

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	A bid to the Heritage Lottery Fund for £900k will be considered by them in June 2015.		Yes
	Single Local Growth Fund external funding bid	£2.95m has been awarded by central government from the Single Local Growth Fund. A report went to Cabinet on 19th February 2015 to consider the outcome and its implications		Yes
Growth and Regeneration Plan	Business support	A new GBSLEP Growth Hub is in development.		Yes
	People: Skills and employment	Working with schools and employers to promote skills development. Unemployment in Tamworth has reduced significantly and work will continue with employment groups to further this trend.		Yes
	Place: town centre employment sites housing	The Gateways project at Ladybridge has started and is progressing well. 'Pinchpoint' works at Upper Gungate and Aldergate are nearing		Yes

Corporate Project/Programme	Milestone/Measure of Success	Latest update	Due Date	Completed
	transport	completion. The College relocation project is ongoing.		
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, was completed by 31st March 2015 and was given LNR designation on 9th April 2015.	31-Mar-2015	Yes
	Town Wall gaining designation as a Local Nature Reserve by March 2014	The issue regarding land ownership is now resolved, a report was presented to Cabinet on 23rd April 2015 and LNR designation is expected by 31st August 2015.	31-Aug-2015	No
Local Plan	1. Consultation draft	Completed. A pre-submission draft of the Local Plan went to Council on 8th October 2014. Six weeks consultation will follow this; following which a submission will be made to The Secretary of State.		Yes
	2. Submission document			Yes
	3. Examination	Examination commences in June		No

Corporate Project/Programme	Milestone/Measure of Success	Latest update	Due Date	Completed
		2015.		
	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 technical data. Further work with architects is progressing and financial modelling is underway.	31-Jul-2014	Yes
	Consultation complete	Regeneration of Tinkers Green and	31-Aug-2014	Yes

Corporate Project/Programme	Milestone/Measure of Success	Latest update	Due Date	Completed
		<p>Kerria Centre is progressing in accordance with project plan.</p> <p>The bungalows at Cottage Walk have been demolished.</p> <p>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.</p> <p>Further work with architects is progressing and financial modelling is underway</p>		
	Outline planning permission submitted	Complete; Outline planning permission submitted	28-Feb-2015	Yes
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 line with project milestones.	30-Apr-2014	Yes
	IT Systems updated	Implementation of the Council's new allocations policy is underway with training of staff completed and IT	31-Dec-2014	Yes

Corporate Project/Programme	Milestone/Measure of Success	Latest update	Due Date	Completed
		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.		
	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.		Yes
	Air Quality Improved	Work is ongoing throughout the year.		Yes
	All Licensing applications processed in a timely fashion, with any appeals dealt with in a professional manner	Work is ongoing throughout the year.		Yes
	All planned food and health and safety inspections completed	Work is ongoing throughout the year.		Yes
	Statutory nuisance investigations/actions completed within acceptable timescales	Work is ongoing throughout the year.		Yes

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	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

Corporate Project/Programme	Milestone/Measure of Success	Latest update	Due Date	Completed
agreed timetable	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	Joint Scrutiny Committee (Budget) reviewed the Draft MTFS proposals at the meeting on 27 January 2015	30-Jan-2015	Yes
	Approval of Budget by Council	MTFS approved by Council on 24 February 2015	28-Feb-2015	Yes
	Council Tax Leaflet published		28-Feb-2015	Yes
Treasury Management Policy & Prudential Indicators / Limits reported & set	Treasury Management Strategy approved by Council on 24 February	28-Feb-2015	Yes	

Corporate Project/Programme	Milestone/Measure of Success	Latest update	Due Date	Completed
		2015		
	Completion of Statutory Returns to ODPM (Revenue Estimates / Budget Requirement / capital estimates	CTR1 returned 26 February 2015, CER form returned 8 April 2015, RA forms returned 10 April 2015	18-Apr-2015	Yes
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 for delivery in 2015/16.		Yes
	Management of vendors and suppliers	This is an ongoing activity throughout the year.		Yes
	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.		Yes
	Risk assessment and response to incident	This is an ongoing activity throughout the year.		Yes
Customer Service and Access	Agreement of strategy at Corporate Management Team	Agreed at CMT on 14th July 2014.	14-Jul-2014	Yes

Corporate Project/Programme	Milestone/Measure of Success	Latest update	Due Date	Completed
Strategy	'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	Action plan completed.	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		All milestones completed	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	Completed	28-Feb-2014	Yes

Corporate Project/Programme	Milestone/Measure of Success	Latest update	Due Date	Completed	
	to be published to keep public informed Oct 2013 - Feb 2014				
	New software installation to support IER and electoral process going forward Feb - April 2014	Completed	30-Apr-2014	Yes	
	Secoded 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
	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

Corporate Project/Programme	Milestone/Measure of Success	Latest update	Due Date	Completed
	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 are 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 and Mortgages. Improved cash flow and local collection targets achieved – including monitoring of the impact of Welfare Benefit Reform.	In year % collection of Debtors – 95%	Debtors Very good performance for the year: Collection rate for 2014/15 financial year of 98% achieved – ahead of target by 3% Debts over 6 months old are £90k – £10k better than target of £100k		Yes
	In year % collection of Council Tax – 97.5%	Council Tax Another very good performance for the year – yet again, in challenging times: Collection rate for 2014/15 financial year of 97.7% achieved – ahead of target by 0.2% Court costs income is ahead of target by £66k at £288k Arrears for 2013/14 slightly behind		Yes













Corporate Project/Programme	Milestone/Measure of Success	Latest update	Due Date	Completed
		target at 52.3% compared to target of 53%		
	In year % collection of Non-Domestic Rates – 98%	<p>NNDR</p> <p>Exceptional performance for the year:</p> <p>Collection rate for 2014/15 financial year of 98.7% achieved – ahead of target by 0.7%</p> <p>Court costs income is ahead of target by £1k at £11k</p> <p>Arrears for 2013/14 ahead of target at 62.2% compared to target of 40%</p>		Yes
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%	<p>Debtors</p> <p>Very good performance for the year:</p> <p>Collection rate for 2014/15 financial year of 98% achieved – ahead of target by 3%</p> <p>Debts over 6 months old are £90k – £10k better than target of £100k</p>		Yes
	In year % collection of Council Tax – 97.5%	<p>Council Tax</p> <p>Another very good performance for the year – yet again, in challenging times:</p> <p>Collection rate for 2014/15 financial year of 97.7% achieved – ahead of target by 0.2%</p> <p>Court costs income is ahead of target by £66k at £288k</p> <p>Arrears for 2013/14 slightly behind</p>		Yes

Corporate Project/Programme	Milestone/Measure of Success	Latest update	Due Date	Completed
		target at 52.3% compared to target of 53%		
	In year % collection of Non-Domestic Rates – 98%	NNDR Exceptional performance for the year: Collection rate for 2014/15 financial year of 98.7% achieved – ahead of target by 0.7% Court costs income is ahead of target by £1k at £11k Arrears for 2013/14 ahead of target at 62.2% compared to target of 40%		Yes
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 13 days (General Account) for March / 6 days (Payments Account) for March 2015		Yes
	Ledgers closed down within 5 working days of period end	Financial ledger (efinancials) and Collaborative Planning budget setting & monitoring updated as at 31 March 2015 on 2 April 2015		Yes
	Spending maintained within approved budget and without significant underspends – target range of up to 5% underspend.	Provisional Outturn financial healthcheck to be reported to CMT / Cabinet June 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
	Completion of Statutory Returns to ODPM (Revenue Out-turn	Completed	30-Jul-2014	Yes







Corporate Project/Programme	Milestone/Measure of Success	Latest update	Due Date	Completed
	/ Capital Out-turn / WGA return) by 30th July			
	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

Performance Indicator	2013/14	2014/15	Status	Short Trend	Annual Target 2014/15	Comments
	Value	Value				
Monitor the local air quality in Tamworth, taking any necessary action as dictated by the results	Yes	Yes			Yes	
Work with other public sector organisations to offer co-location in strategic council premises	Yes	Yes			Yes	
Deliver 100% of the Housing Capital Programme	100%	100%			100%	
The number of 0 and 2 star rated businesses	52	53				
The percentage of planned interventions undertaken	100%	100%			100%	
Percentage of household waste sent for reuse, recycling and composting (Tamworth)	53.60%	51.70%			50.00%	A fall of around 2% in the recycling figure was predicted as part of the changes to the organic waste collection service that were introduced in September 2014.













Communities Planning and Partnerships Key Service Performance Indicators 2014/15

Performance Indicator	2013/14	2014/15		Annual Target 2014/15	Comments	
	Value	Value	Status			Short Trend
Processing of planning applications: Major applications (Tamworth)	61.53%	58.25%			60.00%	Two major applications were considered during the fourth quarter of 2014/15. The applications related to Darwell Park (Ref 0401/2014) and Pennine way (Ref 0365/2014). Both of these applications were determined at Planning committee and took 18 weeks 1 day and 14 weeks 2 days respectively. Extensions of time were agreed with the applicants in respect of both these applications
Processing of planning applications: Minor applications (Tamworth)	78.20%	80.20%			65.00%	29 minor applications were processed in the fourth quarter of 2014/15. 22 of these applications were determined within 8 weeks. Out of the remaining 7 applications 5 had extensions of time agreed with the applicant and 2 were determined in around 16 weeks. All decisions were delegated
Processing of planning applications: Other applications (Tamworth)	96.92%	95.79%			80.00%	During the fourth quarter of 2014/15. 44 decisions were made for other developments. 41 were made within 8 weeks. The remaining 3 decisions were made after 8 weeks. One related to a house extension which took between 13 and 16 weeks, one related to an advertisement and took between 13 and 16 weeks and the final one related to a listed building application. An extension of time was agreed for the listed building



Performance Indicator	2013/14	2014/15	Status	Short Trend	Annual Target 2014/15	Comments
	Value	Value				
						application.
The number of partners delivering services in response to agreed issues - Amington	94	32			27	
The number of partners delivering services in response to agreed issues - Belgrave	33	31			27	
The number of partners delivering services in response to agreed issues- Glascote	73	30			27	
The number of partners delivering services in response to agreed issues - Stonydelph	39	33			27	
Percentage of working age population claiming Job Seekers Allowance	1.7%	0.7%			1.5%	
Percentage of total rateable value of commercial floor space that is unoccupied	8.7%	4.71%			8.25%	
Percentage change in rateable value of commercial buildings	-1%	0.4%			1%	
20 new jobs created in existing organisations per annum directly attributable to interventions under the Contract (BDS – Infrastructure Support for business and third sector)		17		N/A	20	Due to the nature of work involved in 'new jobs created' This PI's figures will fluctuate each month. We are not concerned this PI is slightly down as BDS have continued to support start up's and other businesses and cannot always directly influence job creation. We accept there might be a slight delay in job creation figures but expect this to be rectified over the life of the contract.
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)		4		N/A	10	Due to Blue Orchid already providing this service in Tamworth we negotiated that this PI would not be met until Year 2 of the Contract. Therefore BDS have exceeded the agreement for Year 1.
Total Attendance Overall - Assembly Rooms	25,883	39,491			50,000	
Customer Satisfaction - Assembly Rooms	98%	99%			96%	
Visitor Numbers (Outdoor Events)	89,700	102,275			74,000	

Performance Indicator	2013/14	2014/15	Status	Short Trend	Annual Target 2014/15	Comments
	Value	Value				
Total Number of visits/usages - Tamworth Castle	43,037	42,114			47,000	
Trip Advisor Rating - Tamworth Castle	4.5	4.5			4.5	
Burglary Dwelling	182	207			182	There has been an increase this year which is in contrast to year on year falls over the last 5 years which have been achieved against a backdrop of recessions, high unemployment and austerity. One of the main factors for the increase has been the prevalence of active prolific offenders who are managed through the joint police/probation Integrated Offender Management (IOM) team. The police have recently set up a weekly crime strategy meeting for local police managers, IOM staff and the Head of community safety is also invited to provide that link with the resources in the community safety hub.
Incidents of Anti-Social Behaviour	1,916	2,049			1,916	The anticipated increase did occur and we finished the year over target which is set against year on year reductions for the last five years. The ongoing increase in reported incidents of mini motos, quad bikes etc mainly on our network of paths/cycle ways connecting the estates of Belgrave, Glascote, Stonydelph and Amington has continued which is largely responsible for the increase. The police have primacy for any enforcement action and the community safety hub has and will assist them in an effort to resolve these issues.
Serious Violence	52	49			32	We did not achieve our ambitious reduction target based on 2012/13 final outturn, however we did achieve a slight reduction on last year's final figure. There are no trends or patterns to the violence with still the absence of















Performance Indicator	2013/14	2014/15	Status	Short Trend	Annual Target 2014/15	Comments
	Value	Value				
Less Serious Violence	489	555			489	<p>weapons or gangs. A multi agency violence task group is being set up to have a more focused approach to reduce the incidents. Violence is occurring across the 3 main areas, night time economy in the town centre, estate residential violence and domestic related. In the last 12 months we have commissioned the services of an early intervention worker for domestic abuse which may have encouraged more victims to report the assaults to the police which will increase the incidents of violence.</p> <p>We did not achieve our ambitious reduction target based on 2012/13 final outturn. There are no trends or patterns to the violence with still the absence of weapons or gangs. A multi agency violence task group is being set up to have a more focused approach to reduce the incidents. Violence is occurring across the 3 main areas, night time economy in the town centre, estate residential violence and domestic related. In the last 12 months we have commissioned the services of an early intervention worker for domestic abuse which may have encouraged more victims to report the assaults to the police which will increase the incidents of violence.</p>
Serious Acquisitive Crime	442	557			478	<p>There has been an increase this year which is in contrast to year on year falls over the last 5 years which have been achieved against a backdrop of recessions, high unemployment and austerity. One of the main factors for the increase has been the prevalence of active prolific offenders who are managed through the joint police/probation Integrated Offender Management (IOM)</p>

Performance Indicator	2013/14	2014/15	Status	Short Trend	Annual Target 2014/15	Comments
	Value	Value				
Violence with injury	541	604			521	team. The police have recently set up a weekly crime strategy meeting for local police managers, IOM staff and the Head of community safety is also invited to provide that link with the resources in the community safety hub. We did not achieve our ambitious reduction target based on 2012/13 final outturn. There are no trends or patterns to the violence with still the absence of weapons or gangs. A multi agency violence task group is being set up to have a more focused approach to reduce the incidents. Violence is occurring across the 3 main areas, night time economy in the town centre, estate residential violence and domestic related. In the last 12 months we have commissioned the services of an early intervention worker for domestic abuse which may have encouraged more victims to report the assaults to the police which will increase the incidents of violence.
The number of reported concerns - Children	27	29			25	
The number of reported concerns - Adults	26	40			30	
Total 16+ attending organised activity across the Borough	143,577	185,880			135,000	
Total under 16 attending organised activity across the Borough	110,407	140,847			105,000	
The occupancy levels of Town Centre retail outlets	87%	N/A	N/A	N/A	91%	There were insufficient resources to carry out the survey in quarter four; Local Plan submission, pre hearing meeting and preparation for hearing sessions took priority.
Net additional homes provided (Tamworth)	50	61			170	Gross completions for the year 2014/15 were 64 units, with 3 losses, giving a net figure of 61. This marks the











Performance Indicator	2013/14	2014/15	Status	Short Trend	Annual Target 2014/15	Comments
	Value	Value				
						<p>fourth year in a row of completions lower than the planned target of 170. 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 now has planning permission, it is expected completions for this site will start to come through by 2016/17, but possibly a small number in 2015/16.</p> <p>The new Local Plan has now been submitted for examination and it expected to be adopted by quarter three 2015/16, this will set out the specific 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. There are currently 406 dwellings with planning permission and a</p>

Performance Indicator	2013/14	2014/15	Status	Short Trend	Annual Target 2014/15	Comments
	Value	Value				
						further 58 under construction. It is clear there is a supply of houses with planning permission, but perhaps for non planning reasons, the deliver of these sites has been delayed.
Number of affordable homes delivered (gross) (Tamworth)	7	42			34	<p>Affordable completions for the year 2014/15 were 42 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>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 total completion rate for all housing, there has been a significant increase in affordable houses delivered, exceeding the annual target and the highest level since 2010/11. The principal factor in this increase is the Council's collaborative approach with housing associations to deliver a number of 'garage sites' within Tamworth: Council owned land delivered in partnership.</p>





Finance Key Service Performance Indicators 2014/15

Performance Indicator	2013/14	2014/15	Status	Short Trend	Annual Target 2014/15	Comments
	Value	Value				
Percentage of Non-domestic Rates Collected	98.50%	98.70%			98.00%	
% of Council Tax collected	97.60%	97.70%			97.50%	
Achievement of an unqualified audit opinion on the financial statements	Yes	Available October 2015			Yes	
Spending maintained within approved budget and without significant underspends	-7.12%	-12.72%			-5%	
Number of material final account audit adjustments	0	Available October 2015		N/A	0	
Orders closed down within 5 working days of period end	1.33	1.08			5	
Bank Reconciliation completed within 10 days (Payments Account)	6.83	5			10	
Bank Reconciliation completed within 15 days (General Account) of period end	14.17	14.75			15	
Debtors current year collection	94.9%	98%			95%	





















Housing and Health Key Service Performance Indicators 2014/15

Performance Indicator	2013/14	2014/15	Status	Short Trend	Annual Target 2014/15	Comments
	Value	Value				
Average number of days taken to re-let local authority housing (Standard Empty Homes)	15.92	16.33			16	16 days remained a challenging target. Over the last three years void turnaround has fallen by around 50%. 'Best in class comparators' for, top quartile performance is still around 21 days so Tamworth is still voted the most improved landlord with regard to void turnaround. Despite significant challenges with decanting tenants at Tinkers Green, end of year performance was 16.3. With the tolerances on covalent (1%) this shows outside of target. Rent loss has consistently reduced as time counted is from the date keys are handed in to the tenancy commenced date. If it was keys in to keys out then the target would be less than 7 days. Overall this is a solid performance and the target seeks to challenge an already much improved figure.
Percentage of offensive graffiti removed within 48 hours	100%	100%			100%	
The percentage of customers satisfied with the "Finding a Home" Service	94.42%	95.33%			80%	
Overall percentage of tenant satisfaction with the responsive repairs service provided by Mears	89.71%	93.76%			85%	
Percentage of all responsive repairs completed within target	97.96%	98.02%			97%	

Legal and Democratic Key Service Performance Indicators 2014/15

Performance Indicator	2013/14	2014/15	Status	Short Trend	Comments
	Value	Value			
Number of Standard Searches carried out	1,329	1,410			
The number of exempt items presented to meetings	46	36			
Percentage of Household Enquiry Forms returned				N/A	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.
Percentage of Individual Elector Registration Forms returned				N/A	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

Performance Indicator	2013/14	2014/15	Status	Short Trend	Annual Target 2014/15	Latest Note
	Value	Value				
Percentage of incidents fixed by ICT	87.89%	90.34%			70%	
Incidents Responded within SLA	94.12%	92.95%			90%	
Incidents Resolved within SLA	98.06%	97.06%			90%	
ICT Backups	91.8%	89.96%			100%	This KPI is measured on full backups and a number have not completed fully, although still backed up all data. Data also copied off site within reciprocal data hosting arrangement with partner (Walsall MBC)
Service Availability	99.85%	99.28%			99%	
Freedom of Information Requests Responded To Within legislative timescales	94.41%	96.19%			100%	A number of more complex requests have gone over target
ICT Support Desk - Percentage of calls answered within 15 seconds	93.54%	90.51%			92%	Currently running with one vacancy on the ServiceDesk pending a full service review
ICT Support Desk - Percentage of calls abandoned	2.6%	3.59%			3%	Currently running with one vacancy on the ServiceDesk pending a full service review
ICT Service Desk - Outstanding Incidents	59	132				
LLPG Quality	5	5			5	

Transformation and Corporate Performance Key Service Performance Indicators 2014/15

Performance Indicator	2013/14	2014/15	Status	Short Trend	Annual Target 2014/15	Latest Note
	Value	Value				
Working Days Lost Due to Sickness Absence	10.51	8.64			8.50	
Number of accidents to employees reported	32	34				
Number of accidents to non-employees reported	20	13				
Number of HSE notifications/interactions	2	4				
Number of violent/threatening incidents	5	12				
The number of hits on the website	596,933	1,133,618				
Average time spent on the website	3.27	3.37				
SocITM Website score	1	1			4	The site was judged against top 10 tasks (as defined by Socitim) which included items such as report a missed bin, report a bonfire problem and digital engagement via Twitter. The assessment was also judged using the 'recycle for Tamworth' site built by Lichfield which seemed to have caused the Socitim assessor some confusion. A plan for further development of the Council's website is well underway which takes account of the feedback as well as ensuring that more of the 'top task' forms are available online. In addition, new sites such as the Castle and the Active Tamworth web sites were launched after the Socitim assessment.
The number of payroll errors	23	30				

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 claim budget has been fully spent at £113k with 350 successful claims from 524 applications (compared to 253 successful claims from 421 applications at March 2014).

Live caseload figures are 275 lower than 2013/14 – currently 6,798 (7,073 at March 2014) with a 2.5 week backlog (3.5 weeks as at 31 March 2014) of claims still to be processed which will increase this figure.

NNDR

Reminders (754 at 31 March 2015) are higher than 2013/14 levels (658 at 31 March 2014) although summons, liability orders and Enforcement Agent referrals are lower.

Another exceptional performance for the year meant the Revenues team achieved a collection level for 2014/15 of 98.7%, compared to the target of 98%. Court costs income achieved was ahead of target by £1k at £11k.

Collection of arrears for 2013/14 was ahead of target at 62.2% compared to target of 40%.

Council Tax

Reminders etc. are lower than 2013/14 levels although Enforcement Agent referrals are higher (2,070 referrals as at March 2015 compared to 1,613 at March 2014).

A very good performance for the year, in challenging times, meant the Revenues team achieved a collection level for 2014/15 of 97.7%, compared to the target of 97.5%. Court costs were ahead of target (projected to exceed budgeted income by £66k).

Collection Fund – the estimated surplus is £28k for the year with a LCTS projected underspend of £43k (total £71k).

Customer Services

Visits to Marmion House / Council Tax, Housing Benefit & Rent enquiries – at the latest update, visits in the year to March 2015 were significantly lower than compared to 2013/14.

Council tax enquiries & payments were 66% lower (at 3781) with Rent enquiries & payments 18% lower (at 3272). Housing Benefit enquiries (at 9210) were 17% lower than in 2013/14.

Housing

Due to an excellent performance for the year by the Housing Income team, total Rent arrears (excluding former tenants) at 31st March 2015 are £358k compared to £412k at 31st March 2014 – a reduction of £54k (compared to a £66k increase as at 31st March 2014).

Total arrears (including garages, former tenants etc.) are £1.35m at 31st March 2015, compared to £1.31m at 31st March 2014, an increase of £44k (compared to a £125k increase between 31st March 2013 and 31st March 2014).

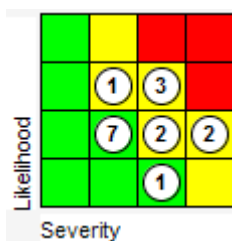
Total arrears (including garages, former tenants etc.) were £1.31m at 31 March 2014 compared to 31 March 2013 - £1.18m (£125k higher).

There were 28 evictions during 2014/15 compared to 22 during 2013/14.

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 four 2014/15 saw:

- Approval of the budget by Council,
- Corporate Plan/ Annual Review approval by Cabinet,
- Key directorate service performance indicators for 2014/15 decided
- Most business plans received and available on Covalent.

6. Sustainability Strategy

Medium Term Financial Strategy 2014-2019 Monitoring, April 2015

Following the introduction of the Sustainability Strategy, 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.

Corporate Management Team (CMT) review the most up-to-date budget forecasts on a quarterly basis, and discuss 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- April 2015	(3,831)	(3,685)	(2,544)	(505)	1,420	3,673

The forecast has been updated to include:

- a) the projected outturn contained within the MTFS (as at Period 9);
- b) Policy changes approved by Council in February 2015 as part of the MTFS;
- c) Updated Local Government Finance Settlement grant indications following release of final allocations in February 2015;
- 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 CMT the Central Case forecast now identifies a surplus of £0.5m over 3 years with a shortfall of c.£2m p.a. from 2018/19;

Changes approved following service reviews in the following areas have been included:

- 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 - April 2015	(4,847)	(1,775)	(1,304)	(1,229)	(1,403)	(1,403)

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

7. Financial Health check Report

Provisional Outturn Period 12, March 2015

Executive Summary

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

The information included in some cases is based on the likely estimated outturn for 2014/15.

These are subject to final confirmation as guidance and information becomes available and could potentially vary significantly from the estimates included – by up to £200k.

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

General Fund

Revenue

GENERAL FUND	Budget £000	Predicted Outturn £000	Variance £000
Chief Executive	-	15	15
Executive Director Corporate Services	511	388	(123)
Director of Finance	439	(67)	(506)
Director of Technology & Corporate Programmes	32	53	21
Solicitor to the Council	713	657	(56)
Director of Transformation & Corporate Performance	280	355	75
Director of Communities, Planning & Partnerships	2,999	2,744	(255)
Director of Housing & Health	1,144	1,114	(30)
Director of Assets & Environment	3,014	2,711	(303)
Total	9,132	7,970	(1,162)

- The projected full year position identifies a projected favourable variance against budget of £1.16m or 12.72% (£849k or 9.30% reported at period 11).
- This projection has highlighted several budget areas for concern (detailed at **Appendix A**).
- There was a balance of £43k remaining in the General Contingency Budget at the end of March 2015.

Main Variances for the year:

Additional Income

Planning Fees	£(168)k
Commercial Rents	£(64)k
Levy returned GBSLEP	£(197)k (£81k 2013/14, £116k est 2014/15)
Cont. from reserves	£(118)k
Outside Car Parks	£(67)k
Council tax court costs	£(60)k

Underspends

Pensions	£(68)k
Contingency	£(43)k
Vacancy allowance	£(50)k
Levy payment (net)	£38k
Benefits	£(118)k
Joint Waste	£(72)k
Other	£(173)k

Capital

GENERAL FUND	Budget £000	Predicted Outturn £000	Variance £000	Reprofile £000	Outturn £000
Director of Technology & Corporate Programmes	123	34	(89)	89	-
Director of Transformation & Corporate Performance	30	5	(25)	25	-
Director of Communities, Planning & Partnerships	3,149	133	(3,016)	627	(2,389)
Director of Housing & Health	162	40	(122)	122	-
Director of Assets & Environment	897	369	(528)	448	(80)
Contingency	340	-	(340)	340	-
TOTAL GENERAL FUND	4,701	581	(4,120)	1,651	(2,469)

- The provisional outturn on capital schemes spend is £0.58m (£0.69m projected at period 11) compared to a full year budget of £4.701m (this includes re-profiled schemes from 2013/14 of £1.365m).
- At this point it is proposed that £1.65m should be re-profiled into 2015/16 (£1.56m projected at period 11) which will be subject to Cabinet approval.
- A summary of Capital expenditure by Directorate can be found at **Appendix B**.

Balances

Balances on General Fund are projected to be in the region of £4.535m at the year-end from normal revenue operations (£4.222m projected at Period 11) compared to £3.831m projected within the 2015/16 budget report – additional balances of £704k.

The change in the predicted out-turn variance since that predicted at period 11 (an improvement of £311k) has been investigated and significant items identified that make up this change are listed and tabled later in this report.

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

Update following Completion of NNDR3 return

Further to the above provisional outturn position, an updated position is outlined below following finalisation of the NNDR3 return (signed off and returned on 20 May 2015) and its impact on the 2014/15 outturn.

A significant issue was the level of business rate appeals and the Council has included a provision in the Business Rates Collection Fund of £3.8m (£1.0m in 2013/14) with this Authority's share of the Local Business Rates Retention scheme being 40% - £1.5m (£0.4m in 2013/14). The total rateable value of appeals outstanding on the 31st March 2015 was £61.7m (£21.7m in 2013/14).

The increase since 2013/14 is due to a large increase in appeal submissions in the last month of the financial year resulting from a deadline for appeal applications of 31st March 2015 - as any appeals received after 31 March will not be backdated to either the 2005 or 2010 rating list. In addition, there was a significant decision made at a recent valuation tribunal regarding an appeal relating to GP Surgeries and Health Centres.

It has been recognised nationally that a proportion of these appeals will be of an opportunistic / speculative nature which has been recognised in the provision estimate – which will be subject to the outcome of the review process carried out by the Valuation Office.

Impact for 2014/15 Outturn

Prior to the finalisation of NNDR3 the projected outturn forecast was an underspend of £1.16m - £704k additional balances when compared to the projected year end balances contained within the MTFS approved in February 2015.

When the 2014/15 budget was set it included the effects of the 2014/15 NNDR1 forecast business rates outturn on the levy calculation. A levy budget of £145k was included to pay over the surplus to the Greater Birmingham and Solihull Local Enterprise Partnership (GBSLEP) – the provisional outturn at Period 12 identified a payment of £358k due to the increased level of business rates forecast for the year.

A range of appeal scenarios were modelled – ranging from an appeal provision of £4.8m to £2.0m with the most likely model resulting in an appeal provision for Tamworth which will have to increase to c.£3.8m in 2014/15 from c.£1m in 2013/14. This will mean

that the Council will not pay over any levy to the GBSLEP for 2014/15 but will also not be in a safety net position.

As a result of the increased appeals provision, there will be no levy payment – resulting in additional balances of c.£300k. Closing GF balances at 31 March 2015 will be c.£4.8m compared to £3.8m projected within the MTFS – additional balances of c.£1m (the majority of which is windfall income / reduced levy).

When the NNDR1 for 2014/15 was completed, net business rates income was forecast at £31.8m (basis of 2014/15 budget) – the NNDR3 outturn identifies net business rates income of £30.2m - a reduction of £1.6m (net of the increased appeal levels).

MTFS impact 2015/16 – 2016/17

The increase in the appeal provision will impact on the collection fund surplus (we assumed a surplus of £700k in the MTFS for Tamworth’s share) but will also impact on the other preceptors and government.

It will not directly affect the 2015/16 budget – as once NNDR1 is approved in January, then those precepts are set (for budget setting purposes).

However, it will affect the 2016/17 budget setting process as the deficit on the collection fund will need to be addressed – this will need to be financed from the c.£1m additional balances currently projected for 2014/15 (subject to audit).

It should be noted that as a high level of appeals has been assumed within the provision, as a consequence future appeals should be lower and contributions from future NNDR receipts should increase. It is likely to be a timing issue with appeals paid in advance which should balance out over the medium term.

The position will continue to be closely monitored – appeals and void levels. Should there be an improvement by January 2016 when we need to complete NNDR1 for 2016/17, then the situation may improve (as the VO process the appeals and potentially remove the speculative submissions).

Housing Revenue Account

Revenue

HOUSING REVENUE ACCOUNT	Budget £000	Predicted Outturn £000	Variance £000
Director of Housing & Health	3,989	3,708	(281)
Director of Assets & Environment	-	(5)	(5)
HRA Summary	(3,004)	(4,256)	(1,252)
Total	985	(553)	(1,538)

- The projected full year position identifies a favourable variance against budget of £1.53m (£1.075m reported at period 11). Individual significant budget areas reflecting the variance are detailed at **Appendix A**.
- The information included, in some cases, is based on the likely estimated outturn for 2014/15.

Main Variances for the year:

Contribution to Repairs	-£(667)k	Responsive Repairs underspend
Provision for Bad Debts	-£(298)k	increased due to welfare reforms & escalation of arrears.
Contingency	-£(100)k	
Reserves	-£(76)k	returned to balances
Rent	-£(65)k	
Other	-£(324)k	

Capital

HOUSING REVENUE ACCOUNT	Budget £000	Predicted Outturn £000	Variance £000	Reprofile £000	Outturn £000
Director of Housing & Health	2,612	1,654	(958)	975	17
Director of Assets & Environment	4,774	3,318	(1,456)	1,326	(130)
HRA Contingency	100	-	(100)	-	(100)
TOTAL HOUSING REVENUE ACCOUNT	7,486	4,972	(2,514)	2,301	(213)
TOTAL	12,187	5,553	(6,634)	3,952	(2,682)

- The provisional outturn on programmed capital schemes is projected to be £4.972m (£5.139m projected at period 11) compared to a budget of £7.486m. It is also proposed that £2.301m be re-profiled into 2015/16 (£2.114m at period 11) in relation to delayed schemes, which will be subject to Cabinet approval.

Total Capital Programme

- The provisional outturn on programmed capital schemes is projected to be £5.553m (£5.829m projected at period 11) compared to a budget of £12.187m. It is also proposed that £3.952m be re-profiled into 2015/16 (£3.674m at period 11) in relation to delayed schemes, which will be subject to Cabinet approval.
- A summary of Capital expenditure by Directorate can be found at **Appendix B**.

Balances

Balances on the Housing Revenue Account are projected to be in the region of £6.034m at the year-end (£5.571m projected at period 11) compared to £4.846m projected within the 2015/16 budget report – additional balances of £1.188m.

The change in the predicted out-turn variance since that predicted at period 11 (an improvement of £455k) has been investigated and significant items identified that make up this change are listed and tabled later in this report.

The additional balances will be required to provide additional funds for uncertainties that could affect the Council in the forthcoming years.

General Fund – Main Variances

Cost Centre	Account Code	Year To Date Position Sub Total	Year To Date Position Budget	Year To Date Position Variance	Comment
Community Development	Actuarial Strain Payments	21,899	0	21,899	Unbudgeted costs following service review offset by savings across the directorate.
Development Control	Fees & Charges Planning App	(311,892)	(143,460)	(168,432)	There have been a number of major applications submitted during the financial year including outline applications for the golf course, reserved matter applications for Pennine Way etc. This has resulted in a substantial increase in planning activity and associated fees.
Tamworth Golf Course	Other Expenses	75,652	34,430	41,222	offset by underspends elsewhere
	Consultants Fees	266,514	286,260	(19,746)	offsets overspends elsewhere
	Contribution From Reserves	(304,476)	(278,690)	(25,786)	offsets overspends
Golf Course (In House)	Salaries	26,955	93,120	(66,165)	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	
	Refund Of Fees	21,190	0	21,190	
	Green Fees - 18 Hole	(39,427)	(65,260)	25,833	
	Green Fees - 9 Hole	(29,333)	(80,230)	50,897	
	Green Fees - 5 Day Season	(15,393)	(26,230)	10,837	
	7 Day Season	(27,886)	(35,040)	7,154	
Golf Course (Maintenance Of Grounds)	Salaries	29,669	66,960	(37,291)	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	17,783	38,500	(20,717)	
Assembly Rooms Bar	Bar Sales	(38,969)	(59,230)	20,261	This under recovery against bar takings has been fully offset by favourable variances on ice cream and catering income and savings on supplies and services.
Commercial Property Management	Rents	(1,705,103)	(1,641,000)	(64,103)	Based on current occupancy levels - situation has been closely monitored throughout the year.

Cost Centre	Account Code	Year To Date Position Sub Total	Year To Date Position Budget	Year To Date Position Variance	Comment
Marmion House	Contribution-Common Services	(63,616)	(121,790)	58,174	Additional income expected through Agile Working Project which has not been achieved in year but is still subject to on-going negotiations.
Outside Car Parks	Short Stay Car Parking	(914,921)	(848,000)	(66,921)	Based on current increased occupancy levels - situation closely monitored for the remainder of the year.
Cemeteries	Contribution To Reserves	53,133	0	53,133	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	Salaries	1,159,306	1,189,390	(30,084)	Underspend the result of vacant posts throughout the year
	Vacancy Allowance	0	(59,470)	59,470	Vacancy allowance overspent as full or nearly full establishment of staff
Page 46 TBC Highways Maintenance	Maintenance Highway Related Assets	116,679	102,540	14,139	Figures from County re actual spend limited to end of September. Estimates included for the works completed October to March based on list of jobs released.
	Maintenance Of Water Courses	66,385	148,580	(82,195)	Works on de-silting the A5 balancing ponds not complete at year end due to the weather. This is offset by a corresponding variance on the release of the Retained Fund to pay for this works.
	Contribution To Reserves	91,724	0	91,724	Any underspends on this cost centre will be transferred to the A5 Balancing Ponds retained fund at the year end
	Maintenance Of Roads (HRA)	92	46,320	(46,228)	Figures from County re actual spend limited to end of September. Estimates included for the works completed October to March based on list of jobs released.
	Management Agreement	51,720	73,170	(21,450)	Figures from County re actual spend limited to end of September. Estimates included for the works completed October to March based on list of jobs released.
	Contribution From Reserves	(63,141)	(115,070)	51,929	Funding from the retained fund not required in year as works on de-silting the A5 balancing ponds not complete at year end due to the weather. There is a corresponding variance on the costs of the works.
Joint Waste Arrangement	Specific Contingency	0	34,150	(34,150)	Specific contingency budget not expected to be used - budgets will be monitored closely

Cost Centre	Account Code	Year To Date Position Sub Total	Year To Date Position Budget	Year To Date Position Variance	Comment
					throughout the year.
	Miscellaneous Contributions	(38,274)	0	(38,274)	TBC share of bulky waste income - figure not known till year end once Lichfield has pulled them together.
Corporate Finance	Pensions	246,190	313,990	(67,800)	2014/15 saving arising from pre-payment of pension lump sum
	Specific Contingency	0	43,000	(43,000)	Remaining budget not required
Corporate Finance	Vacancy Allowance	0	50,000	(50,000)	Offsetting budgeted savings target on service cost centres
	NNDR Levy Payments	357,888	145,080	212,808	Increased levy contribution due to higher Section 31 grant level forecast (50% levy)
	Government Grants	(324,714)	(150,000)	(174,714)	Higher Section 31 grant level forecast (offset by increased levy) plus windfall income
	Contribution From Reserves	(117,887)	0	(117,887)	£23.5k Write back to balances per Cabinet plus £94k Capital Financing
	Fees & Charges	(197,498)	0	(197,498)	2013/14 & 2014/15 Returned LEP Levy (£81,184 & £116,314)
Council Tax	Court Costs	(288,298)	(229,730)	(58,568)	Additional Income achieved above budget
Electoral Process	Contribution To Reserves	38,921	0	38,921	Gov't grant to IER retained fund
	Canvassers Fees	44,873	13,550	31,323	Additional costs re IER
	Government Grants	(60,610)	(21,530)	(39,080)	Adjusted gov't grant received re implementation IER
Benefits	Provision For Bad Debts	123,481	180,000	(56,519)	FAWP Bad Debt Provision position @ end March
	Rent Allowances	11,325,948	11,222,320	103,628	Expenditure to end March
	Non-HRA Rent Rebates	142,522	80,050	62,472	
	Council Tenant Rent Rebates	10,771,388	11,540,740	(769,352)	
	Contribution To Council Tax Benefit	(34,450)	0	(34,450)	Net recoverable OVPs identified to be charged to collection fund
	Council Tenant Grant	(10,484,235)	(11,351,700)	867,465	Based on DWP Estimated Final Claim
	Private Tenant Grant	(11,022,342)	(10,984,660)	(37,682)	
	Non-HRA Rent Rebate	(84,953)	(65,320)	(19,633)	

Cost Centre	Account Code	Year To Date Position Sub Total	Year To Date Position Budget	Year To Date Position Variance	Comment
	Grant				
	Discretionary Housing Payment Grant	(113,054)	0	(113,054)	Based on DHP Final Claim
	Overpayment Private Tenant	(575,514)	(335,310)	(240,204)	OVPs identified
	Overpayment Council Tenant	(427,093)	(297,120)	(129,973)	OVPs identified
	PT Overpayment Recovery	142,709	0	142,709	Offsetting OVPs
	CT Overpayment Recovery	106,792	0	106,792	Offsetting OVPs
Benefits Administration	Vacancy Allowance	0	(30,740)	30,740	Vacancy Allowance Savings Target

Significant variances identified resulting in the increase in net under-spend of £311k

Cost Centre	Account Code	Year To Date Position Variance	Period 11 Predicted Outturn	Change In Predicted Outturn P11 To P13	Comment
Tamworth Golf Course	Other Expenses	41,222	0	41,222	Offset by underspends elsewhere
Marmion House	Expenditure From Reserves	91,407	0	91,407	FAWP BRF
	Contribution From Reserves	(91,407)	0	(91,407)	
Outside Car Parks	Short Stay Car Parking	(66,921)	(35,000)	(31,921)	Based on current increased occupancy levels.
Joint Waste Arrangement	Refuse Joint Arrangements	(27,788)	10,160	(37,948)	TBC share of bulky waste income - figure not known till year end once Lichfield has pulled them together.
	Miscellaneous Contributions	(38,274)	0	(38,274)	
Corporate Finance	Contribution From Reserves	(117,887)	0	(117,886)	£23.5k Write back to balances per Cabinet plus £94k Capital Financing

Electoral Process	Contribution To Reserves	38,921	0	38,921	Gov't grant to IER retained fund
	Canvassers Fees	31,323	0	31,323	Additional costs re IER
	Government Grants	(39,080)	0	(39,079)	Adjusted gov't grant received re implementation IER
Benefits	Provision For Bad Debts	(56,519)	0	(56,518)	FAWP Bad Debt Provision position @ end March
	Rent Allowances	103,628	(664,271)	767,899	Expenditure to end March
	Council Tenant Rent Rebates	(769,352)	(879,169)	109,816	
	Private Tenant Grant	(37,682)	670,193	(707,875)	Based on DWP Estimated Final Claim
Other Minor Variances		(178,000)	49,000	(271,000)	

Housing Revenue Account – Main Variances

Page 49	Cost Centre	Account Code	Year To Date Position Sub Total	Year To Date Position Budget	Year To Date Position Variance	Comment
General - Operations	Contents Insurance		65,740	95,740	(30,000)	Insurance contribution to excess fund
	House Conditions Survey		17,220	60,500	(43,280)	AMS completed and stock condition arrangements being planned
	Contribution To Reserves		50,500	0	50,500	Stock Condition survey retained fund and Insurance contribution to excess fund
Income Management	Other Supplies And Services		0	40,000	(40,000)	Budget earmarked to mitigate impact of universal credit which didn't come in until March 2015 and then only for single persons claiming JSA
H R A Summary	Contribution To Repairs A/C		3,450,867	4,117,600	(666,733)	Multiple contracts of which the Planned Maintenance, gas contract and Misc. budget are underspent by £30K, £48K and £115K respectively. The Responsive Repairs contract is £441K underspent and discussions are ongoing in relation to potential overcharging picked up through robust contract management
	Provision For Bad Debts		171,905	470,000	(298,095)	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
Specific Contingency	0	100,000	(100,000)	No issues currently identified which would require a call on this budget
Contribution From Reserves	(76,000)	0	(76,000)	MFS reserved funds no longer required as dispute has been resolved
Rents	(18,227,671)	(18,162,700)	(64,971)	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

Significant variances identified resulting in the increase in net under-spend of £455k

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Cost Centre	Account Code	Year To Date Position Variance	Period 11 Predicted Outturn	Change In Predicted Outturn P11 To P13	Comment
H R A Summary	Contribution To Repairs A/C	(666,733)	(300,000)	(366,733)	Multiple contracts of which the Planned Maintenance, gas contract and Miscellaneous budget are underspent by £30K, £48K and £115K respectively. The Responsive Repairs contract is £441K underspent and discussions are on-going in relation to potential overcharging picked up through robust contract management
Other Minor Variances		(864,000)	(775,000)	(89,000)	

Capital Programme Monitoring

GENERAL FUND	Budget £000	Predicted Outturn £000	Variance £000	Reprofile £000	Outturn £000	Comments
Director of Technology & Corporate Programmes						
Replacement It Technology	20	19	(1)	2	-	Corporate Radios now live & project complete. Remaining budget to be utilised in support of agile working/thin clients
EDRMS (Electronic Document Records Management System)	79	16	(63)	63	-	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	-	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	123	34	(89)	89	-	
Director of Transformation & Corporate Performance						
Website	22	3	(19)	20	-	Budget required for improvements linked to Customer Services strategy
HR / Payroll System	7	3	(4)	5	-	Budget earmarked for development of the HR side of the system
TOTAL	30	5	(25)	25	-	
Director of Communities, Planning & Partnerships						
Castle Hlf	90	58	(32)	-	(32)	Scheme completed Sept 30 final claim submitted to HLF

GENERAL FUND	Budget £000	Predicted Outturn £000	Variance £000	Reprofile £000	Outturn £000	Comments
Assembly Rooms Development	2,432	79	(2,353)	-	(2,353)	Phase 1 complete. Report to Cabinet in February 2015 identified new project timescales. The 2014/15 budget will be underspent and funds returned to balances prior to the new scheme commencing in 2015/16.
Castle Mercian Trail	350	-	(350)	350	-	HLF have requested further information and revisions to the bid which will mean resubmitting it later in 2015/16
Gateways	277	-	(277)	277	-	The County Council have started the works to the Ladybridge and designs to complete the route from the town centre to Ventura are being developed for implementation in 2015/16. Phase two between the Station and the town is also being designed for spend later in the programme with the potential to start in 2015/16.
Castle Repairs		(4)	(4)		(4)	
TOTAL	3,149	133	(3,016)	627	(2,389)	
Director of Housing & Health						
Private Sector Coalfields Fund	162	40	(122)	122	-	Waterloo scheme finished releasing approx. £32k for grants programme. Review of grants on-going so will need to reprofile approx. £122k funding to 2015/16
TOTAL	162	40	(122)	122	-	
Director of Assets & Environment						

GENERAL FUND	Budget £000	Predicted Outturn £000	Variance £000	Reprofile £000	Outturn £000	Comments
Disabled Facilities Grant	405	234	(171)	171	-	Due to the late start of the new County wide HIA contract and some resource issues at the new HIA some cases will not be approved in the current financial year. At 31st March 2015 it is estimated that there will be approximately £300,000 worth of referrals being processed by the HIA for approval.
CCTV Camera Renewals	17	11	(6)	5	-	Part of planned enhancement and upgrades to existing systems - need to reprofile approx. £5,100 due to delays caused by the completion of the service review.
Streetscene Service Delivery enhancements	30	-	(30)	30	-	Delays in the full implementation of the new CRM system - future agile service delivery dependant on delivery of scheme. Reprofile to 2015/16
Designate New Cemetery Land	21	20	(1)	-	(2)	Scheme complete - retention payment still to be paid in June 2015
Wigginton Park Section 106	54	-	(54)	54	-	Working to deliver items from the Wigginton Park Management Plan - will need to reprofile funds into 2015/16
Marmion House Agile Working	78	-	(78)	-	(78)	Project to be included in a new capital scheme for 2015/16 programme.
Broadmeadow Nature Reserve	162	104	(58)	58	-	Access Road Contract will be completed. Additional £25k funding secured from Derbyshire Environmental Trust. Will need to reprofile some funding to 2015/16 to be able to complete future works from the management plan and HLS agreement.

GENERAL FUND	Budget £000	Predicted Outturn £000	Variance £000	Reprofile £000	Outturn £000	Comments
Public Open Space Section 106	123	-	(123)	123	-	Project group established - list of works currently be considered will need to profile to 2015/16
BMX Track	7	-	(7)	7	-	Balance of external funding held for future works
TOTAL	897	369	(528)	448	(80)	
GF Contingency	50	-	(50)	50	-	No spend anticipated - to be reprofiled and included in 2015/16 Capital Programme.
Cont-Return On Investment	160	-	(160)	160	-	No spend anticipated - to be reprofiled and included in 2015/16 Capital Programme.
sig-Hra	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	340	-	(340)	340	-	
GENERAL FUND TOTAL	4,701	581	(4,120)	1,651	(2,469)	

HOUSING REVENUE ACCOUNT	Budget £000	Predicted Outturn £000	Variance £000	Reprofile £000	Outturn £000	Comments
Director of Housing & Health						
Gas Cent Heating Upgrade & Renewals 2012	749	675	(74)	74	-	Morrison have advised they are completing around 9 boiler swops per week and on track to spend most of this year's budget. They will however need to reprofile about £74k into 2015/16
Gas Heating Belgrave	319	325	6	-	5	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	102	13	(89)	89	-	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	567	579	12	-	12	Phase 2 of decant complete and commenced CPO process to acquire other properties. 1 RTB property acquired on 27/03/15.
Kerria Estate Project	538	61	(477)	477	-	Project focus initially on Tinkers Green but commenced CPO process to acquire additional properties.
Regeneration General	336	-	(336)	336	-	Report to Cabinet Feb 2015 to agree Acquisitions Policy and way forward.
TOTAL	2,612	1,653	(959)	975	17	-
Director of Assets & Environment						
Structural Works	110	79	(31)	31	-	Works are on site but not completed to a point of invoice at year end.
Bathroom Renewals 2012	834	792	(42)	42	-	All identified bathrooms will have been completed with a saving. Carry forward to address disabled showers at year end.

HOUSING REVENUE ACCOUNT	Budget £000	Predicted Outturn £000	Variance £000	Reprofile £000	Outturn £000	Comments
Kitchen Renewals 2012	969	839	(130)	50	(80)	All identified kitchens will have been completed. Average jobs costs have reduced resulted in a saving at year-end. Carry forward £50k to cover additional kitchens identified by the repairs team outside the stock condition data.
High Rise Lift Renewals 2012	393	15	(378)	378	-	Delays in dealing with leasehold consultation will result in project being delayed until Spring 2015
Fire Upgrades To Flats 2012	553	-	(553)	553	-	Consultation under way with residents, scheme will not commence in 2014/15
Thomas Hardy Court Heating Replacement	500	476	(24)	24	-	Final payment may be delayed due to delays caused by the utility companies installing the gas main and gas meter. Full budget will be required. Carry forward, works on site but not complete at year end.
Roofing High-Rise 2012	43	-	(43)	43	-	Delays in leaseholder consultation will delay project until spring 2015
Roofing Overhaul & Renewal 2012	147	148	1	-	1	Minor overspend on receipt of final invoice for works completed March 2015
Fencing/Boundary Walls 2012	32	32	-	-	-	Project complete
Window & Door Renewals 2012	303	318	15	-	14	Area based programme, sufficient work identified to take up estimated full spend at year end however, minor underspend once all works completed.
High Rise Balconies	60	-	(60)	60	-	Project now being linked with other structural works and unlikely to commence until spring 2015.
External and Environmental Works	353	261	(92)	92	-	Sufficient works identified to take up full spend. New schemes identified by TCG will be deferred until 2015/16. However 2 Schemes on site but not complete at year-end.

HOUSING REVENUE ACCOUNT	Budget £000	Predicted Outturn £000	Variance £000	Reprofile £000	Outturn £000	Comments
Disabled Adaptations	255	202	(53)	53	-	There will be insufficient budget to fund the current waiting list - some works will have to be deferred until 2015/16. Will need to reprofile £50k in to 2015/16 for works not completed in year
Capital Salaries 2012	162	149	(13)	-	(13)	Provisional outturn based on latest estimates of staffing costs
CDM Fees 2012	10	9	(1)	-	(1)	Tendered fee will be due in full at year end.
HRA Agile Working	51	-	(51)	-	(51)	Project to be included in a new capital scheme for 2015/16 programme.
TOTAL	4,774	3,318	(1,456)	1,326	(130)	-
HRA Contingency	100	-	(100)	-	(100)	No spend anticipated -no requirement to reprofile as separate budget included in 2015/16 Capital Programme.
TOTAL	100	-	(100)	-	(100)	-
HOUSING REVENUE ACCOUNT TOTAL	7,486	4,972	(2,514)	2,301	(213)	-

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