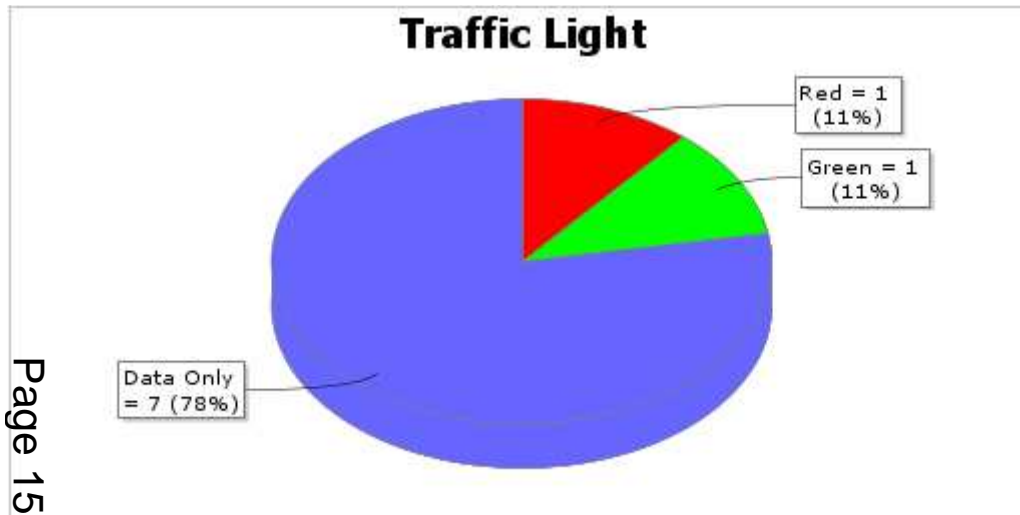
Technology & Corporate Programmes

PI Code & Short Name	PI Status	Current Value	Last Update	Current Target	Performance compared to last reporting period	Comments
LPI_RDICT001 Percentage of incidents fixed by ICT	✓	92.57%	Q3 2014/15	70%	↑	
LPI_RDICT002 Incidents Responded within SLA	✓	93.45%	Q3 2014/15	90%	↓	
LPI_RDICT003 Incidents Resolved within SLA	✓	97.65%	Q3 2014/15	90%	↑	
LPI_RDICT004 ICT Backups	⬮	87.86%	Q3 2014/15	100%	↓	22-Jan-2015 The backups only measure as 100% complete on a full backup. Part backups are also completed with off site data replication occurring throughout the day.

PI Code & Short Name	PI Status	Current Value	Last Update	Current Target	Performance compared to last reporting period	Comments
LPI_RDICT005 Service Availability		99.71%	Q3 2014/15	99%		
LPI_RDICT006 Maintain accreditation against ISO20000		Yes	2014/15	Yes		
LPI_RDICT007 Maintain accreditation against ISO27001		Yes	2014/15	Yes		
LPI_RDICT008 Freedom of Information Requests Responded To Within legislative timescales		96.19%	2014/15	100%		
LPI_RDICT015 ICT Support Desk - Percentage of calls answered within 15 seconds		90.39%	Q3 2014/15	92%		
LPI_RDICT016 ICT Support Desk - Percentage of calls abandoned		3.54%	Q3 2014/15	3%		22-Jan-2015 Running with one vacancy with little impact in terms of numbers. Will be considered as part of the service review which is scheduled for completion in March 2015.
LPI_RDICT017 ICT Service Desk - Outstanding Incidents		73	December 2014			
LPI_RDICT018 LLPG Quality		5	December 2014	5		



Transformation and Corporate Performance Key Service Performance Indicators 2014/15

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Health and Safety



PI Code & Short Name	PI Status	Current Value	Last Update	Current Target	Performance compared to last reporting period	Comments
LPI_ACEODHS001 Number of accidents to employees reported		8	Q3 2014/15			
LPI_ACEODHS002 Number of accidents to non-employees reported		7	Q3 2014/15			
LPI_ACEODHS004 Number of HSE notifications/interactions		0	Q3 2014/15			

PI Code & Short Name	PI Status	Current Value	Last Update	Current Target	Performance compared to last reporting period	Comments
LPI_ACEODHS005 Number of violent/threatening incidents		5	Q3 2014/15			







Human Resources

PI Code & Short Name	PI Status	Current Value	Last Update	Current Target	Performance compared to last reporting period	Comments
BV12 Working Days Lost Due to Sickness Absence		6.02	Q3 2014/15	6.38		









Payroll

PI Code & Short Name	PI Status	Current Value	Last Update	Current Target	Performance compared to last reporting period	Comments
LPI_T&CP_005 The number of payroll errors		7	Q3 2014/15			

Transformation and Corporate Performance

PI Code & Short Name	PI Status	Current Value	Last Update	Current Target	Performance compared to last reporting period	Comments
LPI_T&CP_001 The number of hits on the website		272,229	Q3 2014/15			
LPI_T&CP_002 Average time spent on the website		3.35	Q3 2014/15			
LPI_T&CP_003 SoCITM Website score		1	2013/14	4		01-May-2014 This was assessed in November 2013, therefore was on our old website. We have since launched a new website so this score is not reflective of our current situation.

Key to symbols

PI Status		Performance compared to last reporting period	
	Not at target		Improving
	Close to target		No Change
	At, or above, target		Getting Worse
	Unknown		
	Data Only PI (No target set)		

3. 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 customer services 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

DHP claims are underspent by £26k with 302 successful claims from 468 applications (compared to 135 successful claims from 294 applications at December 2013).

The live caseload figure is 236 lower than 2013/14 – currently 6,825 (7,061 at December 2013) although there is a 6 week backlog (3.5 weeks as at 31 December 2013) with claims still to be processed which will increase this figure.

NNDR

Reminders (638 at 31 December) are higher than 2013/14 levels (542 at 30 December 2013) although summons, liability orders and Enforcement Agent referrals are lower.

Current year collection levels are ahead of target by 2.1% at 31 December (with collection of arrears also ahead of target). Costs are slightly behind target (by £1k).

Council Tax

Reminders etc. are lower than 2013/14 levels although enforcement agent referrals are higher (310 additional referrals as at December 2014).

Current year collection levels are ahead of target by 0.1% at December 2014 (with a target of 97.5% for the 2014/15 financial year). Court cost income is ahead of target by £46k.

Collection Fund – the estimated surplus is £27k for the year with a LCTS projected underspend of £41k (total £68k).

Customer Services (last updated July 2014)

Visits to Marmion House – at the latest update in July 2014, visits in the months from April to July 2014 were significantly lower at 2705 visits compared to 4036 in July 2013.

Enquiries for Ctax & benefits enquiries have also been lower than in 2013/14.

Housing

Total rent arrears (excluding former tenants) at 30th June 2014 are £469k compared to £412k at 31st March 2014 – an increase of £57k (compared to a £163k increase as at 31st December 2013).

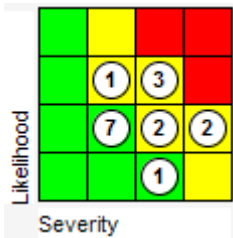
Total arrears (including garages etc.) are £1.47m at 31st December 2014, compared to £1.31m at 31st March 2014, an increase of £166k (compared to a £239k increase between 31st March 2013 and 31st December 2013).

Total arrears (including garages etc.) were £1.31m at 31 March 2014 compared to 31 March 2013 - £1.18m (£125k higher).

4. Corporate Risk register

The Corporate Risk register is reviewed and updated by the Corporate Management Team.

There are currently sixteen risks on the Corporate Risk Register, none of which are high risks and the “heat map” below indicates the current position of their risk status



5. Performance Management Framework




Activity in quarter three 2014/15 saw:

- Tamworth Listens Question Time Event,
- State of Tamworth Debate,
- Corporate Management Team away day

6. LGA Corporate Peer Challenge Reaction Plan Update


High Level Reaction Plan in Relation to LGA Peer Challenge Feedback



1. Local Context & Priority Setting

Action	Latest Note	Owner	Assigned To	Status
a) Review and prioritise all major actions detailed in both the Sustainability Strategy and Corporate Change Programme	07-Jan-2015 The planned quarter 3 update is due to be discussed at the CMT meeting on 12th January 2014 and the MTFS monitoring model updated to reflect the current forecasts / position regarding the implementation of the Sustainability Strategy actions and their associated timetable to inform the Draft MTFS being prepared for the Cabinet on 22 January 2015 – followed by Joint Scrutiny Budget Committee on 27 January 2015.	CMT for discussion and endorsement from Cabinet	Corporate Management Team	
b) Maintain focus and resourcing to ensure timely sign-off of Local Plan having regard to the need and significance of our neighbours "Duty to Co-operate".	03-Oct-2014 Continue to prioritise the Local Plan timetable. Additional resources put in place to adhere to the duty to cooperate and adhere to the timetable.	Director CPPs/Strategic Planning Team Support: CEO/Portfolio Member/Leader Director H&H/Director A&E	Rob Mitchell	
c) Review "bottom up" connectivity between partners and TBC resources at locality level and their senior representatives at TSP Board level	22-Jul-2014 This has been completed.	Director CPPs/Community Development Team (External/Peer support may be necessary). Support from relevant partnership	Rob Mitchell	

Action	Latest Note	Owner	Assigned To	Status
		organisations/data & intelligence sources/Elected Members		



2. Financial Planning & Viability


Action	Latest Note	Owner	Assigned To	Status
a) Monitor income flows and encourage innovative income generation options	<p>15-Jul-2014 A successful bid for grant funding from Improvement and Efficiency West Midlands (IEWM) was made, to support the development of a multi-agency approach to Commissioning for outcomes in Tamworth, and the exploration and development of a Tamworth Borough Council approach to Commissioning</p> <p>In achieving these aims the Council drew up a specification for the provision of 'Commercial Skills' training (i.e. commissioning services, costing and responding to tender opportunities) for staff who may be involved in commissioning services or potentially providing services to other organisations. Thornton & Lowe successfully won the 'Quick Quote' process to develop a training course tailored to our requirements to run as a 'pilot' in March 2014. A further training day has since been held, and the success/relevance of the course is to be evaluated to inform decision-making</p>	All CMT members with income generation capability/Service Heads/All Staff.	Corporate Management Team	

Action	Latest Note	Owner	Assigned To	Status
	<p>around further training/responding to skills gaps identified.</p> <p>The need for changes to the Council's Constitution & Scheme of Delegation and Standing Orders/Financial Guidance was identified, to enable Directors to be more commercial / allow them to act quickly where an opportunity arises. Amendments have been proposed to allow Directors, in consultation with their Portfolio Holders via a Scheme of Delegation report:-</p> <p>1) to bid for grants up to £100k without referring back to Cabinet 2) to bid for tenders for provision of TBC services 3) to submit joint bids with partners</p>			
b) Consider broadening the terms of reference for Service Reviews in order to capture the more transformational outcomes from the process	03-Oct-2014 Additional questions around service transformation are now required to be addressed in the service review process	CEO/Director CPPs via work stream, Directors & Heads of Service to lead on process and report progress via the CMT/CCB infrastructure and relevant member consultation.	Tony Goodwin; Rob Mitchell	
c) Monitor progress of workstreams against strategy profile – manage any emerging risk of back loading	07-Jan-2015 The planned quarter 3 update is due to be discussed at the CMT meeting on 12th January 2014 and the MTFS monitoring model updated to reflect the current	CEO/ED/DoF/Leadership	Stefan Garner; Tony Goodwin; John Wheatley	

Action	Latest Note	Owner	Assigned To	Status
	forecasts / position regarding the implementation of the Sustainability Strategy actions and their associated timetable to inform the Draft MTFS being prepared for the Cabinet on 22 January 2015 – followed by Joint Scrutiny Budget Committee on 27 January 2015.			

3. Political & Managerial Leadership

Action	Latest Note	Owner	Assigned To	Status
a) Reality check the political statement that there are “No Sacred Cows” as early as possible.	30-Jan-2015 This action was completed when the issues, referred to as ‘Sacred Cows’ by virtue of their complexity, political risk or high degree of difficulty, were all included in the Sustainability Strategy as ‘Options to be pursued’. Furthermore, progress has been made on a number of specific options, for example, reducing the number of Members per Ward: The CEO has written to the Boundary Commission requesting a review.	CEO via the presentation of options and proposals relating to service cuts and/or efficiencies. Support from CMT/Endorsed by Cabinet	Corporate Management Team	
b) Clearly define, articulate and then communicate the operating model that best describes the organisation going forward	30-Jan-2015 A joint report of the Leader of the Council and Chief Executive setting out and recommending the adoption of a Demand Management Operating Model is scheduled to be presented to Cabinet on 19th February, 2015. Subject to its approval, the outcomes of an associated Internal and External Communications Plan and a	CMT to draft the basis and rationale for a ‘preferred’ operating model. Cabinet & Partners to be consulted and to buy-in to new model	Corporate Management Team	




Action	Latest Note	Owner	Assigned To	Status
	comprehensive implementation process will ensure that these objectives are met in full.			
c) Sustain and develop means of improving skills and in-house expertise relating to forthcoming challenges.	08-Jul-2014 A risk matrix to support succession planning and workforce development has been developed and, in the first instance, will be piloted before roll-out.	CMT/Cabinet and key strategic partners (Independent, peer and/or professional support may be necessary).	Corporate Management Team	

4. Governance & Decision Making

Action	Latest Note	Owner	Assigned To	Status
a) Introduction of formal, annual Member induction training	30-Sep-2014 An on-line training programme is being developed for May 2015	Executive Management Team Supported by current Chairs/Democratic Services (Independent peer/professional support may be necessary).	Corporate Management Team	
b) Consideration of adopting an approach whereby Members who have failed to attend training upon key decision making or regulatory matters cannot sit on the Committee until trained to do so. Examples include Planning; Licensing; Audit & Governance.	13-Jan-2015 Review to be completed in March 2015. All members of relevant committees have had their training.	Executive Management Team Supported by current Chairs/Democratic Services (Independent peer/professional support may be necessary).	Corporate Management Team	
c) Consideration of a package of options designed to improve Scrutiny and other committees	13-Jan-2015 Training events for scrutiny chairs have been identified and they have been invited to take part in discussion forums.	Executive Management Team Supported by current Chairs/Democratic Services (Independent peer/professional support	Corporate Management Team	

Action	Latest Note	Owner	Assigned To	Status
		may be necessary).		

5. Organisational Capacity

Action	Latest Note	Owner	Assigned To	Status
a) Sustain and build upon existing strategic relationships e.g., Lichfield and Staffordshire	03–Nov–2014 LDC formally offered support for purchase/development of their new web site. AG emailed LDC CE. Response received saying she would bear us in mind	Executive Management Team/All involved in existing arrangements	Corporate Management Team	
b) Early management structure review to focus upon "spans of control"	25–Jul–2014 This particular action is now formally wrapped up in the ongoing Service Review work stream as approved by Council in relation to the Sustainability Strategy			
c) Embed current methods of project and programme management across organisation and also key dependents	22–Jan–2015 Following a recent audit, project and programme documentation (policy and templates) is being drawn up for corporate consumption.	CMT/TSP Support of OD Manager (Independent peer/professional support may be required).	Corporate Management Team	

7. Sustainability Strategy

Medium Term Financial Strategy 2014-2019 Monitoring, January 2015

Following the introduction of the Sustainability Strategy last year, work has been underway on the strands included within it. The strategy contains a number of workstreams – led by CMT members - which all contribute to the organisation working in the most efficient way, providing the best services we can, while working towards reducing the shortfall in our budgets in coming years.

Executive Management Team (EMT) recently held a meeting to look at the most up-to-date budget forecasts, and discussed the delivery of the Sustainability Strategy and our Medium Term Financial Strategy (MTFS):

General Fund MTFS 2015/16-2019/20	2014/15 £'000	2015/16 £'000	2016/17 £'000	2017/18 £'000	2018/19 £'000	2019/20 £'000
Projected Balances per MTFS Council February 2014	(3,232)	(1,968)	(500)	1,374	3,294	5,213
Revised Stress Tested: Central Case Forecast	(3,882)	(3,389)	(2,507)	(874)	1,147	3,542

The forecast has been updated to include:

- a) the improved projections contained within the latest projected outturn position;
- b) Technical adjustments as part of the base budget review reported to Cabinet in November 2014;
- c) Updated Local Government Finance Settlement grant indications following release of provisional allocations in December 2014;
- d) any known changes to the savings targets included within the current MTFS;
- e) updated impact on new homes bonus and council tax income from expected housing developments - arising from discussions / joint working with Planning and Strategic Housing;

- f) Revised Business Rates income forecasts;
- g) Other strategic changes e.g. Pensions lump sum discount, LEP funding.

When the 3 year MTFs for the General Fund was approved by Council in February 2014, the forecast MTFs shortfall was c.£1.8m per annum from 2017/18. Following the updates considered by EMT the Central Case forecast identifies a surplus of £0.374m over 3 years with a shortfall of £4.042m over 5 years;

Changes have been introduced following service reviews in the following areas:

- a) Removal of 1 Cabinet Member & changes to SRA payable to Chair Licensing & Chair Audit & Governance Committees from 2015/16 - saving £12k p.a.
- b) Senior Management Review – savings target of £200k from 2017/18;
- c) Events – Voluntary Contributions to be requested (income target of £10k p.a.);
- d) CPP Business Support Service Review – saving £10k p.a. from a reduction in 0.4 FTE (Business Support Admin.);
- e) Community Safety Service Review – additional funding for 2 years of £15k p.a.
- f) Community Development Service Review – saving £45k p.a. from a reduction in 1 FTE (Head of Service);
- g) Revenues & Benefits Service Review – Saving £30k p.a. from a reduction in 1 FTE (Benefits Advisor).

Achievement of further savings is dependent on the outcomes of ongoing service reviews or workstream actions.

With regard to the Housing Revenue Account, an improved position is forecast:

HRA MTFS 2015/16-2019/20	2014/15 £'000	2015/16 £'000	2016/17 £'000	2017/18 £'000	2018/19 £'000	2019/20 £'000
Projected Balances per MTFS Council February 2014	(4,315)	(1,395)	(1,265)	(1,286)	(1,492)	(1,492)
Revised:						
Revised Projected Balances	(4,664)	(1,716)	(1,165)	(1,005)	(1,089)	(993)

This follows inclusion of the technical adjustment and the reduced cost of the Housing Regeneration projects following preparation of the updated build programme.

8. Financial Health check Report

FINANCIAL HEALTHCHECK REPORT – PERIOD 9 DECEMBER 2014

Executive Summary

This section to the report summarises the main issues identified at the end of December 2014.

General Fund

Revenue

GENERAL FUND	YTD Budget £000	YTD Spent £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000
Chief Executive	134	145	11	-	19	19
Executive Director Corporate Services	87	(10)	(97)	511	330	(181)
Director of Finance	2,778	2,252	(526)	481	307	(174)
Director of Technology & Corporate Programmes	885	895	10	32	57	25
Solicitor to the Council	524	469	(55)	713	718	5
Director of Transformation & Corporate Performance	944	968	24	280	338	58
Director of Communities, Planning & Partnerships	1,677	1,563	(114)	2,957	2,857	(100)
Director of Housing & Health	376	329	(47)	1,144	1,110	(34)
Director of Assets & Environment	2,308	2,115	(193)	3,014	2,938	(76)
Total	9,713	8,726	(987)	9,132	8,674	(458)

- The General Fund has a favourable variance against budget at Period 9 of £987k (£1.08m at period 8).
- The projected full year position identifies a projected favourable variance against budget of £458k or 5.02% (£509k or 5.57% favourable reported at period 8).
- This projection has highlighted several budget areas for concern (detailed at **Appendix A**).
- There was a balance of £85k remaining in the General Contingency Budget at the end of December 2014. It is recommended that £42k be released from this Contingency to support the Golf Course Project.

Capital

GENERAL FUND	YTD Budget £000	YTD Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile £000	Outturn £000
Director of Technology & Corporate Programmes	110	32	(78)	123	38	(85)	85	-
Director of Transformation & Corporate Performance	30	2	(28)	30	30	-	-	-
Director of Communities, Planning & Partnerships	2,540	137	(2,403)	3,149	157	(2,992)	607	(2,385)
Director of Housing & Health	162	72	(90)	162	72	(90)	90	-
Director of Assets & Environment	761	386	(375)	872	586	(286)	206	(80)
Contingency	328	-	(328)	340	-	(340)	340	-
TOTAL GENERAL FUND	3,931	629	(3,302)	4,676	883	(3,793)	1,328	(2,465)

- Capital expenditure incurred was £0.63m (£0.74m reported at period 8) compared to a profiled budget of £3.93m (£3.68m reported at period 8).
- It is predicted that £0.88m will be spent by the year-end (£0.92m reported at period 8) compared to a full year budget of £4.676m (this includes re-profiled schemes from 2013/14 of £1.365m). There is a projected requirement to re-profile £1.33m of spend into 2015/16 (£1.29m reported at period 8).
- A summary of Capital expenditure is shown at **Appendix B**.

Treasury Management

- At the end of December 2014 the Authority had £31.94m invested in the money markets (excluding the £1.246m which is classified as sums at risk invested in Icelandic Banks). The average rate of return on these investments is 0.59% though this may change if market conditions ease. At this point it is anticipated that our investments will earn approximately £196k compared to the budgeted figure of £189k, a favourable variance of £7k.
- Borrowing by the Authority stood at £65.060m at the end of December 2014, all being long term loans from the Treasury Public Works Loans Board. The average rate payable on these borrowings equates to 4.47%. At this point it is anticipated that our interest payments will be £2.911m which is no variance to budget.
- A more detailed summary of the Treasury Management situation, detailing our current Lending and Borrowings together with the situation with our Icelandic investments, can be found at **Appendix C**.

Balances

Balances on General Fund are projected to be in the region of £3.831m at the year-end from normal revenue operations (£3.882m reported at period 8) compared to £3.231m projected within the 2014/15 budget report – an increase of £600k.

Housing Revenue Account (HRA)

Revenue

HOUSING REVENUE ACCOUNT	YTD Budget £000	YTD Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000
Director of Housing & Health	2,227	2,008	(219)	3,989	3,833	(156)
Director of Assets & Environment	(47)	(57)	(10)	-	(5)	(5)
HRA Summary	(10,608)	(11,344)	(736)	(3,004)	(3,194)	(190)
Total	(8,428)	(9,393)	(965)	985	634	(351)

- The HRA has a favourable variance against budget at Period 9 of £965k (£879k reported at period 8).
- The projected full year position identifies a favourable variance against budget of £351k (£169k reported at period 8). Individual significant budget areas reflecting the variance are detailed at **Appendix A**.

Capital

HOUSING REVENUE ACCOUNT	YTD Budget £000	YTD Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile £000	Outturn £000
Director of Housing & Health	2,256	1,235	(1,021)	2,612	1,756	(856)	856	-
Director of Assets & Environment	3,200	2,687	(513)	4,774	4,227	(547)	496	(51)
HRA Contingency	75	-	(75)	100	-	(100)	-	(100)
TOTAL HOUSING REVENUE ACCOUNT	5,531	3,922	(1,609)	7,486	5,983	(1,503)	1,352	(151)

- Housing Capital expenditure of £3.92m (£3.47m reported at period 8) has been incurred as at the end of Period 9 compared to a profiled budget of £5.53m (£4.71m reported at period 8).
- It is predicted that £5.98m will be spent by the year-end (£6.53m reported at period 8) compared to the full year budget of £7.49m (including £1.483m re-profiled from 2013/14);
- 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 £4.846m at the year-end (£4.665m reported at period 8) compared to £4.314m projected within the 2014/15 budget report – additional balances of £532k.

General Fund – Main Variances

Cost Centre	Account Code	Year To Date Position Sub Total	Year To Date Position Budget	Year To Date Position Variance	Full Year Position Budget	Full Year Position Predicted Outturn Variance	Full Year Position Predicted Outturn	Comment
Community Development	Actuarial Strain Payments	22,000	0	22,000	0	22,000	22,000	Unbudgeted costs following service review will, in part, be offset by savings across the directorate.
Page 169 Locality Commissioning	Contribution To Reserves	67,000	0	67,000	0	67,000	67,000	The Locality Commissioning Partnership will be awarding grants in 2015/2016 so a temporary reserve will be needed
	Contribution From Staffs County Council.	(67,000)	0	(67,000)	0	(67,000)	(67,000)	Funding received in advance in respect of the newly formed Locality Commissioning partnership. Grants will be awarded in 2015/2016

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
Development Control	Legal Fees	9,061	10,000	(939)	10,000	0	10,000	Committee refusal against officer recommendation (Comberford Road). No budget exists to cover award of costs against Council. Budget has been created from additional income received,
	Fees & Charges Planning App	(207,446)	(107,470)	(99,976)	(140,000)	(140,000)	(280,000)	Further major applications are expected in the coming months, including an application for the golf course that will generate an income of £80k. Other developments could generate in the order of £80 i.e. Reserved matters for Anker Valley and outline applications for Dunstall Lane and Windmill Farm, Coton lane
Partnership Support & Development	LSP Support	600	4,230	(3,630)	5,650	(5,000)	650	Any underspend will offset unbudgeted costs following the service review on Community Development
	Voluntary & Community Sector	160	7,470	(7,310)	10,010	(10,000)	10	Any underspend will offset unbudgeted costs following the service review on Community Development

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
Golf Course (In House)	Salaries	26,955	69,840	(42,885)	93,120	(66,120)	27,000	Following a decision made by Cabinet on 11th September the golf course closed on 30th September in order to manage the financial risk.
	Payments For Temporary Staff	27,156	0	27,156	0	27,160	27,160	
	Refund Of Fees	21,162	0	21,162	0	21,170	21,170	
	Green Fees - 18 Hole	(39,427)	(64,000)	24,573	(65,260)	25,830	(39,430)	
	Green Fees - 9 Hole	(28,988)	(79,000)	50,012	(80,230)	51,240	(28,990)	
	Green Fees - 5 Day Season	(15,393)	(24,800)	9,407	(26,230)	10,830	(15,400)	
	7 Day Season	(27,886)	(35,040)	7,154	(35,040)	7,160	(27,880)	
Golf Course (Maintenance Of Grounds)	Salaries	29,669	50,220	(20,551)	66,960	(37,290)	29,670	Following a decision made by Cabinet on 11th September the golf course closed on 30th September in order to manage the financial risk.
	Equipment Hire	17,638	30,070	(12,432)	38,500	(20,800)	17,700	
Arts Development	Contribution To Reserves	39,000	0	39,000	0	36,000	36,000	Grant received in respect of I am Tamworth. It is likely that the majority of the grant will be spent.
	Government Grants	(39,000)	0	(39,000)	0	(36,000)	(36,000)	
Commercial Property Management	Rents	(1,383,231)	(1,358,000)	(25,231)	(1,641,000)	(39,000)	(1,680,000)	Based on current occupancy levels - situation will be closely monitored throughout the year. This additional income will be used to offset reduced income on Marmion House,

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
Industrial Properties	Rents	(646,934)	(628,000)	(18,934)	(675,000)	(22,000)	(697,000)	Based on current occupancy levels - situation will be closely monitored throughout the year. This additional income will be used to offset reduced income on Marmion House,
Marmion House	Rents	(70,645)	(71,670)	1,025	(75,170)	14,000	(61,170)	Additional income expected through Agile Working Project which is subject to on-going negotiations. This will be offset by the increase in commercial rents.
	Contribution-Common Services	0	0	0	(121,790)	45,000	(76,790)	
Public Conveniences	Salaries	33,370	34,920	(1,550)	46,550	(900)	45,650	Including impact of Service Review
Outside Car Parks	Short Stay Car Parking	(674,828)	(644,480)	(30,348)	(848,000)	(30,000)	(878,000)	Based on current occupancy levels trade in December encouraging despite the 2 free Saturdays - situation will be closely monitored for the remainder of the year.
Cemeteries	Cont To Reserves	32,142	0	32,142	0	32,000	32,000	Balance transferred to Retained Fund at year end. Fees were increased in January 2014 in line with Cabinet report which has resulted in additional income.
Public Spaces	Vacancy Allowance	0	(44,640)	44,640	(59,470)	59,470	0	Vacancy allowance overspent as full or nearly full establishment of staff
TBC Highways Maintenance	Maintenance Highway Related	101,013	76,950	24,063	102,540	(50,000)	52,540	Estimated figures from County limited to end of June

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
Page 173	Assets							
	Maintenance Of Water Courses	2,305	26,100	(23,795)	148,580	0	148,580	
	Contribution To Reserves	64,800	0	64,800	0	50,000	50,000	Any underspend on this cost centre will be transferred to the A5 Balancing Ponds retained fund at the year end
	Maintenance Of Roads (HRA)	0	34,740	(34,740)	46,320	0	46,320	Estimated figures from County limited to end of June
	Maintenance Neighbourhood Ctr (HRA)	0	8,370	(8,370)	11,120	0	11,120	
	Management Agreement	38,790	54,900	(16,110)	73,170	0	73,170	
Community Wardens	Salaries	256,909	260,280	(3,371)	347,020	5,845	352,865	This now includes the anticipated costs of the Service Review including any redundancy / actuarial strain and protection costs.
CCTV	Salaries	266,561	280,800	(14,239)	374,380	(830)	373,550	This now includes the anticipated costs of the Service Review including any redundancy / actuarial s
Joint Waste Arrangement	Specific Contingency	0	34,150	(34,150)	34,150	(34,150)	0	Specific contingency budget not expected to be used - budgets will be monitored closely throughout the year.

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
Homelessness	Bed And Breakfast Cost	97,853	64,800	33,053	86,350	20,000	106,350	Increased expenditure due to increased demand on service. Review of B&B processes to be undertaken
	Bed & Breakfast Income	(99,771)	(64,740)	(35,031)	(86,350)	(20,000)	(106,350)	Increased income offsets expenditure
Corporate Finance	Pensions	264,890	313,990	(49,100)	313,990	(49,100)	264,890	2014/15 saving arising from pre-payment of pension lump sum
	Specific Contingency	0	0	0	85,000	(43,000)	42,000	£50k saving projected at this stage
	Vacancy Allowance	0	0	0	50,000	(50,000)	0	Offsetting budgeted savings target on service cost centres
	NNDR Levy Payments	(0)	0	(0)	145,080	261,298	406,378	Increased levy contribution due to higher Section 31 grant level forecast Quarter 2 (50% levy)
	Government Grants	(357,680)	0	(357,680)	(150,000)	(156,112)	(306,112)	Higher Section 31 grant level forecast at Qtr2 (offset by increased levy & contribution to NNDR Reserve)
	Fees & Charges	(81,184)	0	(81,184)	0	(81,184)	(81,184)	2013/14 Returned LEP Levy
Council Tax	Court Costs	(218,016)	(181,500)	(36,516)	(229,730)	(50,000)	(279,730)	Additional income above budget anticipated at this stage

Cost Centre	Account Code	Year To Date Position Sub Total	Year To Date Position Budget	Year To Date Position Variance	Full Year Position Budget	Full Year Position Predicted Outturn Variance	Full Year Position Predicted Outturn	Comment
Benefits	Rent Allowances	8,131,456	7,844,750	286,706	11,222,320	(672,007)	10,550,313	Based on DWP claim @ P9
	Non-HRA Rent Rebates	86,685	58,520	28,165	80,050	35,530	115,580	Based on e-Fins @ P9
	Council Tenant Rent Rebates	8,559,731	8,478,720	81,011	11,540,740	(607,773)	10,932,967	Based on DWP claim @ P9
	Council Tenant Grant	(8,331,591)	(8,340,120)	8,529	(11,351,700)	607,407	(10,744,293)	
	Private Tenant Grant	(7,913,965)	(7,678,140)	(235,825)	(10,984,660)	681,379	(10,303,281)	
	Non-HRA Rent Rebate Grant	(78,010)	(47,710)	(30,300)	(65,320)	(36,093)	(101,413)	
	Discretionary Housing Payment Grant	(107,370)	0	(107,370)	0	(107,370)	(107,370)	DHP Grant rec'd to date
	Overpayment Private Tenant	(422,671)	(251,460)	(171,211)	(335,310)	(228,251)	(563,561)	Based on e-Fins @ P9
	Overpayment Council Tenant	(302,892)	(222,840)	(80,052)	(297,120)	(106,736)	(403,856)	
	PT Overpayment Recovery	92,644	0	92,644	0	123,525	123,525	
	Ct Overpayment Recovery	71,856	0	71,856	0	95,808	95,808	
Benefits Administration	Vacancy Allowance	0	(23,040)	23,040	(30,740)	30,740	0	Vacancy Allowance Savings Target

Housing Revenue Account – Main Variances

Cost Centre	Account Code	Year To Date Position Sub Total	Year To Date Position Budget	Year To Date Position Variance	Full Year Position Budget	Full Year Position Predicted Outturn Variance	Full Year Position Predicted Outturn	Comment
General - Operations	House Conditions Survey	22,500	55,390	(32,890)	60,500	(24,500)	36,000	Asset Management Strategy underway with further work planned for sheltered assets to inform the review
General - Operations	Consultants Fees	18,188	47,630	(29,442)	56,850	(30,000)	26,850	Work in progress for service charges and validation of sheltered housing review
Income Management	Other Supplies And Services	0	29,970	(29,970)	40,000	(30,000)	10,000	Potential underspend however in February 2015 universal credit will be coming in for single persons who are claiming JSA
H R A Summary	Contribution To Repairs A/C	2,778,419	3,088,170	(309,751)	4,117,600	0	4,117,600	Multiple contracts of which the Planned Maintenance is currently £52K overspent and the gas contract and Miscellaneous budget are underspent by £40K and £77K respectively. The Responsive Repairs contract is currently £229K underspent and discussions are on-going in relation to potential overcharging picked up through robust contract management
H R A Summary	Provision For Bad Debts	145,753	470,000	(324,247)	470,000	0	470,000	Budget increased due to potential impact of welfare reforms and escalation of arrears. There is still a very real potential as we prepare for Universal Credit but presently bad debt is being contained by robust and effective arrears recovery management
H R A Summary	Specific Contingency	0	0	0	100,000	(100,000)	0	No issues currently identified which would require a call on this

								budget
H R A Summary	Rents	(14,078,998)	(14,000,413)	(78,585)	(18,162,700)	(73,000)	(18,235,700)	Rent income is currently exceeding budget due to void levels being lower than budgeted. However the forecast is reducing month on month due to right to buy sales and properties being vacated pending demolition prior to regeneration

Capital Programme Monitoring

GENERAL FUND	YTD Budget £000	YTD Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile £000	Outturn £000	Comments
Director of Technology & Corporate Programmes									
Replacement It Technology	20	14	(6)	20	20	-	-	-	Corporate Radios now live & project complete. Remaining budget to be utilised in support of agile working/thin clients
EDRMS (Electronic Document Records Management System)	66	18	(48)	79	18	(61)	61	-	Now live in Housing but HR Implementation put on hold until next year - remaining budget requested to be re-profiled.
Gazetteer Development	24	-	(24)	24	-	(24)	24	-	Linked to CRM project - to be utilised to fund Data Manipulation Tool but not likely to be spent this year therefore requested to be re-profiled
TOTAL	110	32	(78)	123	38	(85)	85	-	
Director of Transformation & Corporate Performance									
Website	22	-	(22)	22	22	-	-	-	Budget required for improvements linked to Customer Services strategy
HR / Payroll System	7	2	(5)	7	7	-	-	-	Budget earmarked for development of the HR side of the system
TOTAL	30	2	(28)	30	30	-	-	-	
Director of Communities, Planning & Partnerships									
Castle HLF	90	58	(32)	90	58	(32)	-	(32)	Scheme completed Sept 30 final claim submitted to HLF

GENERAL FUND	YTD Budget £000	YTD Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile £000	Outturn £000	Comments
Assembly Rooms Development	1,835	79	(1,756)	2,432	80	(2,352)	-	(2,353)	Phase 1 nearly complete. As a report on final options to be submitted to Cabinet in February 2015 and a new capital bid will be submitted for the 2015/16 Programme. The 2014/15 budget will be underspent and funds returned to balances.
Castle Mercian Trail	350	-	(350)	350	20	(330)	330	-	Outcome of Bid to HLF expected early 2015. Will need to reprofile approx. £330k to 2015/16
Gateways	265	-	(265)	277	-	(277)	277	-	Delay in the delivery of the scheme due to the County timescales.
TOTAL	2,540	137	(2,403)	3,149	157	(2,992)	607	(2,385)	
Director of Housing & Health									
Private Sector Coalfields Fund	162	72	(90)	162	72	(90)	90	-	Waterloo scheme progressing well working with HCA. Grants to be reviewed Jan - Mar so will need to reprofile approx. £90k funding to 2015/16
TOTAL	162	72	(90)	162	72	(90)	90	-	
Director of Assets & Environment									
Disabled Facilities Grant	318	246	(72)	405	405	-	-	-	Sufficient works identified to take up full budget. Current waiting lists indicate a shortfall of approx. £200k. The shortfall will increase as more grant applications are received.
CCTV Camera Renewals	13	5	(8)	17	17	-	-	-	Enhancements and upgrades to existing equipment
Streetscene Service Delivery Enhancements	30	-	(30)	30	30	-	-	-	Delays in the full implementation of the new CRM system - future agile service delivery dependant on delivery of scheme.

GENERAL FUND	YTD Budget £000	YTD Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile £000	Outturn £000	Comments
Designate New Cemetery Land	21	10	(11)	21	10	(11)	10	(2)	Scheme complete awaiting final snagging and project sign off before final bills can be paid but unlikely to be till June 1015
Wigginton Park Section 106	54	-	(54)	54	-	(54)	54	-	New scheme created via October Cabinet Report - unlikely to spend in current year
Marmion House Agile Working	59	-	(59)	78	-	(78)	-	(78)	Project to be included in a new capital scheme for 2015/16 programme.
Broadmeadow Nature Reserve	137	124	(13)	137	125	(12)	12	-	Contract awarded November works won't be complete by March 2015 so will need to reprofile some funding to 2015/16
Public Open Space Section 106	123	-	(123)	123	-	(123)	123	-	Project group established - list of works currently be considered - likely to need to profile a significant amount to 2015/16
MX Track	7	-	(7)	7	-	(7)	7	-	Balance of external funding held for future capital works / needs
TOTAL	761	386	(375)	872	586	(286)	206	(80)	
GF Contingency	38	-	(38)	50	-	(50)	50	-	No spend anticipated - to be reprofiled and included in 2015/16 Capital Programme.
Cont-Return On Investment	160	-	(160)	160	-	(160)	160	-	No spend anticipated - to be reprofiled and included in 2015/16 Capital Programme.
Psig-HRA	130	-	(130)	130	-	(130)	130	-	Cabinet Nov 2013 approved use for Works in Default Scheme. Details of scheme being worked up likely to slip into 2015/16.
TOTAL	328	-	(328)	340	-	(340)	340	-	
GENERAL FUND TOTAL	3,931	629	(3,302)	4,676	883	(3,793)	1,328	(2,465)	

HOUSING REVENUE ACCOUNT	YTD Budget £000	YTD Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile £000	Outturn £000	Comments
Director of Housing & Health									
Gas Cent Heating Upgrade & Renewal 2012	600	453	(147)	749	749	-	-	-	Morrison advise they are completing around 9 boiler swaps per week and on track to spend this year's budget
Gas Heating Belgrave	240	171	(69)	319	319	-	-	-	Gas main installation completed following a slow take up of tenants arranging for gas meter to be fitted Morrison on track to complete this spend this year's budget and project to be fully completed next year
Carbon Monoxide Detectors	100	95	(5)	102	102	-	-	-	Program of installation started 06.10.14 and anticipated spend is £95k Mears confirm on track to complete work up to budget figure for this year and project to be completed next year.
Tinkers Green Project	425	470	45	531	531	-	-	-	Phase 2 of decant nearly complete and commenced CPO process to acquire other properties.
Kerria Estate Project	555	45	(510)	574	54	(520)	520	-	Project focus initially on Tinkers Green but commenced CPO process to acquire additional properties.
Regeneration General	336	-	(336)	336	-	(336)	336	-	Report to Cabinet Feb 2015 to agree Acquisitions Policy and way forward.
TOTAL	2,256	1,235	(1,021)	2,612	1,756	(856)	856	-	
Director of Assets & Environment									
Structural Works	85	81	(4)	110	110	-	-	-	Insufficient budget to complete all identified works, some work will have to be deferred until 2015/16.
Bathroom Renewals 2012	639	609	(30)	851	851	-	-	-	Anticipate full spend at year end.

HOUSING REVENUE ACCOUNT	YTD Budget £000	YTD Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile £000	Outturn £000	Comments
Kitchen Renewals 2012	764	579	(185)	1,019	1,019	-	-	-	Anticipate full spend at year end.
High Rise Lift Renewals 2012	98	-	(98)	393	-	(393)	393	-	Delays in dealing with leasehold consultation will result in project being delayed until Spring 2015
Fire Upgrades To Flats 2012	-	-	-	553	553	-	-	-	Works due to commence final quarter of 2014
Thomas Hardy Court Heating Replacement	500	454	(46)	500	500	-	-	-	Works on site and due to complete Jan 15. Anticipate full spend
Roofing High-Rise 2012	43	-	(43)	43	-	(43)	43	-	Delays in leaseholder consultation will delay project until spring 2015
Roofing Overhaul & Renewal 2012	110	112	2	147	147	-	-	-	Sufficient work identified to take up full spend at year end
Fencing/Boundary Walls 2012	32	32	-	32	32	-	-	-	Project complete
Window & Door Renewals 2012	286	252	(34)	286	286	-	-	-	Area based programme, sufficient work identified to take up full spend at year end.
High Rise Balconies	24	-	(24)	60	-	(60)	60	-	Project now being linked with other structural works and unlikely to commence until spring 2015.
External and Environmental Works	253	198	(55)	353	353	-	-	-	Works on site, sufficient work identified to take up full spend. New schemes identified by TCG will be deferred until 2015/16.
Disabled Adaptations	154	205	51	205	205	-	-	-	There will be insufficient budget to fund the current waiting list. Some works will have to be deferred until 2015/16
Capital Salaries 2012	162	157	(5)	162	162	-	-	-	-
CDM Fees 2012	-	9	9	10	10	-	-	-	Tendered fee will be due in full at year end.
HRA Agile Working	51	-	(51)	51	-	(51)	-	(51)	Project to be included in a new capital scheme for 2015/16 programme.
TOTAL	3,200	2,687	(513)	4,774	4,227	(547)	496	(51)	-

HOUSING REVENUE ACCOUNT	YTD Budget £000	YTD Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile £000	Outturn £000	Comments
HRA Contingency	75	-	(75)	100	-	(100)	-	(100)	-
TOTAL	75	-	(75)	100	-	(100)	-	(100)	-
HOUSING REVENUE ACCOUNT TOTAL	5,531	3,922	(1,609)	7,486	5,983	(1,503)	1,352	(151)	-

Treasury Management Update – Period 9 - 2014/15Investments held as at 31st December 2014:

Borrower	Deposit £m	Rate %	From	To	Notice
Lloyds TSB	1.00	1.00	10/11/2014	09/11/2015	-
Lloyds TSB	1.00	1.00	01/10/2014	01/10/2015	-
Lloyds TSB	1.00	1.00	31/10/2013	30/10/2015	-
Bank of Scotland	2.00	0.95	12/02/2014	11/02/2015	-
Nationwide	1.00	0.66	07/11/2014	07/05/2015	-
Nationwide	2.00	0.64	08/07/2014	08/01/2015	-
Nationwide	1.00	0.64	15/07/2014	15/01/2015	-
Barclays	2.00	0.50	03/11/2014	03/02/2015	-
Barclays	1.00	0.63	05/12/2014	05/06/2015	-
Barclays	1.00	0.61	05/09/2014	05/03/2015	-
Standard Chartered	2.00	0.64	02/10/2014	02/04/2015	-
Coventry	1.00	0.45	02/10/2014	05/01/2015	-
Coventry	2.00	0.45	22/12/2014	23/03/2015	-
Coventry	1.00	0.45	20/10/2014	19/01/2015	-
Santander UK plc	3.00	0.70	10/10/2014	10/04/2015	-
Leeds Building Society	2.00	0.42	15/10/2014	19/01/2015	-
Santander	1.00	0.40	-	-	On call
MMF - Deutsche	0.01	0.38*	-	-	On call
MMF - PSDF	3.80	0.38*	-	-	On call
MMF – IGNIS	3.13	0.42*	-	-	On call
Total	31.94	0.59 (avg)			

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

External Borrowing as at 31st December 2014:

<u>Borrowing from PWLB</u>				
<u>Loan Number</u>	<u>Rate</u>	<u>Principal</u>	<u>Start</u>	<u>Maturity</u>
468372	11.625%	1,000,000	29/03/1990	18/08/2015
468478	11.750%	2,000,000	23/04/1990	18/02/2017
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
484204	5.125%	2,000,000	20/04/2000	18/10/2015
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
Total		65,060,194		

ICELANDIC BANKING SITUATION AS AT 31/12/2014

	Deposit with;	Ref Number	Date Invested	Amount	%
1	GLITNIR	1696	10/10/2007	1,000,000	
	GLITNIR	1715	31/08/2007	1,000,000	
	GLITNIR	1754	14/12/2007	1,000,000	
	Total Principal			3,000,000	
	Estimated of Contractual or Interest due to point of administration (subject to currency exchange rate fluctuations)			155,000	
	Total of Claim			3,155,000	
	Repayments Received to date			(2,554,432) *	80.96
	Outstanding at 31/12/2014			600,568 **	
	Estimated Remaining			600,568	

*Partial repayment received on the 15th March 2012 in GBP/EUR/USD/NOK. The balance is currently being held in Icelandic Krone (ISK). Release of these funds is dependent on a change in Icelandic Law which currently does not allow the distribution of ISK outside the country. **Interest will accrue on these funds until the date of final settlement, the final payment value may also be subject to exchange rate fluctuations.
- Best case recovery 100%

2	Heritable Bank	1802	12/09/2008	500,000	
	Heritable Bank	1803	15/09/2008	1,000,000	
	Total Principal			1,500,000	
	Interest due at point of administration 07/10/2008			5,127	
	Total of Claim			1,505,127	
	Repayments Received to date			(1,415,080)	94.02
	Outstanding at 31/12/2014			90,047	
	Estimated Remaining			0	

- Final recovery received of 94.02% (declared 23/08/13, though Administrators are retaining a contingency for disputed claims that could be distributed at a later date).

3	Singer & Friedlander	1716	31/08/2007	1,000,000	
	Singer & Friedlander	1740	31/10/2007	1,000,000	
	Singer & Friedlander	1746	14/01/2008	1,000,000	
	Total Principal			3,000,000	
	Interest due at point of administration 08/10/2008			175,256	
	Total of Claim			3,175,256	
	Repayments Received to date			(2,619,586)	82.50
	Outstanding at 31/12/2014			555,670	
	Estimated Remaining			87,320	

- Current indications project an 82.5% recovery of our investments

Summary					
	Total Principal			7,500,000	
	Interest			335,383	
	Total of Claim			7,835,383	
	Repayments Received to date			(6,589,098)	84.09
	Outstanding at 31/12/2014			1,246,285	
	Estimated Remaining			687,888	

1 Registered Bank in Iceland - In Administration under Icelandic Law

2 & Registered Bank in UK - In Administration in UK by Ernst & Young

3 Under English Law

Total Estimated Recovery (including Outstanding)

7,276,986

Total Estimated % Remaining

92.87%