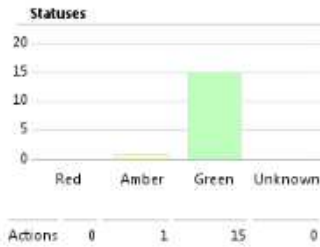


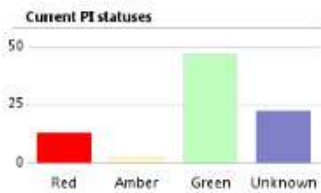
# 1. Overview of High level corporate plan actions, key service performance indicators and corporate risks

The current status of high level corporate plan actions, key service performance indicators and corporate risks is shown below; detail is available in the appendices.

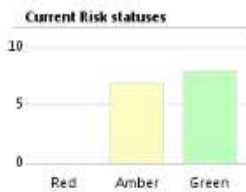
## 2015/16 Corporate Plan Actions



## 2015/16 Key Service Performance Indicators



## 2015/16 - Corporate Risk Register



Further details are available in the appendices:

- Corporate Plan Actions: **Appendix D**
- Key Service Performance Indicators: **Appendix E**
- Corporate Risks: **Appendix F**

## **2. Impact of Welfare Benefit Reform on Council services**

Quarterly updates are presented to monitor the impact of welfare benefit reform changes on Council services including customer demand via 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

A reduction in DHP claims is reported - DHP claims are underspent by £60k with 114 successful claims from 190 applications (compared to 228 successful claims from 360 applications at September 2014).

Live caseload figures are 339 lower than 2014/15 – currently 6,580 (6,919 at September 2014) although there is a 4 week backlog (4 weeks as at 30 September 2014) with claims still to be processed which will increase this figure.

### NNDR

Reminders (550 at 30 September) are marginally higher than 2014/15 levels (538 at 30 September 2014) with summons & liability orders at similar levels to 2014/15.

Very good collection performance by the Revenues team is reported with current year collection levels at 57.5%, ahead of target by 2.2% at 30 September. Court costs are at target of £4k.

### Council Tax

Reminders are 974 lower than 2014/15 levels (8652 at 30 September 2015 compared to 9626 at 30 September 2014).

Strong collection performance is again reported - with current year collection levels at 58.3%, ahead of target by 0.3% at September 2015 (with a target of 97.5% for the 2015/16 financial year). Court cost income is also ahead of target by £12k at £135k.

Arrears for 2014/15 are slightly behind target at 31.2% compared to target of 37.7% - work has commenced on further approaches to realise more Council Tax revenue.

Collection Fund – the estimated surplus is £22k for the year with a LCTS projected underspend of £41k (total £63k).

### Customer Services

Data has not been updated since June 2015 when visits to Marmion House / Council Tax, Housing Benefit & Rent enquiries were 2153 lower (5,709 by June 2015 compared to 7,862 by June 2014).

Council tax enquiries & payments were 967 lower (355 by June 2015 compared to 1,322 by June 2014).

Rent enquiries & payments 506 lower (134 by June 2015 compared to 640 by June 2014).

Housing Benefit enquiries were 665 lower (1,740 by June 2015 compared to 2,405 by June 2014).

### Housing

The Housing Income team continue to perform well - Total Rent arrears (excluding former tenants) at 30 September 2015 was £473k compared to £358k at 31 March 2015 – an increase of £115k (compared to a £74k increase as at 30 September 2014).

Total arrears (including garages etc.) are £1.55m at 30 September 2015, compared to £1.35m at 31 March 2015, an increase of £198k (compared to a £152k increase between 31 March 2014 and 30 September 2014).

Total arrears (including garages etc.) were £1.35m at 31 March 2015 compared to 31 March 2014 - £1.31m (£44k higher).

There were 11 evictions during the first half of 2015/16 compared to 21 during the same period of 2014/15.

### **3. Performance Management Framework**

Activity in quarter two 2015/16 saw:

- Performance and financial healthcheck report at Cabinet,
- Commencement of the budgeting process,
- Public budget consultation.

## 4. Sustainability Strategy

### Medium Term Financial Strategy 2015-2020 Monitoring

#### Medium Term Financial Strategy 2015-2020 Monitoring, October 2015

On 22<sup>nd</sup> August 2013, Cabinet endorsed the document ‘Planning for a Sustainable Future’ as the overarching strategy for meeting the challenges forecast for the Council’s Medium Term Financial Strategy (MTFS). Following its introduction, work has been underway on the strands included within it designed to deliver savings and efficiencies to tackle the forecast deficit. 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.

Last year’s budget report also outlined a proactive approach to the other major challenge that of ever increasing demand. By adopting the guiding principles, tools, techniques and transformational approaches, the Council can set about **managing demand** and thereby have greater control and the ability to align or target “supply” to managed “demand”.

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) – as outlined below.

#### General Fund

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	2020/21 £'000
Projected Balances per MTFS Council February 2015	(3,831)	(3,685)	(2,544)	(505)	1,420	3,673	-
Revised Stress Tested: Forecast - October 2015	(4,911)	(4,791)	(2,812)	(1,702)	(446)	1,034	3,280

The forecast has been updated to include:

- a) the final outturn for 2014/15 – an improved position of c.£1.1m since the MTFS was approved;
- b) Technical adjustments as part of the base budget review reported to Cabinet in November 2015 – including savings of £0.25m from a review of previous years outturn underspends;
- c) Updated Local Government Finance Settlement grant indications following indications of further austerity included within the Summer Budget in July 2015;
- d) Reflection of the 1% pay cap, living wage and insurance premium tax measures included within the Summer Budget in July 2015;
- e) any known changes to the savings targets included within the current MTFS;
- f) updated impact on investment income, new homes bonus and council tax income from expected housing developments (including the former Golf Course) - arising from discussions / joint working with Planning and Strategic Housing;
- g) Revised Business Rates income forecasts – following an increased appeals provision made in 2014/15.

When the 3 year MTFS for the General Fund was approved by Council in February 2015, the forecast MTFS shortfall in balances was c. £1.4m for 2018/19 increasing to £3.7m in 2019/20. Following the updates the forecast now identifies a shortfall in balances £0.1m over the 3 years to 2018/19 with a shortfall of c. £1.5m for 2019/20.

The shortfall over the next 5 years has been revised to £3.3m (£3.8m including the approved minimum balances level of £0.5m). The General Fund has benefited over the 5 year period by £1m due mainly to the pay award cap – however, the current forecast has also removed £2m in RSG grant income (pending the Spending Review outcome in the autumn).

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

## Housing Revenue Account

With regard to the Housing Revenue Account, the 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	2020/21 £'000
Projected Balances per MTFS Council February 2015	(£4,847)	(£1,775)	(£1,304)	(£1,229)	(£1,403)	(£1,403)	(£1,403)
Revised:							
Revised Projected Balances - July 2015	(5,957)	(3,040)	(2,699)	(2,065)	(823)	1,163	3,304

The forecast has been updated to include:

- Page 12
- a) the final outturn for 2014/15 – an improved position of c.£1.1m since the MTFS was approved;
  - b) Updated Rent income forecasts following the announcement in the Summer Budget in July 2015 that the Government will require social housing rents to be reduced by 1% a year for four years from 2016/17, requiring local authorities and housing associations to make savings - initial indications could mean a reduction in HRA rent income of c.£600k p.a. each year for 4 years (cumulative) due to the 1% reduction and as the planned inflationary increases of c.3% p.a. would also not be made;
  - c) Reflection of the 1% pay cap, living wage and insurance premium tax measures included within the Summer Budget in July 2015;
  - d) any known changes to the savings targets included within the current MTFS – including inclusion of Service Charges income of c.£0.5m p.a.;
  - e) It has been assumed that the proposed pay to stay scheme and the sale of higher value dwellings will have a broadly neutral effect.

When the 3 year MTFS for the HRA was approved by Council in February 2015, the forecast MTFS balances were c. £1.4m by 2019/20. Following the updates the forecast now identifies a shortfall in balances of c.

£1.2m for 2019/20 with a shortfall over the next 5 years of £3.3m by 2020/21 (£3.8m including the approved minimum balances level of £0.5m).

The HRA has suffered additional costs and income reductions totalling c. £9m as a result of the Summer Budget (including a worse case assumption for 1% rent reduction) – this is mitigated by the improvement in the 2014/15 outturn underspend of £1.1m and inclusion of service charge income of £0.5m p.a.

## 5. Financial Health check Report

Period 6 September 2015

### Executive Summary

This section to the report summarises the main issues identified at the end of September 2015.

### General Fund

#### Revenue

GENERAL FUND	YTD Budget £000	YTD Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000
Chief Executive	93	101	8	-	9	9
Executive Director Corporate Services	65	(18)	(83)	518	509	(9)
Director of Finance	1,325	1,061	(264)	(328)	(301)	27
Director of Technology & Corporate Programmes	677	637	(40)	57	83	26
Solicitor to the Council	375	382	7	712	724	12
Director of Transformation & Corporate Performance	619	694	75	278	340	62
Director of Communities, Planning & Partnerships	894	765	(129)	2,783	2,732	(51)
Director of Housing & Health	88	61	(27)	1,042	1,034	(8)
Director of Assets & Environment	1,548	1,453	(95)	3,400	3,307	(93)
<b>Total</b>	<b>5,684</b>	<b>5,136</b>	<b>(548)</b>	<b>8,462</b>	<b>8,437</b>	<b>(25)</b>

- The General Fund has a favourable variance against budget at Period 6 of £548k (£396k favourable at period 5).
- The projected full year position identifies a projected favourable variance against budget of £25k or 0.30% (£46k or 0.54% unfavourable at period 5).
- This projection has highlighted several budget areas for concern (detailed at **Appendix A**). Ongoing investigations into these areas have been initiated to mitigate the levels of the deficit.
- A balance of £65k was held in the General Contingency Budget at the end of September 2015.



## Capital

GENERAL FUND	Budget Reprofiled from 2014/15 £000	YTD Budget £000	YTD Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile £000	Outturn £000
Chief Executive	-	-	-	-	-	-	-	-	-
Executive Director Corporate Services	-	-	-	-	-	-	-	-	-
Director of Finance	-	-	-	-	-	-	-	-	-
Director of Technology & Corporate Programmes	89	88	13	(75)	149	149	-	-	149
Solicitor to the Council	-	-	-	-	-	-	-	-	-
Director of Transformation & Corporate Performance	25	25	26	1	25	25	-	-	25
Director of Communities, Planning & Partnerships	627	652	41	(611)	877	877	-	-	877
Director of Housing & Health	122	122	-	(122)	122	122	-	-	122
Director of Assets & Environment	448	455	267	(188)	763	763	-	-	763
<b>Contingency</b>	340	616	-	(616)	1,616	1,616	-	-	1,616
<b>TOTAL GENERAL FUND</b>	<b>1,651</b>	<b>1,958</b>	<b>347</b>	<b>(1,611)</b>	<b>3,552</b>	<b>3,552</b>	<b>-</b>	<b>-</b>	<b>3,552</b>

- Capital expenditure incurred was £347k compared to a profiled budget of £1.958m (£322k incurred against a profiled budget of £1.86m at period 5).
- It is predicted that £3.552m will be spent by the year-end compared to a full year budget of £3.552m (this includes re-profiled schemes from 2014/15 of £1.65m).
- A summary of Capital expenditure is shown at **Appendix B**.

## Treasury Management

- At the end of September 2015 the Authority had £39.60m invested in the money markets (excluding the £1.186m which is classified as sums at risk invested in Icelandic Banks). The average rate of return on these investments is 0.69% though this may change if market conditions ease. At this point it is anticipated that our investments will earn approximately £317k compared to the budgeted figure of £260k, a favourable variance of £57k, due to higher investment balances.
- Borrowing by the Authority stood at £64.060m at the end of September 2015, all being long term loans from the Treasury Public Works Loans Board. The average rate payable on these borrowings equates to 4.41%. At this point it is anticipated that our interest payments will be £2.908m 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 £4.79m at the year-end from normal revenue operations compared to £3.69m projected within the 2015/16 budget report – additional balances of £1.1m.

## 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	1,577	1,514	(63)	4,057	4,137	80
Director of Assets & Environment	(83)	(87)	(4)	-	-	-
HRA Summary	(9,144)	(9,737)	(593)	(985)	(1,220)	(235)
<b>Total</b>	<b>(7,650)</b>	<b>(8,310)</b>	<b>(660)</b>	<b>3,072</b>	<b>2,917</b>	<b>(155)</b>

- The HRA has a favourable variance against budget at Period 6 of £660k (£597k favourable at period 5).
- The projected full year position identifies a favourable variance against budget of £155k (£86k favourable at period 5). Individual significant budget areas reflecting the variance are detailed at **Appendix A**.

## Capital

HOUSING REVENUE ACCOUNT	Budget Reprofiled from 2014/15 £000	YTD Budget £000	YTD Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile £000	Outturn £000
Director of Housing & Health	976	4,283	1,594	(2,689)	6,792	3,279	(3,513)	3,473	6,752
Director of Assets & Environment	1,326	1,861	1,759	(102)	5,790	5,790	-	-	5,790
HRA Summary	-	-	-	-	-	-	-	-	-
<b>HRA Contingency</b>	-	150	-	(150)	150	150	-	-	150
<b>TOTAL HOUSING REVENUE ACCOUNT</b>	<b>2,302</b>	<b>6,294</b>	<b>3,353</b>	<b>(2,941)</b>	<b>12,732</b>	<b>9,219</b>	<b>(3,513)</b>	<b>3,473</b>	<b>12,692</b>

- Housing Capital expenditure of £3.353m has been incurred as at the end of Period 6 compared to a profiled budget of £6.294m.
- It is predicted that £9.219m will be spent by the year-end compared to the full year budget of £12.73m (including £2.30m re-profiled from 2014/15);
- 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 £3.040m at the year-end compared to £1.774m projected within the 2015/16 budget report – additional balances of £1.266m.

## 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
PR and Consultation	Salaries	49,511	67,945	(18,434)	135,890	(36,220)	99,670	Estimated outturn should PR & Communications Manager post remain vacant to year end.
Customer Services	Franking Machine Charges	48,092	20,940	27,152	41,880	35,000	76,880	Est pending termination of franking machine contract
AD Partnership & Communications Development	Salaries	15,787	30,570	(14,783)	76,580	-	76,580	Post vacant from 1st June. Interim arrangements in place for 6 months while review is undertaken.
Locality Commissioning	Health Promo/Imps Joint Funding	121,315	156,029	(34,714)	307,080	(37,940)	269,140	Some of the funding will be underspent and will be retained for use next financial year
	Contribution To Reserves	34,714	-	34,714	-	37,940	37,940	Temporary reserve will be requested for uncommitted funding
Community Safety	Salaries	55,406	63,840	(8,434)	127,670	(30,000)	97,670	Two posts have become vacant but the saving is, in part, offset by an under recovery on income as the posts were in part funded externally.
Development Control	Fees & Charges Planning App	(105,895)	(64,980)	(40,915)	(130,000)	(70,000)	(200,000)	Major application has been received.
Local Strategic Partnerships	Contribution To Reserves	34,510	-	34,510	-	34,510	34,510	Money received from SCC .To be held on behalf of TSP and to be used for troubled families. Not subject to time constraints and will be held in reserve if not spent this financial year.
	Contribution From Staffs CC.	(34,510)	-	(34,510)	-	(34,510)	(34,510)	Money received from SCC .To be held on behalf of TSP and to be used for troubled families. Not subject to time constraints and will be held in reserve if not spent this financial 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
Assembly Rooms Bar	Bar Sales	(13,535)	(26,190)	12,655	(50,000)	20,000	(30,000)	Sales are down generally and with uncertainty around planned closure it is estimated that income will be below target. It is hoped that savings can be made elsewhere across the service to mitigate the situation
Disabled Facilities Grant-Admin Page 18	Salaries	5,057	15,120	(10,063)	30,260	(25,200)	5,060	Currently running with a vacant post and reviewing outcome with external agency. Post to be reviewed as contract proceeds.
	Vacancy Allowance	-	(780)	780	(1,510)	1,510	-	
	Car Allowances	318	960	(642)	1,880	(1,590)	290	
	Provision Of Occupational Health Services	-	2,580	(2,580)	5,150	(5,150)	-	
Commercial Property Management	Rents	(905,940)	(928,500)	22,560	(837,250)	33,000	(804,250)	Based on current estimated usage. The situation will be closely monitored throughout the year.
Industrial Properties	Rents	(463,157)	(458,800)	(4,357)	(685,000)	(31,000)	(716,000)	Based on current estimated usage. The situation will be closely monitored throughout the year.
Outside Car Parks	Short Stay Car Parking	(475,642)	(452,400)	(23,242)	(870,000)	(55,000)	(925,000)	Increased income expected based on current increased usage of both machine and cashless parking and as a result of change in new parking enforcement arrangements. The situation will be 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	Full Year Position Budget	Full Year Position Predicted Outturn Variance	Full Year Position Predicted Outturn	Comment
Civil Parking Enforcement	Standard Charges	(23,076)	(60,410)	37,334	(120,820)	65,000	(55,820)	New staff involved in the process coupled with a change in the statutory observation period has resulted in less tickets issued. Compliance in car parks generally high and new technology enabling staff to use discretion and educate and address regular concerns.
Cemeteries	Contribution To Reserves	28,000	-	28,000	-	29,950	29,950	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.
	Fees & Charges	(76,661)	(52,320)	(24,341)	(104,620)	(40,000)	(144,620)	Fees were increased in January 2014 in line with Cabinet report which has resulted in additional income.
Public Spaces	Equipment Hire	77,245	113,000	(35,755)	124,530	(30,000)	94,530	Savings from the procurement process for purchase of new equipment
Joint Waste Arrangement	Specific Contingency	-	50,000	(50,000)	50,000	(50,000)	-	Specific contingency budget not expected to be used - budgets will be monitored closely throughout the year.
ICT	External Support	1,155	35,000	(33,845)	35,000	-	35,000	Budget released from contingency not yet spent
Homelessness	Bed And Breakfast Cost	159,137	94,280	64,857	138,510	-	138,510	Increased demand reflects national trends relating to both increased homelessness and use of temporary accommodation. Measures to mitigate this position locally are now being put into place and actioned.
	Bed & Breakfast Income	(162,870)	(94,260)	(68,610)	(138,510)	-	(138,510)	Increased income off sets increased expenditure.
Corporate Finance	Vacancy Allowance	-	-	-	50,000	(50,000)	-	Offsets overspending projected in Service cost centres
	Contribution To Reserves	-	-	-	150,000	(150,000)	-	Increased levy payment means no funds available for transfer to reserve

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
Corporate Finance	NNDR Levy Payments	-	-	-	498,000	356,520	854,520	Increased levy forecast due to higher business rates income levels & change in appeals provision
	Government Grants	(351,836)	(183,495)	(168,341)	(366,990)	(6,070)	(373,060)	Increased S31 grant forecast
	Fees & Charges	(100,000)	-	(100,000)	-	(100,000)	(100,000)	Income re renegotiated lease
Treasury Management	Miscellaneous Interest & Dividends	(158,326)	(129,780)	(28,546)	(259,500)	(57,000)	(316,500)	Higher investment balances than budgeted
Benefits	Rent Allowances	4,771,844	5,729,750	(957,906)	10,734,610	(435,150)	10,299,460	Based on DWP Claim as at P6
	Non-HRA Rent Rebates	146,823	65,520	81,303	131,110	162,540	293,650	Based on E-Fins @ P6. Includes expenditure on Bed & Breakfast, which is not fully recovered in DWP subsidy
	Council Tenant Rent Rebates	5,564,869	5,757,750	(192,881)	11,285,340	(204,030)	11,081,310	Based on DWP Claim as at P6
	Council Tenant Grant	(5,418,292)	(5,663,500)	245,209	(11,100,290)	263,710	(10,836,580)	
	Private Tenant Grant	(4,564,226)	(5,577,630)	1,013,404	(10,443,000)	570,580	(9,872,420)	
	Non-HRA Rent Rebate Grant	(72,788)	(42,900)	(29,888)	(85,890)	(65,510)	(151,400)	
Benefits	Discretionary Housing Payment Grant	(31,217)	-	(31,217)	-	(31,220)	(31,220)	DHP Grant rec'd to date
	Overpayment Private Tenant	(389,207)	(227,640)	(161,567)	(455,260)	(323,150)	(778,410)	Based on E-Fins @ P6
	Overpayment Council Tenant	(269,582)	(142,500)	(127,082)	(285,040)	(254,120)	(539,160)	
	Pt Overpayment Recovery	85,620	-	85,620	-	171,240	171,240	

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	Ct Overpayment Recovery	73,909	-	73,909	-	147,818	147,818	Based on E-Fins @ P6
Benefits Administration	Government Grants	(47,340)	(12,620)	(34,720)	(12,620)	-	(12,620)	Government Grants not yet spent

### 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
Housing Advice	Salaries	111,158	141,720	(30,562)	283,480	(30,000)	253,480	Underspend due to vacant posts but this is offset by the cost of temporary agency staff.
	Payments For Temporary Staff	25,853	-	25,853	-	26,000	26,000	Temporary agency staff used to cover vacant posts - offset by savings on salaries
Caretakers	Electricity	9,133	42,240	(33,107)	84,520	(10,000)	74,520	Multiple sites
H R A Summary	Provision For Bad Debts	119,151	470,000	(350,849)	470,000	-	470,000	Budget reflects potential impact of welfare reforms and escalation of arrears but presently bad debt is being contained by robust and effective arrears recovery management
	Rents	(9,674,026)	(9,438,332)	(235,694)	(18,121,600)	(235,000)	(18,356,600)	Rent income is currently exceeding budget due to void levels being lower than budgeted but this is offset by right to buy sales and properties being vacated pending demolition prior to regeneration.
Repairs Contract	Responsive Repairs	749,119	781,350	(32,231)	1,562,700	-	1,562,700	Mears to be instructed to ensure works are correctly invoiced against budget codes
	Voids	281,949	424,000	(142,051)	848,000	-	848,000	Mears to be instructed to ensure works are correctly invoiced against budget

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
								codes
	Rechargeable Works	(42,315)	-	(42,315)	-	-	-	Recharges to tenants for works outside repairs policy
Repairs - General	Planned Maintenance	117,652	225,000	(107,348)	450,000	-	450,000	Additional works have been released to contractor to take up full spend.



Capital Programme Monitoring

GENERAL FUND	Budget Reprofiled from 2014/15 £000	YTD Budget £000	YTD Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile £000	Outturn £000	Comments
<b>Director of Technology &amp; Corporate Programmes</b>										
Replacement It Technology	2	32	-	(32)	62	62	-	-	62	To be utilised on replacement technology
EDRMS (Electronic Document Records Management System)	63	32	13	(19)	63	63	-	-	63	Project to be recommenced once server infrastructure update is completed
Gazetteer Development	24	24	-	(24)	24	24	-	-	24	To be utilised on Data Manipulation Tool - currently out to tender
<b>Directorate Total</b>	<b>89</b>	<b>88</b>	<b>13</b>	<b>(75)</b>	<b>149</b>	<b>149</b>	<b>0</b>	<b>-</b>	<b>149</b>	
<b>Director of Transformation &amp; Corporate Performance</b>										
Digital/Self Service	20	20	22	2	20	20	-	-	20	Commitment raised for replacement Q-Matic system
HR / Payroll System	5	5	4	(1)	5	5	-	-	5	Self-serve to be implemented
<b>Directorate Total</b>	<b>25</b>	<b>25</b>	<b>26</b>	<b>1</b>	<b>25</b>	<b>25</b>	<b>0</b>	<b>0</b>	<b>25</b>	
<b>Director of Communities, Planning &amp; Partnerships</b>										
Assembly Rooms Development	-	-	2	2	200	200	-	-	200	Project successful in funding bids and moving forward with timeline detailed in reports. Further report for next stage to be submitted to cabinet later this year.

GENERAL FUND	Budget Reprofiled from 2014/15 £000	YTD Budget £000	YTD Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile £000	Outturn £000	Comments
Castle Mercian Trail	350	350	-	(350)	350	350	-	-	350	HLF have requested further information and revisions to the bid have been made and resubmitted. Latest correspondence sent 15/09/15 - expecting to know if successful later in 2015/16
Gateways	277	302	39	(263)	327	327	-	-	327	The County Council is progressing the works to Ladybridge. 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.
<b>Directorate Total</b>	<b>627</b>	<b>652</b>	<b>41</b>	<b>(611)</b>	<b>877</b>	<b>877</b>	<b>-</b>	<b>-</b>	<b>877</b>	
<b>Director of Housing &amp; Health</b>										
Private Sector Coalfields Fund	122	122	-	(122)	122	122	-	-	122	Approach to Empty Homes to be reviewed January 2016 in light of both the Waterloo Housing / HCA Programme ending and the need to utilise these resources to enable expansion of PSL scheme as part of the plan to reduce the use of B&B, which will likely result in requirement to re-profile this budget into 2016/17.
<b>Directorate Total</b>	<b>122</b>	<b>122</b>	<b>-</b>	<b>(122)</b>	<b>122</b>	<b>122</b>	<b>-</b>	<b>-</b>	<b>122</b>	

GENERAL FUND	Budget Reprofiled from 2014/15 £000	YTD Budget £000	YTD Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile £000	Outturn £000	Comments
<b>Director of Assets &amp; Environment</b>										
Disabled Facilities Grant	171	318	255	(63)	471	471	-	-	471	Current backlog of work with the Home Improvement Agency exceeds the budget available for the full year and new cases are being referred all the time. This position confirms the current budget allocation is significantly insufficient to meet demand.
Page 25 CCTV Camera Renewals	5	13	1	(12)	20	20	-	-	20	Ongoing enhancements to current system - delays due to line of sight issues and storm damage issues currently being reviewed with Council Tree Officer.
Street scene Service Delivery Enhancements	30	30	-	(30)	30	30	-	-	30	Delays in the project due to the delays in the full implementation of the CRM system - future agile service delivery dependant on delivery of scheme.
Wigginton Park Section Section 106	54	14	-	(14)	54	54	-	-	54	Work ongoing to deliver items from the Wigginton Park Management Plan
Broadmeadow Nature Reserve	58	42	11	(31)	58	58	-	-	58	Work ongoing to complete works from the management plan and HLS agreement.
Public Open Space Section 106	123	31	-	(31)	123	123	-	-	123	Project group established - list of works currently be considered
BMX Track	7	7	-	(7)	7	7	-	-	7	Balance of external funding held for future works
<b>Directorate Total</b>	<b>448</b>	<b>455</b>	<b>267</b>	<b>(188)</b>	<b>763</b>	<b>763</b>	<b>-</b>	<b>-</b>	<b>763</b>	

GENERAL FUND	Budget Reprofiled from 2014/15 £000	YTD Budget £000	YTD Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile £000	Outturn £000	Comments
<b>Contingency</b>										
GF Contingency	50	50	-	(50)	50	50	-	-	50	Funding to be released by Cabinet once a report detailing the new requirement had been approved
Contingency-Return On Investment	160	160	-	(160)	160	160	-	-	160	Provisional project - funding cannot be released until detailed scheme approved by Cabinet
GF Contingency Agile Working - Floor Refurbishment	-	228	-	(228)	228	228	-	-	228	Provisional project - funding cannot be released until detailed scheme approved by Cabinet
GF Contingency Agile Working - Furniture	-	48	-	(48)	48	48	-	-	48	Provisional project - funding cannot be released until detailed scheme approved by Cabinet
GF Contingency Plant and Equipment	-	-	-	-	1,000	1,000	-	-	1,000	Funding to be used to provide most financially advantageous replacement of plant and equipment. Business case to be provided for any potential schemes
Private Sector Improvement Grants (Coalfields Funding)	130	130	-	(130)	130	130	-	-	130	Cabinet Nov 2013 approved use for Works in Default Scheme. Details of scheme being worked up with new policy to be approved by members before Christmas 2015. Given current position it is likely this budget will require re-profiling for 2016/17.
<b>Directorate Total</b>	<b>340</b>	<b>616</b>	<b>-</b>	<b>(616)</b>	<b>1,616</b>	<b>1,616</b>	<b>-</b>	<b>-</b>	<b>1,616</b>	
<b>GENERAL FUND TOTAL</b>	<b>1651</b>	<b>1958</b>	<b>347</b>	<b>(1611)</b>	<b>3552</b>	<b>3552</b>	<b>-</b>	<b>-</b>	<b>3552</b>	

HOUSING REVENUE ACCOUNT	Budget Reprofiled from 2014/15 £000	YTD Budget £000	YTD Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile £000	Outturn £000	Comments
<b>Director of Housing &amp; Health</b>										
Gas Cent Heating Upgrade & Ren 2012	74	352	253	(99)	631	631	-	-	631	Morrison reporting capacity to spend budget
Gas Heating Belgrave	-	142	129	(13)	285	285	-	-	285	Due to refusals and no access there may be possible underspend estimated to be £80k. Request to transfer to boiler upgrades being submitted to Director of Housing and Health and Executive Director Corporate Services, which Morrison advise they have capacity to deliver
Carbon Monoxide Detectors	89	89	69	(20)	89	69	(20)	-	69	Predict £20k underspend due to number of properties that already have CO detector fitted when surveyed
Tinkers Green Project	-	657	414	(243)	1,314	1,314	-	-	1,314	Decant of phase 3 tenants underway and work on CPO progressing. Update report to be sent to Cabinet in Nov 2015. Full spend anticipated but could be variable within individual work streams which may mean some funds need reprofiling in to 2016/17 nearer the end of the financial year.

HOUSING REVENUE ACCOUNT	Budget Reprofiled from 2014/15 £000	YTD Budget £000	YTD Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile £000	Outturn £000	Comments
Kerria Estate Project	477	597	40	(557)	717	200	(517)	517	717	CPO Process ongoing. Update report to be sent to Cabinet in Nov 2015. Currently anticipate a significant reprofiling of funds into 2016/17 as unlikely land acquisition will complete before year end.
Regeneration General	336	1,646	-	(1,646)	2,956	-	(2,956)	2,956	2,956	Options for this scheme being reconsidered in light of the 1% Rent Reduction announced in July 2015 by the DCLG. Will need to reprofile into 2016/17.
Other Acquisitions	-	800	689	(111)	800	780	(20)	-	780	4 Properties have completed the remainder are in the legal process and should complete before September. Insufficient budget available to buy any further properties
<b>Directorate Total</b>	<b>976</b>	<b>4,283</b>	<b>1,594</b>	<b>(2,689)</b>	<b>6,792</b>	<b>3,279</b>	<b>(3,513)</b>	<b>3,473</b>	<b>6,752</b>	
<b>Director of Assets &amp; Environment</b>										
Structural Works	31	131	73	(58)	231	231	-	-	231	Insufficient budget available to complete all works identified in year.
Bathroom Renewals 2012	42	420	302	(118)	798	798	-	-	798	Issues with access over the peak holiday season have resulted in a lower than anticipated spend to date. Sufficient work to take up full budget by year end.

HOUSING REVENUE ACCOUNT	Budget Reprofiled from 2014/15 £000	YTD Budget £000	YTD Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile £000	Outturn £000	Comments
Kitchen Renewals 2012	50	499	275	(224)	947	947	-	-	947	Issues with access over the peak holiday season have resulted in a lower than anticipated spend to date. Sufficient work to take up full budget by year end.
High Rise Lift Renewals 2012	378	-	108	108	713	713	-	-	713	No work to commence until outcome of structural survey is known.
Fire Upgrades To Flats 2012	553	-	-	-	453	453	-	-	453	No work to commence until outcome of structural survey is known.
Sheltered Schemes	-	-	20	20	250	250	-	-	250	Schemes being identified by Housing, to follow on from Cabinet report in July.
Thomas Hardy Court Heating Replacement	24	24	24	-	24	24	-	-	24	Works nearing completion
Energy Efficiency Improvements	-	-	-	-	50	50	-	-	50	Working with ERDF bid to fund a pilot scheme. The outcome of the bid won't be known until September.
Glenfield and Oakendale Heating System Replacements	-	-	117	117	400	400	-	-	400	New scheme created by August Cabinet - replacement system required during routine gas inspections.
Roofing High-Rise 2012	43	-	-	-	43	43	-	-	43	No work to commence until outcome of structural survey is known.
Roofing Overhaul & Renewal 2012	-	76	153	77	153	153	-	-	153	Sufficient work to take up full budget.
Fencing/Boundary Walls 2012	-	15	15	-	30	30	-	-	30	Sufficient work to take up full budget.

HOUSING REVENUE ACCOUNT	Budget Reprofiled from 2014/15 £000	YTD Budget £000	YTD Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile £000	Outturn £000	Comments
Window & Door Renewals 2012	-	146	165	19	292	292	-	-	292	Sufficient work to take up full budget.
High Rise Balconies	60	-	-	-	585	585	-	-	585	No work to commence until outcome of structural survey is known.
External and Environmental Works	92	192	177	(15)	292	292	-	-	292	Sufficient work to take up full budget.
Disabled Adaptations	53	203	179	(24)	353	353	-	-	353	Issues with access over the peak holiday season have resulted in a lower than anticipated spend to date. Sufficient work to take up full budget by year end.
Capital Salaries 2012	-	150	149	(1)	166	166	-	-	166	Costs and provisional outturn based on latest estimates of staffing costs
CDM Fees 2012	-	5	2	(3)	10	10	-	-	10	Annual contract agreed
<b>Directorate Total</b>	<b>1,326</b>	<b>1,861</b>	<b>1,759</b>	<b>(102)</b>	<b>5,790</b>	<b>5,790</b>	<b>-</b>	<b>-</b>	<b>5,790</b>	
<b>HRA Contingency</b>										
HRA Contingency	-	100	-	(100)	100	100	-	-	100	Funding to be released by Cabinet once a report detailing the new requirement had been approved
HRA Contingency Agile Working - Furniture	-	50	-	(50)	50	50	-	-	50	Provisional project - funding cannot be released until detailed scheme approved by Cabinet
<b>Directorate Total</b>	<b>-</b>	<b>150</b>	<b>-</b>	<b>(150)</b>	<b>150</b>	<b>150</b>	<b>-</b>	<b>-</b>	<b>150</b>	
<b>HOUSING REVENUE ACCOUNT TOTAL</b>	<b>2302</b>	<b>6294</b>	<b>3353</b>	<b>(2941)</b>	<b>12732</b>	<b>9219</b>	<b>(3513)</b>	<b>3473</b>	<b>12692</b>	



**Treasury Management Update – Period 6 - 2015/16****Investments held as at 30<sup>th</sup> September 2015:**

Borrower	Deposit £m	Rate %	From	To	Notice
Lloyds Bank	1.00	1.00	01-Oct-14	01-Oct-15	-
Lloyds Bank	1.00	1.00	31-Oct-14	30-Oct-15	-
Lloyds Bank	1.00	1.00	10-Nov-14	09-Nov-15	-
Barclays Bank	2.00	0.63	03-Aug-15	03-Feb-15	-
Bank of Scotland	2.00	1.00	11-Feb-15	10-Feb-16	-
Barclays Bank	1.00	0.69	07-Sep-15	07-Mar-16	-
Barclays Bank	1.00	0.63	01-Apr-15	01-Oct-15	-
Bank of Scotland	2.00	1.00	01-Apr-15	30-Mar-16	-
Standard Chartered Bank	2.00	0.68	02-Apr-15	02-Oct-15	-
Santander UK plc	3.00	0.70	10-Apr-15	09-Oct-15	-
Royal Bank of Scotland	2.00	0.84	30-Apr-15	28-Apr-16	-
Nationwide	1.00	0.66	07-May-15	09-Nov-15	-
Royal Bank of Scotland	2.00	0.92	22-May-15	22-Apr-16	-
Barclays Bank	1.00	0.66	05-Jun-15	04-Dec-15	-
Coventry BS	1.00	0.60	07-Jul-15	07-Jan-16	-
Nationwide	2.00	0.66	08-Jul-15	08-Jan-16	-
Nationwide	1.00	0.66	15-Jul-15	15-Jan-16	-
Nationwide	1.00	0.66	15-Sep-15	15-Mar-16	-
Coventry BS	1.00	0.60	20-Jul-15	20-Jan-16	-
Coventry BS	1.00	0.60	05-Aug-15	05-Feb-16	-
Santander	1.00	0.40	-	-	On call
Santander	1.00	0.90	-	-	95 day
MMF - PSDF	0.76	0.40*	-	-	On call
MMF – IGNIS	5.00	0.44*	-	-	On call
MMF - Deutsche	2.84	0.39*	-	-	On call
<b>Total</b>	<b>39.60</b>	<b>0.69 (avg)</b>			

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

**External Borrowing as at 30<sup>th</sup> September 2015:**

<b><u>Borrowing from PWLB</u></b>				
<b><u>Loan Number</u></b>	<b><u>Rate</u></b>	<b><u>Principal</u></b>	<b><u>Start</u></b>	<b><u>Maturity</u></b>
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
<b>Total</b>		<b>64,060,194</b>		

**ICELANDIC BANKING SITUATION AS AT 30/9/2015**

	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
	<b>Outstanding at 30/9/2015</b>			<b>600,568</b> **	
	<b>Estimated Remaining</b>			<b>600,568</b>	

\*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 ou

- 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			(1,475,024)	98.00
	<b>Outstanding at 30/9/2015</b>			<b>30,103</b>	
	<b>Estimated Remaining</b>			<b>-</b>	

- 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
	<b>Outstanding at 30/9/2015</b>			<b>555,670</b>	
	<b>Estimated Remaining</b>			<b>87,320</b>	

- Current indications project an 82.5% recovery of our investments

<b>Summary</b>					
	Total Principal			7,500,000	
	Interest			335,383	
	Total of Claim			7,835,383	
	Repayments Received to date			(6,649,042)	84.86
	<b>Outstanding at 30/9/2015</b>			<b>1,186,341</b>	
	<b>Estimated Remaining</b>			<b>687,888</b>	

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)**





7,336,930

**Total Estimated % Remaining**

93.64%

2015/16 High Level Corporate Plan Projects/Programmes



Corporate Priority
1.To Aspire and Prosper in Tamworth

Corporate Project/Programme	Milestone/Measure of Success	Latest Update	Status
Creative Quarter	1. External funding	A potential shortfall in funding has been identified as a result of increased costs and work is progressing to identify potential sources of funding including ERDF bid.  The EU tendering process for the professional team for the Assembly Rooms element has been delayed but is expected to start soon. The risk of further delays to the EU procurement for the professional team and subsequent EU tendering process for the construction contractor is the potential increased costs.	
	2. Planning permissions		
	3. Contract		
	4. Delivery		
	5. Evaluation		
Development of new affordable housing	Tranche Two Garage site development - Start on site	Work has started on the Tranche Two Garage site development and an agreement is in place to progress new housing developments with Waterloo Housing Group.	
	Partnership with WHG agreed		
	Tamworth Affordable Homes Development Programme agreed		
Tinkers Green and Kerria Centre Regeneration	Agreement of developer procurement methodology	The agreement of the developer procurement methodology is completed and consultants have been appointed to support the bidding process.	
	Appointment of consultants to support bidding process		
	Appoint developer		
To improve the green environment including	Achieving a gold award in the "Heart of England in Bloom" competition.	Tamworth achieved a gold award for the sixth year running in the Heart of England in Bloom competition.	

Corporate Project/Programme	Milestone/Measure of Success	Latest Update	Status
management and maintenance of local nature reserves, open spaces and parks, and to provide an efficient waste collection service	Continue to improve accessibility and use of all open space and nature reserves	The issue regarding land ownership of Town Wall is now resolved, a report was presented to Cabinet on 23rd April 2015 and LNR designation is expected by January 2016.	
	The waste collection service delivers its planned financial efficiency throughout the year and still maintains a recycling rate above 50%.		
	Town Wall gaining designation as a Local Nature Reserve subject to land registration constraints		

## Corporate Priority

## 2. To be healthier and safer in Tamworth



Corporate Project/Programme	Milestone/Measure of Success	Latest Update	Status
Sheltered Housing Review Implementation	Agreement of approach for remodelling the service	Cabinet met on 9th July 2015 to agree the approach for remodelling the service, staff have been consulted and implementation of the new scheme is still planned for April 2016.	
	Formal consultation with Staff commences		
	Implementation of remodelled service		
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 against all the milestones	
	Air Quality Improved		
	All Licensing applications processed in a timely fashion, with any appeals dealt with in a professional manner		
	All planned food and health and safety inspections completed		
	Statutory nuisance investigations/actions completed within acceptable timescales		






## Corporate Priority

## 3. Approachable, Accountable and Visible


Corporate Project/Programme	Milestone/Measure of Success	Latest Update	Status
Budget / Council Tax Setting	Executive Board (additional) meetings timetabled	The budget process including budget consultation was approved	

Corporate Project/Programme	Milestone/Measure of Success	Latest Update	Status
Key Budget milestones completed in line with the agreed timetable	Budget Consultation Process reviewed Budget Process approval Budget Consultation results to CMT / EB Circulation of Revised recharges to CMT/ADs/Managers for review/challenge Consideration of Initial Capital Programme proposals by CMT/EB Consideration of Initial Policy Changes by CMT/EB Approval of Council Taxbase Base Budget forecast to CMT/EB Council Members Budget Workshop (instead of 1 Joint Budget Scrutiny Committee) Joint Budget Scrutiny Committee Approval of Budget by Council Council Tax Leaflet published Treasury Management Policy & Prudential Indicators / Limits reported & set Completion of Statutory Returns to ODPM (Revenue Estimates / Budget Requirement / capital estimates)	by Cabinet on 30th July 2015 and the budget consultation results were reported to Cabinet 22 October 2015	
Corporate Change Programme	Continued development of Customer Relationship Management (CRM) System Corporate roll out of Electronic Document and Records Management (EDRM) Delivery of services digitally by default (i.e. via website, email and telephone) Implementation of corporate telephony Implementation of corporate virtual desktop environment	<i>Continued development of Customer Relationship Management (CRM) System</i> The Customer Service Centre continues to develop the CRM and there is now 99.8% CRM system availability. Process development dates for workshops have been arranged: – Allpay cards, benefit forms, car parking, general appointments and Street Scene. A Web self service module is being developed	▶






Corporate Project/Programme	Milestone/Measure of Success	Latest Update	Status
		<p><i>Corporate roll out of Electronic Document and Records Management (EDRM)</i> Scoping activity is now complete. Awaiting dates from supplier for relevant upgrade after which the project will be restarted.</p> <p><i>Delivery of services digitally by default (i.e. via website, email and telephone)</i> Ongoing and on target</p> <p><i>Implementation of corporate telephony</i> Stage three scheduled for 21st October 2015. Failover testing to follow Lagan integration to be scoped and implemented but timescales not yet agreed.</p> <p><i>Implementation of corporate virtual desktop environment</i> All 340 thin clients have now been installed.</p>	
Deliver customer services that offer the customer value for money, accessible, digital by default and designed to meet customer needs	Establish position re: Customer Insight	<p>Heads of Service have been approached to establish what customer insight details are held throughout the authority. An action plan to support the customer services strategy is now complete and in consultation with Corporate Management Team.</p> <p>The review of customer services is now complete and in consultation with Corporate Management Team.</p>	
	Devise action plan to support customer services strategy		
	Report to CMT on Customer Services Strategy Action Plan including Organisational Development Plan and Impact		
	Review of Customer Services		
	Delivery of the CRM project plan		
Electoral Review	1. Assess and examine current arrangements	<p>The Solicitor to the Council and Monitoring Officer to check with the Leader of the Council when this can take place; it is anticipated to commence in August 2015.</p> <p>This will then determine when the other milestones will be completed.</p>	
	2. consult stakeholders		
	3. Assess demands		
	4. Alter current arrangements to achieve best operating model for Tamworth. Alter: Wards by numbers; members elected and timing of elections.		

Corporate Project/Programme	Milestone/Measure of Success	Latest Update	Status
	5. Continual reporting consultation followed by delivery of the outcomes in the public arena through the democratic process.		
Further develop an Organisational Development Strategy that supports the transformational change of TBC	Delivery of Service Review as per the plan	Discussions are underway with Corporate Management Team regarding the next stage options of the agile working project.	
	Performance Management Framework designed to underpin Demand Management		
	Stage Two of the Agile Working Project completed (Date TBA)		
Local Election		Local and Parliamentary Elections held on 7th May 2015.	
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 and Business Rates retention.	In year % collection of Debtors - Target 95%	<p>Debtors</p> <p>At the end of quarter 2, the collection rate was 96.2% compared to the target of 96%. Debts over 6 months old are £101k - around target of £100k</p> <p>Council Tax</p> <p>At the end of quarter 2, the collection rate was 58.3% against a year to date target of 58% - ahead of target by 0.3% Court costs income is ahead of target by £12k at £135k Arrears for 2014/15 slightly behind target at 31.2% compared to target of 37.7% - work has commenced on further approaches to realise more Council Tax revenue</p> <p>NNDR</p> <p>At the end of quarter 2, the collection rate was 57.5% against a year to date target of 55.3% - ahead of target by 2.2% Court costs income is at target of £4k Arrears for 2014/15 slightly behind target at 26.3% compared to target of 31.5%</p>	
	In year % collection of Council Tax - Annual Target 97.5%		
	In year % collection of Non-Domestic Rates – Annual Target 98%		
Parliamentary Election		Local and Parliamentary Elections held on 7th May 2015.	
Provision of financial advice, assistance and business support for Directorates & budget managers & preparation of monthly financial	Bank Reconciliation completed within 10days (Payments Account) / 15 days (General Account) of period end	Bank Reconciliation completed within 16 days on average in quarter two (General Account) and 7 days on average in quarter two (Payments Account).	
	Ledgers closed down within 5 working days of period end	The Quarter 2 financial healthcheck was reported to CMT /	



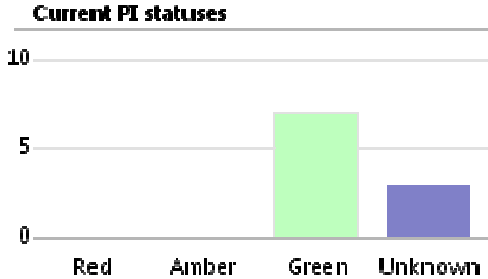
Corporate Project/Programme	Milestone/Measure of Success	Latest Update	Status
performance management reports for CMT & Quarterly for Cabinet	Spending maintained within approved budget and without significant underspends – target range of up to 5% underspend	Cabinet in November 2015	
To complete the Final Accounts process with an unqualified audit opinion	Preparation of Draft Accounts	Draft Statement of Accounts prepared and circulated to Members of the Audit & Governance Committee (& to the External Auditors, Grant Thornton) on 29th May 2015. Draft Statement of Accounts reported to Audit & Governance Committee on 25 June 2015  Whole of Government Accounts return (WGA) completed 16 July, Revenue Outturn forms completed 13 July, Capital Outturn forms completed 1 July  Audited Statement of Accounts approved by the Audit & Governance Committee on 24 September 2015  Audited Statement of Accounts published on website 24 September 2015	
	Completion of Statutory Returns to ODPM (Revenue Out-turn / Capital Out-turn / WGA return)		
	Approval by Audit & Governance Committee by statutory deadline		
	Publication by statutory deadline		

Key to symbols





Action Status	
	Cancelled
	Overdue
	Check Progress
	In Progress
	Completed

2015/16 Key Service Performance Indicators



 **Assets & Environment Key Performance Indicators**



**Assets & Environment**

Performance Indicator	Target (where applicable)	Performance	Last Update	RAG status (where applicable)	Performance compared to last reporting period	Latest Update (where applicable)
Monitor the local air quality in Tamworth, taking any necessary action as dictated by the results	Yes	Yes	2015/16			Air Quality within Tamworth within Government set limits. The Air Quality Management Area (AQMA) at Two Gates continues to be monitored and reviewed
Deliver 100% of the Housing Capital Programme	100%	100%	2014/15			The programme is currently running to planned profile

**Environmental Health & Regulatory Services**

Performance Indicator	Target (where applicable)	Performance	Last Update	RAG status (where applicable)	Performance compared to last reporting period	Latest Update (where applicable)
The number of food businesses that are 0 and 2 star rated		46	Q2 2015/16			

Performance Indicator	Target (where applicable)	Performance	Last Update	RAG status (where applicable)	Performance compared to last reporting period	Latest Update (where applicable)
The percentage of planned interventions undertaken	50%	100%	Q2 2015/16		▬	
Satisfaction of business with local authority regulation services (Tamworth)	80%	90%	2014/15		↑	

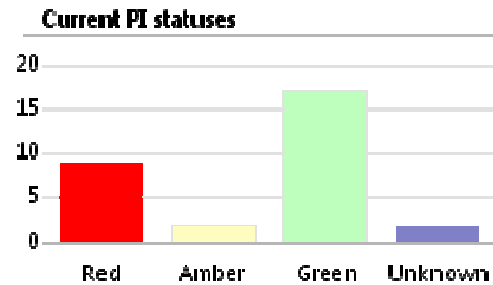
### Environmental Management

Performance Indicator	Target (where applicable)	Performance	Last Update	RAG status (where applicable)	Performance compared to last reporting period	Latest Update (where applicable)
Percentage of fly tipping reported in Tamworth compared to the average reported in Staffordshire		9.4%	2014/15			
Percentage of reported fly tipping in Tamworth that is investigated.	100%	100%	2014/15			
Percentage of Tamworth streets that are above the required national cleansing standard	90%	97.78%	2014/15		↑	
Percentage of all wards that are patrolled by a Community Warden Service						





### Waste Management

Performance Indicator	Target (where applicable)	Performance	Last Update	RAG status (where applicable)	Performance compared to last reporting period	Latest Update (where applicable)
Percentage of household waste sent for reuse, recycling and composting (Tamworth)	52.00%	51.90%	Q1 2015/16		↓	







## Communities, Planning & Partnerships Key Performance Indicators



### Children & Families Safeguarding

Performance Indicator	Target (where applicable)	Performance	Last Update	RAG status (where applicable)	Performance compared to last reporting period	Latest Update (where applicable)
The number of reported concerns - Children		7	Q2 2015/16			
The number of reported concerns - Adults		16	Q2 2015/16			

### Community Development

Performance Indicator	Target (where applicable)	Performance	Last Update	RAG status (where applicable)	Performance compared to last reporting period	Latest Update (where applicable)
The number of partners delivering services in response to agreed issues - Amington	27	32	Q2 2015/16			
The number of partners delivering services in response to agreed issues - Belgrave	30	31	Q2 2015/16			
The number of partners delivering services in response to agreed issues- Glascote	30	32	Q2 2015/16			







Performance Indicator	Target (where applicable)	Performance	Last Update	RAG status (where applicable)	Performance compared to last reporting period	Latest Update (where applicable)
The number of partners delivering services in response to agreed issues - Stonydelph	30	33	Q2 2015/16			

### Community Leisure







Performance Indicator	Target (where applicable)	Performance	Last Update	RAG status (where applicable)	Performance compared to last reporting period	Latest Update (where applicable)
Total Attendance Overall - Assembly Rooms	15,000	8,293	Q2 2015/16			
Overall Satisfaction rated good/excellent - Assembly Rooms	96%	97%	Q2 2015/16			
Visitor Numbers (Outdoor Events)	14,000	22,149	Q2 2015/16			
Total Number of visits/usages - Tamworth Castle	12,818	13,118	Q2 2015/16			
Trip Advisor Rating - Tamworth Castle	4.5	4.5	2014/15			
Total 16+ attending organised activity across the Borough	20,000	40,444	Q1 2015/16			
Total under 16 attending organised activity across the Borough	20,000	42,226	Q1 2015/16			

### Community Safety

Performance Indicator	Target (where applicable)	Performance	Last Update	RAG status (where applicable)	Performance compared to last reporting period	Latest Update (where applicable)
Burglary Dwelling	46	47	Q2 2015/16			
Incidents of Anti-Social Behaviour	597	735	Q2 2015/16			
Serious Violence	12	14	Q2			

Performance Indicator	Target (where applicable)	Performance	Last Update	RAG status (where applicable)	Performance compared to last reporting period	Latest Update (where applicable)
			2015/16			
Less Serious Violence	149	176	Q2 2015/16			
Serious Acquisitive Crime	133	137	Q2 2015/16			
Violence with injury	161	189	Q2 2015/16			

### Development Control

Performance Indicator	Target (where applicable)	Performance	Last Update	RAG status (where applicable)	Performance compared to last reporting period	Latest Update (where applicable)
Processing of planning applications: Major applications (Tamworth)	60.00%	33.00%	Q2 2015/16			6 applications were determined during the July-September quarter. 2 applications were determined within the statutory 13 weeks. The remaining 4 applications were determined after 13 weeks but with the agreement of the applicants who all signed extensions of time
Processing of planning applications: Minor applications (Tamworth)	65.00%	85.00%	Q2 2015/16			20 decisions were made during this quarter 17 of which were in the 8 week target time. the remaining 3 applications were determined after the 8 weeks, but with extensions of time agreed in all cases with the applicant
Processing of planning applications: Other applications (Tamworth)	80.00%	95.08%	Q2 2015/16			61 decisions were made during this quarter, 58 of which were made within the 8 week target time

### Economic Development



Performance Indicator	Target (where applicable)	Performance	Last Update	RAG status (where applicable)	Performance compared to last reporting period	Latest Update (where applicable)
Percentage of working age population claiming Job Seekers Allowance	1.5%	0.5%	Q2 2015/16		▬	
Percentage of total rateable value of commercial floorspace that is unoccupied	8.25%	4.45%	Q2 2015/16		↑	
Percentage change in rateable value of commercial buildings	0.5%	-0.45%	Q2 2015/16		↑	

### Partnerships Support & Development



Performance Indicator	Target (where applicable)	Performance	Last Update	RAG status (where applicable)	Performance compared to last reporting period	Latest Update (where applicable)
20 new jobs created in existing organisations per annum directly attributable to interventions under the Contract (BDS – Infrastructure Support for business and third sector)	5	67	Q2 2015/16		↑	
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)	1.5	0	Q2 2015/16		↓	

### Planning and Regeneration

Performance Indicator	Target (where applicable)	Performance	Last Update	RAG status (where applicable)	Performance compared to last reporting period	Latest Update (where applicable)
The occupancy levels of Town Centre retail outlets	91%	93	Q2 2015/16		↑	There are 22 units vacant this quarter  Vacancy rates have remained fairly constant over the previous year at around 14%. The increase in occupancy in Q1 and Q2 is a noticeable improvement from Q3 2014/15 and is moving towards levels not seen since

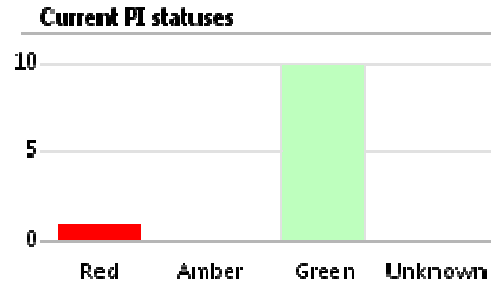
Performance Indicator	Target (where applicable)	Performance	Last Update	RAG status (where applicable)	Performance compared to last reporting period	Latest Update (where applicable)
						<p>2011/12.</p> <p>The emerging Local Plan will ensure that retail and other town centre use takes a 'town centre 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>
Net additional homes provided (Tamworth)	170	61	2014/15			<p>Gross completions for the year 2014/15 are 64 units, with 3 losses, giving a net figure of 61. This marks the 4th year in a row of completions lower than the planned target (170dpa). 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. Without the availability of large housing</p>



















Performance Indicator	Target (where applicable)	Performance	Last Update	RAG status (where applicable)	Performance compared to last reporting period	Latest Update (where applicable)
						<p>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, and 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 Q3 2015/16, this will set out the specific supply of housing within the borough for the next 15 years.</p> <p>Planning &amp; 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 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.</p>
Number of affordable homes delivered (gross) (Tamworth)	40	42	2014/15			Affordable completions for the year 2014/15 are 42 units. The Council's role

Performance Indicator	Target (where applicable)	Performance	Last Update	RAG status (where applicable)	Performance compared to last reporting period	Latest Update (where applicable)
						<p>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 &amp; 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>







## Corporate Finance Key Performance Indicators



### Corporate Finance

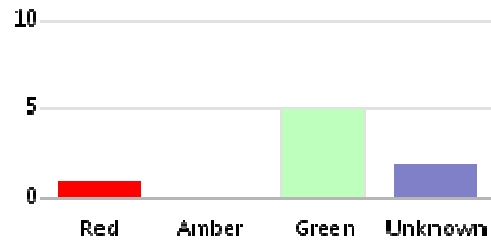
Performance Indicator	Target (where applicable)	Performance	Last Update	RAG status (where applicable)	Performance compared to last reporting period	Latest Update (where applicable)
Percentage of Invoices paid within 30 days	97.00%	98.33%	Q2 2015/16			
Percentage of Invoices paid within 10 days	85%	87%	Q2 2015/16			
Achievement of an unqualified audit opinion on the financial statements	Yes	Yes	2014/15			Unqualified Audit opinion signed by Grant Thornton 24th September 2015
Spending maintained within approved budget and without significant underspends	-5%	-0.3%	Sept 2015			
Number of material final account audit adjustments	0	0	2014/15			
Ledgers closed down within 5 working days of period end	3	1	Q2 2015/16			
Bank Reconciliation completed within 10 days (Payments Account)	10	6.67	Q2 2015/16			
Bank Reconciliation completed within 15 days (General Account) of period end	15	16	Q2 2015/16			

## Revenues Services



Performance Indicator	Target (where applicable)	Performance	Last Update	RAG status (where applicable)	Performance compared to last reporting period	Latest Update (where applicable)
Percentage of Non-domestic Rates Collected	55.30%	57.50%	Q2 2015/16			
Percentage of Council Tax collected	58.00%	58.30%	Q2 2015/16			
Debtors current year collection	96%	96.2%	Q2 2015/16			

## Housing & Health Key Performance Indicators









### Current PI statuses









### Housing Empty Property Management

Performance Indicator	Target (where applicable)	Performance	Last Update	RAG status (where applicable)	Performance compared to last reporting period	Latest Update (where applicable)
Average number of days taken to re-let local authority housing (Standard Empty Homes)	16	13.33	Q2 2015/16			

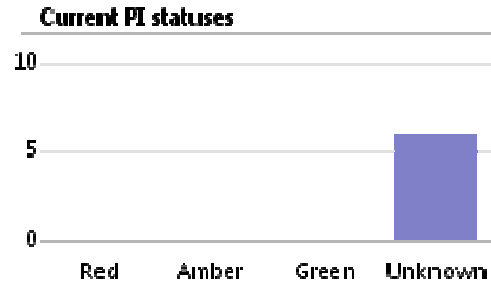
### Housing Maintenance

Performance Indicator	Target (where applicable)	Performance	Last Update	RAG status (where applicable)	Performance compared to last reporting period	Latest Update (where applicable)
Percentage of properties with a valid Gas Safety Certificate	100%	99.99%	Q3 2015/16			
Percentage of all responsive repairs completed within target	97%	98.03%	Q2 2015/16			
Percentage of appointments kept as a percentage of appointments made	96%	97.23%	Q2 2015/16			
Percentage of responsive repairs completed on the first visit to the tenants home (glazing and external doors not included)	80%	89.57%	Q2 2015/16			







## Housing Rent Income Management

Performance Indicator	Target (where applicable)	Performance	Last Update	RAG status (where applicable)	Performance compared to last reporting period	Latest Update (where applicable)
Current tenants arrears as a percentage of the annual debit (excluding h/b adjustments)	1.9%	2.33%	Q2 2015/16			The figure will reduce each month depending on free weeks and direct debit cycles
Number of closed resolved anti-social behaviour cases		91%	September 2015			18 out of 19 cases were closed resolved in September
Number of closed unresolved anti-social behaviour cases		1	September 2015			1 out of 19 cases were closed unresolved in September

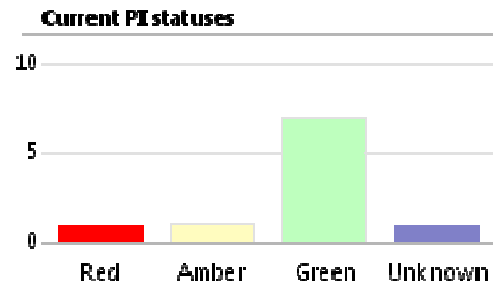
## Legal & Democratic Services Key Performance Indicators



### Solicitor and Monitoring Officer

Performance Indicator	Target (where applicable)	Performance	Last Update	RAG status (where applicable)	Performance compared to last reporting period	Latest Update (where applicable)
Number of Standard Searches carried out		317	Q2 2015/16		↓	139 full searches 278 personal
The number of exempt items presented to meetings		15	Q2 2015/16		↓	
Percentage of Household Enquiry Forms returned		82.1%	Q2 2015/16		?	Initial – 32,212 Reminder – 15,371 Final – 9,572 Outstanding as of 15/10/15 – 5,776
Percentage of Individual Elector Registration Forms returned	N/A		Q1 2015/16		?	38,500 forms are being issued in late July 2015 with a second tranche scheduled for late August 2015. A return rate should be able to be calculated in time for the next reporting period.
The number of Ombudsman complaints received		10	2014/15		↑	
The number of Ombudsman decisions made		7	2014/15		↑	





## Technology & Corporate Programmes Key Performance Indicators



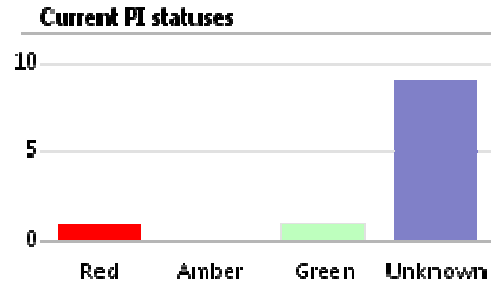
### Technology & Corporate Programmes

Performance Indicator	Target (where applicable)	Performance	Last Update	RAG status (where applicable)	Performance compared to last reporting period	Latest Update (where applicable)
Percentage of incidents fixed by ICT	70%	91.01%	Q2 2015/16	✓	↓	
Incidents Responded within SLA	90%	93.22%	Q2 2015/16	✓	↑	
Incidents Resolved within SLA	90%	96.34%	Q2 2015/16	✓	↓	
ICT Backups	100%	86.09%	Q2 2015/16	✗	↓	
Service Availability	99%	99.91%	Q2 2015/16	✓	↓	
Freedom of Information Requests Responded To Within legislative timescales	100%	96.58%	2015/16	⚠	↑	
ICT Support Desk - Percentage of calls answered within 15 seconds	92%	93.37%	Q2 2015/16	✓	↑	
ICT Support Desk - Percentage of calls abandoned	3%	1.24%	Q2	✓	↑	



Performance Indicator	Target (where applicable)	Performance	Last Update	RAG status (where applicable)	Performance compared to last reporting period	Latest Update (where applicable)
			2015/16			
ICT Service Desk - Outstanding Incidents		71	September 2015			
LLPG Quality	5	5	September 2015			

## Transformation & Corporate Performance Key Performance Indicators






### Customer Services


Performance Indicator	Target (where applicable)	Performance	Last Update	RAG status (where applicable)	Performance compared to last reporting period	Latest Update (where applicable)
The number of face to face enquiries dealt with received by the Customer Services Centre		4,536	Q1 2015/16		↑	
The number of telephone calls into the Customer Services Centre		17,316	Q2 2015/16		↓	
The number of self serve processes available for customers	1	6	Q2 2015/16		↑	These are - planning application, HB application, single person discount, phone and internet payments. car park payments.

### Health and Safety


Performance Indicator	Target (where applicable)	Performance	Last Update	RAG status (where applicable)	Performance compared to last reporting period	Latest Update (where applicable)
Number of accidents to employees reported		10	Q2 2015/16		↓	

Performance Indicator	Target (where applicable)	Performance	Last Update	RAG status (where applicable)	Performance compared to last reporting period	Latest Update (where applicable)
Number of accidents to non-employees reported		1	Q2 2015/16		↑	
Number of HSE notifications/interactions		1	Q2 2015/16		↑	
Number of violent/threatening incidents		0	Q2 2015/16		▬	

### Human Resources

Performance Indicator	Target (where applicable)	Performance	Last Update	RAG status (where applicable)	Performance compared to last reporting period	Latest Update (where applicable)
Working Days Lost Due to Sickness Absence	4.25	5.17	Q2 2015/16		↓	

### Payroll

Performance Indicator	Target (where applicable)	Performance	Last Update	RAG status (where applicable)	Performance compared to last reporting period	Latest Update (where applicable)
The number of payroll errors		0	Q2 2015/16		↑	

## Transformation and Corporate Performance

Performance Indicator	Target (where applicable)	Performance	Last Update	RAG status (where applicable)	Performance compared to last reporting period	Latest Update (where applicable)
The number of hits on the website		261,800	Q2 2015/16			
Average time spent on the website		3.2	Q2 2015/16			



### 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)		

## 2015/16 Corporate Risk Register

Corporate Risk Register 'Heat Map'			
Likelihood			
Severity			

Risk	Description of Risk	Date Last Reviewed	Severity	Likelihood	Current Risk Rating	Current Risk Status
Medium Term Financial Planning & Sustainability Strategy	Loss of Funding and Financial Stability.	07-Aug-2015	4	2	8	
Reputation	Damage to Reputation	29-Sep-2015	2	2	4	
Governance & Regulatory Failure	Failure to achieve adequate Governance Standards and statutory responsibilities	07-Aug-2015	2	2	4	
Partnership Working and Supply Chain Challenges	Failure in partnership working, shared services or supply chain	29-Sep-2015	2	2	4	
Emergency & Crisis Response Threats	Failure to manage an external or internal emergency/disaster situation	29-Sep-2015	2	2	4	
Economic Changes	Failure to plan and adapt services to economic changes within the community	07-Aug-2015	3	1	3	
Information Management & Information Technology	Failure to secure and manage data and IT infrastructure	29-Sep-2015	3	2	6	
Loss of Community Cohesion	Failure to achieve community cohesion	29-Sep-2015	3	3	9	
Workforce Planning Challenges	Failure to manage workforce planning challenges	29-Sep-2015	2	2	4	
Health & Safety	Failure to manage Health & Safety	29-Sep-2015	3	2	6	
Corporate Change	Failure to manage corporate change	29-Sep-2015	2	2	4	
Safeguarding Children & Vulnerable Adults	Failure to safeguard children and vulnerable adults	29-Sep-2015	3	3	9	

Risk	Description of Risk	Date Last Reviewed	Severity	Likelihood	Current Risk Rating	Current Risk Status
Sale of land for housing - Amington	Cabinet selected to redevelop the Golf Course for housing following the in-depth options appraisal. Prior to this, Cabinet approved the closure of the course in October 2014. The project to redevelop the site is ongoing and a number of technical studies are being finalised. Outline planning permission approved 4 August 2015 – site to be marketed by September 2015.	29-Sep-2015	3	2	6	
Inability to manage the impact corporately of the Government Austerity measures and new legislative requirements	Inability to manage the impact corporately of the Government Austerity measures and new legislative requirements	29-Sep-2015	4	2	8	
Elections	Parliamentary & Local Elections 2016	07-Aug-2015	2	2	4	