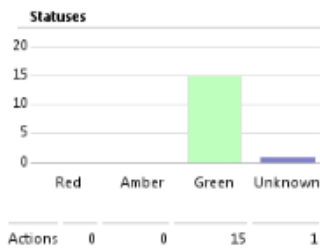


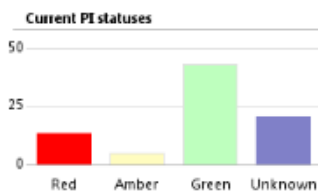
1. Overview of High level corporate plan actions, key service performance indicators and corporate risks

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.

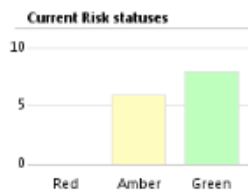
2015/16 Corporate Plan Actions



2015/16 Key Service Performance Indicators



2015/16 - Corporate Risk Register



Further details are available in the appendices:

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

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 £1k with 268 successful claims from 359 applications (compared to 350 successful claims from 524 applications at March 2015).

Live caseload figures are 323 lower than 2015/16 – currently 6,475 (6,798 at March 2015).

NNDR

Reminders (715 at March 2016) are lower than 2014/15 levels (754 at March 2015) with summons & liability orders at similar levels to 2014/15.

An outstanding performance for the year is reported – exceeding the outturn for last year and the targets set for this year. At the end of quarter 4, the collection rate was 98.9% against a target of 98.5% - ahead of target by 0.4%. Court costs income of £8k is below target of £10k.

Arrears for 2014/15 are ahead of target at 52.7% compared to a target of 40%.

Council Tax

Reminders are 1,121 lower than 2014/15 levels (12,159 at March 2016 compared to 13,280 at March 2015).

An outstanding performance for the year is reported – exceeding the outturn for last year and the targets set for this year. At the end of quarter 4, the collection rate was 97.9% against a target of 97.5% - ahead of target by 0.4%.

Court cost income is also ahead of target by £32k at £277k.

Arrears for 2014/15 are slightly behind target at 49.3% compared to target of 53% - work has commenced on further approaches to realise more Council Tax revenue including recycling/debts and pro-active recovery work.

Collection Fund – the estimated surplus is £25k for the year with a LCTS projected underspend of £46k (total £71k).

Customer Services

Visits to Marmion House / Council Tax, Housing Benefit & Rent enquiries were 10,678 lower (16,388 by February 2016 compared to 27,066 by February 2015).

Council tax enquiries & payments were 2,613 lower (970 by February 2016 compared to 3,583 by February 2015).

Housing Benefit enquiries 2,892 lower (5,501 by February 2016 compared to 8,393 by February 2015).

Rent enquiries & payments were 1,442 lower (510 by February 2016 compared to 1,952 by February 2015).

Housing

The Housing Income team continue to perform exceptionally well - Total **Rent** arrears (excluding former tenants) at 31 March 2016 was £338k compared to £358k at 31 March 2015 – a reduction of £20k (compared to a £54k reduction as at 31 March 2015).

Total arrears (including garages etc.) are £1.46m at 31 March 2016, compared to £1.35m at 31 March 2015, an increase of £106k (compared to a £44k increase between 31 March 2014 and 31 March 2015).

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

There were 18 evictions during 2015/16 compared to 28 during 2014/15.

3. Performance Management Framework

Activity in quarter four 2015/16:

- Performance and financial healthcheck report at Cabinet,
- Approval of the budget by Council,
- Corporate Plan/ Annual Review approval by Cabinet

4. Sustainability Strategy

Medium Term Financial Strategy 2015-2020 Monitoring, March 2016

In an attempt to provide a clear 'route map' for the transition from surviving to thriving, the Council has designed and adopted a series of strategic plans, policies and processes. Cabinet, on 22nd August 2013, endorsed the overarching document '**Planning for a Sustainable Future**' as the strategy for meeting the challenges forecast for the Council's Medium Term Financial Strategy (MTFS) which, through the achievement of targets and outcomes associated with the work streams, enabled the organisation to generate significant efficiencies without there being any large scale impact upon the delivery of essential services.

The **Sustainability Strategy** delivered more than just 'big ticket' efficiencies detailed below, it brought about changes to working models, cultures and processes – **Agile Working; Demand Management; Joint Working; Shared Services; Locality Delivery/Commissioning** all contributed to our journey.

The adoption of a Demand Management operating model was approved by Cabinet in February 2015. This signifies a shift away from trying to sustain a full suite of services at high standards with continuing budget reductions, to understanding the needs of our customers and working with them to co-design how we meet those demands. It will also involve the application of existing and new technology to capture, collate and analyse customer insight, intelligence and data so as to understand not just the 'need' but the cause, behaviours or decisions creating the need.

Linked with this, a major transformation project 'Delivering Quality Services' has commenced which will include all customer-facing departments, and will incorporate a review of processes and demand, with the aim of re-designing processes to meet changing customer expectations and making the best use of technology to deliver efficient and effective services to the customer, including self-service and digital functionality

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
MTFS - February 2016	(4,911)	(5,330)	(3,605)	(2,334)	(608)	1,066	4,032

The forecast has been updated to include:

- a) the projected outturn contained within the MTFS (as at Period 9);
- b) Policy changes approved by Council in February 2015 as part of the MTFS;
- c) Finalised Local Government Finance Settlement grant indications following release of final allocations in February 2016;
- d) Revenue implications of the capital programme – including potential prudential borrowing for the Creative Quarter;
- e) any known changes to the savings targets included within the current MTFS;
- f) Estimated Council Tax surplus and updated Business Rates income forecasts;

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 £0.6m over the 3 years to 2018/19 with a shortfall of c. £1.6m for 2019/20.

The shortfall over the next 5 years has been revised to £4m (£4.5m including the approved minimum balances level of £0.5m). Achievement of further savings is 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)
MTFS - February 2016	(5,957)	(3,359)	(2,992)	(2,330)	(1,059)	(1,045)	(875)

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. £1m for 2019/20 with balances over the next 5 years of £0.9m by 2020/21.

5. Financial Healthcheck

Executive Summary

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

The information included in some cases is based on the likely estimated outturn for 2015/16.

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

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

General Fund

Revenue

GENERAL FUND	Budget £000	Predicted Outturn £000	Variance £000
Chief Executive	-	9	9
Executive Director Corporate Services	518	451	(67)
Director of Finance	(328)	(1,113)	(785)
Director of Technology & Corporate Programmes	57	56	(1)
Solicitor to the Council	712	628	(84)
Director of Transformation & Corporate Performance	278	352	74
Director of Communities, Planning & Partnerships	2,629	2,364	(265)
Director of Housing & Health	1,047	1,051	4
Director of Assets & Environment	3,549	3,113	(436)
Total	8,462	6,911	(1,551)

- The projected full year position identifies a projected favourable variance against budget of £1.55m or an 18.33% (£1.06m or 12.47% reported at period 11).
- This projection has highlighted several budget areas for concern (detailed at **Appendix A**).
- There was a balance of £65k remaining in the General Contingency Budget at the end of March 2016.

The Main Variances for the year were:

Additional Income

Development Control	£(116)k
Outside Car Parks	£(86)k
Government Grants	£(138)k (Business Rates £71k, Land Charges £67k)
Renegotiated Lease	£(100)k

Underspends

Contingency	£(65)k
Vacancy allowance	£(50)k
Capitalisation Reversal	£(344)k
Contribution to/from Reserves	£(153)k
Joint Waste Contingency	£(50)k

Under Recovered Income

Commercial Property Rents	£57k
Benefits	£88k

Capital

GENERAL FUND	Budget £000	Predicted Outturn £000	Variance £000	Reprofile £000	Outturn £000
Director of Technology & Corporate Programmes	149	33	(116)	116	149
Director of Transformation & Corporate Performance	25	26	1	1	27
Director of Communities, Planning & Partnerships	877	215	(662)	381	596
Director of Housing & Health	122	2	(120)	120	122
Director of Assets & Environment	1,089	355	(734)	727	1,082
Contingency	1,340	-	(1,340)	1,310	1,310
TOTAL GENERAL FUND	3,602	631	(2,971)	2,655	3,286

- The provisional outturn on capital schemes spend is £631k (£808k projected at period 11) compared to a full year budget of £3.602m (this budget includes re-profiled schemes from 2014/15 of £1.65m).
- At this point it is proposed that £2.655m should be re-profiled into 2016/17 (£2.458m projected at period 11) which will be subject to Cabinet approval.
- A summary of Capital expenditure by Directorate can be found at **Appendix B**.

Balances

Balances on General Fund are projected to be in the region of £6.317m at the year-end from normal revenue operations (£5.82m projected at Period 11) compared to £5.33m projected within the 2016/17 budget report – additional balances of £0.99m. The change in the predicted out-turn variance since that predicted at period 11 (an improvement of £497k) has been investigated and significant items identified that make up this change are listed and tabled later in this report.

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

Housing Revenue Account

Revenue

HOUSING REVENUE ACCOUNT	Budget £000	Predicted Outturn £000	Variance £000
Director of Housing & Health	4,057	3,810	(247)
Director of Assets & Environment	-	-	-
HRA Summary	(985)	(1,839)	(854)
Housing Repairs	-	(867)	(867)
Total	3,072	1,104	(1,968)

- The projected full year position identifies a favourable variance against budget of £1.968m (£1.72m reported at period 11). Individual significant budget areas reflecting the variance are detailed at **Appendix A**.
- The information included, in some cases, is based on the likely estimated outturn for 2015/16.

The Main Variances for the year were:

Provision for Bad Debts	£(328)k
Contingency	£(100)k
Interest payable	£(98)k
Rent income	£(362)k
Repairs Contract	£(867)k

Capital

HOUSING REVENUE ACCOUNT	Budget £000	Predicted Outturn £000	Variance £000	Reprofile £000	Outturn £000
Director of Housing & Health	6,792	2,235	(4,557)	4,477	6,712
Director of Assets & Environment	5,790	3,281	(2,509)	2,266	5,547
HRA Contingency	100	-	(100)	100	100
TOTAL HOUSING REVENUE ACCOUNT	12,682	5,516	(7,166)	6,843	12,359
TOTAL	16,284	6,147	(10,137)	9,498	15,645

- The provisional outturn on programmed capital schemes is projected to be £5.516m (£5.77m projected at period 11) compared to a budget of £12.682m. It is also proposed that £6.843m be re-profiled into 2016/17 (£6.69m at period 11) in relation to delayed schemes, which will be subject to Cabinet approval.

Total Capital Programme

- The provisional outturn on programmed capital schemes is projected to be £6.147m (£6.576m projected at period 11) compared to a budget of £16.284m. It is also proposed that £9.498m be re-profiled into 2016/17 (£9.149m at period 11) in relation to delayed schemes, which will be subject to Cabinet approval.
- A summary of Capital expenditure by Directorate can be found at **Appendix B**.

Balances

- Balances on the Housing Revenue Account are projected to be in the region of £4.853m at the year-end (£4.604m projected at period 11) compared to £3.359m projected within the 2016/17 budget report – additional balances of £1.494m.

The change in the predicted out-turn variance since that predicted at period 11 (an improvement of £249k) has been investigated and significant items identified that make up this change are listed and tabled later in this report.

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

General Fund – Main Variances

Cost Centre	Account Code	Year To Date Position Sub Total	Year To Date Position Budget	Year To Date Position Variance	Comment
Pr And Consultation	Salaries	99,333	135,890	(36,557)	Vacant post
Customer Services	Salaries - Overtime	37,454	3,580	33,874	Sickness/maternity cover re casuals/overtime
	Franking Machine Charges	84,009	47,880	36,129	Franking machine retained until November/increasing use of i-Mail
Community Development	Salaries	69,985	110,010	(40,025)	Underspend due to a vacant post.
Ad Partnership & Community Development	Salaries	15,787	61,760	(45,973)	This post has been vacant since 1st June. Interim arrangements are in place pending a review.
Development Control	Fees & Charges Planning App	(248,612)	(133,000)	(115,612)	Income received is well above the annual budget due to the receipt of several major applications.
Outside Car Parks	Short Stay Car Parking	(956,310)	(870,000)	(86,310)	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.
Civil Parking Enforcement	Standard Charges	(78,094)	(120,820)	42,726	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	86,357	121,880	(35,523)	Savings have accrued during the year due to vacancies which are, in part, offset by loss of income as part of the posts were externally funded.
Commercial Property Management	Rents	(780,040)	(837,250)	57,210	Based on current estimated usage. The situation will be closely monitored throughout the year.
Public Spaces	Equipment Hire	96,294	129,530	(33,236)	Savings from the procurement process for purchase of new equipment
Joint Waste Arrangement	Specific Contingency	-	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	Comment
	Miscellaneous Contributions	(37,212)	-	(37,212)	Income from bulky waste - figure provided by LDC but not known till year end.
Homelessness Strategy	Cont To Reserves	47,311	-	47,311	Request submitted to transfer unspent homelessness prevention funding to an existing retained fund to meet future priorities
Corporate Finance	Specific Contingency	-	65,000	(65,000)	Remaining budget not required
	Vacancy Allowance	-	50,000	(50,000)	Offsetting salaries overspends in service cost centres
	Contribution To Reserves	30,000	150,000	(120,000)	Increased levy payment means no funds available for transfer to reserve
	NNDR Levy Payments	557,690	498,000	59,690	Increased levy forecast due to higher business rates income levels & change in appeals provision
	Government Grants	(438,398)	(366,990)	(71,408)	Increased S31 grant forecast
	Contribution From Reserves	(33,000)	-	(33,000)	Write back from reserves
	Fees & Charges	(100,000)	-	(100,000)	Income re renegotiated lease
Treasury Management	External Interest Payable	2,828,359	2,908,270	(79,911)	Ext Interest Payable less than budgeted due to low interest rates/borrowing
	Minimum Revenue Provision Gf	20,951	68,840	(47,889)	MRP Year End adjustment due to Icelandic capitalisation reversal
	FX Rate Adjustment	(89,763)	-	(89,763)	Exchange rate Movement for escrow funds in Iceland
	Impairment Reversal	219,587	-	219,587	Reversal of capitalisation following additional receipts
	Treasury Man. Recharge To HRA	(2,887,236)	(2,984,880)	97,644	Recharge to HRA less than budgeted
	Contribution From Reserves	(473,726)	-	(473,726)	Contribution from reserve funds held for capitalisation reversal
Council Tax	Court Costs	(277,165)	(245,000)	(32,165)	Court costs recovered above budgetary provision
NNDR	Consultants Fees	32,100	-	32,100	Inform CPI - Analyse Local costs - will be offset by increased NNDR income in collection fund
Land Charges	Government Grants	(67,221)	-	(67,221)	New Burdens re Land Charges legal action
Benefits	Provision For Bad Debts	242,667	130,000	112,667	Increase in bad debt provision required
	Rent Allowances	10,189,313	10,734,610	(545,297)	Expenditure/Claims below budget

Cost Centre	Account Code	Year To Date Position Sub Total	Year To Date Position Budget	Year To Date Position Variance	Comment
	Non-HRA Rent Rebates	196,171	131,110	65,061	Increased use of B & B
	Council Tenant Rent Rebates	10,665,687	11,285,340	(619,653)	Expenditure/claims below budget
	Council Tenant Grant	(10,389,779)	(11,100,290)	710,511	As per initial estimate DWP Claim
	Private Tenant Grant	(9,854,990)	(10,443,000)	588,010	As per initial estimate DWP claim
Benefits	Discretionary Housing Payment Grant	(92,771)	-	(92,771)	DHP Grant due for 2015/16
	Overpayment Private Tenant	(673,396)	(455,260)	(218,136)	Private tenant overpayments in excess of budgeted amount
	Overpayment Council Tenant	(458,854)	(285,040)	(173,814)	
	Pt Overpayment Recovery	187,550	-	187,550	OVP recovery
	Ct Overpayment Recovery	125,777	-	125,777	
Benefits Administration	Salaries	540,926	584,150	(43,224)	Due to vacant post & transfer of member of staff to DWP
	Vacancy Allowance	-	(31,030)	31,030	Vacancy allowance
	Contribution To Reserves	36,361	-	36,361	Contribution to reserves
	Government Grants	(70,934)	(19,270)	(51,664)	Income not budgeted
	Fees & Charges	(47,246)	-	(47,246)	Income from DWP re partnership working

Significant variances identified resulting in the increase in net under-spend of £497k

Cost Centre	Account Code	Year To Date Position Variance	Period 11 Predicted Outturn	Change In Predicted Outturn P11 To P13	Comment
Tbc Highways Maintenance	Maintenance Of Water Courses	(37,544)	-	(37,544.45)	Costs from SCC less than anticipated - struggled all year to get any figures from them
	Maintenance Of Roads (HRA)	(47,480)	-	(47,480.00)	
Joint Waste Arrangement	Miscellaneous Contributions	(37,212)	-	(37,212.42)	Joint Waste FAWP - no income from bulky waste previously anticipated as figures are only known by LDC throughout the year
Corporate Finance	Contribution To Reserves	(120,000)	(150,000.00)	30,000.00	Contribution to GF Property Insurance & Third Party Excess Retained Funds re FAWP
	NNDR Levy Payments	59,690	(2,030.00)	61,720.00	Increased levy forecast due to higher business rates income levels & change in appeals provision
	Contribution From Reserves	(33,000)	-	(33,000.00)	Write back from reserves approved Cabinet 28th April
Treasury Management	Minimum Revenue Provision Gf	(47,889)	-	(47,889.04)	MRP Year End adjustment
	FX Rate Adjustment	(89,763)	-	(89,763.18)	Exchange rate Movement for escrow funds in Iceland
	Impairment Reversal	219,587	-	219,587.20	Reversal of capitalisation following additional receipts
	Treasury Man. Recharge To HRA	97,644	-	97,644.08	Recharge to HRA less than budgeted
	Contribution From Reserves	(473,726)	-	(473,726.26)	Reserve funds held for capitalisation reversal
Benefits	Rent Allowances	(545,297)	(488,970.00)	(56,327.28)	Expenditure re rent allowances benefit payments outturn for final claim less than predicted
	Council Tenant Rent Rebates	(619,653)	(468,030.00)	(151,622.89)	Expenditure re council tenant rent rebates less than predicted
	Council Tenant Grant	710,511	500,740.00	209,770.52	DWP Subsidy due in respect of council tenant rent rebates less than predicted as per final claim
	Private Tenant Grant	588,010	547,690.00	40,319.82	DWP Subsidy due in respect of rent allowances benefit payments re final claim less than predicted

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	Comment
Housing Advice	Salaries	240,434	283,480	(43,046)	Underspend due to vacant posts but this is offset by the cost of temporary agency staff.
Regeneration Project	Council Tax Payments	34,434	-	34,434	Void properties due to preparation for regeneration scheme
Caretakers	Electricity	44,413	84,520	(40,107)	Multiple sites
R A Summary	Provision For Bad Debts	141,888	470,000	(328,112)	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
	Specific Contingency	-	100,000	(100,000)	No issues currently identified that would require a call on this budget
	Contingency-Supporting People	249,970	200,000	49,970	Subsidy for loss of SP grant funding ends March 2016
	Item 8 Debit	2,887,236	2,984,880	(97,644)	Recharge lower than budget as actual interest rate payable on the HRA's internal borrowing is lower than originally estimated.
	Rents	(18,483,917)	(18,121,600)	(362,317)	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	1,268,054	1,562,700	(294,646)	Issues with Mears not invoicing works against individual budget codes
	Voids	749,690	848,000	(98,310)	Issues with Mears not invoicing works against individual budget codes
	Major Works	-	55,500	(55,500)	Mears miscoding of works to responsive repairs
	Stairlift Maintenance	-	33,500	(33,500)	
	Rechargeable Works	(76,908)	-	(76,908)	Recharges to tenants for works outside repairs policy
Repairs - General	Transfer To Repairs Fund	368,868	337,080	31,788	Additional costs due to Investment and Repairs service options review
	Misc. (Non Specific)	11,184	76,500	(65,316)	Budget for unforeseen expenditure and demand led
	Planned Maintenance	364,002	450,000	(85,998)	£85,000 relates to a scheme at the high-rise delayed pending the outcome of the structural report.

Significant variances identified resulting in the increase in net under-spend of £249k

Cost Centre	Account Code	Year To Date Position Variance	Period 11 Predicted Outturn	Change In Predicted Outturn P11 To P13	Comment
H R A Summary	Item 8 Debit	(97,640)	-	(97,644.08)	Reduction in interest payable

Capital Programme Monitoring

GENERAL FUND	Budget £000	Predicted Outturn £000	Variance £000	Reprofile £000	Outturn £000	Comments
Director of Technology & Corporate Programmes						
Replacement It Technology	62	21	(41)	41	62	To be utilised on replacement technology and budget requested to be re-profiled to 2016/17
EDRMS (Electronic Document Records Management System)	63	-	(63)	63	63	EDRM project to be re-commenced following server upgrades in 2016/17
Gazetteer Development	24	12	(12)	12	24	Contract has now been awarded for Data Manipulation Tool, and project has commenced, with remaining budget required to be re-profiled to 2016/17
Directorate Total	149	33	(116)	116	149	
Director of Transformation & Corporate Performance						
Digital/Self-Service	20	22	2	-	22	Additional cost of computer equipment
HR / Payroll System	5	4	(1)	1	5	Budget for one day consultancy to be c/f to 2016/17
Directorate Total	25	26	1	1	27	
Director of Communities, Planning & Partnerships						

GENERAL FUND	Budget £000	Predicted Outturn £000	Variance £000	Reprofile £000	Outturn £000	Comments
Assembly Rooms Development	200	20	(180)	180	200	Project successful in funding bids and moving forward with tenders currently out for Project Management; Structural Engineers; Archaeology and Architects however, unlikely to be in a position to appoint till 2016/17 so will need to reprofile significant budgets to 2016/17
Castle Mercian Trail	350	-	(350)	69	69	HLF have requested further information and revisions to the bid have been made and resubmitted. Spend was expected to be limited to development phase only in 2015/16 estimated at £69k but this will now need to be reprofiled into 2016/17. The 2016/17 Capital Programme includes additional budgets for the delivery phase as a new scheme.
Gateways	327	195	(132)	132	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 - works to start in 2016/17 so will need to reprofile remaining budgets.
Directorate Total	877	215	(662)	381	596	
Director of Housing & Health						
Private Sector Coalfields Fund	122	2	(120)	120	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.

GENERAL FUND	Budget £000	Predicted Outturn £000	Variance £000	Reprofile £000	Outturn £000	Comments
Directorate Total	122	2	(120)	120	122	
Director of Assets & Environment						
Disabled Facilities Grant	471	291	(180)	180	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 22 Cctv Camera Renewals	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.
Streetscene Service Delivery Enhancements	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 Section 106	54	12	(42)	42	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	6	(52)	52	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.

GENERAL FUND	Budget £000	Predicted Outturn £000	Variance £000	Reprofile £000	Outturn £000	Comments
Public Open Space Section 106	123	24	(99)	99	123	Project group established - list of works currently be considered, however likely that some works will need to be reprofiled into 2016/17.
Agile Working Phase 2	326	16	(310)	310	326	Contingency budgets released by Cabinet Jan 2016. Works currently out to tender with a closing date of 25/03/16 so will not be in a position to spend in 2015/16 - will need to be reprofiled to 2016/17. Minor spend in year on furniture to enable DQS to progress.
mx Track	7	-	(7)	-	-	Balance of external funding will be held for future works.
Directorate Total	1,089	355	(734)	727	1,082	
Contingency						
Gf Contingency	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 the 2016/17 Capital Programme.
Cont-Return On Investment	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 the 2016/17 Capital Programme.

GENERAL FUND	Budget £000	Predicted Outturn £000	Variance £000	Reprofile £000	Outturn £000	Comments
GF Contingency Plant and Equipment	1,000	-	(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. No spend expected so any underspend in 2015/16 will be reprofiled to the 2016/17 Capital Programme.
Private Sector Improvement Grants (Coalfields Funding)	130	-	(130)	100	100	£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	1,340	-	(1,340)	1,310	1,310	
GENERAL FUND TOTAL	3,602	631	(2,971)	2,655	3,286	

HOUSING REVENUE ACCOUNT	Budget £000	Predicted Outturn £000	Variance £000	Reprofile £000	Outturn £000	Comments
Director of Housing & Health						
Gas Cent Heating Upgrade & Ren 2012	711	589	(122)	122	711	Morrison reporting limited capacity to fully complete programme - likely to need to reprofile £120k in to 2016/17
Gas Heating Belgrave	205	160	(45)	-	160	Morrison reporting high level of refusals for fuel swop - likely to be underspent





HOUSING REVENUE ACCOUNT	Budget £000	Predicted Outturn £000	Variance £000	Reprofile £000	Outturn £000	Comments
Carbon Monoxide Detectors	89	55	(34)	-	55	Predict £40k underspend due to number of properties that already have CO detector fitted when surveyed.
Tinkers Green Project	1,314	590	(724)	762	1,352	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.
Perria Estate Project	717	84	(633)	646	730	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.
Regeneration General	2,956	9	(2,947)	2,947	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	748	(52)	-	748	All properties purchased however 2 properties still need works finishing. Insufficient budget available to buy any further properties
Directorate Total	6,792	2,235	(4,557)	4,477	6,712	
Director of Assets & Environment						
Structural Works	231	238	7	-	238	Works completed with small overspend

HOUSING REVENUE ACCOUNT	Budget £000	Predicted Outturn £000	Variance £000	Reprofile £000	Outturn £000	Comments
Bathroom Renewals 2012	798	792	(6)	-	792	All identified works have been completed with a minor underspend against budget.
Kitchen Renewals 2012	947	944	(3)	-	944	All identified works have been completed with a minor underspend against budget.
High Rise Lift Renewals 2012	713	-	(713)	712	712	All works have been deferred pending the outcome of a structural survey which was received in February 2016. The survey results suggested no significant defects which mean that planned investment can now continue but due to timing of the report will mean that it will not be practical to commence until 2016/17. Budgets will therefore need to be reprofiled into 206/17
Fire Upgrades To Flats 2012	453	-	(453)	453	453	All works have been deferred pending the outcome of a structural survey which was received in February 2016. The survey results suggested no significant defects which mean that planned investment can now continue but due to timing of the report will mean that it will not be practical to commence until 2016/17. Budgets will therefore need to be reprofiled into 206/17
Sheltered Schemes	250	15	(235)	235	250	Schemes being identified by Housing, to follow on from Cabinet report.
Thomas Hardy Court Heating Replacement	24	28	4	-	28	Works completed
Energy Efficiency Improvements	50	-	(50)	50	50	ERDF funding withdrawn - new scheme being prepared with Housing Solutions but will not be ready to deliver in current financial year.

HOUSING REVENUE ACCOUNT	Budget £000	Predicted Outturn £000	Variance £000	Reprofile £000	Outturn £000	Comments
Glenfield and Oakendale Heating System Replacements	400	105	(295)	95	200	New scheme created by August Cabinet - replacement system required during routine gas inspections. Glenfield scheme now complete and indications re costs for Oakendale substantially lower than originally thought. Budget for reprofiling represents expenditure on Oakendale scheme.
Roofing High-Rise 2012	43	-	(43)	43	43	All works have been deferred pending the outcome of a structural survey which was received in February 2016. The survey results suggested no significant defects which mean that planned investment can now continue but due to timing of the report will mean that it will not be practical to commence until 2016/17. Budgets will therefore need to be reprofiled into 206/17
Roofing Overhaul & Renewal 2012	153	145	(8)	-	145	All identified works complete with minor underspend.
Fencing/Boundary Walls 2012	30	14	(16)	-	14	All works identified by the repairs team has been completed.
Window & Door Renewals 2012	292	289	(3)	-	289	All identified works complete with minor underspend.
High Rise Balconies	585	8	(577)	577	585	All works have been deferred pending the outcome of a structural survey which was received in February 2016. The survey results suggested no significant defects which mean that planned investment can now continue but due to timing of the report will mean that it will not be practical to commence until 2016/17. Budgets will therefore need to be reprofiled into 206/17

HOUSING REVENUE ACCOUNT	Budget £000	Predicted Outturn £000	Variance £000	Reprofile £000	Outturn £000	Comments
External and Environmental Works	292	237	(55)	55	292	Sufficient work to take up full budget but unlikely to be completed before year end - need to reprofile into 2016/17.
Disabled Adaptations	353	307	(46)	46	353	All identified works have been completed; funds are to be held back for an ongoing case that is with the LGO; commitment has been given to retain funds..
Capital Salaries 2012	166	149	(17)	-	149	Costs and provisional outturn based on latest estimates of staffing costs
Cdm Fees 2012	10	10	-	-	10	Changes in CDM regulations have resulted in reduced costs; no further costs expected in 15/16.
HRA Agile Working	-	-	-	-	-	-
Directorate Total	5,790	3,281	(2,509)	2,266	5,547	
HRA Contingency						
HRA Contingency	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	-	-	-	-	-	Report to Cabinet on 14/01/16 released funding for stage 2 of Agile Working Project new scheme CP284
Directorate Total	100	-	(100)	100	100	
HOUSING REVENUE ACCOUNT TOTAL	12,682	5,516	(7,166)	6,843	12,359	



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	External funding has been completed. Outlying planning permission granted; an application for the public realm was received in April 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 is 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 were appointed to support the bidding process. The appointment of a developer has been rescheduled to June 2016.	
	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	<p>The work on the Broad Meadow site culminated in Local Nature Reserve designation in April 2015.</p> <p>At the end of quarter four the recycling rate was 48.8%. The fall in recycling was anticipated following the cessation of waste food collection.</p> <p>Town Wall: Designation process now completed. Awaiting sealing in order to finally designate the site as a Local Nature Reserve.</p>	
	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	The new scheme was implemented in 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	2015 - 63 workplace incidents/reports 2014 - 62 workplace incidents/reports	
	Air Quality Improved		
	All Licensing applications processed in a timely fashion, with any appeals dealt with in a professional manner	Diffusions tubes submitted to laboratory; currently awaiting analysis. Once this is received the annual report will be compiled.	
	All planned food and health and safety inspections completed	All licensing applications dealt with.	
	Statutory nuisance investigations/actions completed within acceptable timescales	All food and health and safety inspections have been completed. 98% of statutory nuisance investigations/actions completed within 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 completed in line with the agreed timetable	Executive Board (additional) meetings timetabled	All the milestones were achieved to timescale throughout the year.	
	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 DCLG (Revenue Estimates / Budget Requirement / capital estimates			
Corporate Change Programme		Continued development of Customer Relationship Management (CRM) System This project is currently being realigned into the wider Delivering Quality Services project and continues to run to	

Corporate Project/Programme	Milestone/Measure of Success	Latest Update	Status
		<p>target. See updates in 2016 - 2020 Corporate Plan for progress against the Delivering Quality Services project.</p> <p><u>Corporate roll out of Electronic Document and Records Management (EDRM)</u></p> <p>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. Subject to the storage implementation being completed by July 2016, the project will be relaunched in September 2016 with a 12-18 month timescale. Dates to be confirmed on relaunch.</p> <p><u>Delivery of services digitally by default (i.e. via website, email and telephone)</u></p> <p>Contract awarded for refurbishment of sixth floor. Revenues & Benefits staff have moved to Customer Services to carry out demand capture. Housing Services has been put back to commence in September 2016 and the project plan has been amended accordingly.</p> <p><u>Implementation of corporate telephony</u></p> <p>One porting event remains which, when complete, will result in all services being covered. Integration with Lagan CRM is still to be done. Currently awaiting confirmation of final porting date. Following that training will be required to be completed before project sign off.</p> <p><u>Implementation of corporate virtual desktop environment</u></p> <p>All 340 thin clients have now been installed.</p>	
Deliver customer services that	Establish position re: Customer Insight	Work against the milestones is complete.	






Corporate Project/Programme	Milestone/Measure of Success	Latest Update	Status
offer the customer value for money, accessible, digital by default and designed to meet customer needs	Devise action plan to support customer services strategy	With regard to the delivery of the CRM Project, the actions for 2015/16 are complete and this now forms part of the 'Delivering Quality Services in Tamworth' project.	
	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	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	Following approval of stage two of the Agile Working Project by Cabinet in January 2016, the tender to complete the work has been awarded and work is scheduled to commence in May 2016.	
	Delivery of Performance & Corporate Relations Service Review as per the plan		
	Stage Two of the Agile Working Project approved by Cabinet		
Local Election 2015		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	In year % collection of Debtors - Target 95%	Debtors At the end of quarter 4, the collection rate was 98.3% compared to the target of 97% - ahead of target by 1.3%. An outstanding performance for the year – exceeding the outturn for last year and the targets set for this year. Debts over 6 months old are £93k - compared to target of £85k by year end	
	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
retention.		<p>Council Tax At the end of quarter 4, the collection rate was 97.9% against a target of 97.5% - ahead of target by 0.4%. An outstanding performance for the year – exceeding the outturn for last year and the targets set for this year Court costs income is ahead of target by £32k at £277k Arrears for 2014/15 slightly behind target at 49.3% compared to target of 53% - work has commenced on further approaches to realise more Council Tax revenue including recycling/debts and pro-active recovery work</p> <p>NNDR At the end of quarter 4, the collection rate was 98.9% against a target of 98.5% - ahead of target by 0.4%. An outstanding performance for the year – exceeding the outturn for last year and the targets set for this year Court costs income of £8k is below target of £10k Arrears for 2014/15 are ahead target at 52.7% compared to target of 40%</p>	
Parliamentary Election 2015		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	Spending maintained within approved budget and without significant underspends – target range of up to 5% underspend	Monthly bank reconciliation completed on average within 12 days (General Account) for 2015/16 and on average within 5 days (Payments Account) for 2015/16.	
	Bank Reconciliation completed within 10days (Payments Account) / 15 days (General Account) of period end	Monthly financial ledger (efinancials) closed down on average within 1 day for 2015/16.	
	Ledgers closed down within 5 working days of period end	Quarter four financial healthcheck reported to CMT on 16th May 2016 and then Cabinet on 16th June 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 DCLG (Revenue Out-turn / Capital Out-turn / WGA return		
	Approval by Audit & Governance Committee by statutory deadline		

Corporate Project/Programme	Milestone/Measure of Success	Latest Update	Status
	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

Page 35

Action Status	
	Cancelled
	Overdue
	Check Progress
	In Progress
	Completed

2015/16 Key Service Performance Indicators – End of year

Assets & Environment

Performance Indicator	2014/15	2015/16	Status	Short Trend	Annual Target 2015/16
	Value	Value			
Monitor the local air quality in Tamworth, taking any necessary action as dictated by the results	Yes	Yes			Yes
Deliver 100% of the Housing Capital Programme	100%	100%			100%

Community Leisure

Performance Indicator	2014/15	2015/16	Status	Short Trend	Annual Target 2015/16
	Value	Value			
Overall Satisfaction rated good/excellent - Assembly Rooms	99%	96%			96%
Visitor Numbers (Outdoor Events)	102,275	73,149			74,000
Total Number of visits/usages - Tamworth Castle	42,114	41,625			42,114
Trip Advisor Rating - Tamworth Castle	4.5	4.5			4.5

Community Safety

Performance Indicator	2014/15	2015/16	Status	Short Trend	Annual Target 2015/16
	Value	Value			
Burglary Dwelling	207	103 (Oct 2015)			205
Incidents of Anti-Social Behaviour	2,049	1,575 (Oct 2015)			2,031
Serious Violence	49	32 (Oct 2015)			48
Less Serious Violence	555	399			558

Performance Indicator	2014/15	2015/16	Status	Short Trend	Annual Target 2015/16
	Value	Value			
		(Oct 2015)			
Serious Acquisitive Crime	557	296 (Oct 2015)			540
Violence with injury	604	428 (Oct 2015)			604

Development Control

Performance Indicator	2014/15	2015/16	Status	Short Trend	Annual Target 2015/16
	Value	Value			
Processing of planning applications: Major applications (Tamworth)	58.25%	47.25%			60.00%
Processing of planning applications: Minor applications (Tamworth)	80.20%	87.92%			65.00%
Processing of planning applications: Other applications (Tamworth)	95.79%	96.53%			80.00%

Economic Development








Performance Indicator	2014/15	2015/16	Status	Short Trend	Annual Target 2015/16
	Value	Value			
Percentage of working age population claiming out of work benefits	0.7%	0.8%			1.5%
Percentage of total rateable value of commercial floorspace that is unoccupied	4.71%	5.64% (Q3 2015/16)			8.25%
Percentage change in rateable value of commercial buildings	0.4%	-0.64% (Q3 2015/16)			1%

Environmental Health & Regulatory Services





Performance Indicator	2014/15	2015/16	Status	Short Trend	Annual Target 2015/16
	Value	Value			
The number of food businesses that are 0 and 2 star rated	53	46			
The percentage of planned interventions undertaken	100%	100%			100%

Performance Indicator	2014/15	2015/16			Annual Target
	Value	Value	Status	Short Trend	2015/16
Satisfaction of business with local authority regulation services (Tamworth)	90%	85%			80%






Environmental Management

Performance Indicator	2014/15	2015/16			Annual Target
	Value	Value	Status	Short Trend	2015/16
Percentage of fly tipping reported in Tamworth compared to the average reported in Staffordshire	9.4%	9.51%			10%
Percentage of reported fly tipping in Tamworth that is investigated.	100%	100%			100%
Percentage of Tamworth streets that are above the required national cleansing standard	97.78%	92.98%			90%
Percentage of all wards that are patrolled by a Community Warden Service	100%	100%			100%

Partnerships Support & Development

Performance Indicator	2014/15	2015/16			Annual Target
	Value	Value	Status	Short Trend	2015/16
20 new jobs created in existing organisations per annum directly attributable to interventions under the Contract (BDS – Infrastructure Support for business and third sector)	17	81			20
10 first-time business start ups over two years with information broken down by sector and level of support provided (BDS – Infrastructure Support for business and third sector)	4	5			6













Planning and Regeneration

Performance Indicator	2014/15	2015/16			Annual Target
	Value	Value	Status	Short Trend	2015/16
The occupancy levels of Town Centre retail outlets	N/A	90%			91%
Net additional homes provided (Tamworth)	61	66			170
Number of affordable homes delivered (gross) (Tamworth)	42	18			34







Waste Management

Performance Indicator	2014/15	2015/16			Annual Target
	Value	Value	Status	Short Trend	2015/16
Percentage of household waste sent for reuse, recycling and composting (Tamworth)	51.80%	48.80%			52.00%

Corporate Finance

Performance Indicator	2014/15	2015/16	Status	Short Trend	Annual Target 2015/16
	Value	Value			
Percentage of Invoices paid within 30 days	96.28%	98.28%			97.00%
Percentage of Invoices paid within 10 days	83.42%	86.92%			85%
Achievement of an unqualified audit opinion on the financial statements	Yes				Yes
Spending maintained within approved budget and without significant underspends	-16.81%	-18.33%			-5%
Number of material final account audit adjustments	0	TBA			0
Ledgers closed down within 5 working days of period end	1.08	1.08			3
Bank Reconciliation completed within 10 days (Payments Account)	5	5			10
Bank Reconciliation completed within 15 days (General Account) of period end	14.75	12.67			15

Revenues Services

Performance Indicator	2014/15	2015/16	Status	Short Trend	Annual Target 2015/16
	Value	Value			
Percentage of Non-domestic Rates Collected	98.70%	98.90%			98.50%
Percentage of Council Tax collected	97.70%	97.90%			97.50%
Debtors current year collection	98%	98.3%			97%

Housing and Health

Community Development

Performance Indicator	2014/15	2015/16	Status	Short Trend	Annual Target 2015/16
	Value	Value			
The number of partners delivering services in response to agreed issues - Amington	32	27			27
The number of partners delivering services in response to agreed issues - Belgrave	31	31			30
The number of partners delivering services in response to agreed issues- Glascote	30	32			30
The number of partners delivering services in response to agreed issues - Stonydelph	32	31			30







Housing Empty Property Management

Performance Indicator	2014/15	2015/16	Status	Short Trend	Annual Target 2015/16
	Value	Value			
Average number of days taken to re-let local authority housing (Standard Empty Homes)	16.33	14.17			16

Housing Maintenance

Performance Indicator	2014/15	2015/16	Status	Short Trend	Annual Target 2015/16
	Value	Value			
Percentage of properties with a valid Gas Safety Certificate	99.66%	99.99%			100%
Percentage of all responsive repairs completed within target	98.02%	97.92%			97%
Percentage of appointments kept as a percentage of appointments made	98.06%	95.99%			96%
Percentage of responsive repairs completed on the first visit to the tenants home (glazing and external doors not included)	90.45%	90.13%			80%

Housing Rent Income Management









Performance Indicator	2014/15	2015/16	Status	Short Trend	Annual Target 2015/16
	Value	Value			
Current tenants arrears as a percentage of the annual debit (excluding h/b adjustments)	1.96%	1.82%			1.9%
Number of closed resolved anti-social behaviour cases	840%	1057%			
Number of closed unresolved anti-social behaviour cases	37	18			

Legal & Democratic Services





















Children & Families Safeguarding

Performance Indicator	2014/15	2015/16	Status	Short Trend
	Value	Value		
The number of reported concerns - Children	29	26		
The number of reported concerns - Adults	40	47		

Solicitor and Monitoring Officer

Performance Indicator	2014/15	2015/16	Status	Short Trend
	Value	Value		
Number of Standard Searches carried out	1,410	1,454		
The number of exempt items presented to meetings	36	35		
Percentage of Household Enquiry Forms returned	N/A	99%		
Percentage of Individual Elector Registration Forms returned	N/A	93.34%		
The number of Ombudsman complaints received	10	TBA		
The number of Ombudsman decisions made	7	TBA		

Technology & Corporate Programmes

Performance Indicator	2014/15 Value	2015/16 Value	Status	Short Trend	Annual Target 2015/16
Percentage of incidents fixed by ICT	90.34%	91.88% (Jan 2016)			70%
Incidents Responded within SLA	92.95%	93.29% (Jan 2016)			90%
Incidents Resolved within SLA	97.06%	96.29% (Jan 2016)			90%
ICT Backups	89.96%	88.15%			100%
Service Availability	99.28%	99.89%			99%
Freedom of Information Requests Responded To Within legislative timescales	95.95%	96.42%			100%
Support Desk - Percentage of calls answered within 15 seconds	90.51%	92.08%			92%
Support Desk - Percentage of calls abandoned	3.59%	1.74%			3%
Service Desk - Outstanding Incidents	132	75 (Jan 2016)			
LLPG Quality	5	5			5

Transformation & Corporate Performance

Customer Services

Performance Indicator	2014/15	2015/16	Status	Short Trend	Annual Target 2015/16
	Value	Value			
The number of face to face enquiries	28,855	9,937 (Q2 2015/16)			
The number of telephone calls into the Customer Services Centre	23,495	15,991 (Q3 2015/16)			
The number of self-serve processes available for customers		6 Q2 2015/16)			

Health and Safety

Performance Indicator	2014/15	2015/16	Status	Short Trend	Annual Target 2015/16
	Value	Value			
Number of accidents to employees reported	34	26			
Number of accidents to non-employees reported	13	6			
Number of HSE notifications/interactions	4	5			
Number of violent/threatening incidents	12	3			

Human Resources

Performance Indicator	2014/15	2015/16	Status	Short Trend	Annual Target 2015/16
	Value	Value			
Working Days Lost Due to Sickness Absence	8.64	9.29			8.50

Payroll

Performance Indicator	2014/15	2015/16	Status	Short Trend	Annual Target 2015/16
	Value	Value			
The number of payroll errors	30	2			

Transformation and Corporate Performance

Performance Indicator	2014/15	2015/16	Status	Short Trend	Annual Target 2015/16
	Value	Value			
The number of hits on the website	1,133,618	1,039,803			
Average time spent on the website	3.37	2.87			

Page 45
Key to symbols




PI Status		Performance compared 2015/16 to 2014/15	
	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






Page 46

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.	27-Apr-2016	4	2	8	
Reputation	Damage to Reputation	27-Apr-2016	2	2	4	
Governance & Regulatory Failure	Failure to achieve adequate Governance Standards and statutory responsibilities	27-Apr-2016	2	2	4	
Partnership Working and Supply Chain Challenges	Failure in partnership working, shared services or supply chain	27-Apr-2016	2	2	4	
Emergency & Crisis Response Threats	Failure to manage an external or internal emergency/disaster situation	27-Apr-2016	2	2	4	
Economic Changes	Failure to plan and adapt services to economic changes within the community	27-Apr-2016	3	1	3	
Information Management & Information Technology	Failure to secure and manage data and IT infrastructure	27-Apr-2016	3	2	6	
Loss of Community Cohesion	Failure to achieve community cohesion	27-Apr-2016	3	3	9	
Workforce Planning Challenges	Failure to manage workforce planning challenges	27-Apr-2016	2	2	4	
Health & Safety	Failure to manage Health & Safety	27-Apr-2016	3	2	6	
Corporate Change	Failure to manage corporate change	27-Apr-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	27-Apr-2016	3	3	9	
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	27-Apr-2016	4	2	8	
Elections	Parliamentary & Local Elections 2016	27-Apr-2016	2	2	4	

Key to symbols

Risk Status	
	High
	Medium
	Low

