

Part 1 Performance Health check

1. Corporate Consultation update

Citizens Panel

The January 2012 survey has just been published and the results will be available at the end of February. The next citizen's panel survey will be April 2012.

The panel is being recruited to and, utilising the recently procured customer insight data, a mailing list of households from underrepresented demographics has been produced. These will be contacted to gauge interest in their involvement.

Tamworth Listens

Tamworth Listens is currently focusing on community safety. A survey has been launched to find out what community safety issues residents have and focus groups will be held to collect qualitative data. A live blog will also be held so residents can talk to us about any issues they may have.

Customer Insight

The customer insight data has been used to profile the 4 locality working areas, identify residents to recruit to the citizen's panel and identify residents who are receptive to contact via mobile phones and internet.

Assembly Rooms consultation

Consultation is being undertaken to support the Heritage Lottery Fund bid. A survey is being made available to the public and focus groups will be held with staff and users of the Assembly Rooms.

Dog Control Orders

The proposed Dog Control Orders is being consulted on to find out what the public think of the various options. This is available as an online survey.

2. Corporate Communications update

During this period 95 press releases were issued, resulting in 378 pieces of press coverage.

Media highlights included the State of Tamworth debate, the annual fireworks event, John Lewis at Home opened and a free insulation scheme was announced. News was also announced that the borough council was likely to get its Icelandic Bank investments back, following test cases.

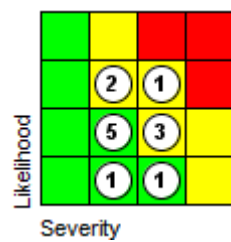
The Mercian Regiment also did a march through the town, attracting thousands of people. We made photo-videos of this which attracted more than 500 views. The fireworks event was also videoed.

The Tamworth Borough Council website remains ranked second in Google searches for Tamworth, averaging around 19,000 unique users a month.

3. Corporate Risks

The Corporate Risk Register has been reviewed and updated by Corporate Management Team.

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

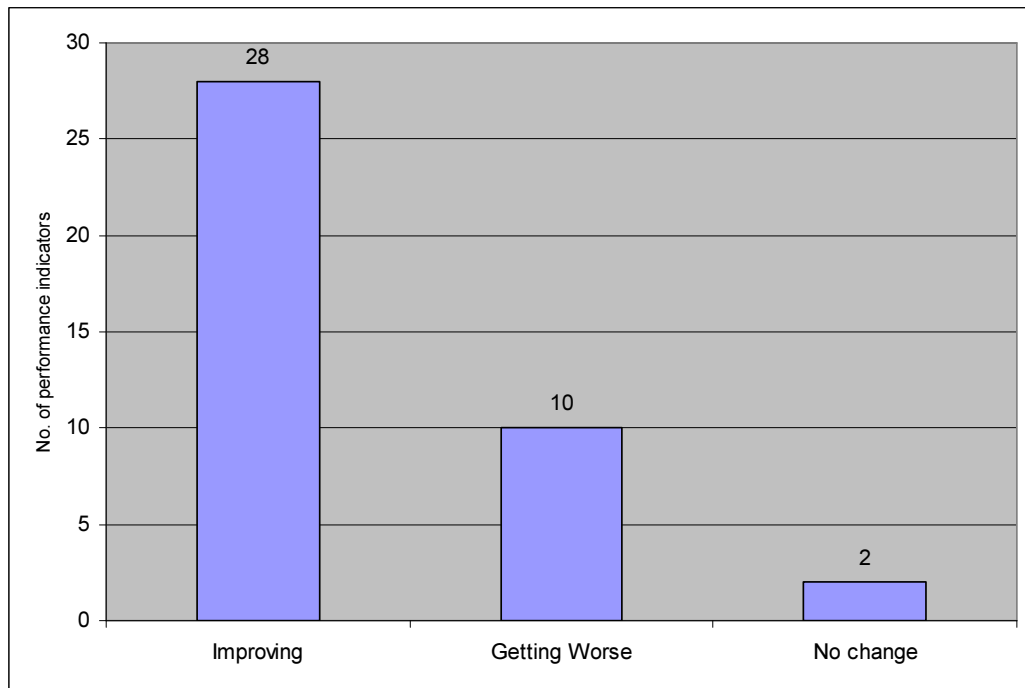


4. Corporate Plan Scorecard of Performance Indicators

The charts below show the numbers of performance indicators and whether they are improving, getting worse or have stayed the same. Those indicators where historical data is not yet available are not included in this analysis as no comparison against previous performance can be made. More detail on the individual indicators that make up this analysis can be found at pages 7 to 20.

To Aspire and Prosper in Tamworth –

To create and sustain a thriving local economy and make Tamworth a more aspirational and competitive place to do business

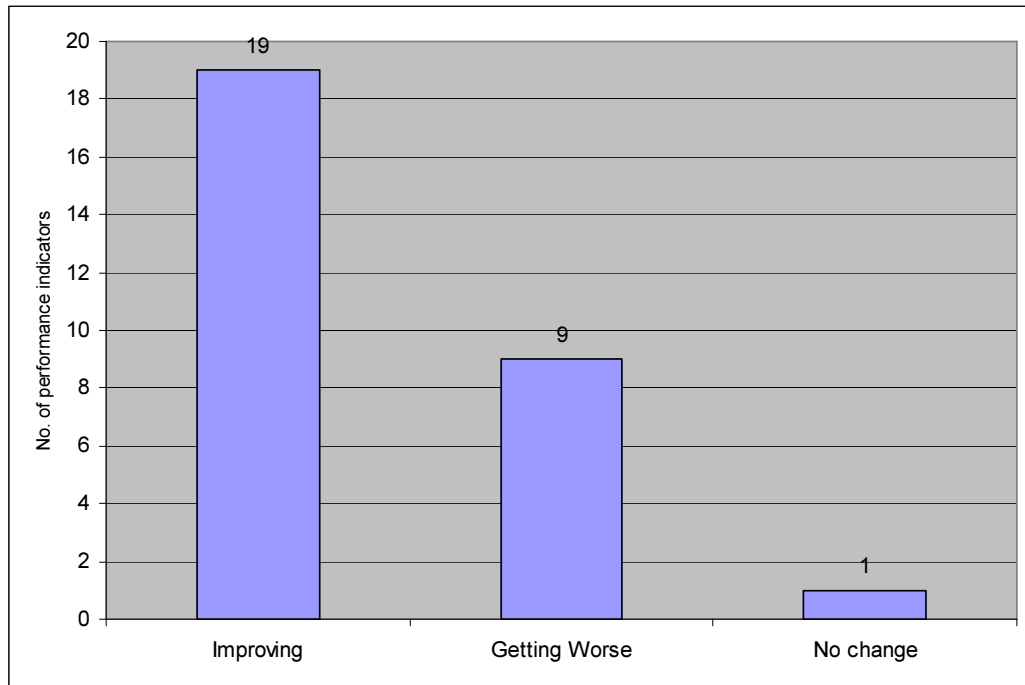


Positive activities in this priority area have been;

- New John Lewis at Home, B&Q, Maplin and Next Home stores opened,
- The fourth free fireworks display held in Castle Grounds attracted 20,000 visitors,
- Creation of the Work Club at the Arch in Stonydelph,
- The annual Tamworth Christmas lights switch on attracted more than 6,000 people to the town centre,
- Free car parking at the Jolly Sailor car park in the two weeks before Christmas and the Christmas market with more than 100 stalls to choose from,
- It was announced that Tamworth will host the Olympic Torch as part of its UK relay in June 2012,
- International travel website, Trip Advisor, revealed new figures which show that Tamworth is the fourth fastest growing European destination in 2011,
- The town's market has undergone a revamp and seen the number of new traders increase by 58 since its transfer to new operators,
- Commencement of work on the Town Centre Supplementary Planning Document,
- Officer attendance at meetings with head teachers to influence the County to develop a vision for education in Tamworth.

To be healthier and safer in Tamworth -

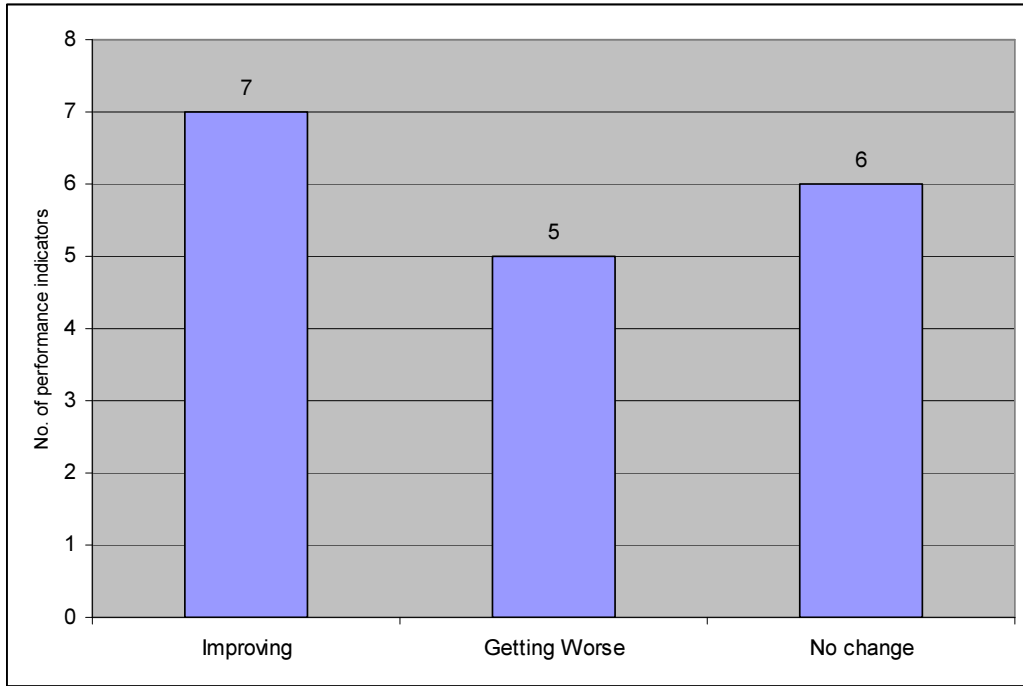
To create a safe environment in which local people can reach their full potential and live longer, healthier lives



Positive activities in this priority area have been;

- Community event held at Kerria Youth Centre where advice was available on healthy lifestyles, fire safety, education, training and crime prevention,
- Operation Safer Nights Plus saw more than 50 staff from organisations such as police, fire service, domestic abuse groups, sexual health teams and Tamworth Borough Council patrol the streets of Tamworth for one night in December,
- A Christmas crime prevention event in the town centre attracted hundreds of people through the doors to pick up vital safety advice and information,
- Tamworth Community Safety Partnership launched a new domestic abuse campaign,
- The success of the HEAT scheme continues, this financial year 1687 properties have benefited from cavity wall or loft insulation,
- 33 empty private sector homes have been brought back into use as a result of Council interventions,
- Relet times for council dwellings continues to be low (11 days in December 2011),
- Locality Forums now in place in Amington and Glascote,
- The Tamworth Strategic Partnership approved nine task and finish groups to focus partnership plans, capacity and resources on tackling the priority issues for Tamworth.

Approachable, Accountable and Visible



Positive activities in this priority area have been;





- “Tamworth Listens” culminating in the State of Tamworth debate,
- Work on the Support Services review continued,
- The continuation of the Transforming Tamworth programme,
- Project outcomes for the agile working programme were established,
- Working with Staffordshire Connects, a specification for a new customer relationship management system is being developed.

**To Aspire and Prosper in Tamworth:
To create and sustain a thriving local economy and make Tamworth a more aspirational and competitive place to do business**

















1a. Raise the aspiration and attainment levels of young people

Performance Indicator	Last Update	Current Value	Frequency of collection	Performance improving or declining		Performance against target (where target is known)
Achievement of 5 or more A*- C grades at GCSE or equivalent including English and Maths	2011/12	49.8%	Years	↑	Improving	✓
Achievement of a Level 3 qualification by the age of 19	2009/10	47.7%	Years	↑	Improving	✓
Key stage 2 - Percentage of pupils attaining English & Maths level 4 & above	2010/11	80%	Years	↑	Improving	📈
Percentage of 18 -24 year olds in receipt of Job Seekers Allowance	December 2011	8.8%	Months	↓	Getting Worse	📈
16 to 18 year olds who are not in education, employment or training (NEET) - Belgrave	August 2011	13.9%	Months	↓	Getting Worse	?
16 to 18 year olds who are not in education, employment or training (NEET) - Glascote	August 2011	17.3%	Months	↓	Getting Worse	?
16 to 18 year olds who are not in education, employment or training (NEET) - Amington	August 2011	10.8%	Months	↓	Getting Worse	?
16 to 18 year olds who are not in education, employment or training (NEET) - Spital	August 2011	12.6%	Months	↓	Getting Worse	?







1b. Create opportunities for business growth through developing and using skills and talent

Performance Indicator	Last Update	Current Value	Frequency of collection	Performance improving or declining		Performance against target (where target is known)
Percentage of working age population with NVQ2+	2010/11	62.2%	Years	↑	Improving	
Percentage of working age population with no qualifications	2010/11	16%	Years	↑	Improving	
Percentage of working age population with NVQ3+	2010/11	37%	Years	↑	Improving	
Percentage of working age population with NVQ4+	2010/11	17.2%	Years	↑	Improving	

1c. Promote private sector growth and create quality employment locally

Performance Indicator	Last Update	Current Value	Frequency of collection	Performance improving or declining		Performance against target (where target is known)
Percentage of working age population claiming Job Seekers Allowance	Q3 2011/12	3.5%	Quarters		No Change	
Overall Employment rate (working-age) (Tamworth)	Q1 2011/12	58.8%	Quarters		Improving	
New business registration rate per 10,000 resident population aged 16 and above (Tamworth)	2010/11	28.3	Years		Getting Worse	
Worklessness level	Q1 2011/12	14.4%	Quarters		Improving	
Unfilled jobcentre vacancies	December 2011	335	Months		Improving	
Total number of jobs	2009/10	30,000	Years		Getting Worse	
Job Density	2009/10	0.6	Years		Getting Worse	
Median gross weekly earnings for employees working in the area	2011/12	£439.60	Years		Improving	

1d. Brand and market “Tamworth” as a great place to “live life to the full”

Performance Indicator	Last Update	Current Value	Frequency of collection	Performance improving or declining		Performance against target (where target is known)
The footfall for Town Centre	H1 2011/12	5,940	Half Years	↑	Improving	
The occupancy levels of Town Centre retail outlets	Q3 2011/12	92%	Quarters	▬	No Change	
Overall/general satisfaction with local area (Tamworth)	2012/13	85.9%	Years	↑	Improving	
Tamworth Information Centre Interactions	Q3 2011/12	7,178	Quarters	↓	Getting Worse	
Trader attendance at Tamworth Market - Tuesdays	H1 2011/12	75	Half Years	↑	Improving	
Trader attendance at Tamworth Market - Saturdays	H1 2011/12	56	Half Years	↑	Improving	





1e. Create the physical and technological infrastructure necessary to support the achievement of this primary outcome

Performance Indicator	Last Update	Current Value	Frequency of collection	Performance improving or declining		Performance against target (where target is known)
Net additional homes provided (Tamworth)	Q3 2011/12	56	Quarters	↓	Getting Worse	🛑
Processing of planning applications: Major applications (Tamworth)	Q3 2011/12	85.71%	Quarters	↑	Improving	✅
Processing of planning applications: Minor applications (Tamworth)	Q3 2011/12	95.23%	Quarters	↑	Improving	✅
Processing of planning applications: Other applications (Tamworth)	Q3 2011/12	93.22%	Quarters	↑	Improving	✅
Percentage of residents satisfied with the authorities parks and open spaces	2011/12	76.2%	Years	↑	Improving	✅
Satisfaction with cleanliness of streets	2011/12	53.9%	Years	↑	Improving	✅
Satisfaction of business with local authority regulation services (Tamworth)	2010/11	84%	Years	↑	Improving	✅
Percentage of household waste sent for reuse, recycling and composting (Tamworth)	Q3 2011/12	51.40%	Quarters	↑	Improving	✅
Increase in the number of local sites where active conservation management has been or is being implemented from 5 in 2009/10 to 8 by 2013	2010/11	7	Years	↑	Improving	✅
Improved street and environmental cleanliness - Litter	November 2011	4%	Months	↑	Improving	✅
Improved street and environmental cleanliness - Detritus	November 2011	8%	Months	↑	Improving	✅
Improved street and environmental cleanliness - Graffiti	November 2011	3%	Months	↑	Improving	✅
Satisfaction with household waste collection	2011/12	82.3%	Years	↑	Improving	📈
The number of enforcement actions for flytipping in the month	August 2011	10	Months	↑	Improving	📈







Performance Indicator	Last Update	Current Value	Frequency of collection	Performance improving or declining		Performance against target (where target is known)
Improved street and environmental cleanliness - Dog Fouling	November 2011	3%	Months		TBA	

To be healthier and safer in Tamworth Borough Council
To create a safe environment in which local people can reach their full potential and live longer, healthier lives






2a. Address the causes of poor health in children and young people

Performance Indicator	Last Update	Current Value	Frequency of collection	Performance improving or declining		Performance against target (where target is known)
Proportion of children in poverty	2009/10	17.6%	Years	↑	Improving	
Infant Mortality per 1,000	2008/09	7.13	Years	↓	Getting Worse	
Childhood Obesity Rates (yr6)	2009/10	16.3%	Years	↓	Getting Worse	
Physically active children	2009/10	61.2%	Years	↑	Improving	






2b. Improve the health and well being of older people by supporting them to live active, independent lives

Performance Indicator	Last Update	Current Value	Frequency of collection	Performance improving or declining		Performance against target (where target is known)
Adult participation in sport and active recreation (Tamworth)	2011/12	19.4%	Years	↑	Improving	
Male life expectancy	2008/09	78.6	Years	↑	Improving	
Female life expectancy	2008/09	82.1	Years	↑	Improving	
Premature mortality rate per 100,000 population aged under 75	2007/08	299	Years	?	TBA	
Obese - adults	2007/08	30.7%	Years	↑	Improving	
The percentage of physically active adults	2009/10	9.7%	Years	↑	Improving	







2c. Reduce the harm and wider consequences of alcohol abuse on individuals, families and society

Performance Indicator	Last Update	Current Value	Frequency of collection	Performance improving or declining		Performance against target (where target is known)
Increasing and higher risk drinking	2008/09	27.7%	Years	↓	Getting Worse	
Estimated problem drug users	2008/09	409	Years	↓	Getting Worse	
Percentage of Adults Smoking	2008/09	25.9%	Years	↓	Getting Worse	
Alcohol attributable mortality per 100,000 population - Males	2009/10	45	Years	↓	Getting Worse	
Alcohol attributable mortality per 100,000 population - Females	2009/10	12	Years	↑	Improving	











2d. Implement 'Total Place' solutions to tackling crime and ASB in designated localities

Performance Indicator	Last Update	Current Value	Frequency of collection	Performance improving or declining		Performance against target (where target is known)
Incidents of Anti-Social Behaviour	December 2011	1,769	Months	↑	Improving	
Perceptions of anti-social behaviour (Tamworth)	2012/13	30.1%	Years	↑	Improving	
Percentage of people who feel that the council and police are dealing with local concerns about anti-social behaviour and crime issues	2012/13	58.5%	Years	↑	Improving	
Percentage of people feeling safe after dark (on line place survey)	2011/12	63.9%	Years	↑	Improving	
Percentage of people feeling safe during the day (on line place survey)	2011/12	92.9%	Years	↑	Improving	
Percentage of people who felt fearful of being a victim of crime in the last 12 months	H2 2011/12	9%	Half Years	↓	Getting Worse	

2e. Develop innovative early interventions to tackle youth crime and ASB





Performance Indicator	Last Update	Current Value	Frequency of collection	Performance improving or declining		Performance against target (where target is known)
First time entrants to the Youth Justice System aged 10-17 per 100,000 10 - 17 population	2010/11	51	Years		Getting Worse	
Percentage of arrests of people aged between 10 and 17 years old	2009/10	20%	Years		TBA	
Young offenders receiving a community resolution order	2009/10	41	Years		TBA	

2f. Create an integrated approach to protecting those most vulnerable in our local communities

Performance Indicator	Last Update	Current Value	Frequency of collection	Performance improving or declining		Performance against target (where target is known)
Number of homelessness cases prevented as a result of casework	December 2011	338	Months	↑	Improving	
% non-decent council homes (Tamworth)	2010/11	.0%	Years	▬	No Change	
Disabled Facilities Adaptations completed	Q3 2011/12	142	Quarters	↑	Improving	
The number of referrals made by Tamworth HEAT	December 2011	1,556	Months	↑	Improving	
The number of empty homes brought back into use each year	Q3 2011/12	33	Quarters	↑	Improving	
Meet and maintain licensing programme for Houses in Multiple Occupation (HMO's)	2010/11	100%	Years	?	TBA	
Average number of days taken to re-let local authority housing (Standard Empty Homes)	December 2011	11	Months	↑	Improving	
Local authority tenants' satisfaction with landlord services	2010/11	75.20%	Years	↑	Improving	
Where possible, 30% of all new homes delivered will be affordable	2010/11	53%	Years	?	TBA	
The number of Council properties adapted to meet the needs of disabled people	2010/11	74	Years	↓	Getting Worse	

Approachable, Accountable and Visible

Performance Indicator	Last Update	Current Value	Frequency of collection	Performance improving or declining		Performance against target (where target is known)
Percentage of calls answered within 20 seconds - Corporately	Q3 2011/12	91.5%	Quarters	↑	Improving	🛑
Freedom of Information Requests Responded To Within legislative timescales	October 2011	95.83%	Months	↑	Improving	⚠️
Achievement of upper quartile performance for Non-Domestic Rate collection	2010/11	98.4%	Years	↑	Improving	⚠️
Increase the number of eligible voters	Q3 2011/12	58,369	Quarters	↓	Getting Worse	⚠️
Increase voter turnout	2011/12	36.78%	Years	↓	Getting Worse	⚠️
Spending maintained within approved budget and without significant underspends	November 2011	1.37%	Months	↑	Improving	✅
Maintain accreditation against ISO20000	2010/11	Yes	Years	▬	No Change	✅
Maintain accreditation against ISO27001	2010/11	Yes	Years	▬	No Change	✅
Draft Statement of Accounts to be prepared by 30th June each year	2010/11	Yes	Years	▬	No Change	✅
Achievement of upper quartile performance for Council Tax collection	2010/11	98%	Years	↓	Getting Worse	✅
To have satisfactory arrangements to secure economy, efficiency and effectiveness in our use of resources	2010/11	Yes	Years	▬	No Change	✅
Achievement of an unqualified audit opinion on the financial statements	2010/11	Yes	Years	▬	No Change	✅
Budget, Council Tax and Rent set by 11th March each year	2010/11	Yes	Years	▬	No Change	✅
Visiting Marmion House - Resolution at first point of contact	Q3 2011/12	97.5%	Quarters	↓	Getting Worse	✅

Performance Indicator	Last Update	Current Value	Frequency of collection	Performance improving or declining		Performance against target (where target is known)
Percentage of people who feel they can influence decisions in their locality (Tamworth)	2012/13	47.2%	Years	↑	Improving	
Usage of the "Tell us" scheme	December 2011	22	Months	↓	Getting Worse	
Increase the percentage of residents year on year who express satisfaction with council services (on line place survey)	2011/12	76.1%	Years	↑	Improving	
The percentage of canvas forms returned	2011/12	95.6%	Years	↑	Improving	

6. Directorate Updates

Assistant Chief Executives

Support Services Review

The first stage of the Review has now been completed with a total of £85k being identified as year on year savings.

The second stage of the process has seen an external consultant commissioned to conduct a survey to compare Tamworth Borough Council's support services to that of other organisations, including those from within the private sector, and also to ascertain the potential for sharing services.

In addition, long term 'uncosted' options were identified which will now need to be further developed to ensure feasibility.

Separately, an internal review of the way we deliver our legal services is currently being scoped.

Agile Working

Over the last 12 months Tamworth Borough Council has identified a number of key drivers for change namely, improvement of service, cost reduction, increased effectiveness and efficiency. The Transforming Tamworth project has introduced a new lean systems thinking approach to the way we review our processes and transform our services.

The next stage of our organisational development will see a Corporate Change Programme taking these concepts into other services. One of the key mechanisms for delivering those objectives will be realised through a re-alignment of property that supports organisations strategies and revenue generation. The cost of accommodation has become a significant burden and as such, Tamworth Borough Council is reviewing and seeking ways in which it can reduce that burden or indeed increase its effectiveness by looking to accommodate partners within Marmion House.

Together with Tamworth Borough Council's commitment to its workforce, this review has encouraged the development of flexible working. However, a step change is required to take this 'flexibility' forward so that a truly agile working age is created. The project outcomes for the Agile Working Programme are summarised below:

1. An increase in work life balance,
2. Working space is used more efficiently,
3. Excess space within Marmion House is vacated so that it can be relet, resulting in an increase in revenue for the General Fund,
4. Improve the working environment for staff,
5. New technology embraced (e.g. virtual meetings),
6. Employment costs minimised,
7. Absence minimised,
8. Productivity increased through better use of employees time,
9. Tamworth Borough Council seen as an "employer of choice"

Tensor

The newly implemented time recording system is now almost fully operational throughout the Council.

The system allows managers access to better information regarding time and attendance for their teams.

WM Jobs Portal

This on line recruitment system is used throughout the West Midlands by a number of local authorities and enables candidates full on line access to application forms, job descriptions etc. Candidate can also now book their own interview time. In addition, on line testing and management information is now much more accessible and cost effective.

New Customer Relationship Management (CRM) System

A significant amount of time this period has been spent with Staffordshire connects developing a specification for a new CRM. Tenders are currently out for prospective suppliers to complete.

Housing and Health

The Council's Housing and Health strategy has been approved by Cabinet and was launched with partners on 16th November 2011. This strategy will direct housing activity across all tenures within the borough and, with good housing being a contributory factor to good health, will link to health outcomes. This development of the Strategy has attracted attention at a regional and national level.

The Local Investment Plan (LIP) has now been approved by Cabinet and work is underway with registered providers to implement the plan. This is a key document for informing the Homes and Communities Agency (HCA) about our investment needs around housing and affordable housing. The LIP will now need to become more focused on identified development sites in Tamworth following further guidance from the HCA. This local focus is highlighted in the Tamworth Local Delivery Plan which has now been agreed with the HCA.

A number of garages and garage sites have been identified as potentially suitable for re-development. Cabinet have approved, in principal, the decision to dispose of 26 sites for the purpose of developing affordable housing subject to further feasibility assessments. The Council has commenced consultation with current tenants of affected garages and commenced community consultation in late November. Cabinet have approved an investment strategy for the residual garage stock which is being implemented.

Landlord Services continue to support locality working by targeting specific projects in Belgrave, Glascote, Stonydelph and Amington. These include estate walkabouts, financial initiatives with the credit union to promote sensible borrowing, litter picks and environmental improvements.

Council Housing Finance Reform provides a significant opportunity to invest in services. Cabinet have approved key principles around housing renewal and regeneration as key ambitions for future investment spending and priorities. The Council's Housing Revenue Account Business Plan has been drafted and will be the subject of consultation at a tenant's conference on the 26th January 2012.

Anti-social behaviour policies and procedures were developed with the aim of meeting the respect standard and achieving independent accreditation in 2012. This will ensure landlord services support the co-located team at the police station. The Landlord Services team are working closely with other agencies at the Community Safety Hub and have full involvement in joint briefings and joint operations to tackle anti social behaviour and reduce crime.

The Council is working with new partners to further develop the HEAT scheme and its approach to affordable warmth. The Council is currently working successfully with partners regarding the installation of free cavity wall and loft insulation for local residents. To date, more than 1,600 households in Tamworth have benefited from this scheme.

The approach to empty properties in the private sector continues to be developed and refined in line with best practice. This has resulted in 33 empty properties being brought back into use during the current financial year. A new Empty Homes Policy and Financial Assistance package has been submitted to Cabinet. Additionally, the Council is working with the HCA, registered provider partners, the County Council and other key partners to submit an innovative bid for government funding to deal with empty homes in the borough.

The Tamworth Homelessness Prevention Programme is being further developed to incorporate health professionals and community groups, in addition to local schools and youth clubs, in order to encourage a genuinely preventative approach to homelessness. Additional resources have recently been acquired that will provide opportunities to further expand this approach to homelessness prevention. This approach will be integrated into a review of the Council's Homelessness Strategy and linked to other prevention activity and any new policy initiatives relating to homelessness.

Work continued on private sector housing standards involving licensing of houses in multiple occupation. The team have also been involved in high profile prosecutions.

Landlord services continue to improve service delivery on core housing functions maximising income to the council and improving the quality of life of customers. Examples include:-

- Reducing void turnaround from 28 days (outturn 2009/10) to 21 days (outturn 2010/11). The current months performance (December 2011) is 11 days, the lowest in the last three years
- Reducing the overall arrears to 1.5% of arrears as a percentage of the gross rent debit and collecting 100.25% of the overall rental income. The performance for December 2011 is 3.31% and 98.27%.
- Improving repairs satisfaction by completing repairs right first time and increasing appointments

The Council has achieved accreditation against the Centre Sheltered Housing Studies by meeting key service outcomes against the quality assessment framework. This award is made against a comprehensive set of criteria and is confirmation of the high standard of services provided to Sheltered Housing tenants. As a consequence of this, efficiency savings have been made to avoid reduction in front line services following county wide cuts.

Tenants have been consulted on a new tenancy agreement and, following comprehensive feedback from members and tenants, this is due to come into force on 16 January 2012. This strengthens tenant's roles and responsibilities in their neighbourhood to promote healthier and safer communities.

A draft annual report to tenants has been completed and is now published on the web. Improvements in overall satisfaction with landlord services is up from 65% to 75% and 93% of sheltered housing tenants are happy with the overall landlord service. Publication of the report is a requirement of the Tenant Services Authority and documents the challenges going forward.

Independent assessment of the Allocations Policy by inspectors concluded that this could be rated as good and satisfaction with the finding a home service is up to 88%.

Approval of a new repairs policy will see a handyperson service introduced in 2012, continuing to meet the decent homes standard. This has included a health impact assessment to show how this contributes to improving the health and well-being of tenants.

New contractors have been appointed to carry out the Council's repair and investment services and gas services and repairs.

Landlord Services were recently commended by the fire service for the efficient response to new fire regulatory guidance in high rise buildings and are investing £100k in the town centre blocks to meet the very latest safety standards.

Launch of the local offers and full review of service standards in April 2011 linked to an improved co-regulatory and democratic framework. The existing equalities plan is being broadened into a health and inequalities action plan to ensure that outcomes are tailored specifically to peoples needs.

The success of the Private Sector Housing Enforcement Team in prosecuting failing landlords has generated positive publicity from peers across Staffordshire and the interest of the BBC for inclusion on a forthcoming local news documentary.

A new debt advice service has been procured to include court desk provision and the service with Citizens Advice Bureau started on 1st October. Meanwhile, work continues on the procurement of a suitable contractor for the Sanctuary Scheme with Lichfield District Council.

Assets and Environment

Waste Management

The joint waste collection service continues to run efficiently and has maintained the slight increase in recycling rates compared to the previous year. This corresponds directly with data confirming more residents are requesting a larger recycling bin. The weight per household of residual waste collected continues to reduce slightly from the same period as last year, which is encouraging and means less waste is directly sent to landfill.

Streetscene

Streetscene continue the daily routine of maintaining the borough in a tidy condition. To help in monitoring of the local environmental quality, dog fouling is now a measured indicator which will be used as an evidence base to inform future anti-dog fouling campaigns and also in the consultation process for proposed dog control orders. It is pleasing to note that the litter, detritus and graffiti indicators have all improved on the previous tranche measured.

The Friends of Wigginton Park have completed their input to the management plan for the park, and both Wigginton Park and Dosthill Local Nature Reserve have been entered for the Green Flag award.

Work is underway with the volunteers at Town Wall to designate Tamworth's sixth Local Nature Reserve later in the year.

The maintenance teams are well into winter maintenance works and are currently undertaking vital remedial works in preparation for the forthcoming arrival of the Olympic Torch, In Bloom and the Queens Diamond Jubilee celebrations.

A provisional agreement with Staffordshire County Council has been reached to recycle all street sweepings (about 900 tonnes per annum) which will further divert waste from landfill sites and will also slightly increase the organic recycling rate for the authority.

Town Centre Market

LSD Promotions presented a very positive six month review of the market from April 2011 when they undertook full management and operation. New stalls and lights have been introduced, the number of traders has increased and a new Friday market on St Edithas Square is proposed from April 2012.

Civil Parking Enforcement

The civil parking contractor continues to operate within agreed deployed hours and the contract is on course to meet operating predictions. The schools safety awareness scheme, Ziggy and Zaggy, has continued to be rolled out across the Borough and a Parking Tool Kit has been provided to the Tamworth Community Safety Partnership to highlight issues to residents around irresponsible parking which may not be enforceable by officers.

Street Wardens

A review of the service is underway with customer surveys completed by the wardens to inform any future enhancements to the service. The wardens continue to work closely within the Anti Social Behaviour hub at the Police Station and have participated in several "Operation Take Home" events, where under age drinkers are targeted and "Safer Nights" operations with the police and other agencies.

CCTV

Upgrades to cameras have been undertaken in the town centre with new dome cameras installed from existing capital budgets. The Information, Communication and Technology service has completed a full database incident log operated via a touch screen computer which allows quick and easy update of logged incidents for CCTV staff and a full log of out of hours calls for the Council. The database can be accessed by partners at the police station and is available via a mobile tablet for updating as required at morning briefings.

Environmental Enforcement

This quarter has seen a successful prosecution and magistrate fine for dog fouling of £640. Two further prosecutions are pending due to non-payment of a fixed penalty. All fly tipping incidents are now checked for evidence and appropriate action taken.

Food Safety

The team continues to ensure that public safety is maintained. All the high-premises that required an inspection were visited, no formal enforcement activity has been needed and the number of broadly compliant premises continues to increase in the borough. New businesses continue to be supported and are receiving a visit within 28 days of contact to ensure compliance.

Health & Safety

Following the Løfstedt review of Health and Safety, responses are now configured to deal only with accidents and high risk area and complaints. This eases the regulatory burden on businesses presenting a low level of risk. Premises continue to receive advice on request but are not visited as part of a routine programme.

Air Quality

Permits are being processed in a timely manner. This will ensure that the risks to health from hazards in the environment are controlled and reduced where practicable.

Licensing

Licenses continue to be processed in a timely manner, two licensing act applications went to a hearing, and these were granted by committee. For the taxi service, two drivers were before committee and had licenses granted.

Infectious Disease

The team were involved with a regional outbreak of gastro-intestinal disease and still managed to complete their programmed work.

Repairs and Investment Project

Procurement of the new repairs, investment and gas contracts for the five years starting April 2012 has now been completed. The mandatory standstill period has passed and implementation meetings have commenced with both contractors. The repairs and Investment contract has been awarded to Mears with the Gas Contract going to Morrison Facilities Services. The contracts are worth approximately £56million over the next 5 years.

Shared Use of Assets

A large proportion of the previously vacated fifth floor is now occupied by Staffordshire County Council's social services team. The wider shared assets project with Staffordshire County Council supported by Mouchel Consulting is ongoing, having identified several opportunities across all districts within Staffordshire, centring on the expanded use of Marmion House in Tamworth.

Business Support

The now integrated Business Support unit continues to provide core services as required by the directorate. This includes processing all requests for services for Environmental Health and Neighbourhood Services received into the unit via telephone, email and post and the provision of technical administrative support to all services within the Assets and Environment teams. Training on the quick quote procurement process has now been undertaken so that a trial can be started. Initial discussions have determined that the trial will concentrate on using the quick quote process for all consumables required by Streetscene in 2012/13. All staff have completed web training and updating of the web is ongoing with the most recent addition being the Dog Control Order consultation. This ensures residents have easy access to information.

Communities, Planning and Partnership

Community Safety

This quarter has seen continued significant reductions in violence offences and incidents of anti social behaviour but serious acquisitive crime continues to be a challenge. The increase this quarter was more in relation to vehicle crime, specifically the theft of motor vehicles. Research has highlighted that a significant number of vehicle thefts are two wheeled. This crime type is also impacting on our anti social behaviour complaints relating to off road motor cycles and moped. Partners are currently compiling problem profiles which will also include deliberate fires as the targeted locations around the cycle path routes in the locality areas are also suffering from conifer and bin fires. A multi agency action plan will then be developed to tackle the issues.

The Partnership has been part of four “Safer Night Plus” operations in December in the lead up to the festive season. In addition to the high visibility of police, PCSO and special officers, street wardens and CCTV were actively involved. Additional activities from partners included a drug detecting dog patrolling the streets and entering and checking in licensed premises, use of drug detecting equipment in specific venues, taxi marshals, advice from members of the sexual health team. The Fire and Rescue Service also gave a demonstration of removing a casualty from a car involved in a collision.

The Partnership held a successful event in an empty shop premises on a day in November. Several hundred people visited a range of partners including the police, trading standards, TownSafe, domestic abuse, neighbourhood watch and, for the first time at one of our events, some local magistrates who added another dimension to the event.

Community Development

The review of Locality Working was presented to Cabinet on November 2nd, and was well received with strong support from Cabinet for all of its recommendations. Response to this review will have an impact on activity of the team over the next year and is included within our business plan.

The Community Development Manager has worked closely with colleagues in Housing to develop a process to strengthen internal relations and these two teams are working well together to develop further joint working in 2012/13.

A Locality Forum is now in place in Amington and Glascote with all Community Development Officers tasked with establishing a forum in each area by March. A community planning consultation for Amington is complete and the Community Development team is working with Housing to support further consultation as part of feasibility studies in Kerria and Tinkers Green.

A successful move of the Belgrave community hub to the new fire station has been completed, with a new tenant in place for the Exley site. Following this move, the Community Development Officer has started to attract a range of providers to the site and relations with FARS are good. Discussion about potential premises sharing in Amington and the future of community hubs will be a focus of work over the next year since present funding will not sustain separate buildings and other partners, such as Staffordshire County Council, also have underused premises.

Activity in all four localities continues to grow steadily, given the various issues with partners around resource, capacity and flexible working. A brochure highlighting examples of locality

working activity and videos aimed at providing details of engagement in locality working have been produced. The Community Development Manager is involved in exploring opportunities to develop joint action with a range of partners around worklessness and family support in localities.

Strategic Planning and Development

The Core Strategy, along with the accompanying Sustainability Appraisal Report, is being finalised for publication in early 2012 and key pieces of evidence have been produced or refreshed to ensure policies are based on robust evidence. The Annual Monitoring Report for 2010 was produced and submitted to government in accordance with legislative requirements. The Local Development Scheme, the council's programme for producing the Local Development Framework, has been updated to receive Cabinet approval to publish. In addition, work has commenced on the Town Centre Supplementary Planning Document with the intention of publishing a draft consultation version in late spring 2012. The work to assess the viability of Anker Valley is nearing completion and discussions with neighbouring authorities have progressed well and will help us to fulfil our 'duty to cooperate' in relation to delivering the borough's future growth requirements.

The development control team determined 87 planning applications in the third quarter, which was a slight decrease on the previous quarters when 93 applications were processed in each quarter. In the corresponding quarter in 2010 some 116 applications were determined. Lower application numbers has enabled speed at which decisions are made to increase.

Decisions were made on seven major applications with 86% of the decisions being made within 13 weeks which is an increase on the previous quarter and exceeds the national target of 60%. A further 22 applications falling within the minor category were determined with 95% being determined within eight weeks, again an increase on the previous quarter against a target of 65%. Other applications accounted for 59 decisions with 93%, again an increase on the last quarter, being determined within eight weeks against a national target of 80%. The trend indicates an improvement in performance for all application types, with a high level of customer care and timely decisions being made at a time when resources are being reduced. Through the voluntary redundancy arrangements the size of the team was reduced from 6.5 full time equivalents to 5 full time equivalents during the last two quarters

During the third quarter, 90% of all decisions made were delegated, with the remainder being determined at Planning Committee. This is consistent with the previous quarter. Consideration is being given as to how the role of the Planning Committee can be improved so that member /officer time can be used in the most effective and efficient manner. This includes the avoidance of reports to the Planning Committee for minor matters and revisions to arrangements for public speaking.

The cultural transition to Development Management continues to be implemented to ensure the delivery of the place shaping vision for the community as set out in the development plan and the sustainable community strategy and is line with the emerging LEP planning charter requirements.

The Development Control team continue to work with the Planning Advisory Service and CIPFA to prepare for the introduction of locally set planning fees that are expected to be introduced in the next financial year.

The enforcement officer continues to investigate complaints relating to unauthorised developments and will take formal action, where appropriate, to protect the amenities of

residents, or the natural and built environment. The number of complaints investigated during the third quarter was approximately 30.

The Economic Development team continue to actively support and facilitate the Business and Economic Partnership (BEP). Following the publication of the Economic Strategy, the BEP has appointed champions from its board for each of the five Themes of the strategy. Champions are currently drawing up delivery plans for each of the Themes. The Board is also currently actively seeking new business representation.

The team has provided the lead in developing the business case for the incorporation of Think Local 4 Business, producing the business plan, coordinating the procurement of legal advice and documentation and communicating with the local authority partners. Cabinet approval is being sought by all local authorities, with the eventual incorporation anticipated to take place on 1st April. Funding support for the development of TL4B has also been secured through the GBS LEP (£10K).

The team has continued to work through the Local Enterprise Partnerships to articulate the needs of the Tamworth economy and secure opportunities for funding and support. In particular, we have worked alongside Local Enterprise Partnership partners to secure European Regional Development Fund funding to provide further business support services, including a business development project to provide consultancy and funding to growing businesses and an enterprise scheme to assist people looking to start new businesses. In addition, the team has supported the Tamworth Strategic Partnership in procuring a local service to assist Tamworth businesses in accessing any business support services that are available in the wake of the closure of Business Link West Midlands.

Opportunities to hold high profile events to support businesses and individuals in the jobs and skills arena have been secured, including a Jobs Fair, planned for the spring, and an Apprenticeships Event for businesses, planned for 13th March. In addition, the team is now working alongside the Chamber of Commerce to deliver a high profile Business Awards Programme, which will culminate in a gala awards evening at Drayton Manor in late May.

The service has led on the Gateway project and a Landscape Architect has been recruited to prepare schemes for the improvement of two key linkages to the town centre. The Service continues to promote the Gungate development site and have been investigating options to kick start this development. The Service has submitted seven bids to the Greater Birmingham Solihull Local Enterprise Partnership and SSLEP growing places fund to providing finance to bring forward stalled developments.

Community Leisure/Sports Development

The Leisure team has continued to work well with partners and local businesses. An agreement with Dave Owens cycles will see a junior skate park being established in the activity centre for younger children on a shared income basis. A community table tennis club has also been established at the Activity Centre. The department's two apprentices completed their two year course and left with their full qualifications to NVQ level three. One has been successful in obtaining employment in the leisure industry. The department has re recruited and the new apprentices have started and are working towards their NVQ status.

In conjunction with the Primary Care Trust, we have now established Phase Four Cardiac support at the Castle grounds gym and extended the opening hours of general referrals to cope with demand including evening sessions.

The Play and Positive Activities group has been reviewed to ensure it connects better within the health agenda. The group is now known as Tamworth Activity Partnership giving a clear message of its purpose. A health Task group under the Tamworth Strategic Partnership has been established and is due to commence and plans continue to be put in place for 2012 and the Olympics. The department has relocated Tamworth Canoe club giving them a base within the activity centre thus helping them to develop their club and allow greater access for the community. A new archery club is being created utilising Sportivate county funds and 2012 sports grants. The half term activities were delivered via mobile leisure.

The Council continues to work with the Golf Course operators who are reporting reductions in income.

Arts and Events

The Arts and events team is pushing forward with a series of service changes to ensure it continues to evolve and meet service user needs. The new box office system and website is set to go live in the next two months with large amounts of the development work now complete. The team have pulled together initial plans for the re-development of the Assembly Rooms site improving the facilities and opening up the building for a range of services.

90% of the arts development projects are fully subscribed. The Wall project created in collaboration with Fired Up Theatre has received nearly £18,000 of external funding. Work has already started on intergenerational projects across the town. Other projects include a school choir competition, community art projects, cultural diversity projects, summer reading challenge and the development of a new in house choir.

The outdoor events continue to grow with the Saxon festival a great success. Fireworks night attracted over 25,000 visitors and the Christmas lights switch on is now a more stable and well received event. Plans are well developed for 2012 which will prove to be a full year for the events programme.

Tamworth Assembly Rooms is diversifying its programme and developing a range of different shows. It has developed a strong relationship with the touring BBC shows, the only venue of our size on the touring route.

The team has now changed roles slightly to adjust to losing the marketing officer. In addition, a new part time post for a duty manager has been created, changing what was once a casual, to ensure more stability within the team.

Castle

The Castle achieved its second round bid to the Heritage Lottery Fund and was awarded £876,200 as part of a £1,161,719 project to improve learning opportunities and conservation at the Castle. The capital programme will commence in April 2012 and will last for six months and will also include some small period of closure to enable building work to be carried out. The Castle attracted phenomenal numbers of visitors during the Staffordshire Hoard exhibition during August and September. A total of 14,393 people visited during the 3 week period. The Castle made a unique contribution to the exhibition by the commissioning of a Saxon replica sword, helmet and shield. These were used extensively during the exhibition by our living history characters. The Castle also achieved, for the second time, the Sandford Award for Heritage education. Staff were praised for their delivery of school workshops and role play sessions, with the appraiser noting that they were some of the best that he had seen.

Children, young people and Safeguarding

There has been a slight decrease in the number of cases reported via the safeguarding procedures. However, a number of significant cases are still on going. The recent death of a vulnerable adult subject to multi agency safeguarding support will be reviewed locally once the current Police investigation has concluded. There is a possibility that this case will reviewed by the coroner or via a serious case review.

Training for Staff and Members is being established to refresh the level one training on safeguarding and explore issues around risk, vulnerability and domestic violence.

Officers have been attending meetings with the head teachers to influence the County to develop a vision for education in Tamworth. Local high schools are progressing discussions around Academy status. There is particular concern over the future of TORC.

Partnership Development and Voluntary Sector

The Tamworth Strategic Partnership approved nine task and finish groups at its meeting on 9th September. These task and finish groups are now established and at various stages. The Alcohol Task and finish project which acted as a pilot is completed and the findings and recommendations will go to the county steering group.

The Tamworth Strategic Partnership has enabled a scoring panel to score applications for two tenders, one supporting jobs and enterprise creation and one supporting healthy lifestyles. These services will commence in April 2012 if successful.

The Tamworth Strategic Partnership meeting incorporating the Responsible Authorities Group (under the Crime and Disorder Act 1998) received an update on the Community Safety Partnership and Strategic Assessment in November.

The new Partnership Guidance Policy database is now in operation and training on how to use this has been carried out. This is a far more efficient way of holding information on the Council's key partnerships. It is being presented to the county and other districts in February 2012.

The Council's contracts with the Community and Voluntary sector are being managed and the 12 month performance presentations to the Commissioning Board have taken place. The assessment of the monitoring reports shows delivery against the contracts is good with only minor issues to be addressed.

We are now reviewing current commissioning provision and beginning cycle two which will incorporate the Tamworth Strategic Partnership.

The Voluntary/Community Sector itself is reporting back tough times and the Council continue to support the sector with advice and guidance and through the small grants scheme.

Corporate Finance, Exchequer and Revenues

The main achievements for the Corporate Finance, Exchequer & Revenues service during the third quarter were:

- The preparation of the updated base budget forecasts for the five year period to 2016/17 for approval by Cabinet in November together with support for the associated discussions at the Budget Workshop in December,
- Financial support for the Housing Revenue Account self financing reform process including both inclusion in revised financial forecasts and assessment of the treasury management implications & actions arising,
- As part of the Council's financial management and reporting processes, preparation of monthly budget monitoring reports for Managers / Quarterly for Cabinet (Quarter 2 reported to Cabinet in November),
- Reported mid-year treasury performance for 2011/12 through the half year review report on the Treasury Management Strategy and Annual Investment Strategy to Cabinet in November & Council in December,
- Completion of claims and statutory returns including unqualified audit conclusion for the Housing Subsidy claim and National Non-domestic Rates Return,
- The assessment of the implications and response to key Government Consultation papers regarding the Localising of Support for Council Tax Benefit & Business Rates retention as included within the Local Government Finance Bill; Technical Reforms of Council Tax and Localism Bill/Act,
- Continued sound performance, with robust income collection given the economic climate - achieving collection rates for the third quarter, in line with target levels, of 87.2% for Council Tax and 90.4% for Sundry Debtors. A collection rate of 87% to date for Non-Domestic Rates is reported and the Council is working closely with local businesses to improve on this level. CIPFA Benchmarking shows that the cost of Council Tax collection in Tamworth is £4.55 per dwelling below the average. We are one of the most cost efficient authorities compared to our near neighbours. We have high collection rates and low costs.
- Supported & Engaged with the Support Services Options Appraisal review process to identify service improvements and potential savings over the medium term,
- Significant involvement in three major procurement projects under EU regulations – Housing Repairs and Investment Programme; CDM Coordinator; and Housing Gas Servicing, Maintenance and Heating Installations. Opportunities for significant savings against current contracts are expected.

Business Processes

The following activity was undertaken;

- Work commenced on a reciprocal disaster recovery arrangement with Walsall MBC,

- Achieved silver standard (95%) on the match rate between LLPG and NDR,
- A review of the Bromsgrove and Redditch service desk to identify areas where the service provision could be increased,
- New web and e-mail filter systems were developed,
- Preparation for a new disaster recovery solution,
- An IT security health check of our network,
- Work on an Academy release to support Revenues and Benefits.

Transforming Tamworth Update

- Commencement of project in Customer Services looking at options for post and identifying some savings,
- Commencement of the website project with the specification for a replacement website is being worked on,
- New E-Cins product being piloted at the Anti Social Behaviour Community Hub to improve information sharing and save resource time,
- Significant progress has been made with analysis of information collected through the Creditors project. The next stage is to look at how best to improve these processes,
- Business cases for dual screens and the roll-out of EDRMS in the Housing and Health directorate are being scrutinised.

FINANCIAL HEALTHCHECK REPORT – PERIOD 9, DECEMBER 2011

Executive Summary

This report summarises the main financial issues identified at the end of December 2011. Details relating to the summary, including directorate commentaries, can be obtained from Phil Thomas, Corporate Accountancy Extension 239.

Summary action sheets showing agreed action points to address issues raised are attached at **Appendix A**.

General Fund

Revenue

- The General Fund has a favourable variance against budget at period 9 of £438k.
- The projected full year position identifies a projected favourable variance against budget of £225k or 2.39% (£129k or 1.37% unfavourable reported at period 8).
- This projection has highlighted several budget areas for concern, detailed at **Appendix B** and within the Report, though we are three quarters of the way through the year and projections may change, ongoing investigations into these areas have been initiated to mitigate the levels of the deficits.
- A balance of £90k was held in the General Contingency Budget at the end of December 2011, of which £59k has been earmarked for a potential shortfall in Golf Course income and the remaining £31k offered up as it is unlikely to be required before year end.

Capital

- Capital expenditure incurred was £360k compared to a profiled budget of £1.040m.
- It is predicted that £883k will be spent by the year-end (£1.008m reported at period 8) compared to a full year budget of £1.893m (this includes re-profiled schemes from 2010/11 of £517k).
- A summary of Capital expenditure is shown at **Appendix D**.

Treasury Management

- At the end of December 2011 the Authority had £18.06m invested in the money markets (excluding the £4.64m classified as principal sums at risk invested in Icelandic Banks). The average rate of return on these investments is 1.35%. At this point it is anticipated that our investments will earn approximately £208k compared to the budgeted figure of £256k, an estimated shortfall of some £48k, this is as a result of the continuing low level of interest rates due to financial uncertainty in the markets.

- Borrowing by the Authority stood at £20.392m at the end of December 2011, all being long term loans from the Treasury's Public Works Loans Board (PWLB). The average rate payable on these borrowings equates to 6.62%. At this point it is projected that interest payments will be £1.347m compared to a budget of £1.731m, assuming that the £7.1m new borrowing requirement included within the base budget, for is not taken.
- 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 E**.

Balances

Balances on General Fund are projected to be in the region of £4.037m at the year-end from normal revenue operations (£3.683m projected at period 8) compared to £3.191m projected within the 2011/12 budget report.

There is also currently a balance unallocated of £256k within the Repairs and Renewals Fund.

Housing Revenue Account (HRA)

Revenue

- The HRA has a favourable variance against budget at Period 9 of £306k.
- The projected full year position identifies a favourable variance against budget of £373k (£301k favourable projected at period 8). Individual significant budget areas reflecting the variance are detailed at **Appendix B** and within the body of the report.

Capital

- Housing Capital expenditure of £3.636m has been incurred as at the end of Period 9 compared to a profiled budget of £3.405m.
- It is predicted that £4.450m will be spent by the year-end (£4.435m projected at period 8) compared to the full year budget of £4.450m (including £172k re-profiled from 2010/11).
- A summary of Capital expenditure is shown at **Appendix D**.

Balances

- Balances on the Housing Revenue Account are projected to be in the region of £4.781m at the year-end (£4.709m projected at period 8) compared to £4.268m projected within the 2011/12 budget report.

Balance Sheet Reporting

In order to improve the information provided regarding the financial standing of the Council as at the end of the period, **Appendix C** shows an extract of the Councils balance sheet. This includes movements in balances from the start of the year in areas such as Long Term Investments and Debtors, Current Assets and Liabilities, Long Term Liabilities and Financing and Earmarked Reserves held. At this stage the table is being developed as an improvement to the reporting process, and as such reflects a 'snapshot' at this point in time.

FINANCIAL HEALTHCHECK REPORT – PERIOD 9 DECEMBER 2011

This section of the report highlights the main issues identified, Corporate Management Team and Members are asked to note the contents of the report and agree action points to address the issues raised.

Issues Identified

The financial performance review has focussed on the following key areas, on which further work is being undertaken:

- Review of the actual activity to budget for the period;
- A projection of the actual activity to budget for the year;
- Identification of potential issues for action;
- This is the seventh monitoring report of the year and issues regarding budget profiles and previous year's accrual's, may distort the reported figures to some extent, though the majority of these issues will have been adjusted for manually.

General Fund – Revenue

- The position at the end of December 2011 shows a favourable situation of £438k underspend.
- The projected full year position identifies a favourable variance against budget of £225k. (£129k unfavourable projected at period 8).

Significant items currently identified relating to overspends/under achievement of income are,

- Outside Car Parks - £140k (£140k reported at period 8). Payment due to Henry Boot based on additional income at Spinning School Lane site.
- Land Charges - £90k (£100k reported at period 8). A £100k contingent liability has been established to reflect potential refunds re personal searches (subject to legal action). Reduced by income over budget of £10k.
- Tamworth Golf Course - £59k (£59k reported at period 8). The Council is supporting the service provision and working with the operator has agreed to a voluntary payment arrangement. The projection at this stage is a worse case scenario and a contingency budget has been set up to cover this.
- Public spaces - £45k (£45k reported at period 8). Employee costs (£7k) - now at full establishment likely to overspend due to inclusion of vacancy allowance in budget. Sponsored Roundabouts (£11k) - no income can be expected until the issue with Valuation Office regarding rates is resolved.
- Benefits Administration - £29k (£28k reported at period 8) Employee costs likely to overspend due to inclusion of vacancy allowance in budget.
- ICT - £9k (£19k reported at period 8). Employee costs (£24k) - likely to overspend due to inclusion of vacancy allowance in budget, communication (£10k) - payments for GCSX services which is an additional cost this year, software maintenance (£24k)

- predicted outturn based on prior year spend. Compensated by saving on hardware maintenance (£30k) and income from Bromsgrove District Council in excess of budget (£19k).

- Tourist Information Service - £36k (£20k reported at period 8). Employee costs - Additional hours worked re TIC relocation and training.
- TIC Shop Trading Account - £20k (nil predicted at period 8). Income re sale of stock and ticket sales commission below budget.
- Solicitor To The Council - £17k (£17k reported at period 8). Employee costs (£8k) - likely to overspend due to inclusion of vacancy allowance in budget, fees & charges (£17k) - shortfall in legal fees income received, compensated by saving of £8k due to cancellation of a subscription.
- CCTV - £13k (£19k reported at period 8). Employee costs - Long Term sickness being covered by overtime payments.
- TBC Lighting Maintenance - £12k (£17k reported at period 8). Higher than expected energy cost as a result of the new contract, combined with a higher level of urgent maintenance works.
- Castle Museum/Education/Events - £10k (£9k reported at period 8). Employee expenses - using casuals to cover part time vacancy (£11k), shortfall in income (£6k).
- Public Conveniences - £10k (£11k reported at period 8). Higher than expected payment for overtime to cover staff absences. Review of options being undertaken.
- Corporate Director Resources - £10k (£10k predicted at period 8). Salaries (£10k) overspend due to shortfall in budgetary funding ('vacancy allowance').

Significant items mitigating the financial impact of the above and contributing to the period position,

- Corporate Finance - £156k (£109k reported at period 8). Specific Contingency to offset shortfall in Income on Tamworth Golf Course (£59k) remaining £31k unlikely to be required. Vacancy Allowance offsetting salaries overspends reported due to shortfall in budgetary funding (£50k) and £16k received from Staffs CC as a result of actuarial strain adjustment.
- Treasury Management - £120k (£35k overspend reported at period 8). Net under spend mainly as a result of the decision to delay budgeted external borrowing resulting in lower external interest payments (£384k) Minimum Revenue Provision (£150k) anticipated receipt of Icelandic investments. Reduced by the sum chargeable to the HRA in respect of Item 8 dr (£350k). The continuing lower level of money market interest rates has also resulted in a projected shortfall in our investment income (£48k) by year end and interest payable to HRA (£15k).
- Environmental Health - £69k (£64k reported at period 8). Employee costs - 2 vacant posts - subject to service re-alignment. Further vacant post to be filled. One officer on maternity leave.

- Admin/Management Support - £60k (nil predicted at period 8). Salaries (£60k) under spend following review of senior management.
- Joint Waste Arrangements - £51k (£51k reported at period 8). There is a projected saving of £115k as it is anticipated that there will be no call on the cost centre's Contingency budget. However, there is an estimated increase in contract costs of £32k and a potential under-recovery on Common Services income due to changes in the recharge basis.
- General Fund Housing - £43k (£15k overspend reported at period 8) Mainly due to a reduced contribution to voluntary redundancy costs (£57k), vacant posts (£12k) offset by an overspend on temporary agency staff covering vacancies (£27k).
- Commercial Property Management - £31K (£28k reported at period 8). There is a saving on rates as only pay rates on long term void properties and very few are envisaged at this stage (£14k). Also over recovery of Rental Income, including successful rent review back dated to 2008 for 69 Caledonian (£18k).
- Marmion House - £37k (£19k reported at period 8). Mainly due to savings on Electricity costs (£17k), additional income due from renting out 5th floor not in budget (£16k) and a budget saving re Redundancy costs (£5k) as actual costs were charged into the previous year.
- Concessionary Fares - £17k (£17k reported at period 8). Payments to Operators - an accrual in respect of potential further claims relating to 2010-11 has now been cleared off, resulting in a saving in this year.
- Development Control - £24k (£24k reported at period 8). Employees' costs, savings due to maternity leave and a vacant post for 3 months (£15k) and Works in Default (£9k).
- Policy & Review - £16k (£16k reported at period 8). Employees' costs, saving offsetting salaries costs on PR & Consultation cost centre (£8k), Annual Review and Report saving (£5k) and Comprehensive Area Assessment not required (£3k).
- Dev. Plan Local & Strategic - £14k (£14k reported at period 8). Employees' costs, a post has been vacant for 6 weeks. New post holder is not in superannuation scheme, also budget allows for market supplement which no longer applies.
- Human Resources - £14k (£8k predicted at period 8). Salaries (£8k) under spend due to HR Advisor leaving to take redundancy earlier than originally planned, plus HR Assistant leaving to take up post at Depot. Provision of Occupational Health Services (£6k) largely demand led budget. Consultants' fees (£4k) to fund external work on policies/procedures to be requested to transfer to reserve. Contribution to Reserve (£4k).
- Taxi & Private Hire Vehicles - £12k (£12k reported at period 8) Employee costs - vacant post.
- Homelessness - £12k (£6k predicted at period 8). Homes for Homeless scheme under review.

- Licensing Act - £11k (£5k predicted at period 8). Over recovery on new applications, which is demand led.

General Fund – Capital

- The position at the end of December shows an under-spend to profiled budget of £679k, mainly due to slippage against original estimated profiles at this stage of the year.
- The projected full year position identifies a £1k variance against budget (nil estimated at period 8). However there is a projected requirement to re-profile £1.011m into 2012/13 (£861k projected at period 8) re;
 1. Castle (HLF) Scheme £687k - HLF Grant awarded mid June 2011 - major works will now be undertaken in the summer of 2012.
 2. Private Sector Coalfields Fund grants, £184k, as again projects are to be identified and undertaken over this and future years.
 3. Streetscene Tracking System, £30k, scheme delayed due to M3 migration go-live date being postponed.
 4. Designated New Cemetery Land. £20k, tender exercise in January.
 5. Waste Management & recycling Expansion, £10k, project being developed.
 6. Replacement PC's, Servers and Printers, £31k, to support Transforming Tamworth & Corporate Change projects.
 7. EDRMS (Electronic Document Records Management System), £3k, implementation postponed.
 8. IP/Telephone/ Network, £23k, to support Transforming Tamworth.
 9. Replacement ICT – Northgate M3, £8k, requirements to be reviewed as part of Transforming Tamworth & Corporate Change projects.
 10. Gazetteer development, £16k, Phase 2 of the migration not expected to be progressed until 2012-13.

Housing Revenue Account – Revenue

- The position at the end of December shows a favourable situation of £306k.
- The projected full year position identifies a favourable variance against budget of £373k (£301k projected at period 8).

Significant items currently identified relating to overspends/under achievement of income are,

- HRA Subsidy - £201k (£201k reported at period 8). Additional amount payable as a result of continuing low interest rates and the Authorities Capital Financing Requirement being increased by the capitalisation of Icelandic investments, which

has the effect of reducing the interest rate that is used to calculate the HRA's capital charge, which then reduces the amount claimable against Subsidy.

- Provision For Bad Debts - £80k (nil predicted at period 8). Provision based on current level of arrears.
- GF Discretionary Contribution - £57k (nil predicted at period 8). Reduced income from GF to offset HRA VR costs accounted for within GF Provision.
- Garage Rents - £48k (£48k reported at period 8). Rental income shortfall due to the continuing increase in voids. The use of garage sites is currently being reviewed.
- Estate Management - £14k (£3k predicted at period 8). Due to Salaries (£7k) overspend due to inclusion of vacancy allowance in budget. Payments for Temporary Staff (£13k) sickness/vacancy covered by temporary agency staff. Offset by an under spend on Anti Social Behaviour (£10k) as it is demand led.

Significant items mitigating the financial impact of the above and contributing to the predicted out-turn position,

- Item 8 DR Interest Charges - £350k (£350k reported at period 8). Reduction in the amount budgeted as a result of continuing low interest rates and the change in our Capital Financing Requirement mentioned above.
- Council House Rents - £138k (£140k reported at period 8). Projected outturn over recovery against budget partly due to a quicker turnaround of void properties reducing overall void levels.
- Compensation Payments - £106k nil predicted at period 8). Budget for VR not required as actual VR costs adjusted through GRF Discretionary Contribution.
- General Operations - £63k (£7k predicted at period 8). Stock Condition Survey (£21k) to be carried out in 2012/13. Proposed reserve subject to approval. Anti Social Behaviour (£10k) additional work to be done to gain accreditation. Software Maintenance & Improvements (£110k) ongoing upgrade to Orchard system. Proposed reserve subject to approval. Contribution to Reserves (£101k).
- General – Business Support - £33k (£4k predicted at period 8). Savings on Salaries (£15k) due to vacant posts, staff training (£15k) demand led and Corporate Director resources (£11k) recharge reduced to offset Reprographics charges. Reduced by payments for Temporary Staff (£10k) and Subscriptions – Management (£5k).
- Interest Internal Balances - £15k (£16k reported at period 8). Additional Interest received due to higher account balances.
- Tenant Participation - £12k (£15k reported at period 8). A major consultation is planned; changes in roles have meant that some projects have been put on hold.
- Housing Advice - £17k (£12k reported at period 8). Low demand for Sanctuary Scheme.
- Contract Procurement Costs - £11k (nil predicted at period 8). Legal Fees (£10k) procurement of repairs contract lower than expected.

Housing Revenue Account – Capital

- The position at the end of December shows a net over-spend to profiled budget of £231k, spread over a number of schemes.
- The projected outturn is showing full spend to budget at this stage (£15k under– spend estimated at period 8).

REF	ACTIVITY	OPTIONS	AGREED ACTION	ACTION BY / WHEN	PROGRESS
1	FINANCIAL ISSUES				
1.1	Budget Monitoring & Control		It will be expected that any Directorate overspends (budget v actuals) will be financed from within Directorates (including other proposals) and not from Corporate / General Balances unless prior approval has been authorised (CMT).	Directors, AD's & Budget Holders	Ongoing
1.2	<u>Forward Look:</u> – Medium Term Financial Strategy (MTFS)		Investigation into significant variances, to identify reasons for the changes and implement 'lessons learned' to reduce the risk of future occurrences.	Findings incorporated within Budget Review Groups provisional consideration for the impact on 2012/13 (onwards) financial planning.	BRG will be given report on out-turn situation for consideration and implications for the MTFS

Appendix B

	YTD Outturn	Projected Outturn	
	Period 09	Period 09	
GENERAL FUND	Over/(Under) Spends £000's	Over/(Under) Spends £000's	Comments
CHIEF EXECUTIVE'S OFFICE			
<i>Assistant Chief Executive</i>			
PR and Consultation			
Salaries	6	8	Overspend due to shortfall in budgetary funding ('vacancy allowance')
Advertising	(7)	(9)	Advertising budget unlikely to be spent in full
Recycling Promotion	(2)	(3)	Budget not expected to be spent but to be requested to transfer to reserve at year end to fund costs of waste strategy work planned for next year
Contribution to Reserves	0	3	Underspend on Recycling Promotion budget to be requested to transfer to reserve at year end
Policy and Review			
Salaries	(5)	(8)	Offsetting salaries costs on PR & Consultation cost centre
Annual Review and Report	(5)	(5)	Expected saving on budget
Comprehensive Area Assessment	0	(3)	Budget no longer required
<i>Head of Customer Services</i>			
Tourist Information Service			
Salaries	9	14	Costs impacted by shortfall in budgetary funding ('vacancy allowance') - partly offset by underspent rates budget relating to 29 Market St
Salaries Overtime	14	14	Additional hours worked re TIC relocation and training, plus Staffs Hoard promotion
Wages	14	14	Casual staff costs incurred with no budgetary provision
Rates	0	(7)	Rates budget re 29 Market St offsetting overspend on salaries
Telephones	(4)	(5)	Underspend against budget, offsetting shortfall in telephone recharges income
Provision for Depreciation	0	(5)	Budget re 29 Market St
Telephone Recharges	5	6	Expected shortfall in telephone income recoverable from organisations using phones at Phil Dix & Carnegie Centres- reflects underspend on budget for bills paid
Room Hire	3	5	Expected shortfall in room hire income
TIC Shop Trading Account	14	20	Income re sale of stock and ticket sales commission below budget
<i>Head of Organisational Development</i>			
Human Resources			
Salaries	(13)	(8)	Underspend due to HR Advisor leaving to take redundancy earlier than originally planned, plus HR Assistant leaving to take up post at Depot
Provision of Occupational Health services	(6)	(6)	Expected underspend - largely demand-led budget
Consultants' Fees	(8)	(4)	Budget established to fund external work on policies/procedures - commitment not yet raised on e-Fins. Expected to spend £4k this year with remaining £4k to be requested to transfer to reserve
Contribution to Reserve	0	4	£4k to be requested to transfer to reserve to fund continuing work on policies in 2012-13.

GENERAL FUND	Over/(Under) Spends £000's	Over/(Under) Spends £000's	Comments
Training and Development			
NVQ Training	(1)	(2)	Remaining budget to be requested to transfer to reserve at year end to fund expenditure on competency framework now re-scheduled to 2012-13.
Workforce Development	(3)	(3)	Expected underspend to be requested to transfer to reserve at year end to fund expenditure on competency framework now re-scheduled to 2012-13.
Transforming Tamworth	(8)	(10)	Training budget established to support Transforming Tamworth projects (earmarked for EDRMS) not expected to be spent before end March, but requested to transfer to reserve
Members' Training Courses	(4)	(5)	Expected underspend to be requested to transfer to reserve at year end to fund expenditure on competency framework now re-scheduled to 2012-13.
Contribution to Reserve	0	20	Underspending budgets as detailed above to be requested to transfer to reserve at year end to fund continuing Transforming Tamworth projects (£10k) and Competency Framework (£10k)
Recovery of PET/Relocation Exps	(3)	(3)	Unbudgeted income
Fees & Charges	(2)	(2)	Unbudgeted income
Solicitor and Monitoring Officer Solicitor to the Council			
Salaries	6	8	Overspend due to shortfall in budgetary funding ('vacancy allowance')
Publications	(8)	(8)	Underspend due to cancellation of subscription
Fees & Charges	12	17	Shortfall in legal fees income received
Electoral Process			
Rents	(11)	(11)	Costs re polling stations met in part by Government Grant re AV referendum
Postage	(6)	(6)	Costs met in part by Government Grant re AV referendum
Election Staff	(11)	(10)	Costs met in part by Government Grant re AV referendum
Contribution to Reserves	0	27	Underspends identified above required to transfer to reserve at year to meet cost local elections next year (no government grant receivable)
Land Charges			
Land Charges	0	100	Contingent liability to be established reflecting potential refunds re personal searches (subject to legal action)
Central Land Charges	(11)	(10)	Income received above budget
Other minor non-significant variances	(23)	0	
CHIEF EXECUTIVE'S OFFICE	(58)	127	
CORPORATE DIRECTOR OF RESOURCES			
Corporate Director Resources			
Salaries	7	10	Overspend due to shortfall in budgetary funding ('vacancy allowance')
DD - Corporate Finance, Exchequer & Revenues			
Corporate Core			
Subscriptions - Corporate	(6)	(6)	Reduced cost subscriptions

GENERAL FUND	Over/(Under) Spends £000's	Over/(Under) Spends £000's	Comments
Corporate Finance			
Consultants Fees	(5)	0	Budget established for support services options appraisal external soft market testing
External Support	(9)	0	Underspend against profiled budget to date
Specific Contingency	0	(90)	Remaining contingency budget offered up as unlikely to be required before year end - £59k offsetting shortfall in income on Tamworth Golf Course
Vacancy Allowance	0	(50)	Offsetting salaries overspends reported due to shortfall in budgetary funding
Audit Fee	24	0	Profile issue, no significant outturn variance expected
Misc Interest & Dividends	(16)	(16)	Credit received from Staffs C C as a result of actuarial strain adjustment
Treasury Management			
External Interest Payable	(283)	(384)	£7.1m new borrowing not yet taken
Interest Payable to HRA	11	15	Shortfall on investment income
Interest Payable to Reserve	0	1	Shortfall on investment income
Minimum Revenue Provision GF	0	(150)	Expected underspend as a result of anticipated receipt of Icelandic investments
Debt Management Expenses			
Housing Revenue Account	263	350	£7.1m new borrowing not yet taken
Misc Interest & Dividends	37	48	Shortfall on investment income
Procurement			
External Support	0	(5)	External Support budget not expected to be spent before year end
Head of Revenues			
Council Tax			
Salaries	5	6	Overspend due to shortfall in budgetary funding ('vacancy allowance')
Legal Fees	(7)	(9)	Budget not expected to be spent in full
Court Costs Income	(9)	0	Income received above profiled budget to date - no significant outturn variance expected
Cash Collection			
Payment Cards	(5)	(5)	Budget not expected to be spent in full
Concessionary Fares			
Payments to Bus Operators	(17)	(17)	Accrual in respect of potential further claims relating to 2010-11 now cleared off
AD Business Processes			
Civil Contingencies			
Civil Contingencies Contribution	(7)	(7)	Rebate against annual contribution to Civil Contingencies Unit

GENERAL FUND	Over/(Under) Spends £000's	Over/(Under) Spends £000's	Comments
ICT and Transformation			
Salaries	14	24	Overspend due to shortfall in budgetary funding ('vacancy allowance')
Communications	15	10	Payments include £11.8k for GCSX services which is an additional cost this year.
Other Hardware Maintenance	(14)	(30)	Anticipated underspend to offset overspends on other budgets
Internet Access & Security	(10)	0	No outturn variance anticipated
Software Maintenance	49	24	Expected overspend offset by underspend on hardware maintenance
Application Software	(10)	(15)	Expected underspend to be requested to transfer to reserve at year end (subject to approval) to fund requirements of Corporate Change programme in 2012-13.
Training	(5)	0	No outturn variance anticipated
Contribution to Reserve	0	15	Application Software underspend to be requested to transfer to reserve at year end to fund requirements of Corporate Change programme in 2012-13.
External Service Provision	(29)	(19)	Income from Bromsgrove District Council re provision of help desk service in excess of budget
Reprographics			
Recharge	(16)	0	Over-recovery of recharge compared to year-to-date budget. The recharge rate is currently being reviewed, however, first quarter's invoices only received from Ricoh as at the end December.
ICT Rechargeable Consumables	10	0	Expenditure in advance of recovery of charge from purchasing depts
Transforming Tamworth			
Consultants' Fees	(6)	0	Profiling Issue
Training	(6)	0	Profiling Issue
Head of Benefits			
Benefits			
Expenditure & Subsidy Income	(26)	(52)	Based on DWP Estimate Claim as at end December
Provision for Bad Debts	0	46	Projected increase in provision for bad debts required as at end December
Benefits Administration			
Salaries	18	29	Salaries overspend due to shortfall in budgetary funding ('vacancy allowance')
Overtime	(15)	(20)	Estimated underspend requested to transfer to reserve at year end - this is funded from additional DWP grant provided to meet cost of increased numbers of benefit claimants
Various supplies and services	(16)	0	No outturn variance anticipated
Contribution to Reserve	0	20	Underspent overtime budget to be requested to transfer to reserve at year end
Other minor non-significant variances	(23)	1	
CORPORATE DIRECTOR OF RESOURCES	(87)	(276)	

GENERAL FUND	Over/(Under) Spends £000's	Over/(Under) Spends £000's	Comments
ASSETS AND ENVIRONMENTAL SERVICES			
Commercial Property Management			
Rates	(14)	(14)	Only pay rates on long term void properties - very few envisaged at this stage
Rental Income	(8)	(18)	Based on current level of occupation - includes outcome of successful rent review back dated to 2008 for £23k for 69 Caledonian.
Industrial Properties			
Rates	(18)	(18)	Review of NNDR paid indentified a number of properties now occupied and refunded
Provision for Bad debts	(24)	(24)	Saving at period, potential for full requirement by year end
Rental Income	51	44	Based on current level of occupation
Marmion House			
Redundancy	(5)	(5)	Saving - costs charged into previous year
Electricity	(22)	(17)	Estimate based on current usage and profile and actual spending last year
Rental Income and Service Charges	(3)	(16)	Additional income due from renting out 5th floor not in budget
Public Conveniences			
Salaries	7	9	Higher than expected payment for overtime to cover staff absences. Review of options being undertaken
Outside Car Parks			
Fees & Charges	98	140	Increased parking at Spinning School Lane has had an adverse impact on other parking sites. Period 8 change due to creation of budgets to reflect payments required to Henry Boot
Environmental Health			
Salaries	(65)	(57)	2 vacant posts - subject to service re-alignment. Further vacant post to be filled in August. One officer on maternity leave
Car Allowances	(5)	(6)	vacant posts
Taxi & Private Hire Vehicles			
Salaries	(13)	(17)	vacant post - subject to review
Licensing Act			
Annual Fees	(8)	0	May be profile issue. To be investigated. Demand led
Applications	(8)	(7)	Additional new applications - demand led.
Joint Waste Arrangement			
Contract Payments	32	32	First full year of contract budgets agreed by joint waste board after completion of TBC budget process and hence the need for a contingency
Specific Contingency	(86)	(115)	Not expecting to use Specific contingency budget
Common Service Contributions	24	32	Estimated underrecovery due to change in recharges
Cemeteries			
Actuarial Strain Costs	(5)	(5)	Saving - estimated costs charged into previous year
Public Spaces			
Salaries Overtime and Temp Staff	10	6	Likely to overspend due to inclusion of vacancy allowance in budget
Play Equipment Cyclical Maintenance	0	0	Excessive vandalism being experienced may need to flag in future monitoring reports
Sponsored Roundabout	8	11	No income can be expected until the issue with VO regarding rates is resolved

GENERAL FUND	Over/(Under) Spends £000's	Over/(Under) Spends £000's	Comments
Trees			
Housing Revenue Account	12	0	Income currently down from referral works - expect full budget to be achieved at year end
TBC Highways Maintenance			
Agency Maintenance of Roads/Areas	25	0	Invoice for first 6 month received and produced higher than budgeted costs of maintenance. Instruction to the county to immediately halt all but emergency works. Meeting on 12th Jan agreement reached to reduce management fees to reflect reduction in level of work being undertaken and removal of duplicate costs has reduced predicted outturn.
TBC Lighting Maintenance			
Energy and Maintenance Costs	13	17	Higher than expected energy costs as a result of the new contract combined with a higher level of urgent maintenance works
CCTV			
Salaries	5	14	Long Term sickness initially covered by overtime now covered by Street Warden. Member of staff on return to work program but still need cover till end of February. Figures now included cost of additional hours over Xmas (budget for 2012/13 increased to reflect this additional cost).
Other minor non-significant variances	(23)	19	
ASSETS AND ENVIRONMENTAL SERVICES	(22)	5	
HOUSING & HEALTH			
General Fund Housing			
Salaries	(14)	(12)	Vacant posts, now filled
Payments For Temporary Staff	28	27	Temporary agency staff covering vacancies
General Fund Housing	0	(57)	Reduced contribution to offset HRA VR costs accounted for within GF Provision
Homelessness			
Bed & Breakfast Cost	(33)	(45)	Prevention schemes have reduced use of Bed & Breakfast accommodation
Homes for Homeless	(9)	(12)	Under review
Bed & Breakfast Income	35	45	Reduced income offset by reduced expenditure
Homelessness Prevention Schemes			
Bond Scheme	0	(9)	Demand led scheme, grant funded/Proposed reserve subject to approval
Spend to save	0	(6)	Proposed reserve subject to approval
Repossession Prevention	(31)	(51)	Demand led scheme, grant funded/Proposed reserve subject to approval
Sanctuary Scheme	(11)	(17)	Demand led scheme, grant funded/Proposed reserve subject to approval
Contribution to Reserves	0	83	Proposed reserve subject to approval
Strategic Housing			
Housing Strategy Statement	0	(10)	Proposed reserve subject to approval
Contribution to Reserves	0	10	Proposed reserve subject to approval
Homelessness Strategy			
Homelessness Prevention	(22)	(42)	Initial projects now identified and approved/Proposed reserve subject to approval
Contribution to Reserves	0	123	Proposed reserve subject to approval
Government Grants	(63)	(82)	Further reports to be submitted for approval to spend remaining grant/Proposed reserve subject to approval

GENERAL FUND	Over/(Under) Spends £000's	Over/(Under) Spends £000's	Comments
Health Agenda			
Salaries	0	(5)	Proposed reserve subject to approval
Life Check	0	(5)	Proposed reserve subject to approval
Contribution to Reserves	0	10	Proposed reserve subject to approval
Other minor non-significant variances	(38)	4	
HOUSING & HEALTH	(158)	(51)	
COMMUNITIES, PLANNING & PARTNERSHIPS			
Development Control			
Salaries	(16)	(18)	Maternity leave, reduction in budgeted hours and post vacant for 3 months
Works in Default	(9)	(9)	Budget from contingency to cover costs - invoice since raised
Fees & Charges Planning Apps	(5)	0	Income is up against profile but it is too early to predict if this trend will continue.
AD Strategic planning & Dev			
Consultants Fees	(5)	(18)	Gateway Project work still being undertaken. If not complete by year end a temporary reserve will be needed
Temporary Reserve	5	18	Temporary Reserve in respect of Gateway Project
Conservation			
Conservation Grants	0	(16)	temp reserve will be requested to carry potential underspend into next year. An agreement is in place for LDC to undertake conservation work on our behalf while our officer is on a career break
Temporary Rserve	0	16	temp reserve conservation grants
Economic Development			
In Staffs	0	(9)	It is unclear if resources will be needed for Inward Investment in the future so it is deemed prudent to seek a temporary reserve
Temporary Rserve	0	9	temp reserve Inward Investment
Local Development Framework			
Software Support	0	(6)	budget not required this year . Will be used next year to support Local Consultation/LDF
Local Development Framework	(49)	(104)	Spend less than profile. A temporary reserve will be requested as there have been national changes in the planning system
Temporary Reserve	49	110	temp reserve LDF
Dev. Plan Local & Strategic			
Salaries	(17)	(19)	A post has been vacant for 6 weeks. New post holder is not in supperann scheme also budget allows for market supplement which no longer applies
Temporary Reserve	4	5	Reserve required as potential for future liability for pension costs for employee on a career break
Climate Change ABG	(28)	(27)	DCLG funds. Reserve required for use next year
Temporary Reserve	27	27	Temp reserve - Climate Change
Think Local Partnership			
Other Expenses	0	(5)	Not TBC funds will need to be reserved
Temporary Reserve	0	5	Temp reserve - Think Local
Economic Dev Shared Srevice			
Business & Economic Partnership	0	(8)	Not TBC funds will need to be reserved
Inward Investment	0	(5)	Not TBC funds will need to be reserved
Business support projects	0	(3)	Not TBC funds will need to be reserved
Temporary Reserve	0	16	Temp reserve - Economic Dev Shared Srevice
DD - Communities, Planning & Partnerships			
Salaries	6	7	Full establishment, no savings against vacant post budgeted saving

GENERAL FUND	Over/(Under) Spends £000's	Over/(Under) Spends £000's	Comments
Community Development			
Amington Heath Initiative	(13)	(18)	Prudent approach to spending
Education Campaigns	(13)	(22)	Prudent approach to spending
Other supplies and services budgets	(6)	(15)	Prudent approach to spending
Temporary Reserve	32	55	Reserve required to continue to support locality working
Partnership Support & Development			
Salaries	0	5	Full establishment, no savings against vacant post budgeted saving
Voluntary & Community Sector	(6)	(8)	Recently formed TSP needs to inbedd
Locality Working- Glascoate			
Various budgets across service	(16)	(27)	a prudent approach to spending has been taken to enable the scheme to continue for a further year. Members have been appraised by report
Education Campaigns	0	(58)	a prudent approach to spending has been taken to enable the scheme to continue for a further year. Members have been appraised by report
Temporary Reserve	16	85	Reserve required to enable scheme to continue for a further year
Locality Working- Stonydelph			
Various budgets across service	(6)	(15)	a prudent approach to spending has been taken to enable the scheme to continue for a further year. Members have been appraised by report
Temporary Reserve	6	15	Reserve required to enable scheme to continue for a further year
Locality Working - Belgrave			
Education Campaigns	(20)	(27)	a prudent approach to spending has been taken to enable the scheme to continue for a further year. Members have been appraised by report
Various budgets across service	(13)	(15)	a prudent approach to spending has been taken to enable the scheme to continue for a further year. Members have been appraised by report
Temporary Reserve	33	42	Reserve required to enable scheme to continue for a further year
Locality Working - Amington			
Various budgets across service	(14)	(17)	a prudent approach to spending has been taken to enable the scheme to continue for a further year. Members have been appraised by report
Education Campaigns	(15)	(21)	a prudent approach to spending has been taken to enable the scheme to continue for a further year. Members have been appraised by report
Temporary Reserve	29	38	Reserve required to enable scheme to continue for a further year
Tamworth Golf Centre			
Contract	37	59	The Council is supporting the service provision and working with the operator has agreed to a voluntary payment arrangement. The projection at this stage is a worse case scenario and a contingency budget has been set up to cover this.
Assembly Rooms			
Salaries	0	7	Full establishment, no savings against vacant post budgeted saving
Fees-Lettings	(9)	(8)	Invoices are being raised in advance of event. also additional income has been received from SS College
Assembly Rooms Bar			
Bar Sales	10	13	This should be offset in part by £6k underspend on Wages. Reduced activity

GENERAL FUND	Over/(Under) Spends £000's	Over/(Under) Spends £000's	Comments
Assembly Rooms 3rd Party Tickets			
Admission Fees	(16)	(3)	May be profile issue.
Arts Development			
Schools Development	0	(2)	scheme continues 2012/13
Sponsorship & Grants	(5)	(5)	ASB grant to be used in 2012/13. reserve required
Temporary Reserve	5	7	temporary reserve to be requested to enable scheme to continue in 2012/13
Pleasure Grounds			
Consultants Fees	0	(7)	Funding from PCT for Cardiac courses may run into new year. A temp reserve will be requested so that service can continue
Temporary Reserve	0	7	temporary reserve - Cardiac courses
Castle & Museum			
Wages	6	11	using casuals to cover part time vacancy
Admission Fees	(8)	(9)	Admissions up in general
Castle Events			
Income	0	3	It is hoped that there may be compensatory savings elsewhere
Staffordshire Hoard			
Project Funding	(23)	0	No outturn variance expected
Customer & client Receipts	7	0	
Community Leisure			
Salaries	6	7	Full establishment, no savings against vacant post budgeted saving
Apprentice Scheme	(4)	(5)	Will need temp reserve to continue funding scheme next year
Community Events	(8)	(8)	Olympic Torch Celebrations. Will need reserve to continue spend next year
Temporary reserve	0	13	Temp reserve for Apprentice Scheme and Olympic Torch Celebrations
Grants	0	(5)	take up has been slow. A reserve may be needed to use any underspend to support swimming at Peaks. Members to be updated.
Temporary Reserve	0	5	Temp reserve for Swimming at Peaks
Community safety			
Salaries	0	(4)	Staff not in superannuation scheme
Community Based Crime Initiatives	(16)	(23)	temporary reserve will be requested as grant funding is likely to be significantly reduced next year. Also cover will required during maternity leave
Temporary Reserve	0	27	temporary reserve as grant funding is likely to be significantly reduced next year. Also cover will required during maternity leave
Safer Stronger Communities Fund			
Anti Social Behaviour Support	(5)	(5)	DCLG Funding to be used 2012/13
ASB Witness Champion	(9)	(9)	DCLG Funding to be used 2012/13
Temporary Reserve	14	14	temporary reserve to take DCLG funding into 2012/13

GENERAL FUND	Over/(Under) Spends £000's	Over/(Under) Spends £000's	Comments
Play Development			
Salaries & Wages	(10)	(10)	Scheme now complete. Reduced costs reflected by reduced income
Supplies & Services	0	(4)	Scheme now complete. Reduced costs reflected by reduced income
Registrations	0	6	Scheme now complete. Reduced costs reflected by reduced income
Admin/Management support			
Salaries	(32)	(60)	balance of salary budget following review of senior management
Other minor non-significant variances	(9)	(5)	
COMMUNITIES, PLANNING & PARTNERSHIPS	(113)	(30)	
GENERAL FUND	(438)	(225)	
	YTD Outturn	Projected Outturn	
	Period 09	Period 09	
HOUSING REVENUE ACCOUNT	Over/(Under) Spends £000's	Over/(Under) Spends £000's	Comments
HOUSING & HEALTH			
General - Business Support			
Salaries	(13)	(15)	Vacant posts
Payments For Temporary Staff	7	10	Temporary agency staff covering vacancies
Staff training	(13)	(15)	Demand led
Subscriptions - Management	5	5	Budget/spend being reviewed
Corporate Director Resources	(8)	(11)	Reduced recharge to offset Reprographics charges
General - Operations			
Stock Condition Survey	0	(21)	Stock survey to be carried out in 2012/13. Proposed reserve subject to approval
Consultants Fees	(7)	0	Profile issue. Work on CHFR in progress
Anti Social Behaviour	(10)	(10)	Additional work to be done to gain accreditation
Contribution to Reserves	0	101	Proposed reserve subject to approval
Software Maintenance & Improvements	(28)	(110)	Ongoing upgrades to Orchard system. Proposed reserve subject to approval
Allocations			
Other Supplies and Services	(8)	(5)	Reduced advertising costs for CBL
Financial Incentive to Move	(7)	(5)	Demand led & dependant on suitable properties
Income Management			
Rates	(7)	(9)	CBL has improved turnover of 'difficult to let' properties
Estate Management			
Salaries	0	7	Overspend due to salaries budgetary funding shortfall (vacancy allowance)
Payments For Temporary Staff	13	13	Sickness/Vacancy covered by temporary agency staff
Anti Social Behaviour	(14)	(10)	Demand led
Caretakers			
Commercial Refuse/Waste Disposal	(7)	(7)	Demand led
Magnolia			
Employee costs	6	0	Vacancy covered by temporary agency staff

HOUSING REVENUE ACCOUNT	Over/(Under) Spends £000's	Over/(Under) Spends £000's	Comments
Thomas Hardy Court			
Gas	(5)	0	Refund from change of tariff 2010/11
Sheltered Housing General			
Maintenance & Security	(14)	(13)	Earmarked for equipment upgrades. Proposed reserve subject to approval
Contribution to Reserves	0	13	Proposed reserve subject to approval
Tenant Participation			
Support - Tenant Consultation	(12)	(15)	Tenants Conferencetakes place in January. Other projects put on hold
Community Events	(5)	(5)	Plans for further events on hold. Proposed reserve subject to approval
Contribution to Reserves	0	5	Proposed reserve subject to approval
Housing Advice			
Sanctuary Scheme	(14)	(18)	Demand led scheme
Contract Procurement Costs			
Legal fees	(13)	(10)	Legal costs re procurement of Repairs contract lower than expected
HRA Summary			
Compensation Payments	0	(106)	Budget for VR not required as actual VR costs adjusted through GRF Disc Cont
Contribution to the Repairs Account	(28)	0	Multiple Contracts, of which the Responsive Repairs contract is currently £26K underspent, the Misc budget is £54K underspent and the Gas and Planned Maintenance contracts are currently overspent by £27K & £64K respectively
Provision for Bad Debts	107	80	Provision based on current level of arrears
HRA Subsidy	151	201	Additional amount payable as a result of continuing low interest rates and the Authorities Capital Financing Requirement being increased by the capitalisation of Icelandic investments, which has the effect of reducing the interest rate that is used to calculate the HRA's capital charge, which then reduces the amount claimable against Subsidy
Item 8 Debit	(263)	(350)	Reduction in the amount budgeted as a result of continuing low interest rates and the change in our Capital Financing Requirement mentioned above
GF Discretionary Contribution	0	57	Reduced income from GF to offset HRA VR costs accounted for within GF Provision
Rents	(102)	(138)	Projected outturn over recovery against budget partly due a quicker turnaround of void properties reducing overall void levels
Garage Rents	34	48	Rental income shortfall due to the continuing increase in voids. The use of garage sites is currently being reviewed
Interest on Balances (Item 8 CR)	(11)	(15)	Higher account balances
Other minor non-significant variances	(40)	(25)	
HOUSING REVENUE ACCOUNT	(306)	(373)	

Balance Sheet Extract Period 09, December 2011

		Balance as at 01/04/11	Balance as at 31/12/11	Movement in Year to Date
Investments				
<i>(Excluding Icelandic 'Sums at Risk')</i>	Short Term	12,993,300	18,061,001	+ 5,067,701
	Long Term	0	0	+ 0
Debtors	General Fund Invoices Outstanding	761,387	665,809	- 95,578
	less bad debt provision for invoices Outstanding	(62,425)	(62,744)	- 319
	HRA Invoices Outstanding	86,940	10,093	- 76,847
	less bad debt provision for invoices Outstanding	(5,971)	(7,169)	- 1,198
	Housing provision for Bad Debts	(743,463)	(699,368)	+ 44,094
	Benefit Government debtor	657,443	743,995	+ 86,553
Creditors	Invoices received not paid	8,688	(38,420)	- 47,109
	Accruals	(624,175)	(262,942)	+ 361,233
Reserves		(7,905,787)	(9,018,325)	- 1,112,539
Capital Receipts	General Fund	(1,386,587)	(2,154,973)	- 768,386
	Housing	(520,369)	(647,419)	- 127,050
Collection Fund				
CTAX	Arrears	1,245,940	823,950	- 421,989
	Credits & Prepayments	(549,174)	(208,258)	+ 340,916
NNDR	Arrears	1,034,693	757,983	- 276,710
	Credits & Prepayments	(447,695)	(230,825)	+ 216,870
Housing				
HRA RENT	Arrears	838,355	978,606	+ 140,251
	Prepayments	(354,377)	(247,884)	+ 106,493
Homelessness	Arrears	181,259	178,145	- 3,114
	Prepayments	(9,114)	(8,901)	+ 214

CAPITAL PROGRAMME 2011-12 SUMMARY

Period 9 - Ledger Info @ 23/01/12

Directorate	<u>Budget b/f from 10/11</u>	<u>11/12 Predicted Spend</u>	<u>11/12 Project Budget (Incl b/f from 10/11)</u>	<u>Predicted Re-profile to 12/13</u>	<u>11/12 Resultant Variance</u>	<u>YTD Actuals</u>	<u>YTD Accruals</u>	<u>YTD Actuals + Accruals</u>	<u>YTD Budget</u>	<u>YTD Variance</u>
	£	£	£	£	£			£	£	£
CORPORATE SERVICES	71,340	76,161	156,340	80,880	701	35,266.48	935.92	36,202.40	135,090	-98,887
COMMUNITY SERVICES	446,070	806,460	1,736,960	930,500	0	302,190.81	21,849.19	324,040.00	904,490	-580,449
GENERAL FUND TOTALS	517,410	882,621	1,893,300	1,011,380	701	337,457.29	22,785.11	360,242.40	1,039,580	-679,336
HOUSING REVENUE ACCOUNT	172,360	4,449,600	4,449,600	0	0	3,282,997.87	353,009.83	3,636,007.70	3,405,290	230,717
TOTAL APPROVED CAPITAL	689,770	5,332,221	6,342,900	1,011,380	701	3,620,455.16	375,794.94	3,996,250.10	4,444,870	-448,619
<i>Specific Project Contingencies</i>	<i>130,000</i>	<i>0</i>	<i>130,000</i>	<i>130,000</i>	<i>0</i>	<i>0.00</i>	<i>0.00</i>	<i>0.00</i>	<i>130,000</i>	<i>-130,000</i>
TOTAL (incl spec' contingencies)	819,770	5,332,221	6,472,900	1,141,380	701	3,620,455.16	375,794.94	3,996,250.10	4,574,870	-578,619
<i>GF General Contingency</i>	<i>40,000</i>	<i>0</i>	<i>40,000</i>	<i>40,000</i>	<i>0</i>	<i>0.00</i>	<i>0.00</i>	<i>0.00</i>	<i>40,000</i>	<i>-40,000</i>
<i>Invest To Save Contingency</i>	<i>160,000</i>	<i>0</i>	<i>160,000</i>	<i>160,000</i>	<i>0</i>	<i>0.00</i>	<i>0.00</i>	<i>0.00</i>	<i>160,000</i>	<i>-160,000</i>
ALL CAPITAL	1,019,770	5,332,221	6,672,900	1,341,380	701	3,620,455.16	375,794.94	3,996,250.10	4,774,870	-778,619

Treasury Management Update – Period 9 - 2011/2012

Investments held as at 31st December 2011:

Borrower	Deposit £m	Rate %	From	To	Notice
Bank of Scotland	2.00	2.05	08/03/2011	06/03/2012	-
Lloyds TSB	1.00	2.10	05/10/2011	03/10/2012	-
Lloyds TSB	2.00	2.15	04/11/2011	02/11/2012	-
Lloyds TSB	1.00	2.25	14/11/2011	12/11/2012	
Santander	3.00	1.40	11/11/2011	10/02/2012	-
Nationwide	1.30	0.88	03/10/2011	03/01/2012	
Nationwide	1.00	0.87	07/10/2011	06/01/2012	
Nat West	2.00	0.80	-	-	On call
Nat West	2.00	0.95	-	-	30 days
Santander	1.00	0.75	-	-	On call
Deutsche Bank - MMF	1.76	0.67	-	-	On call
Total	18.06	1.35 (avg)			

External Borrowing as at 31st December 2011:

<u>Borrowing from PWLB</u>				
<u>Loan Number</u>	<u>Rate</u>	<u>Principal</u>	<u>Start</u>	<u>Maturity</u>
468372	11.625%	1,000,000	29/03/1990	18/08/2015
468478	11.750%	2,000,000	23/04/1990	18/02/2017
475875	8.875%	1,200,000	29/04/1995	25/04/2055
478326	8.000%	1,000,000	17/10/1996	17/10/2056
479541	7.375%	1,000,000	28/05/1997	28/05/2057
479950	6.750%	2,000,000	02/10/1997	03/09/2057
481087	5.625%	3,000,000	22/06/1998	22/06/2058
481641	4.500%	1,400,000	09/10/1998	09/10/2058
483694	4.875%	92,194	21/12/1999	18/10/2059
484204	5.125%	2,000,000	20/04/2000	18/10/2015
488835	5.000%	2,000,000	01/07/2004	01/07/2034
490815	4.250%	1,000,000	24/11/2005	24/05/2031
494265	4.430%	2,000,000	21/01/2008	01/01/2037
494742	4.390%	700,000	15/08/2008	15/08/2058
Total		20,392,194		

The table below shows the situation with the Council's Icelandic investments as at the end of December.

ICELANDIC BANKING SITUATION (31/12/2011)

	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)			170,000	
	Total of Claim			3,170,000	
	Repayments Received to date			0	0.00
	Outstanding at 31/12/2011			3,170,000	

The Glitnir Winding-up Board is holding an open creditors meeting on the 31st January, which will propose the method and timetable for the distribution of repayments. It is currently anticipated that the Council will receive the majority of its deposits by the 29th February 2012, subject to possible objections raised at the meeting and restrictions on the distribution of Icelandic Krona under Icelandic Law.

- Best case recovery 100%

2	Heritable Bank	1802	12/09/2008	500,000	
	Heritable Bank	1803	15/09/2008	1,000,000	
	Total Principal			1,500,000	
	Interest due at point of administration 07/10/2008			5,127	
	Total of Claim			1,505,127	
	Repayments Received to date			(972,278)	64.60
	Outstanding at 31/12/2011			532,849	

- Current indications project an 85% recovery of our investments

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			(2,000,411)	63.00
	Outstanding at 31/12/2011			1,174,845	

- Current indications project an 82% recovery of our investments

Summary					
	Total Principal			7,500,000	
	Estimated of Contractual or Interest due to point of administration (subject to currency exchange rate fluctuations)			350,383	
	Total of Claim			7,850,383	
	Repayments Received to date			(2,972,689)	37.87
	Outstanding at 31/12/2011			4,877,694	

- 1 Registered Bank in Iceland - In Administration under Icelandic Law
LA creditor status will determine potential recovery level
- 2 Registered Bank in UK - In Administration in UK by Ernst & Young
Under English Law
- 3 Registered Bank in UK - In Administration in UK by Ernst & Young
Under English Law