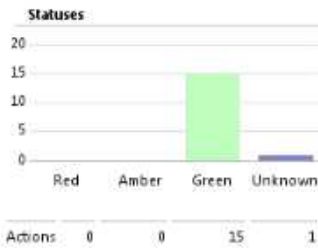


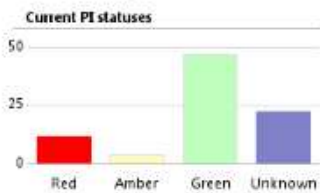
1. Overview of High level corporate plan actions, key service performance indicators and corporate risks

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.

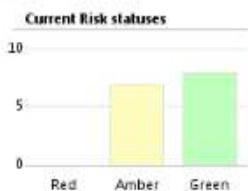
2015/16 Corporate Plan Actions



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 £36k with 174 successful claims from 265 applications (compared to 302 successful claims from 468 applications at December 2014).

Live caseload figures are 330 lower than 2014/15 – currently 6,495 (6,825 at December 2014).

NNDR

Reminders (648 at 31 December) are marginally higher than 2014/15 levels (638 at 30 December 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 84%, ahead of target by 1% at 31 December. Court costs are at target of £7k.

Council Tax

Reminders are 1,047 lower than 2014/15 levels (10,820 at 31 December 2015 compared to 11,867 at 30 December 2014).

Strong collection performance is again reported - with current year collection levels at 86.9%, ahead of target by 0.5% at December 2015 (with a target of 97.5% for the 2015/16 financial year). Court cost income is also ahead of target by £25k at £211k.

Arrears for 2014/15 are slightly behind target at 41% compared to target of 45.9% - work has commenced on further approaches to realise more Council Tax revenue.

Collection Fund – the estimated surplus is £25k for the year with a LCTS projected underspend of £45k (total £70k).

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 31 December 2015 was £496k compared to £358k at 31 March 2015 – an increase of £138k (compared to a £57k increase as at 31 December 2014).

Total arrears (including garages etc.) are £1.59m at 31 December 2015, compared to £1.35m at 31 March 2015, an increase of £239k (compared to a £166k increase between 31 March 2014 and 31 December 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 with a further 5 in December 2015 (a total 16 to December compared to 22 for the same period in 2014/15).

3. Performance Management Framework

Activity in quarter three 2015/16 saw:

- Performance and financial healthcheck report at Cabinet,
- Tamworth Listens Question Time Event,
- State of Tamworth Debate,
- Corporate Management Team away day to discuss revised corporate priorities and supporting actions,
- Budget consultation report considered by Cabinet.

4. Sustainability Strategy

Medium Term Financial Strategy 2015-2020 Monitoring, January 2016

On 22nd 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".

The 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 - November 2015	(4,911)	(4,791)	(2,812)	(1,702)	(446)	1,034	3,280
Draft MTFS - January 2016	(4,911)	(4,793)	(3,192)	(2,453)	(1,501)	(93)	2,193

The forecast has been updated to include:

- a) the improved projections contained within the latest projected outturn position;
- b) Technical adjustments as part of the base budget review reported to Cabinet in November 2015 – including savings of £0.25m from a review of previous years’ outturn underspends;
- c) Updated Local Government Finance Settlement grant indications following release of provisional allocations in December 2015;
- d) any known changes to the savings targets included within the current MTFS;
- e) 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;

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 balances of £1.5m over the 3 years to 2018/19 with a shortfall of c.£0.4m for 2019/20.

The shortfall over the next 5 years has been revised to £2.2m (£2.7m 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 are dependent on the outcomes of ongoing service reviews or workstream actions.

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:							
Forecast - November 2015	(5,957)	(3,040)	(2,699)	(2,065)	(823)	1,163	3,304
Draft MTFS - January 2016	(5,957)	(3,040)	(2,679)	(2,025)	(762)	(756)	(594)

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

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 balances of c.£0.8m for 2019/20 with balances over the next 5 years of £0.6m by 2020/21.

5. Financial Health check Report

Executive Summary

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

General Fund

Revenue

GENERAL FUND	YTD Budget £000	YTD Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000
Chief Executive	138	145	7	-	9	9
Executive Director Corporate Services	148	(47)	(195)	518	445	(73)
Director of Finance	2,039	1,778	(261)	(328)	(617)	(289)
Director of Technology & Corporate Programmes	970	958	(12)	57	92	35
Solicitor to the Council	534	456	(78)	712	647	(65)
Director of Transformation & Corporate Performance	930	979	49	278	367	89
Director of Communities, Planning & Partnerships	1,496	1,229	(267)	2,629	2,531	(98)
Director of Housing & Health	152	106	(46)	1,047	1,011	(36)
Director of Assets & Environment	2,123	1,880	(243)	3,549	3,415	(134)
Total	8,530	7,484	(1,046)	8,462	7,900	(562)

- The General Fund has a favourable variance against budget at Period 9 of £1.05m (£924k favourable at period 8).
- The projected full year position identifies a projected favourable variance against budget of £562k or 6.64% (£483k or 5.71% favourable at period 8).
- 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 December 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	118	18	(100)	149	51	(98)	98	149
Solicitor to the Council	-	-	-	-	-	-	-	-	-
Director of Transformation & Corporate Performance	25	25	24	(1)	25	25	-	-	25
Director of Communities, Planning & Partnerships	627	715	60	(655)	877	448	(429)	148	596
Director of Housing & Health	122	122	-	(122)	122	-	(122)	122	122
Director of Assets & Environment	448	615	466	(149)	763	572	(191)	184	756
Contingency	340	616	-	(616)	1,616	30	(1,586)	1,586	1,616
TOTAL GENERAL FUND	1,651	2,211	568	(1,643)	3,552	1,126	(2,426)	2,138	3,264

- Capital expenditure incurred was £568k compared to a profiled budget of £2.211m (£463k incurred against a profiled budget of £2.099m at period 8).
- It is predicted that £1.126m will be spent by the year-end (£1.284m reported at period 8) compared to a full year budget of £3.552m (this budget includes re-profiled schemes from 2014/15 of £1.65m).
- There is a projected requirement to re-profile £2.138m of spend into 2016/17. Further detail is shown in the summary of Capital expenditure at **Appendix B**.

Treasury Management

- At the end of December 2015 the Authority had £45.03m 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 0.67% though this may change if market conditions ease. At this point it is anticipated that our investments will earn approximately £290k compared to the budgeted figure of £260k, a favourable variance of £30k, due to higher investment balances.
- Borrowing by the Authority stood at £65.060m at the end of December 2015, all being long term loans from the Treasury Public Works Loans Board. The average rate payable on these borrowings equates to 4.27%. At this point it is anticipated that our interest payments will be £2.825m compared to the budgeted figure of £2.908m, a favourable variance of £83k due to borrowing less and at a lower rate than forecast.
- 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 £5.33m at the year-end from normal revenue operations compared to £3.69m projected within the 2015/16 budget report – additional balances of £1.64m.

Housing Revenue Account (HRA)

Revenue

HOUSING REVENUE ACCOUNT	YTD Budget £000	YTD Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000
Director of Housing & Health	2,333	2,204	(129)	4,057	3,982	(75)
Director of Assets & Environment	(52)	(56)	(4)	-	-	-
HRA Summary	(13,759)	(14,385)	(626)	(985)	(1,335)	(350)
Housing Repairs	3,112	2,306	(806)	-	(50)	(50)
Total	(8,366)	(9,931)	(1,565)	3,072	2,597	(475)

- The HRA has a favourable variance against budget at Period 9 of £1.57m (£1.37m favourable at period 8).
- The projected full year position identifies a favourable variance against budget of £475k (£270k favourable at period 8). 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	5,539	1,945	(3,594)	6,792	2,361	(4,431)	4,391	6,752
Director of Assets & Environment	1,326	3,829	2,383	(1,446)	5,790	4,013	(1,777)	1,777	5,790
HRA Summary	-	-	-	-	-	-	-	-	-
HRA Contingency	-	150	-	(150)	150	-	(150)	150	150
TOTAL HOUSING REVENUE ACCOUNT	2,302	9,518	4,328	(5,190)	12,732	6,374	(6,358)	6,318	12,692

- Housing Capital expenditure of £4.328m has been incurred as at the end of Period 9 compared to a profiled budget of £9.518m. (£4m incurred against a profiled budget of £8.443m at period 8).
- It is predicted that £6.374m will be spent by the year-end (£7.294m reported at period 8) compared to a full year budget of £12.732m (this includes re-profiled schemes from 2014/15 of £2.30m).
- There is a projected requirement to re-profile £6.318m of spend into 2016/17. Further detail is shown in the summary of Capital expenditure at **Appendix B**.

Balances

- Balances on the Housing Revenue Account are projected to be in the region of £3.360m at the year-end compared to £1.774m projected within the 2015/16 budget report – additional balances of £1.586m.

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	74,461	101,918	(27,457)	135,890	(36,220)	99,670	Est outturn assuming PR & Communications Manager post remains vacant to year end
Customer Services	Salaries - Overtime	28,856	2,700	26,156	3,580	34,000	37,580	Est assuming use of casuals/overtime continues at current levels
	Franking Machine Charges	60,004	37,410	22,594	47,880	30,000	77,880	Continuation of franking machine to end Nov/increasing use of i-Mail
Community Development	Salaries	52,009	82,530	(30,521)	110,010	(40,000)	70,010	Underspend due to a vacant post.
Ad Partnership & Community Development	Salaries	15,787	53,580	(37,793)	61,760	-	61,760	Post vacant from 1st June. Interim arrangements in place for 6 months while review is undertaken.
Local Commissioning	Health Promo/Imps Joint Funding	228,306	222,590	5,716	307,080	(38,940)	268,140	Some of the funding will be underspent and will be retained for use next financial year.
	Contribution To Reserves	-	-	-	-	41,940	41,940	
Development Control	Fees & Charges Planning App	(202,349)	(97,470)	(104,879)	(130,000)	(77,000)	(207,000)	Income is well above profiled budget to date. It is predicted that this situation will continue due to the receipt of a major application.
Building Control Partnership	Lichfield D C Joint Provision	35,200	-	35,200	36,860	(1,660)	35,200	Issue with profiled budget to date. Invoice received earlier this year.
Local Strategic Partnerships	Contribution To Reserves	-	-	-	-	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 in not spent this financial year.
	Contribution From Staffs C C	(34,510)	-	(34,510)	-	(34,510)	(34,510)	

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	(24,562)	(44,080)	19,518	(50,000)	23,000	(27,000)	Sales are down generally and with uncertainty around planned closure it is estimated that income will be below target. Savings will be made elsewhere across the service to mitigate the situation.
Castle & Museum	Salaries	110,432	145,530	(35,098)	194,080	(47,000)	147,080	Vacant posts are being covered by casual staff pending the outcome of the service review.
	Wages	45,397	6,750	38,647	9,050	50,000	59,050	
Outside Car Parks	Short Stay Car Parking	(706,343)	(643,800)	(62,543)	(870,000)	(70,000)	(940,000)	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.
CP Parking Enforcement	Standard Charges	(37,469)	(90,615)	53,146	(120,820)	70,000	(50,820)	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.
Community Safety	Salaries	75,277	94,352	(19,075)	124,150	(37,000)	87,150	Savings have accrued during the year due to vacancies which are, in part, offset by loss of income as the posts were funded externally. The forecast reflects the financial position following the recent resignation of the manager and the associated interim arrangements.
	Contrib From Staffs Police	(6,265)	(12,660)	6,395	(12,660)	6,000	(6,660)	External funding has been withdrawn. Offset by a saving on salaries.
	Misc Contributions	1,385	(17,980)	19,365	(17,980)	19,360	1,380	External funding has been withdrawn. Offset by a saving on salaries.

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
Disabled Facilities Grant-Admin	Salaries	5,057	22,680	(17,623)	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	-	(1,170)	1,170	(1,510)	1,510	-	
	Car Allowances	318	1,440	(1,122)	1,880	(1,560)	320	
	Provision Of Occupational Health Services	-	3,870	(3,870)	5,150	(5,150)	-	
Commercial Property Management	Rents	(1,317,970)	(1,351,500)	33,530	(837,250)	36,500	(800,750)	Based on current estimated usage. The situation will be closely monitored throughout the year.
Industrial Properties	Rents	(660,012)	(636,800)	(23,212)	(685,000)	(22,500)	(707,500)	Based on current estimated usage. The situation will be closely monitored throughout the year.
19 Cemeteries	Contribution To Reserves	37,444	-	37,444	-	28,690	28,690	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	(110,263)	(78,480)	(31,783)	(104,620)	(35,000)	(139,620)	Fees were increased in January 2014 in line with Cabinet report which has resulted in additional income.
Public Spaces	Equipment Hire	97,035	119,000	(21,965)	124,530	(30,000)	94,530	Savings from the procurement process for purchase of new equipment
Tbc Highways Maintenance	Maintenance Highway Related Assets	63,358	78,840	(15,482)	105,100	(45,000)	60,100	Any underspend above £15k (windfall income) will be transferred to A5 retained fund to meet future maintenance requirements
	Contribution To Reserves	-	-	-	-	30,000	30,000	
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.

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	Specific Contingency	-	-	-	65,000	(40,000)	25,000	£40k projected underspend as not required by December 2015
	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
	NNDR Levy Payments	-	-	-	498,000	239,010	737,010	Increased levy forecast due to higher business rates income levels & change in appeals provision
	Government Grants	(448,962)	(275,243)	(173,719)	(366,990)	(64,210)	(431,200)	Increased S31 grant forecast
	Fees & Charges	(100,000)	-	(100,000)	-	(100,000)	(100,000)	Income re renegotiated lease
Treasury Management	External Interest Payable	2,118,517	2,181,240	(62,723)	2,908,270	(83,631)	2,824,639	Borrowing taken at lower rate than forecast and borrowing for capital programme delayed
	Miscellaneous Interest & Dividends	(171,670)	(194,670)	23,000	(259,500)	(30,000)	(289,500)	Higher investment balances than budgeted
Land Charges	Government Grants	(67,221)	-	(67,221)	-	(67,221)	(67,221)	New Burdens Grant re land charges legal action
Benefits	Provision For Bad Debts	-	-	-	130,000	51,470	181,470	Bad Debt Provision as at end December
	Rent Allowances	7,154,124	8,232,250	(1,078,127)	10,734,610	(450,830)	10,283,780	Based on DWP Claim as at P9
	Non-Hra Rent Rebates	173,117	98,280	74,837	131,110	99,710	230,820	Based on E-Fins @ P9
	Council Tenant Rent Rebates	8,214,676	8,521,470	(306,794)	11,285,340	(382,050)	10,903,290	Based on DWP Claim as at P9
	Council Tenant Grant	(8,003,630)	(8,381,980)	378,350	(11,100,290)	428,780	(10,671,510)	

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	Private Tenant Grant	(6,871,156)	(8,010,330)	1,139,174	(10,443,000)	537,540	(9,905,460)	Based on DWP Claim as at P9
	Non-HRA Rent Rebate Grant	(90,802)	(64,350)	(26,452)	(85,890)	(38,370)	(124,260)	
	Discretionary Housing Payment Grant	(93,652)	-	(93,652)	-	(93,652)	(93,652)	DHP Grant allocation 2015/16 now received in full
	Overpayment Private Tenant	(541,533)	(341,460)	(200,073)	(455,260)	(266,780)	(722,040)	Based on E-Fins @ P9
	Overpayment Council Tenant	(382,169)	(213,750)	(168,419)	(285,040)	(224,520)	(509,560)	
	Pt Overpayment Recovery	132,950	-	132,950	-	177,270	177,270	
	Ct Overpayment Recovery	101,545	-	101,545	-	135,390	135,390	
Benefits Administration	Salaries	418,335	438,113	(19,777)	584,150	(35,570)	548,580	Saving following transfer of post to DWP/vacant Investigations Asst
	Vacancy Allowance	-	(23,310)	23,310	(31,030)	31,030	-	Vacancy Allowance
	Contribution To Reserves	-	-	-	-	81,970	81,970	Unspent Gov't grants & income from DWP to be requested to be c/f to reserves
	Government Grants	(48,349)	(13,630)	(34,719)	(13,630)	(34,720)	(48,350)	Government Grants not yet spent - to be placed in reserve at year end if still unspent at that point
	Fees & Charges	(36,343)	-	(36,343)	-	(47,250)	(47,250)	Income from DWP re Universal Credit partnership arrangement - to be placed in reserve at year end if unspent

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	177,648	212,580	(34,932)	283,480	(40,000)	243,480	Underspend due to vacant posts but this is offset by the cost of temporary agency staff.
Caretakers	Electricity	24,100	63,360	(39,260)	84,520	(30,000)	54,520	Multiple sites
Page 22 R A Summary	Provision For Bad Debts	168,132	470,000	(301,868)	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	(14,285,523)	(13,968,732)	(316,791)	(18,121,600)	(350,000)	(18,471,600)	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	1,004,403	1,172,025	(167,622)	1,562,700	-	1,562,700	Mears to be instructed to ensure works are correctly invoiced against budget codes
	Voids	428,608	636,000	(207,392)	848,000	-	848,000	Mears to be instructed to ensure works are correctly invoiced against budget codes
	Major Works	-	41,625	(41,625)	55,500	(25,000)	30,500	Predicted spend of around £30k which will leave an underspend overall
	Rechargeable Works	(56,458)	-	(56,458)	-	-	-	Recharges to tenants for works outside repairs policy
Repairs - General	Misc. (Non Specific)	15,981	57,375	(41,394)	76,500	(25,000)	51,500	Budget for unforeseen expenditure and demand led
	Planned Maintenance	166,541	337,500	(170,959)	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
Director of Technology & Corporate Programmes										
Replacement It Technology	2	47	18	(29)	62	27	(35)	35	62	Expenditure on air conditioning unit & server upgrades planned this year, with remaining budget to be requested to be re-profiled
EDRMS (Electronic Document Records Management System)	63	47	-	(47)	63	-	(63)	63	63	Project to be recommenced once server infrastructure update is completed - now not likely until 2016/17
Gazetteer Development	24	24	-	(24)	24	24	-	-	24	Earmarked for Data Manipulation Tool - currently evaluating tenders
Directorate Total	89	118	18	(100)	149	51	(98)	98	149	
Director of Transformation & Corporate Performance										
Digital/Self-Service	20	20	20	-	20	20	-	-	20	New Tensator system now designed and built & to commence testing
HR / Payroll System	5	5	4	(1)	5	5	-	-	5	Expenditure on consultancy days to implement self-service functionality
Directorate Total	25	25	24	(1)	25	25	-	-	25	

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
Director of Communities, Planning & Partnerships										
Assembly Rooms Development	-	50	21	(29)	200	200	-	-	200	Project successful in funding bids and moving forward with timeline detailed in reports. Further report for next stage submitted to cabinet 14/01/16.
Page 24 Castle Mercian Trail	350	350	-	(350)	350	69	(281)	-	69	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. Spend expected to be limited to development phase only in 2015/16 estimated at £69k. The 2016/17 Capital Programme includes budgets for the delivery phase as a new scheme.
Gateways	277	315	39	(276)	327	179	(148)	148	327	The County Council are progressing the works to the 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.
Directorate Total	627	715	60	(655)	877	448	(429)	148	596	

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
Director of Housing & Health										
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. No spend expected in 2015/16 so underspend will need to be reprofiled into 2016/17.
Directorate Total	122	122	-	(122)	122	-	(122)	122	122	
Director of Assets & Environment										
Disabled Facilities Grant	171	393	401	8	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.
Cctv Camera Renewals	5	16	5	(11)	20	6	(14)	14	20	Ongoing enhancements to current system - delays due to line of sight issues and storm damage issues currently being reviewed with Council Tree Officer.

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
Streetscene Service Delivery Enhancements	30	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. No spend expected so any underspend in 2015/16 will be reprofiled to 2016/17 Capital Programme.
Wigginton Park Section 106	54	34	4	(30)	54	14	(40)	40	54	Plans ongoing to deliver items from the Wigginton Park Management Plan, however likely that significant works will need to be reprofiled into 2016/17.
Broadmeadow Nature Reserve	58	58	11	(47)	58	18	(40)	40	58	Work ongoing to complete works from the management plan and HLS agreement, however likely that some works will need to be reprofiled into 2016/17.
Public Open Space Section 106	123	77	45	(32)	123	63	(60)	60	123	Project group established - list of works currently be considered, however likely that some works will need to be reprofiled into 2016/17.
Bmx Track	7	7	-	(7)	7	-	(7)	-	-	Balance of external funding will be transferred to a Retained Fund and be held for future works.
Directorate Total	448	615	466	(149)	763	572	(191)	184	756	
Contingency										

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
Gf Contingency	50	50	-	(50)	50	-	(50)	50	50	Funding to be released by Cabinet once a report detailing any new project has been approved. No spend expected so any underspend in 2015/16 will be reprofiled to 2016/17.
Cont-Return On Investment	160	160	-	(160)	160	-	(160)	160	160	Provisional project - funding cannot be released until detailed scheme approved by Cabinet. No spend expected so any underspend in 2015/16 will be reprofiled to 2016/17.
GF Contingency Agile Working - Floor Refurbishment	-	228	-	(228)	228	-	(228)	228	228	Report to Cabinet on 14/01/16 to request release of funding for stage 2 of Agile working Project. However, no spend expected in 2015/16 so will be reprofiled to the 2016/17 Capital Programme.
GF Contingency Agile Working - Furniture	-	48	-	(48)	48	-	(48)	48	48	Report to Cabinet on 14/01/16 to request release of funding for stage 2 of Agile working Project. However, no spend expected in 2015/16 so will be reprofiled to the 2016/17 Capital Programme.
GF Contingency Plant and Equipment	-	-	-	-	1,000	-	(1,000)	1000	1000	Funding to be used to provide most financially advantageous replacement of plant and equipment. Business case to be provided for any potential schemes. No spend expected so any underspend in 2015/16 will be reprofiled to the 2016/17 Capital Programme.

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
Private Sector Improvement Grants (Coalfields Funding)	130	130	-	(130)	130	30	(100)	100	130	£30k to be used to match fund Warm Zone funding for Energy Efficiency Scheme. No further spend expected and any underspend will be reprofiled to the 2016/17 Capital Programme.
Directorate Total	340	616	0	(616)	1,616	30	(1,586)	1,586	1,616	
GENERAL FUND TOTAL	1,651	2,211	568	(1,643)	3,552	1,126	(2,426)	2,138	3,264	

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
Director of Housing & Health										
Gas Cent Heating Upgrade & Ren 2012	74	532	392	(140)	711	711	-	-	711	Morrison still reporting capacity to spend budget including the additional £80k transferred from Gas Heating Belgrave
Gas Heating Belgrave	-	174	200	26	205	205	-	-	205	Project on track to complete by end of March and will spend full budget
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. Estimated 300 properties left which will be completed before year end.
Tinkers Green Project	-	986	461	(525)	1,314	514	(800)	800	1,314	Decant of phase 3 tenants underway and work on CPO progressing however unlikely that any further significant spend will be made in the current year. Estimate that £800,000 will need reprofiling in to 2016/17.
Kerria Estate Project	477	657	58	(599)	717	80	(637)	637	717	CPO Process ongoing. Currently anticipate a significant reprofiling of funds into 2016/17 as unlikely land acquisition and any further CPO's will complete before 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
Regeneration General	336	2,301	2	(2,299)	2,956	2	(2,954)	2,954	2,956	Options for this scheme being reconsidered in light of the 1% Rent Reduction announced in July 2015 by the DCLG. No further spend expected so any underspend in 2015/16 will be reprofiled into 2016/17 Capital Programme.
Other Acquisitions	-	800	763	(37)	800	780	(20)	-	780	Most properties have completed with 1 still in the legal process which should complete before March. Insufficient budget available to buy any further properties
Directorate Total	976	5,539	1,945	(3,594)	6,792	2,361	(4,431)	4,391	6,752	
Director of Assets & Environment										
Structural Works	31	181	180	(1)	231	231	-	-	231	Insufficient budget available to complete all works identified in year.
Bathroom Renewals 2012	42	609	491	(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.
Kitchen Renewals 2012	50	723	489	(234)	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.

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
High Rise Lift Renewals 2012	378	360	9	(351)	713	9	(704)	704	713	No additional work to commence until outcome of structural survey; however the results are not expected till late February / early March. As a result there will be no further spend in 2015/16 but the scheme will be reprofiled to the 2016/17 Capital Programme.
Page 31 Lift Upgrades To Flats 2012	553	227	-	(227)	453	-	(453)	453	453	No work to commence until outcome of structural survey; however the results are not expected till late February / early March. As a result there will be no further spend in 2015/16 but the scheme will be reprofiled to the 2016/17 Capital Programme.
Sheltered Schemes	-	126	20	(106)	250	250	-	-	250	Schemes being identified by Housing, to follow on from Cabinet report.
Thomas Hardy Court Heating Replacement	24	24	24	-	24	24	-	-	24	Works completed
Energy Efficiency Improvements	-	24	-	(24)	50	50	-	-	50	ERDF Funding has now been withdrawn so new scheme to be agreed.
Glenfield and Oakendale Heating System Replacements	-	200	125	(75)	400	400	-	-	400	New scheme created by August Cabinet - replacement system required during routine gas inspections.

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
Roofing High-Rise 2012	43	21	-	(21)	43	-	(43)	43	43	No work to commence until outcome of structural survey, however the results are not expected till late February / early March. As a result there will be no further spend in 2015/16 but the scheme will be reprofiled to the 2016/17 Capital Programme.
Roofing Overhaul & Renewal 2012	-	115	153	38	153	153	-	-	153	Sufficient work to take up full budget.
Fencing/Boundary Walls 2012	-	23	15	(8)	30	30	-	-	30	Sufficient work to take up full budget.
Window & Door Renewals 2012	-	219	255	36	292	292	-	-	292	Sufficient work to take up full budget.
High Rise Balconies	60	300	8	(292)	585	8	(577)	577	585	No additional work to commence until outcome of structural survey, however the results are not expected till late February / early March. As a result there will be no further spend in 2015/16 but the scheme will be reprofiled to the 2016/17 Capital Programme.
External and Environmental Works	92	242	225	(17)	292	292	-	-	292	Sufficient work to take up full budget.
Disabled Adaptations	53	278	238	(40)	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

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
										staffing costs
Cdm Fees 2012	-	7	2	(5)	10	10	-	-	10	Annual contract agreed
Directorate Total	1,326	3,829	2,383	(1,446)	5,790	4,013	(1,777)	1,777	5,790	
HRA Contingency										
HRA Contingency	-	100	-	(100)	100	-	(100)	100	100	Funding to be released by Cabinet once a report detailing any new project has been approved. No spend expected in 2015/16 so will be reprofiled to the 2016/17 Capital Programme.
HRA Contingency Agile Working - Furniture	-	50	-	(50)	50	-	(50)	50	50	Report to Cabinet on 14/01/16 to request release of funding for stage 2 of Agile working Project. However, no spend expected in 2015/16 so will be reprofiled to the 2016/17 Capital Programme.
Directorate Total	-	150	-	(150)	150	-	(150)	150	150	
HOUSING REVENUE ACCOUNT TOTAL	2,302	9,518	4,328	(5,190)	12,732	6,374	(6,358)	6,318	12,692	

Treasury Management Update – Period 9 - 2015/16**Investments held as at 31st December 2015:**

Borrower	Deposit £	Rate	From	To	Notice
Bank of Scotland	2,000,000	1.0000%	11-Feb-15	10-Feb-16	
Bank of Scotland	2,000,000	1.0000%	01-Apr-15	30-Mar-16	
Royal Bank of Scotland	2,000,000	0.8400%	30-Apr-15	28-Apr-16	
Royal Bank of Scotland	2,001,650	0.9200%	22-May-15	22-Apr-16	
Coventry BS	1,000,000	0.6000%	07-Jul-15	07-Jan-16	
Nationwide	2,000,000	0.6600%	08-Jul-15	08-Jan-16	
Nationwide	1,000,000	0.6600%	15-Jul-15	15-Jan-16	
Coventry BS	1,000,000	0.6000%	20-Jul-15	20-Jan-16	
Barclays Bank	2,000,000	0.7000%	03-Aug-15	03-Feb-16	
Coventry BS	1,000,000	0.6000%	05-Aug-15	05-Feb-16	
Barclays Bank	1,000,000	0.6900%	07-Sep-15	07-Mar-16	
Nationwide	1,000,000	0.6600%	15-Sep-15	15-Mar-16	
Lloyds Bank	2,000,000	0.7500%	01-Oct-15	01-Apr-16	
Barclays Bank	2,000,000	0.6900%	01-Oct-15	01-Apr-16	
Lloyds Bank	1,000,000	0.7500%	30-Oct-15	29-Apr-16	
Nationwide	1,000,000	0.6600%	09-Nov-15	09-May-16	
Lloyds Bank	1,000,000	0.7500%	09-Nov-15	09-May-16	
Nationwide	1,000,000	0.7100%	30-Nov-15	31-May-16	
Barclays Bank	1,000,000	0.6800%	04-Dec-15	03-Jun-16	
Santander	1,000,000	0.4000%	-	-	On call
Santander	5,000,000	0.9000%	-	-	95 day
MMF - Deutsche	27,000	0.4222%*	-	-	On call
MMF - PSDF	6,000,000	0.4557%*	-	-	On call
MMF – IGNIS	6,000,000	0.4495*	-	-	On call
Total	45.03m	0.67 (avg)			

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

External Borrowing as at 31st December 2015:

<u>Borrowing from PWLB</u>				
<u>Loan Number</u>	<u>Rate</u>	<u>Principal</u>	<u>Start</u>	<u>Maturity</u>
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
488835	5.000%	2,000,000	01/07/2004	01/07/2034
490815	4.250%	1,000,000	24/11/2005	24/05/2031
494265	4.430%	2,000,000	21/01/2008	01/01/2037
494742	4.390%	700,000	15/08/2008	15/08/2058
500759	3.520%	5,000,000	28/03/2012	28/03/2053
500758	3.510%	5,000,000	28/03/2012	28/03/2054
500757	3.510%	5,000,000	28/03/2012	28/03/2055
500761	3.510%	5,000,000	28/03/2012	28/03/2056
500755	3.500%	5,000,000	28/03/2012	28/03/2057
500756	3.500%	3,000,000	28/03/2012	28/03/2058
500753	3.500%	1,000,000	28/03/2012	28/03/2059
500760	3.490%	5,000,000	28/03/2012	28/03/2060
500762	3.490%	5,000,000	28/03/2012	28/03/2061
500754	3.480%	5,668,000	28/03/2012	28/03/2062
504499	3.230%	3,000,000	30/11/2015	30/11/2065
Total		65,060,194		

ICELANDIC BANKING SITUATION AS AT 31/12/2015

	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
	Outstanding at 31/12/2015			600,568	**
	Estimated Remaining			600,568	

On the 15th March 2012, the Council received £2.554m being the majority of our deposits with the bank. The balance of our approved claim, equating to £587k, is being held in an interest bearing ESCROW account. The release of these funds is dependent on a change in Icelandic Law which currently does not allow the distribution of ISK outside the country. Interest will accrue on these funds until the date of final settlement, which is still unknown.

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
	Outstanding at 31/12/2015			30,103	
	Estimated Remaining			-	

As at the end of September the Council had received £1.475m against our claim of £1.505m, a total recovery of 98%. Negotiations are currently underway to finalise the affairs of Heritable and it is anticipated that a distribution of residual funds will be made over the next few months.

3	Singer & Friedlander	1716	31/08/2007	1,000,000	
	Singer & Friedlander	1740	31/10/2007	1,000,000	
	Singer & Friedlander	1746	14/01/2008	1,000,000	
	Total Principal			3,000,000	
	Interest due at point of administration 08/10/2008			175,256	
	Total of Claim			3,175,256	
	Repayments Received to date			(2,619,586)	82.50
	Outstanding at 31/12/2015			555,670	
	Estimated Remaining			87,320	

As at the end of September the Council had received £2.620m against our claim of £3.175m. Current estimates given by the Administrator project a total recovery of 85.25% or approximately £2.707m, with the majority of repayments estimated to be received by June 2016.

Summary					
	Total Principal			7,500,000	
	Interest			335,383	
	Total of Claim			7,835,383	
	Repayments Received to date			(6,649,042)	84.86
	Outstanding at 31/12/2015			1,186,341	
	Estimated Remaining			687,888	

1 Registered Bank in Iceland - In Administration under Icelandic Law

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

3 Under English Law

Total Estimated Recovery (including Outstanding)





7,336,930

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	The evaluation for architects tender has been completed and other professional services are currently in the tender process. A progress report was presented to Cabinet in January 2016.	
	2. Planning permissions		
	3. Contract		
	4. Delivery		
	5. Evaluation		
Development of new affordable housing	Tranche Two Garage site development - Start on site	Phase One of the garage sites development is now agreed for the provision of council housing at various locations across the borough. Waterloo Housing Group are engaged in the process.	
	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 management and maintenance	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.	
	Continue to improve accessibility and use of all open		

Corporate Project/Programme	Milestone/Measure of Success	Latest Update	Status
of local nature reserves, open spaces and parks, and to provide an efficient waste collection service	space and nature reserves	The work on the Broad Meadow site culminated in Local Nature Reserve designation in April 2015. Town Wall: Designation process now completed. Awaiting sealing in order to finally designate the site as a Local Nature Reserve.	
	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 Key Budget milestones	Executive Board (additional) meetings timetabled	Work undertaken in accordance with the appropriate milestones.	
	Budget Consultation Process reviewed		






Corporate Project/Programme	Milestone/Measure of Success	Latest Update	Status
completed in line with the agreed timetable	Budget Process approval	Cabinet approved Draft Budget & the Medium Term Financial Strategy 2016/17 on 14th January 2016 for consideration by Joint Budget Scrutiny Committee on 26th January 2016.	
	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		
Corporate Change Programme	Continued development of Customer Relationship Management (CRM) System	<u>Continued development of Customer Relationship Management (CRM) System</u> The Customer Service Centre continue to develop the CRM and there is now 99.8% CRM system availability. On target with the process developments for Street Scene, Housing & some of Customer Services.	

Corporate Project/Programme	Milestone/Measure of Success	Latest Update	Status
	Corporate roll out of Electronic Document and Records Management (EDRM)	<u>Corporate roll out of Electronic Document and Records Management (EDRM)</u> The roll out is still suspended as work was being carried out by the supplier investigating slow response times on the server. This has now been completed and some members of staff are carrying out testing. The results of this testing will determine the further action plan.	
	Delivery of services digitally by default (i.e. via website, email and telephone)	<u>Delivery of services digitally by default (i.e. via website, email and telephone)</u> Ongoing and on target Report at Cabinet 14th January 2016 seeking endorsement of the second stage of 'Agile Working'	
	Implementation of corporate telephony	<u>Implementation of corporate telephony</u> One porting event remains which, when complete, will result in all services being covered; this is scheduled for the end of January 2016. Fail over testing is available at the depot in the event of system failure. Integration with Lagan CRM is still to be done.	
	Implementation of corporate virtual desktop environment	<u>Implementation of corporate virtual desktop environment</u> All 340 thin clients have now been installed.	
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	Work is still ongoing on the delivery of the CRM project plan, the other milestones are complete.	▶
	Devise action plan to support customer services strategy		
	Report to CMT on Customer Services Strategy Action Plan including Organisational Development Plan and Impact		

Corporate Project/Programme	Milestone/Measure of Success	Latest Update	Status
	Review of Customer Services		
	Delivery of the CRM project plan		
Electoral Review	1. Assess and examine current arrangements	This item has been postponed as part of the budget process.	
	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.		
	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	Performance Management Framework designed to underpin Demand Management	Stage Two of the Agile Working Project was approved by Cabinet in January 2016.	
	Delivery of Performance & Corporate Relations Service Review as per the plan		
	Stage Two of the Agile Working Project approved by Cabinet		
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%	Debtors At the end of quarter 3, the collection rate was 96.3% compared to the target of 96%. Debts over 6 months old are £121k - expected to be at target of £100k by year end Council Tax At the end of quarter 3, the collection rate was 86.9% against a year to date target of 86.4% - ahead of target by 0.5% Court costs income is ahead of target by £25k at £211k Arrears for 2014/15 slightly behind target at 41% compared to target of 45.9% - work has commenced on further approaches to realise more Council Tax revenue including recycling/debts and pro-active recovery work	
	In year % collection of Council Tax - Annual Target 97.5%		
	In year % collection of Non-Domestic Rates - Annual Target 98%		

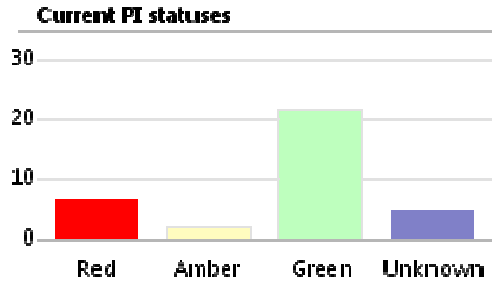
Corporate Project/Programme	Milestone/Measure of Success	Latest Update	Status
		<p>NNDR</p> <p>At the end of quarter 3, the collection rate was 84% against a year to date target of 83% - ahead of target by 1%</p> <p>Court costs income is at target of £7k</p> <p>Arrears for 2014/15 are ahead target at 42.4% compared to target of 35.4%</p>	
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 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 12 days (General Account) for November / 5 days (Payments Account) for November 2015	
	Ledgers closed down within 5 working days of period end	Financial ledger (efinancials) and Collaborative Planning budget setting & monitoring updated as at 31 December 2015 on 4 January 2016	
	Spending maintained within approved budget and without significant underspends – target range of up to 5% underspend	Quarter 3 financial healthcheck to be reported to CMT / Cabinet in February 2016	
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	
	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	<p>Whole of Government Accounts return (WGA) completed 16 July, Revenue Outturn forms completed 13 July, Capital Outturn forms completed 1 July</p> <p>Audited Statement of Accounts approved by the Audit & Governance Committee on 24 September 2015</p> <p>Audited Statement of Accounts published on website 24 September 2015</p>	

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

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		3	Q3			

Performance Indicator	Target (where applicable)	Performance	Last Update	RAG status (where applicable)	Performance compared to last reporting period	Latest Update (where applicable)
			2015/16			
The number of reported concerns - Adults		9	Q3 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	12,206	Q3 2015/16		↑	
Overall Satisfaction rated good/excellent - Assembly Rooms	96%	97%	Q3 2015/16		-	
Visitor Numbers (Outdoor Events)	50,000	37,500	Q3 2015/16		↑	
Total Number of visits/usages - Tamworth Castle	8,471	7,801	Q3 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	18	11	October 2015		↑	
Incidents of Anti-Social Behaviour	182	170	October 2015		↑	

Performance Indicator	Target (where applicable)	Performance	Last Update	RAG status (where applicable)	Performance compared to last reporting period	Latest Update (where applicable)
Serious Violence	3	5	October 2015			
Less Serious Violence	55	48	October 2015			
Serious Acquisitive Crime	58	36	October 2015			
Violence with injury	58	53	October 2015			

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%	66.00%	Q3 2015/16			3 decisions were made in this quarter 2 within the 13 week target and 1 outside the target period. An extension of time was secured for this later application
Processing of planning applications: Minor applications (Tamworth)	65.00%	75.00%	Q3 2015/16			Out of the 24 decisions made 18 were made within the 8 week target period. 3 decisions were made after the 8 week period with no extension of time being recorded as being agreed. The remaining 3 decisions after the 8 week cut off did have extensions of time agreed. Further investigations are being carried out on why the 6 applications took longer than the 8 weeks, and why no extensions of time were secured for 3 of them
Processing of planning applications: Other applications (Tamworth)	80.00%	100.00%	Q3 2015/16			

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%	Q3 2015/16			
Percentage of total rateable value of commercial floorspace that is unoccupied	8.25%	5.64%	Q3 2015/16			The increase in the % of RV unoccupied is almost entirely down to the Homebase unit on Ventura Park falling empty, pending refurbishment and occupation by Next.
Percentage change in rateable value of commercial buildings	0.75%	-0.64%	Q3 2015/16			The reduction in total RV is totally attributable to a reduction on appeal for both John Lewis and Marks and Spencer, which together totalled £250,000. If these two reductions were discounted then the total RV would have actually increased by over £60,000.

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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		43	Q3 2015/16			
The percentage of planned interventions undertaken	100%	99%	Q3 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			

Performance Indicator	Target (where applicable)	Performance	Last Update	RAG status (where applicable)	Performance compared to last reporting period	Latest Update (where applicable)
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						



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	6	Q3 2015/16			
15 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	1	Q3 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%	91%	Q3 2015/16			
Net additional homes provided (Tamworth)	170	61	2014/15			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

Performance Indicator	Target (where applicable)	Performance	Last Update	RAG status (where applicable)	Performance compared to last reporting period	Latest Update (where applicable)
						<p>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 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 Q3 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 further 58 under construction. It is clear there is a supply</p>

Performance Indicator	Target (where applicable)	Performance	Last Update	RAG status (where applicable)	Performance compared to last reporting period	Latest Update (where applicable)
Number of affordable homes delivered (gross) (Tamworth)	40	42	2014/15			<p>of houses with planning permission, but perhaps for non planning reasons, the deliver of these sites has been delayed.</p> <p>Affordable completions for the year 2014/15 is 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>

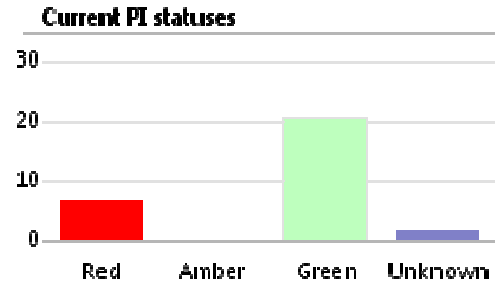
Waste Management

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%	50.00%	Q3 2015/16			There has been a decline in the recycling rate consistently throughout the year. This is mainly due to the 20% reduction in organic waste being produced along



Performance Indicator	Target (where applicable)	Performance	Last Update	RAG status (where applicable)	Performance compared to last reporting period	Latest Update (where applicable)
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with a smaller, but still significant, drop in dry recycling. The anticipated outturn figure for 2015/16 will be in the region of 50%.


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		3	Q3 2015/16		↓	
The number of reported concerns - Adults		9	Q3 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	27	Q3 2015/16		↓	We have no suitable building to work from within Amington therefore the numbers have dropped and are likely to continue to drop going in to the new year. Other buildings have a cost implication that can not be absorbed by some groups.

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 - Belgrave	30	31	Q3 2015/16			
The number of partners delivering services in response to agreed issues- Glascote	30	32	Q3 2015/16			
The number of partners delivering services in response to agreed issues - Stonydelph	30	33	Q3 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	12,206	Q3 2015/16			
Overall Satisfaction rated good/excellent - Assembly Rooms	96%	97%	Q3 2015/16			
Visitor Numbers (Outdoor Events)	50,000	37,500	Q3 2015/16			
Total Number of visits/usages - Tamworth Castle	8,471	7,801	Q3 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			

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Incidents of Anti-Social Behaviour	182	170	October 2015			
Serious Violence	3	5	October 2015			
Less Serious Violence	55	48	October 2015			
Serious Acquisitive Crime	58	36	October 2015			
Violence with injury	58	53	October 2015			





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%	66.00%	Q3 2015/16			3 decisions were made in this quarter 2 within the 13 week target and 1 outside the target period. An extension of time was secured for this later application
Processing of planning applications: Minor applications (Tamworth)	65.00%	75.00%	Q3 2015/16			Out of the 24 decisions made 18 were made within the 8 week target period. 3 decisions were made after the 8 week period with no extension of time being recorded as being agreed. The remaining 3 decisions after the 8 week cut off did have extensions of time agreed. Further investigations are being carried out on why the 6 applications took longer than the 8 weeks, and why no extensions of time were secured for 3 of them
Processing of planning applications: Other applications (Tamworth)	80.00%	100.00%	Q3 2015/16			





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%	Q3 2015/16			
Percentage of total rateable value of commercial floorspace that is unoccupied	8.25%	5.64%	Q3 2015/16			The increase in the % of RV unoccupied is almost entirely down to the Homebase unit on Ventura Park falling empty, pending refurbishment and occupation by Next.
Percentage change in rateable value of commercial buildings	0.75%	-0.64%	Q3 2015/16			The reduction in total RV is totally attributable to a reduction on appeal for both John Lewis and Marks and Spencer, which together totalled £250,000. If these two reductions were discounted then the total RV would have actually increased by over £60,000.

Partnerships Support & Development

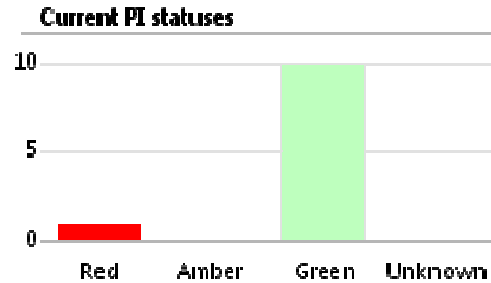
Performance Indicator	Target (where applicable)	Performance	Last Update	RAG status (where applicable)	Performance compared to last reporting period	Latest Update (where applicable)
20 new jobs created in existing organisations per annum directly attributable to interventions under the Contract (BDS – Infrastructure Support for business and third sector)	5	6	Q3 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	1	Q3 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%	91%	Q3 2015/16			
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 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 Q3 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</p>

Performance Indicator	Target (where applicable)	Performance	Last Update	RAG status (where applicable)	Performance compared to last reporting period	Latest Update (where applicable)
Number of affordable homes delivered (gross) (Tamworth)	40	42	2014/15			<p>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> <p>Affordable completions for the year 2014/15 is 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>







Corporate Finance Key Performance Indicators



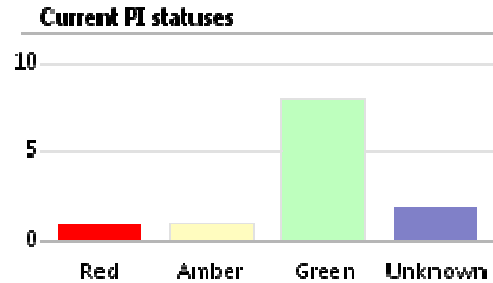
Corporate Finance

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%	98.20%	Q3 2015/16	✓	↓	
Percentage of Invoices paid within 10 days	85%	87%	Q3 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%	-6.64%	December 2015	✗	↓	
Number of material final account audit adjustments	0	0	2014/15	✓	▬	
Ledgers closed down within 5 working days of period end	3	1	Q3 2015/16	✓	▬	
Bank Reconciliation completed within 10 days (Payments Account)	10	3.67	Q3 2015/16	✓	↑	
Bank Reconciliation completed within 15 days (General Account) of period end	15	11.33	Q3 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	83.00%	84.00%	Q3 2015/16			
Percentage of Council Tax collected	86.40%	86.90%	Q3 2015/16			
Debtors current year collection	96%	96.3%	Q3 2015/16			

Housing & Health Key Performance Indicators



Community Development

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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	27	Q3 2015/16			We have no suitable building to work from within Amington therefore the numbers have dropped and are likely to continue to drop going in to the new year. Other buildings have a cost implication that can not be absorbed by some groups.
The number of partners delivering services in response to agreed issues - Belgrave	30	31	Q3 2015/16			
The number of partners delivering services in response to agreed issues- Glascote	30	32	Q3 2015/16			
The number of partners delivering services in response to agreed issues - Stonydelph	30	33	Q3 2015/16			

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	10.33	Q3 2015/16			

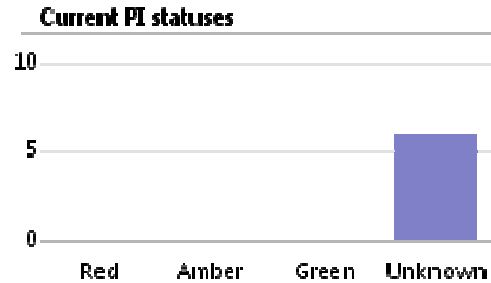
Housing Maintenance

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%	98.73%	Q3 2015/16			
Percentage of appointments kept as a percentage of appointments made	96%	94.13%	Q3 2015/16			
Percentage of responsive repairs completed on the first visit to the tenants home (glazing and external doors not included)	80%	90.37%	Q3 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%	2.44%	Q3 2015/16			
Number of closed resolved anti-social behaviour cases		95%	December 2015			18 out of 19 cases were closed resolved
Number of closed unresolved anti-social behaviour cases		1	December 2015			5% of cases - 1 out of 19 - were closed unresolved in December

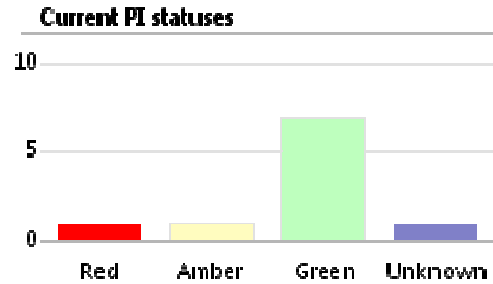
Legal & Democratic Services Key Performance Indicators



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		434	Q3 2015/16			117 full searches 317 personal searches
The number of exempt items presented to meetings		12	Q3 2015/16			
Percentage of Household Enquiry Forms returned		99%	Q3 2015/16			
Percentage of Individual Elector Registration Forms returned		93.34%	Q3 2015/16			At 8th December 2015; 3,839 IERs still to be returned from an electorate of 57,608.
The number of Ombudsman complaints received		10	2014/15			
The number of Ombudsman decisions made		7	2014/15			

Technology & Corporate Programmes Key Performance Indicators

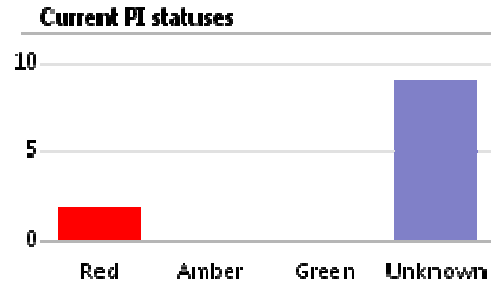


Technology & Corporate Programmes

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%	92.73%	Q3 2015/16	✓	↑	
Incidents Responded within SLA	90%	93.78%	Q3 2015/16	✓	↑	
Incidents Resolved within SLA	90%	95.94%	Q3 2015/16	✓	↓	
ICT Backups	100%	88.43%	Q3 2015/16	✗	↑	
Service Availability	99%	99.95%	Q3 2015/16	✓	↑	
Freedom of Information Requests Responded To Within legislative timescales	100%	98.02%	2015/16	⚠	↑	
ICT Support Desk - Percentage of calls answered within 15 seconds	92%	95.45%	Q3 2015/16	✓	↑	
ICT Support Desk - Percentage of calls abandoned	3%	1.2%	Q3 2015/16	✓	↑	

Performance Indicator	Target (where applicable)	Performance	Last Update	RAG status (where applicable)	Performance compared to last reporting period	Latest Update (where applicable)
ICT Service Desk - Outstanding Incidents		57	December 2015			
LLPG Quality	5	5	November 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		4,536	Q2 2015/16		↑	
The number of telephone calls into the Customer Services Centre		15,991	Q3 2015/16		↑	
The number of self serve processes available for customers		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		6	Q3 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	Q3 2015/16			
Number of HSE notifications/interactions		2	Q3 2015/16			
Number of violent/threatening incidents		1	Q3 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	5.67	6.64	Q3 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	Q3 2015/16			

Transformation and Corporate Performance

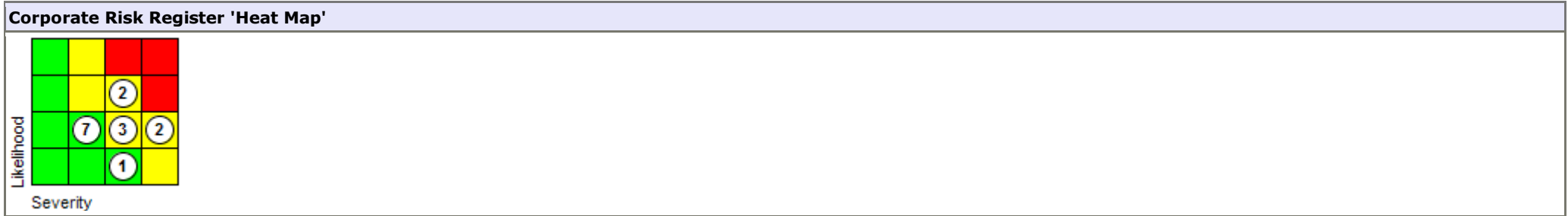
Performance Indicator	Target (where applicable)	Performance	Last Update	RAG status (where applicable)	Performance compared to last reporting period	Latest Update (where applicable)
The number of hits on the website		243,792	Q3 2015/16			Website hits= 162,075 for TBC main site plus 81,717 for subsites = 243,792 total
Average time spent on the website		2.54	Q3 2015/16			

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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






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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.	08-Jan-2016	4	2	8	
Reputation	Damage to Reputation	08-Jan-2016	2	2	4	
Governance & Regulatory Failure	Failure to achieve adequate Governance Standards and statutory responsibilities	08-Jan-2016	2	2	4	
Partnership Working and Supply Chain Challenges	Failure in partnership working, shared services or supply chain	08-Jan-2016	2	2	4	
Emergency & Crisis Response Threats	Failure to manage an external or internal emergency/disaster situation	08-Jan-2016	2	2	4	
Economic Changes	Failure to plan and adapt services to economic changes within the community	08-Jan-2016	3	1	3	
Information Management & Information Technology	Failure to secure and manage data and IT infrastructure	08-Jan-2016	3	2	6	
Loss of Community Cohesion	Failure to achieve community cohesion	08-Jan-2016	3	3	9	
Workforce Planning Challenges	Failure to manage workforce planning challenges	08-Jan-2016	2	2	4	
Health & Safety	Failure to manage Health & Safety	08-Jan-2016	3	2	6	
Corporate Change	Failure to manage corporate change	08-Jan-2016	2	2	4	

Risk	Description of Risk	Date Last Reviewed	Severity	Likelihood	Current Risk Rating	Current Risk Status
Safeguarding Children & Vulnerable Adults	Failure to safeguard children and vulnerable adults	08-Jan-2016	3	3	9	
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.	08-Jan-2016	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	08-Jan-2016	4	2	8	
Elections	Parliamentary & Local Elections 2016	08-Jan-2016	2	2	4	

Key to symbols

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Risk Status	
	High
	Medium
	Low

