

## **Part 1 Performance Health check**

### **1. Corporate Consultation update**

#### **Citizens Panel**

Using the Mosaic customer insight data, 134 new members have been recruited to the citizens panel with a high proportion being from those age groups where representation was low.

A citizens panel survey was undertaken in January with part of this covering a section on questions for the Primary Care Trust. This information was received, analysed and reported back. Acknowledgement and praise of the work undertaken was mentioned at the Commissioning Consultative Group meeting In April.

#### **Tamworth Listens**

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

#### **Customer Insight**

The Mosaic data has been used to support the following initiatives;

- Citizens panel recruitment,
- Tamworth Listens community safety and housing and health consultations,
- Communication information for Spital Ward for the community safety partnership,
- Profiling Tinkers Green and the Kerria Centre,
- Targeting households with no registered voter to find out their communication preferences.

The following surveys were undertaken in quarter four

- Tamworth Castle,
- Assembly Rooms,
- Dog control orders.

#### **On-line Place Survey**

The annual on line place survey covers 10 perception type indicators used in the corporate scorecard. All of these showed improvement when compared to their 2010/11 results.

## 2. Corporate Communications update

During this period 98 press releases were issued, resulting in 382 pieces of press coverage.

Media highlights included: construction of the new BMX play track, St George's Day event, successful benefit fraud prosecution of more than £50,000, single issue debate on Ventura where a potential second exit was announced, launch of a new dog fouling campaign, the Olympic Torch route announced and council tax was frozen for a second year running.

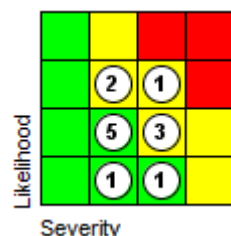
A number of videos were uploaded including the Mary Portas pilot which saw more than 1500 views. The Participatory Budgetary video also proved popular. A Housing and Health DVD prepared for the launch of the strategy received positive feedback.

The Tamworth Borough Council website remains ranked second in Google searches for Tamworth, averaging around 21,000 unique users a month.

## 3. Corporate Risks

The Corporate Risk register is reviewed and updated by the 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.

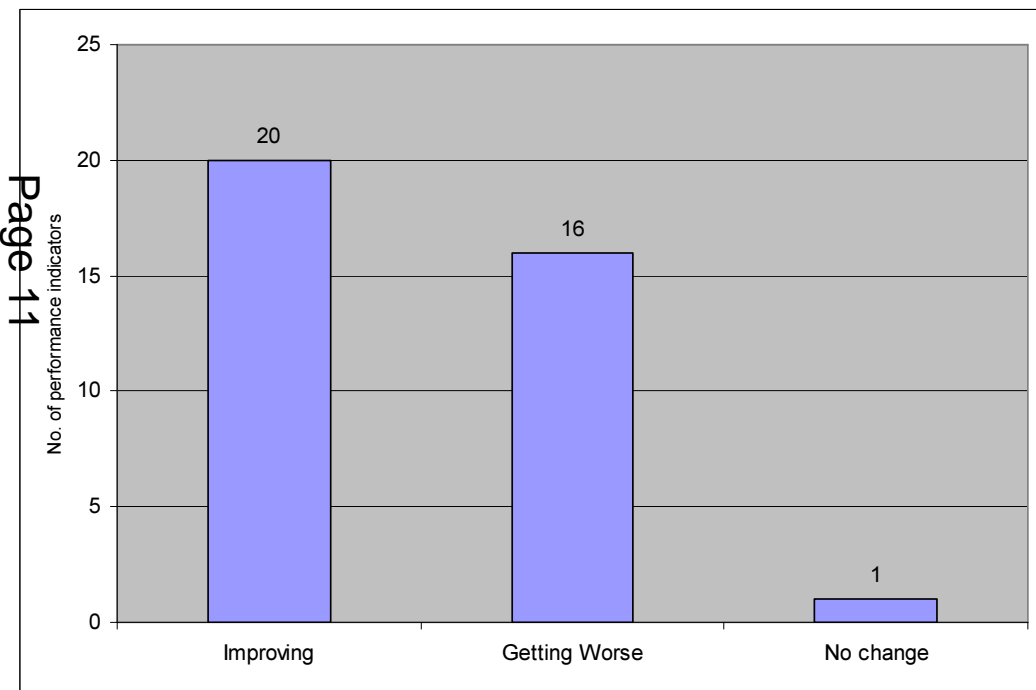


#### 4. Corporate Plan Scorecard of Performance Indicators

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

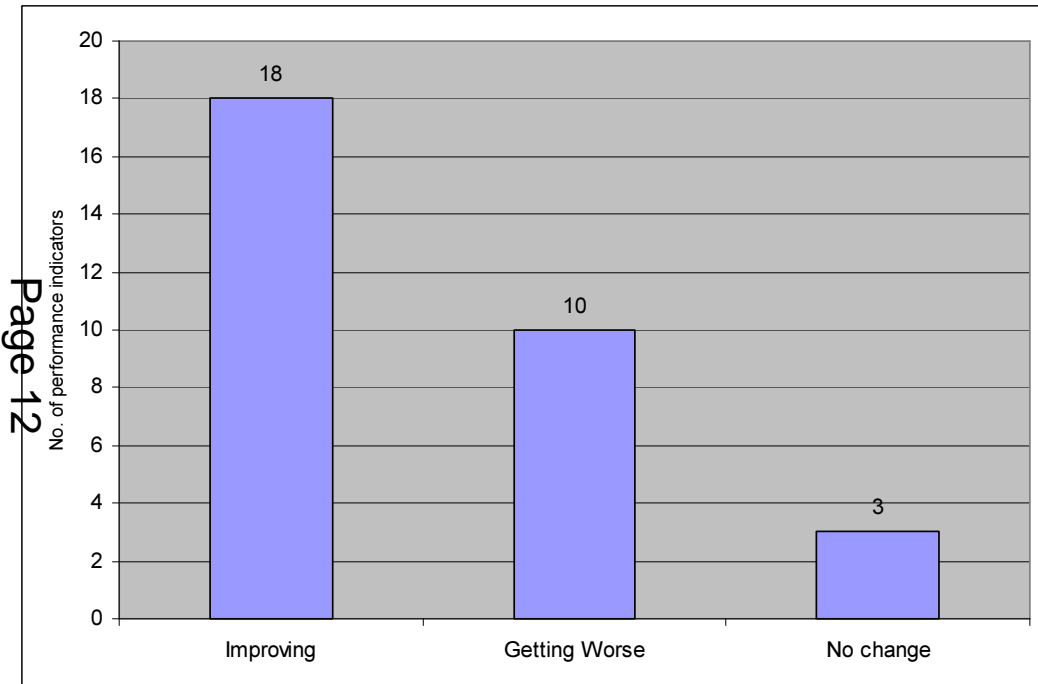


Positive activities in this priority area have been;

- Plans announced for redevelopment of the Assembly Rooms and the creation of a cultural quarter,
- New Assembly Rooms website went live,
- The Core Strategy/Local Plan was finalised and received Cabinet and Council approval to be published,
- Work progressed on the Town Centre Supplementary Planning Document, a draft consultation version will be published in June,
- The Business And Economic Partnership has been actively involved in specifying and commissioning a business support service for Tamworth businesses branded Tamworth4Business,
- A business engagement event for The Greater Birmingham and Solihull Local Enterprise Partnership was held at Drayton Manor,
- The submission of a bid to be a Portas Pilot town.

**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**

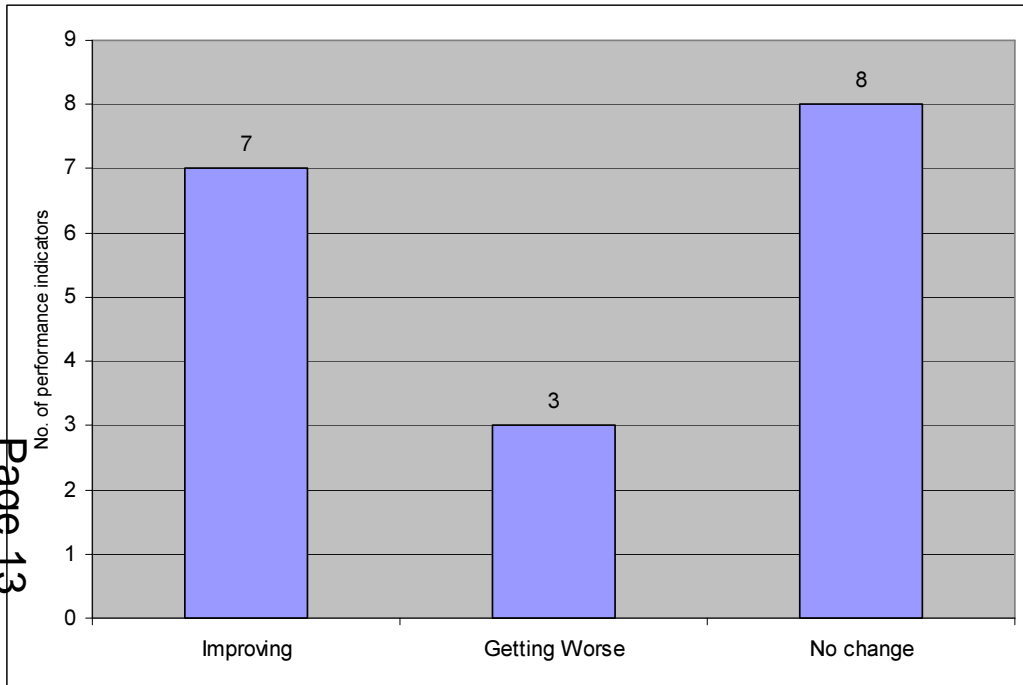


Page 12

Positive activities in this priority area have been;

- First annual tenants' conference held,
- Contracts awarded for housing repairs and gas servicing,
- Participatory budgeting event in Amington,
- Dog fouling campaign announced,
- The launch of Operation Zig and Zag, a joint campaign by Tamworth Borough Council, Staffordshire County Council and the police to make the roads around schools safer for everyone,
- Street wardens, community development staff, a community cafe, a counselling service and a job club have joined forces and are now working alongside the fire service at the Tamworth Community Fire Station in Belgrave,
- BMX track constructed and opened,
- 2000 homes have benefited from the HEAT scheme and it was announced that this will be extended to June 2012,
- Installation of benches and a community planting project at Glascote Heath,
- Launch of Citizen Watch in the town centre,
- Various sporting initiatives including
  - The establishment of a new stand up paddle boarding club at the Castle Grounds Activity Centre,
  - The beginning of the process of turning the Castle Grounds tennis courts into a beacon accredited community tennis club to increase recreational tennis playing,
  - The submission of an application to Sport England for two outdoor table tennis tables to be located in the Castle Grounds,
  - The completion of a first stage Reaching Communities bid for relocation and expansion of the current gym facility in the Castle Grounds Activity Centre,
  - The Sports Relief Mile attracted more than 800 runners.

## Approachable, Accountable and Visible










Positive activities in this priority area have been;





- Council Tax for 2012/13 was frozen,
- The Support Services review identified £85k year on year savings,
- The recovery of more than £5m deemed at risk in Icelandic deposits,
- The preparation of a balanced four year medium term financial strategy,

**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	2010/11	49.8%	Years	↑	Improving	
Key stage 2 - Percentage of pupils attaining English & Maths level 4 & above	2010/11	68.1%	Years	↓	Getting Worse	
Percentage of 18 -24 year olds in receipt of Job Seekers Allowance	March 2012	9.6%	Months	↑	Improving	
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	Q4 2011/12	3.7%	Quarters	↓	Getting Worse	
Overall Employment rate (working-age) (Tamworth)	Q2 2011/12	60.5%	Quarters	↑	Improving	
New business registration rate per 10,000 resident population aged 16 and above (Tamworth)	2010/11	40.3	Years	↓	Getting Worse	
Unemployment level	Q2 2011/12	14.7%	Quarters	↓	Getting Worse	
Unfilled jobcentre vacancies	March 2012	514	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 occupancy levels of Town Centre retail outlets	Q4 2011/12	89%	Quarters	↓	Getting Worse	
The footfall for Town Centre	H2 2011/12	5,768	Half Years	↓	Getting Worse	
Overall/general satisfaction with local area (Tamworth)	2011/12	86.2%	Years	↑	Improving	
Tamworth Information Centre Interactions	March 2012	1,720	Months	↑	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)	2011/12	65.00%	Years	↓	Getting Worse	
Processing of planning applications: Minor applications (Tamworth)	2011/12	82.40%	Years	↓	Getting Worse	
Processing of planning applications: Other applications (Tamworth)	2011/12	92.57%	Years	↓	Getting Worse	
Percentage of residents satisfied with the authorities parks and open spaces	2011/12	76.7%	Years	↑	Improving	
Satisfaction with cleanliness of streets	2011/12	54.4%	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)	2011/12	50.10%	Years	↑	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	2011/12	7	Years	—	No Change	
Improved street and environmental cleanliness - Litter	2011/12	3.23%	Years	↑	Improving	
Improved street and environmental cleanliness - Detritus	2011/12	5.88%	Years	↑	Improving	
Improved street and environmental cleanliness - Graffiti	2011/12	2.82%	Years	↑	Improving	
Satisfaction with household waste collection	2011/12	84.2%	Years	↑	Improving	

Page 18

Performance Indicator	Last Update	Current Value	Frequency of collection	Performance improving or declining		Performance against target (where target is known)
The number of enforcement actions for flytipping in the year	2011/12	87	Years			
Improved street and environmental cleanliness - Dog Fouling	March 2012	2.61%	Months	↑	Improving	







**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)
Obesity in primary school age children in Year 6:Obese	2010/11	20.9%	Years	↓	Getting Worse	
Proportion of children in poverty	2009/10	19.8%	Years	↓	Getting Worse	
Infant Mortality per 1,000	2008/09	7.13	Years	↓	Getting Worse	
Physically active children	2009/10	61.2%	Years	↑	Improving	






Page 20

**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)
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	2009/10	271.37	Years	↑	Improving	
Obese – adults	2007/08	30.7%	Years	↓	Getting Worse	
The percentage of physically active adults	2009/10	9.7%	Years	↑	Improving	
Adult participation in sport and active recreation (Tamworth)	2010/11	19.0%	Years	↑	Improving	







Page 21

## 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	2009/10	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	




Page 22

**2d. Implement 'Total Place' solutions to tackling crime and anti-social behaviour 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	2011/12	2,295	Years	↑	Improving	
Perceptions of anti-social behaviour (Tamworth)	2011/12	30%	Years	↑	Improving	
Percentage of people who feel that the council and police are dealing with local concerns about anti-social behaviour and crime issues	2011/12	58.8%	Years	↑	Improving	
Percentage of people feeling safe after dark (on line place survey)	2011/12	63.1%	Years	↑	Improving	
Percentage of people feeling safe during the day (on line place survey)	2011/12	92.6%	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	










Page 23

## 2e. Develop innovative early interventions to tackle youth crime and anti-social behaviour

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	2011/12	13%	Years	↑	Improving	
Young offenders receiving a community resolution order	2009/10	41	Years	Latest data being sought		








## 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	March 2012	394	Months	↑	Improving	
% non-decent council homes (Tamworth)	2011/12	.0%	Years	▬	No Change	
Disabled Facilities Adaptations completed	2011/12	144	Years	↑	Improving	
The number of referrals made by Tamworth HEAT	2011/12	1,779	Years	↑	Improving	
The number of empty homes brought back into use each year	2011/12	61	Years	↑	Improving	
Meet and maintain licensing programme for Houses in Multiple Occupation (HMO's)	2011/12	100%	Years	▬	No Change	
Average number of days taken to re-let local authority housing (Standard Empty Homes)	2011/12	15.83	Years	↑	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	2011/12 data will be available shortly		
The number of Council properties adapted to meet the needs of disabled people	2011/12	74	Years	▬	No Change	

## 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	🔴
Spending maintained within approved budget and without significant underspends	March 2012	-7.58%	Months	↓	Getting Worse	🔴
Achievement of upper quartile performance for Non-Domestic Rate collection	2010/11	98.4%	Years	↑	Improving	🟡
Increase the number of eligible voters	Q4 2011/12	58,390	Quarters	↑	Improving	🟡
Maintain accreditation against ISO20000	2011/12	Yes	Years	▬	No Change	✅
Maintain accreditation against ISO27001	2011/12	Yes	Years	▬	No Change	✅
Freedom of Information Requests Responded To Within legislative timescales	February 2012	100%	Months	▬	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	2011/12	Yes	Years	▬	No Change	✅
Visiting Marmion House - Resolution at first point of contact	Q4 2011/12	97.5%	Quarters	▬	No Change	✅

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)	2011/12	47.8%	Years	↑	Improving	
Increase voter turnout	2012/13	27.16%	Years	↓	Getting Worse	
Usage of the "Tell us" scheme	March 2012	39	Months	↑	Improving	
Increase the percentage of residents year on year who express satisfaction with council services (on line place survey)	2011/12	76.6%	Years	↑	Improving	
The percentage of canvas forms returned	2011/12	95.6%	Years	↑	Improving	

## **6. Directorate Updates**

### **Director of Transformation and Corporate Performance**

#### **Agile Working**

The first stage of this project is progressing well with a small controlled trial underway. This project will mean a completely new way of working for Tamworth Borough Council employees and will require considerable support, training, changes to infrastructure and the introduction of new technology. Floor 7 of Marmion House will be cleared to enable Agile Working to be introduced amongst support service staff in the first instance.

#### **Web Site**

Work is underway to procure a new website for the council including a technical and customer specification.. A working group is being set up to discuss what is required from the new website to meet each department's needs and this will tie into the CRM system in terms of e-forms.

It is anticipated that there will be a two tier roll out; the new look and feel being first and the initial launch and e-forms/direct debit sign up coming later. Unlike previously, the procurement of a bespoke system is being avoided, this time the solution will be something which can be easily modified without excessive additional cost. This is part of the corporate change programme and the first step of having content re-written is complete and work is underway to reshape the landing pages.

#### **New Customer Relationship Management (CRM) System**

The Tender process for the new CRM closed this period. The due diligence process will now commence with regards to the technical fit analysis.

#### **Tamworth Information Centre**

The Tamworth Information Centre celebrated its first birthday. The last 12 months have seen more than 36,000 customers served by the Tamworth Information Centre staff, an increase of 13%. The number of visitors to the centre, according to the new footfall counters, has averaged out at over 10,000 each month.

#### **Payroll**

Electronic payslips fully are now fully implemented resulting in cashable annual savings of £1,400 and efficiency savings of approx £1,000 per year. In addition, the implementation of electronic P60's has also resulted in annual cashable saving of £150 and efficiency savings of approx £70.

#### **Corporate Performance and Consultation**

By making use of the recently purchased Mosaic customer insight data, the membership of the citizen's panel has increased from 566 to 700 members.

Following a review of the performance management framework a newly developed framework was approved for use for 2012/13.

## **New Payroll & HR System**

Work is underway to finalise the order for a new Payroll & HR system to replace the current system which will be unsupported from March 2013. Implementation will begin in June 2012 to ensure the new system is operational in time. The system will support self service options enabling employees and managers to have greater access to information than currently and facilitate agile working. Long term plans include the on-line management of training & development records and the management of statutory pension auto enrolment.

## **E-Paycheck**

A new regional pay comparator site, E-paycheck, has been signed up to which stores and compares a wide range of public sector pay rate and benefits. This will enable more effective measurement of market trends and recruitment rates to ensure our pay policies remain competitive. This will help to minimise cost whilst ensuring staff are fairly rewarded and motivated.

## **ShopMob**

The ShopMob service was given a grant of £13,870 to ensure its continued delivery for a further 12 months during which time it will be reviewed.

\*\*\*\*\*

## **Housing and Health**

The Council's Housing and Health 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 strategy action plan has been linked to the Housing and Health Directorate business planning process and implementation for year 1 is underway. Work has commenced with health colleagues to further develop joint working and innovative projects that will assist in the delivery both the strategy action plan and contribute towards priorities identified by the Clinical Commissioning Group and the Health and Well Being Board.

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

Consultants have just completed a Housing Needs Survey and Strategic Housing Market Assessment update commissioned by the Council in partnership with Cannock Chase and Lichfield Council. The survey provides evidence to support the Local Plan and will be utilised to support the delivery of priorities identified in the Local Investment Plan and the Healthier Housing Strategy. Additionally, it is anticipated this and other available housing data will be integrated with health data to develop a local Joint Strategic Needs Assessment that is focused on the health issues and needs affecting Tamworth residents.

Feasibility studies have been commenced to look at the potential for regeneration in the Tinkers Green and Kerria areas. A project board has been established and a number of work streams are underway that are both setting out the case for intervention and investigating site potential

and possible delivery models. Work is at an early stage but is anticipated options for further activity at both sites will be developed by late summer.

A number of garages and garage sites have been identified as potentially suitable for re-development as affordable housing. Cabinet approved, in principal, the decision to dispose of 26 sites for the purpose of developing affordable housing subject to further feasibility assessments. These assessments have been undertaken on the first ten sites in Coton Green and Leyfields along with an extensive programme of consultation with local residents in those areas. It is anticipated planning applications for the sites will be submitted in the summer. Additionally, work is about to commence to take forward the remaining 16 sites over the coming months to further explore their potential for re-development.

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. Over 100 tenant and 30 partners attended the annual conference in January 2012. Tenants opted for an ambitious programme of investment that also sees the creation of a Regeneration Fund of about £30m in the first 10 years. Cabinet approved the Housing Revenue Account Business Plan (2012-2042) in March 2012 and £29m of capital investment is planned over the medium term.

New contractors have been appointed to carry out the Council's repair and investment services and gas services and repairs. The combined contracts are valued at around £60million and will directly contribute to the Council's strategic priorities.

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.

Work with partners continues with relation to energy efficiency schemes. 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, over 2,000 households in Tamworth have benefited from this scheme. Additionally, the Council has begun to explore how it might best contribute to the delivery of the Green Deal initiative which is to be launched in the autumn. The Green Deal is the Government's flagship consumer-focused energy and climate change policy that aims to increase the take up of energy efficiency measures. The Council is currently working with partners to assess the potential implications for both social and private housing in the Borough as the scheme represents both a new source of finance for large scale domestic retrofit programmes and a further set of rules and regulations that will govern their implementation.

The approach to empty properties in the private sector continues to be developed and refined in line with best practice. This has resulted in 61 empty properties being brought back into use during the last financial year. Work is ongoing to further refine the Council's approach to empty homes in order to build on the excellent progress made to date and potentially attract New Homes Bonus income for the Council. Additionally, the Council has worked with the Homes and Communities Agency, Waterloo Housing, the County Council and other key partners to submit an innovative bid for government funding to deal with empty homes in the borough.

This bid was successful and secured £154K that will be utilised, in conjunction with Borough and County Council resources, to bring back 20 empty properties back into use as affordable housing, some of which will be used to meet the housing needs of vulnerable residents.

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 outturn for 2011/12 is 16 days which also resulted in a rent loss reduction of nearly £120,000.
- ✓ 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 which, following comprehensive feedback from members and tenants, came into force on 16 January 2012. This strengthens tenant's' roles and responsibilities in their neighbourhood to promote healthier and safer communities.

Approval of a new repairs policy will see a handyman 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 and are investing £100k in the town centre blocks to meet the very latest safety standards.

Work to secure a suitable contractor for the Sanctuary Scheme with Lichfield District Council has proved to be unsuccessful. The options for the scheme are currently being considered.

The Department for Communities and Local Government has confirmed the anticipated homelessness prevention grant allocation for 2012/13 at £163,000 and a report will be presented to Cabinet to outline the proposals for this grant which, if approved, will assist with the continued success of homelessness prevention.

Following Cabinet approval, in principle, for the development of a social lettings agency work has continued to bring this scheme to fruition with a second report to be presented to Cabinet in early summer 2012.

\*\*\*\*\*

## **Assets and Environment**

### **Waste Management**

The Joint Waste Service for Lichfield and Tamworth District Councils has now been operating for almost two years since its launch on 5<sup>th</sup> July 2010. The service continues to be delivered both in accordance with the operational plan and within budget. Particular highlights include a successful review of the collection rounds and a reduction in the sickness level which have both helped to ease the pressure on employee and agency costs.

A comprehensive set of performance indicators have been developed for the service and the key data is summarised as follows:

- Tamworth's recycling rate increased from 48.1% in 2010/11 to 50.3% in 2011/12,
- The amount of waste sent to landfill per household in Tamworth decreased from 504kg in 2010/11 to 464kg in 2011/12, (This amounts to a reduction per household in excess of 85kgs since the joint service commenced),
- The number of missed bins fell significantly from 2.27 per 1000 bins in 2010/11 to 1.16 per 1000 bins in 2011/12,
- The number of escalated service requests fell from 439 in 2010/11 to 235 in 2011/12. However the number of formal complaints rose from 9 to 16 over the two year period,
- The average number of sick days per employee fell from 16.74 in 2010/11 to 12.36 in 2011/12,
- There were no reportable dangerous occurrences in 2011/12.

### **Streetscene/Environmental Management.**

The latest local environmental quality report has confirmed the 300 areas inspected as part of this process are above standard in littering, detritions, and graffiti. Dog Fouling is now being monitored and, as anticipated, has marginally increased due to expected seasonal variance. The level still appears to be low despite a high public profile.

Grass cutting commenced in early March and the updated equipment now being used has demonstrated it is fit for purpose. General preparations for the forthcoming Olympics and "In Bloom" projects are well underway.

Remedial works to the castle grounds including the lower lawn bedding area are completed and normal access to these areas is restored.

### **Town Centre Market**

LSD Promotions have now completed a first very successful year with 58 new traders joining the market. An incentive scheme for new traders has been introduced with 4 weeks trading at £10 a stall with free insurance to further enhance new traders.



## **Civil Parking Enforcement**

The civil parking contractor continues to operate within the agreed deployed hours and within the budget. The schools safety awareness scheme, Zig and Zag, has continued to be rolled out across the Borough.

## **Street Wardens**

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 and Safer Nights operations with the Police and other agencies.

## **CCTV**

Upgrades to cameras continue to be undertaken in the town centre with new 'dome' cameras installed from existing capital budgets. Several new cameras will be installed in 2012 throughout the Borough and CCTV continues to work closely with the anti-social behaviour Hub.

## **Environmental Enforcement**

This quarter has seen a further successful prosecution and magistrate fine for littering with a conditional discharge and £100 fine and £200 costs. Five further prosecutions are pending due to non-payment of a fixed penalty for littering.

All fly tipping incidents are now checked for evidence and appropriate action taken and this quarter, 71 fixed penalties have been issued for littering.

## **Food Safety/Health & Safety**

This quarter has seen the completion of all high-risk inspections and the necessary work to prepare the Council to join the National Food Hygiene Rating Scheme. This brings the Council on par with national initiatives and ensures that performance continues to be in accordance with national goals and drives up compliance. This adds value to the business and continues to reassure the public about food safety.

There have been fewer health & safety accidents reported in this quarter, this has reduced the number of proactive visits that have been needed to be carried out.

## **Environmental Protection**

Air quality continues to be monitored and action taken to protect public health. There has been one exceedence of the permitted limits at a monitoring station. Further work to understand and evaluate the significance will be conducted following liaison with partners at Staffordshire County Council and the PCT.

## **Unauthorised Encampments**

There have been four unauthorised encampments during this quarter and these have been responded to in accordance with policy. Further work continues to review measures to increase the effectiveness and appropriateness of the way that Tamworth deals with encampments.

## **Licensing**

Licensing applications continue to be dealt with timeously and the team has contributed to Government consultations on reforms to legislation and are now working on implementing the proposals. Three members of the team completed the licensing practitioner's course, an in house provision to provide the knowledge, skills and attributes for Tamworth BC staff to carry out their duties in a competent and professional manner. This also enables businesses to receive fewer visits from regulators as staff signpost to relevant agencies.

## **Repairs and Investment Project**

The contracts with Morrison and Mears commenced as planned on Friday 30<sup>th</sup> March 2012. The contracts are worth approximately £56million over the next 5 years.

## **Improvements to Marmion House**

Meeting Rooms 1 and 2 on the 1<sup>st</sup> floor have recently been improved, benefiting from new carpets, ceilings, lighting and decoration. Committee Room 2 and Meeting Room 4 on the 2<sup>nd</sup> floor will receive similar treatment during April. After these have been completed there are plans to decorate the interview rooms on the ground floor. There will also be a quiet work room on the 5<sup>th</sup> floor.

## **Housing Capital Works Programme**

The 2011/12 Capital programme with Wates was completed on time with all planned works completed. There was a slight overspend of approximately 2% across the budget due to statutory unforeseen works. Based on the current condition survey all properties that required work to maintain decency were improved, and maintained their decent homes standard.

\*\*\*\*\*

## **Communities, Planning and Partnership**

### **Community Safety**

This last quarter has been a challenging time for the community safety partnership, especially in relation to reported police incidents of crime. This quarter, there was a 22% increase in violence offences with no identifiable pattern to them. However, overall this year there has seen a 13% reduction in violence offences. Serious acquisitive crime saw a 4% increase in the last quarter with a 13% increase over the year. Burglaries in people's homes reduced by 27% in the last quarter but, due to burglaries earlier in the year, an increase of 10% over the year has been recorded. The main current concern is with vehicle crime which increased by 29% in the last quarter with an overall increase of 19% over the year. Increases in the thefts of number plates and vehicle parts are the main issues. Operations and initiatives have been, and will continue to be, organised by the police and through the joint operations group (JOG) to tackle these issues. Criminal damage offences have remained fairly constant with a 3% increase this quarter compared with a 5% reduction over the year. Incidents of anti-social behaviour (ASB) continued to fall in the quarter by 9% with an overall reduction of 20% over the year.

The 'Citizen Watch' scheme has recently been launched in Tamworth. It is a joint venture with the Community Safety Partnership, Mencap and local businesses in the town centre. The shops which are part of the scheme can be easily identified by a prominent 'Citizen Watch' logo in their windows. This tells people with learning disabilities that the shop or business is a safe place for them to go, where trained staff will be able to make calls on their behalf to the police, a carer or family member. Citizen Watch will also help people with learning disabilities to be more independent and feel confident enough to report any incidents to the police, PCSOs and street wardens.

The Community Safety Partnership began a trial of the use of an anti-social behaviour case management system known as "e cins". It is a web based 'cloud' system enabling any partner with authorised access to use the system. Early indications are positive and already Staffordshire police have bought the system to case manage their Integrated Offender Management (IOM) cohort.

There has been a particularly successful project which involved targeting a small group of young people in Amington who were causing significant issues to the community with anti-social behaviour and minor criminality. Through a multi agency approach involving community development, police, Staffordshire Young Peoples Service, schools and other partners a range of activities and interventions were delivered over a 10 week period which has resulted in a very significant reduction in anti-social behaviour in the area. The proposal is to roll out similar projects in other areas of the Borough.

### **Community Development**

The review of Locality Working presented to Cabinet in November received strong support for all of its recommendations. Response to this review will have an impact on activity of the team over the next year in terms of engaging and facilitating partner's contribution 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 have started working together to develop further joint working in 2012/13. The team are inputting to Housing Regeneration Account regeneration work in localities and are working with housing colleagues on engagement of local people and partners. The community development team is also working with housing to support further consultation as part of major regeneration feasibility studies in Kerria and Tinkers Green.

A Locality Forum is now in place in Amington and Glascote with all community development officers establishing forum in all areas. Following the move of the Belgrave Hub to the new fire station the community development officer there has started to attract a range of providers to the site. Relations with Fire and Rescue Service are developing following their change of staff and work is ongoing to build an understanding of each others processes and methods.

Discussion about future use of premises 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. Research is underway and an initial report will be provided in July with a Cabinet paper in the autumn.

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 also videos aimed at providing details of and engagement in locality working have been produced. A regularly updated calendar of activities at hubs is available on the Tamworth Borough Council web site. The successful and interesting participatory budgeting pilot is now complete with an evaluation report due in May providing details of the process, projects funded and potential for future use of elements of this system.

The community development manager is involved in exploring opportunities to develop joint action around addressing unemployment in localities and an Employment Action Group with a range of partners has been established to identify areas for shared working. There are two busy employment support groups at Belgrave and Stonydelph serviced by partners including Bromford Housing, the Community Café and Coalfields Regeneration Trust Family Employment Initiative. In addition, learning opportunities are being developed for people at hubs and, it is hoped, that with partner input these types of service can be expanded to all localities, which would have an impact on a variety of issues for local people.

A successful anti-social behaviour pilot project to address behaviour and provide diversionary activity for a group of young people, has been delivered and led by the Amington community development officer in partnership with the local police community support officer. This is a good example of the catalyst role of community development in identifying gaps and bringing people together to collaborate on joint action. This pilot is being evaluated but it is hoped that if resources and a coordinating agency can be identified, interest in rolling this out across the Town can developed.

The examples of work with third sector, local people, police, Fire and Rescue Service and housing provide positive examples for joint work and cooperation through locality working. The model remains sound and it is hoped that partners from all sectors will increase their involvement and participation in the coming year.

## **Strategic Planning & Development**

The Core Strategy/Local Plan, along with the accompanying Sustainability Appraisal Report, was finalised and received Cabinet and Council approval to publish in early February. Discussions continued with North Warwickshire and Lichfield Councils to advance a formal agreement to deliver an element of Tamworth's future housing needs-helping us fulfil our 'duty to cooperate' in relation to delivering the borough's future growth requirements. This resulted in a draft Memorandum of Understanding being produced which is currently progressing through the respective councils' formal structures. On this basis, it was decided to postpone publication of the Core Strategy/Local Plan until early June with the intention to incorporate the agreement within its policies. The delay in publication has also enabled the Core Strategy/Local Plan to be

revised to take into account the content of the government's National Planning Policy Framework (NPPF) which was published at the end of March.

Work has progressed on the Town Centre Supplementary Planning Document with the intention of publishing a draft consultation version in June 2012; simultaneously with the Core Strategy/Local Plan.

The Development Plan Team has submitted planning policy representations on a number of planning applications including the proposed restaurant conversion at Ventura Park. This has helped ensure the subsequent decision was made on robust policy grounds and capable of being defended in the advent of a potential appeal.

The development control team determined 68 planning applications in the fourth quarter, which was a decrease on the previous quarters when 87 applications were processed. Decisions were made on 5 major applications with 20% of the decisions being made within 13 weeks. This, on the face of it, is a disappointing situation but, on further analysis, it can be seen that of the 4 applications that took longer than 13 weeks, 2 of them exceeded the target by 1 day. It should be possible to bring applications this close to the deadline back in time with a greater focus on key dates. The other 2 applications involved significant developments including the application for 109 dwellings at Pennine Way. Given the circumstances it is not considered that customer service has been compromised as a consequence of the delayed decisions. Over the full year 2011/2012, a 65% decision rate has been maintained which exceeds the national target. The time taken to determine minor and other applications also lengthened. The trends indicate an increase in processing time for all application types which is linked to a reduction in resources but it is considered that the service still offers a quality service to its customers.

Efficiencies have been introduced to ensure that applications are determined in a timely manner and officers are currently working with the Planning Advisory Service to ascertain if further improvements can be delivered in the future.

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. An enforcement protocol is being developed to ensure that action is prioritised to tackle those breaches of planning control that have the greatest impact. This will be reported for consideration by the Planning Committee. Thereafter a regular report will be submitted to the committee indicating the level of enforcement activity being undertaken.

## **Economic Development**

The Business and Economic Partnership continues to be actively led by members of the local business community, continually supported by the Economic Development team. New Board members have been recruited from the business community (John Lewis Retail), the voluntary and community sector (Lichfield CVS) and Staffordshire County Council (the two district commissioning leads). The appointed Champions for the Economic Strategy themes continue to work on their respective action plans, which will be finalised in the early part of 2012/13. In response to a gap identified in terms of engaging with larger strategic businesses, the Chamber has been engaged to develop a Business Leaders programme across Tamworth and Lichfield.

The Business and Economic Partnership has also been working on its communications strategy, looking at alternative and more efficient ways of delivering its Business Brief newsletter, the development of a web portal and the instigation of social media activity, which included the delivery of social media training for all Board members. The Business and Economic Partnership has also been actively involved in specifying and commissioning a

service to deliver business support services for Tamworth businesses and individuals interested in starting a business (branded Tamworth4Business), which will start to be delivered in April.

The team has remained actively engaged in the Local Economic Partnership agenda, particularly through Greater Birmingham and Solihull, as well as keeping a 'watching brief' on Stoke and Staffordshire. The team remains ever present at a variety of sub-groups, as well as the main steering group, and continues to keep members and senior management fully briefed on developments. A business engagement event for Greater Birmingham and Solihull was held in January at Drayton Manor, which was actively supported and promoted by the team. Tamworth has also been represented at discussions within Greater Birmingham and Solihull regarding the visitor economy and how the Local Economic Partnership can more actively support the sector. Opportunities for leveraging in funding continue to be pursued and the team lead the development of a bid for Growing Places funding for the regeneration of Amington Industrial Estate which, although unsuccessful, could still be eligible for future funding support from the Local Economic Partnership at some stage in the future. Bids for European Regional Development Funding, both for an enterprise scheme and a business development programme, have been actively supported. A positive decision on the funding allocation is expected from the Department for the Communities and Local Government in April.

Huge progress on Think Local 4 Business has been achieved with the team continuing to lead on the overall development of the project, including managing the Interim Board, the incorporation of the business into a trading company and the ongoing development of the product offering. Cabinet approval for the incorporation was given in March. Other local authority partners in the project have also been seeking Cabinet approval and the incorporation is expected to actually take place in May. Further enhancements to the website have been developed with the web design company and an email marketing campaign has been started, resulting in increased registrations and activity on the site.

In terms of other activities, the team has worked alongside Staffordshire County Council to undertake a review of managed workspace provision across Tamworth and Lichfield. A final report is due to be published in April. The team has also worked closely as part of the team developing the 'Portas Pilot' bid to become a Town Team. A series of successful business events have been staged or have been planned, including an Apprenticeships event for businesses in March and a 'Pop Up' business networking event in April, with early planning for the team's 'flagship' business event, the Think Local 4 Business Show, also taking place.

The Service has led on the Gateway project and the appointed Landscape Architect has completed costed 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.

### **Community Leisure/ Sports Development**

The leisure team has continued to work well with external partners. A new Stand Up Paddle boarding Club (SUP) has been established in the Borough and been located at the Castle Grounds Activity Centre to help reinforce and compliment the Borough's drive for participation in water sports. This location provides them with easy access to the waterways and opportunities to work in conjunction with the recently relocated Tamworth Canoe Club. The SUP club was formed with the aid of a Borough Council Olympic Legacy grant of £2012 and further supported by a coach education sports grant.

A meeting with the Lawn Tennis Association began the process of turning the tennis courts in the Castle Grounds into a Beacon Accredited Community Tennis Club. This will involve the Lawn Tennis Association opening the tennis courts to all sectors of the local community to

provide tennis coaching during the day, evening & weekends in order to increase participation in the sport. The courts are currently under utilized and this scheme aims to create an increase in recreational tennis playing and improve income through the courts. England Athletics funding has also been agreed to help qualify volunteers as walk/run leaders in order for us to set up community based beginner running clubs.

An application for funding has been submitted to Sport England for two outdoor table tennis tables to be located in the Castle Grounds as part of the 'Ping' initiative. Similarly, a first stage reaching communities bid has also been completed with the aim of relocating and expanding the current gym facility in the Castle Grounds Activity Centre. The bid includes gym and group exercise based activity as well as healthy weight and cook and eat courses. The aim is to create a project that will encompass health to include, physical activity, healthy weight and healthy eating components for the whole family rather than the current adult focus. As part of the sustainability of the proposed project, the up skilling of volunteers to help run the scheme has been factored into the bid.

This quarter one of the apprentices has passed their level two fitness instructor qualification and will now go on to start their level three personal trainer qualification. The completion of this will mean that they will be able to write programmes for low risk clients on the structured exercise scheme, helping to reduce the waiting time for inductions for these clients.

Liaison and support has continued with various sports clubs in the Borough to identify and complete funding applications as well as pulling together the sports club/physical activity aspect of the Olympic Torch festival. A new group exercise class called Kettlercise has also been implemented into the community exercise class timetable. Sports development have organised the Mayor's Zumbathon event in the Castle Grounds on Sunday 8<sup>th</sup> July.

## **Arts and Events**

The Olympics is taking a large proportion of the team's time and is proving to be a challenging process. The Multi-agency approach and conversations across the county have proved useful with Tamworth establishing good procedures and hopefully the event will prove to be an exciting and memorable day for Tamworth.

Sports Relief took place with over 800 runners. Whilst the event works well for Tamworth, the national organisation was not as well managed as previous years. This event will be reviewed.

The new Assembly Rooms website has gone live and is receiving a lot of positive feedback. The new box office goes live at the end of May and includes new ticket designs and printers.

The year of events campaign has launched and the new "What's On" is following shortly. In addition, there is a new annual marketing press and advertising plan.

Tamworth has developed a working partnership with Cannock District Council, Made Groundwork and Staffordshire Community Foundation and has applied for Arts Council England funding of £2.1m. The work will focus on arts engagement activities across Tamworth and Cannock over three years and the creation of an arts endowment fund for both areas to access longer term.

Whilst there has been a distinct decline in ticket sales, bar sales are starting to improve slightly. There have also been various maintenance issues over the last few months. The development project is waiting for further guidance from the Heritage Lottery Fund and Arts Council England. The team are currently working on a wide range of projects around the future development and changes to the service.

## **Tamworth Castle**

The Castle Heritage Lottery Fund project is gaining momentum with the capital works contract now out to tender and the interpretation design progressing well. The short film for the new Armoury display which will replace the Norman Exhibition has been completed and rough designs are available for the external interpretation panels that will be made available in the Castle grounds. The panels are unique in that they include a bespoke display box that shows replica artefact from the Castle's collections. In addition, there will be rubbing panels, illustrations and maps so the public can fully engage with our local history.

The Castle is continuing to work on proposals for the refurbishment of the Tamworth Story which will see the updating of its Saxon displays and the inclusion of some further pieces of gold from the Staffordshire Hoard. A new high security display case has been commissioned for delivery at the end of May and it is hoped to exhibit about 15 sword pommels. There will also be some more handling items, Saxon costume to try on, and some interactives including rubbing plates of the Saxon helmet foils and the hoard zoomorphic decorations. The sword and helmet replicas commissioned by Tamworth Borough Council last year will also be re-displayed with fantastic new photographs and accompanying information.

## **Children, Young People and Safeguarding**

The Prevention of Adverse Risk Taking Behaviour group have revised their action plan for 2012-2013. The group have chosen to focus work around five key priorities and a number of projects are currently taking place to address these priorities. The priorities are:

- Tackling alcohol misuse among young people,
- Working towards the prevention of teenage pregnancies,
- Raising awareness of sexual exploitation amongst young people,
- Addressing the current trend around high levels of toleration in respect of domestic abuse and
- Reducing the number of young people engaging in anti-social behaviour

Safeguarding children and vulnerable adults is a demanding area of work for the directorate. As a result of the death of a vulnerable adult in Tamworth a serious case review is currently taking place. Key lessons from the review will be disseminated to all appropriate staff when they become available.

Delivery of refresher level 1 safeguarding training to all appropriate staff is underway and sessions will continue to run throughout the year. A domestic violence policy is currently being produced which will provide staff with information about domestic abuse and how to respond to any concerns they may have.

Working in partnership with the police, the co-ordination of the delivery of multi-agency training in relation to domestic violence to appropriate staff members is being undertaken. Also, in conjunction with the police and Staffordshire Young People's Service the delivery of education to young people around sexual exploitation and how to keep safe is being co-ordinated.

## **Partnership Development and Voluntary Sector**

The Tamworth Strategic Partnership approved nine task and finish groups at its meeting in September 2011.

Two task and finish groups have now been completed:



1. Reduce alcohol misuse by tackling the inappropriate availability and consumption of alcohol.

The future role for the TSP Board is to engage with the wider County Alcohol – reducing harms in Staffordshire programme.

2. To develop a joint Infrastructure Delivery Plan (IDP) and oversee its implementation.

The future role for the Board is to commit to reviewing the IDP annually.

The other seven task and finish groups are now operational. Importantly, all seven are making appropriate links with existing groups so as to reduce duplication and with other relevant task and finish groups.

Tamworth Strategic Partnership has now successfully let the contract for an Enterprise and Job Creation Service to Business Development Service Ltd (BDS) for a period of two years. BDS will work closely with the Business and Enterprise Partnership (BEP) and our own Economic Development Team to promote business growth, employment and workforce development and advise on access to business finance to Tamworth businesses and residents.

The current commissioning provision is being reviewed and cycle 2 is about to commence. This will include the development of a new Public Sector Commissioning Framework which will create the opportunity for joined up commissioning in Tamworth. The first opportunity for this will be through the Healthy Lifestyles fund which has been doubled by a contribution from the District Children’s Commissioner and will give Tamworth its first truly aligned tender. The draft Public Sector Commissioning Framework is currently out for consultation with a workshop for commissioners from all partners on 29 June 2012.

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. There are particular concerns around the financial situation of the Credit Union and the Council is working with them to review their situation.

\*\*\*\*\*

## **Corporate Finance, Exchequer and Revenues**

The fourth quarter has seen the following activity;

- Support for and preparation of a balanced four year medium term financial strategy for approval by Council in February to conclude the Budget process,
- Financial support for the Housing Revenue Account (HRA) self financing reform process including production of a revised financial forecast, assessment of the treasury management implications and the associated borrowing of £44.668m to fund the self financing payment to the Department of Communities & Local Government at the end of March 2012,
- As part of the Council’s financial management & reporting processes, preparation of monthly budget monitoring reports for Managers / Quarterly for Cabinet (Quarter 3 reported to Cabinet in February),
- Preparation of the Annual Treasury Management Strategy, including the additional HRA implications arising from self-financing, for presentation to and approval by Council,

- Securing, in March 2012, the return of £2.5 million from its deposit with Icelandic bank Glitnir. In addition to this, the Council has already received more than £3 million from its other investments with UK-based Heritable Bank and KSF Bank. This means a total of £5.6 million – out of £7.8 million (principal and interest) – has now been received, which is 71 per cent of the original deposits. Even more cash is expected to be refunded in future months – with an expected final return currently totalling £7.1m (90 per cent of the original deposits),
- Preparatory work for the closedown of the 2011/12 financial year & production of Statutory Accounts – including a review of 2010/11 process & reporting of the action plan to the Audit & Governance Committee,
- Detailed review of reserve requests for approval by Cabinet,
- Completion of statutory year end payroll returns to HMRC & Pension Fund before the deadline,
- Audit on annual pension re-banding achieved 100 % assurance,
- Continued sound performance, with robust income collection given the economic climate - achieving collection rates for 2011/12 which exceeds target levels 98.1% for Council Tax., 97.8% for Non-Domestic Rates and 92.7% for Sundry Debtors,
- Joint preparation of the Council Tax leaflet with other Staffordshire Authorities and billing for 31,800 properties and 1900 businesses in the Borough and successful delivery of Council Tax bills, Council Tax leaflets, and Non-Domestic Rates bills in line with statutory requirements,
- Contribution and support to projects under the 'Corporate Change' umbrella, including Transforming Tamworth Creditors review and Agile Working projects,
- Further roll-out and implementation of Quick Quote process. This requires purchases of £2k and over to be managed electronically via the In-Tend system, in order to increase transparency around the procurement process, provide opportunities to a wider number of SMEs and smaller local companies to quote for work, enable information to be collated to assist in identifying opportunities for consolidated contracts and deliver savings,
- The Procurement team has worked with V4, an external consultant contracted by IEWM, to identify Staffordshire-wide opportunities for collaborative procurement. Their report and feedback reflected favourably on the work Tamworth has done to date.

\*\*\*\*\*

## **Business Processes**

The fourth quarter has seen the following activity;

- Rollout of endpoint and media encryption,
- Computers in IT Training Room upgraded,
- Wireless installed on 1<sup>st</sup> floor of Marmion House,

- Interfaces for new repairs contracts,
- Upgrade of desktop GIS,
- Planning for new reciprocal Disaster Recovery arrangement with Walsall,
- Year end processes and support,
- Gold standard achieved for match rate of LLPG and NNDR,
- Commencement of the corporate data register project,
- Ongoing patches and fixes applied,
- Transforming Tamworth closed down,
- Corporate Change Programme drafted.

## FINANCIAL HEALTHCHECK REPORT – Provisional Outturn Period 12, March 2012

### Executive Summary

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

The information included in some cases is based on the likely estimated out-turn for 2011/12 e.g. Rent Allowances and Housing Benefits and Treasury Management/Icelandic Banking situation.

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

Details relating to the summary including Directorate commentaries will be available from Corporate Accountancy (Phil Thomas # 239).

### General Fund

#### Revenue

- The projected full year position identifies a projected favourable variance against budget of £714k (£441k favourable reported at period 11) or a 7.58% under spend to budget. This includes the impact of Temporary Reserve requests that were approved by Cabinet on the 4<sup>th</sup> April 2012; however there is the possibility that adjustments will be required after alignment of the effect of some reserves, on the outturn. Within this variance, some £291k is classified as 'Windfall' income which, if excluded, would turn the current under spend to budget of £714k into an under-spend of £423k or 4.49% surplus, details of which can be found at **Appendix A**.

#### Capital

- The provisional outturn on capital schemes spend is £627k (£752k projected at period 11) compared to a full year budget of £1.895m (this includes re-profiled schemes from 2010/11).
- At this point it is proposed that £1.269m should be re-profiled into 2012/13 (£1.142m projected at period 11) which will be subject to Cabinet approval.
- It is also proposed that the £130k General Fund Specific Project Contingency, the £40k General Fund Contingency and the £160k Invest to Save Contingency, remaining at the end of March, be re-profiled into 2012/13.
- A summary of Capital expenditure by Directorate can be found at **Appendix B**.

#### Other

There is currently a balance held of £259k within the Repairs and Renewals Fund.

## Balances

Balances on General Fund are projected to be in the region of £4.526m at the year-end from normal revenue operations (£4.253m projected at Period 11) compared to £4.212m projected within the 2012/13 budget report.

The change in the predicted out-turn variance since that predicted at period 11 (an improvement of £273k) has been investigated and significant items identified that make up this change are listed and tabled later in this report.

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

## Housing Revenue Account

### Revenue

- The projected full year position identifies a favourable variance against budget of £311k (£90k favourable projected at period 11).
- The information included, in some cases, is based on the likely estimated out-turn for 2011/12.

### Capital

- The provisional outturn on programmed capital schemes is projected to be £4.537m (£4.539m projected at period 11) compared to a budget of £4.544m. It is also proposed that £4k be re-profiled into 2012/13 (£4k at period 11) in relation to delayed schemes, which will be subject to Cabinet approval.
- The above figures relate to the original capital programme approved by Council on 22<sup>nd</sup> February 2011 and do not include the £44.668m capital expenditure in relation to the Housing Self Financing Reform, which took place on the 28<sup>th</sup> March 2012.
- A summary of Capital expenditure by Directorate can be found at **Appendix B**.

## Balances

Balances on the Housing Revenue Account are projected to be in the region of £4.719m at the year-end (£4.498m projected at period 11) compared to £4.708m projected within the 2012/13 Medium Term Financial Plan. The additional balances above this minimum will be required to provide additional funds for uncertainties that could affect the Council in the forthcoming years.

## FINANCIAL HEALTHCHECK REPORT – PROVISIONAL OUTTURN PERIOD 12 MARCH 2012

This section of the report highlights the main issues identified at this point. Cabinet are requested to note the contents of the report and agree any action points and address issues raised.

### Issues Identified

- The financial performance review has over the year focussed on the following key areas:
  - The predicted outturn projection of the actual activity to budget for the year;
  - Identification of potential issues and areas for review/action;
  - It should be noted that a detailed review of revenue outturn will be undertaken in order to identify the impact on the medium term financial strategy and revenue patterns for the 2013/14 budgets.

### General Fund –

The provisional full year position identifies a favourable variance against budget of £714k or 7.58% below approved budget (£441k or 4.69% favourable projected at period 11).

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

- Outside Car Parks - £104k (£129k reported at period 11). Net overall reduction in car parking income received.
- Land Charges - £84k (£88k reported at period 11). A £100k contingent liability has been established to reflect potential refunds re personal searches (subject to legal action). Reduced by income over budget of £15k.
- Tamworth Golf Course - £49k (£49k reported at period 11). The management company are experiencing financial difficulties and have a voluntary arrangement in place. This is a worse case scenario and a contingency budget has been set up to cover this.
- Public spaces - £46k (£46k reported at period 11). Employee costs (£3k) 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 and a shortfall in income and recharges of £18k.
- Benefits Administration - £12k (£18k reported at period 11) Employee costs likely to overspend due to inclusion of vacancy allowance in budget.
- Tourist Information Service - £42k (£36k reported at period 11). Employee costs - Additional hours worked re TIC relocation and training.
- TIC Shop Trading Account - £12k (£15k reported at period 11). Income re sale of stock and ticket sales commission below budget.

- Solicitor To The Council - £17k (£16k reported at period 11). Employee costs (£8k) - likely to overspend due to inclusion of vacancy allowance in budget, fees & charges (£16k) - shortfall in legal fees income received, compensated by saving of £8k due to cancellation of a subscription.
- Public Conveniences - £11k (£10k reported at period 11). Higher than expected payment for overtime to cover staff absences.
- Corporate Director Resources - £17k (£10k reported at period 11). Employee Expenses (£10k) overspend due to shortfall in budgetary funding ('vacancy allowance') and Leave/Flexi accruals.
- Industrial Properties - £15k (£10k predicted at period 11). Lower than expected rental income (£49k) offset by savings on rates (£14k) provision for bad debts (£15k) and recharge of insurance premiums (£6k).
- Chief Executive - £14k (£7k projected at period 11) overspend due to shortfall in budgetary funding ('vacancy allowance').
- Tree Maintenance - £12k (£3k projected at period 11) mainly due to an overspend on Employee Expenses (£5k) relating to vacancy allowance budget reduction, and a net shortfall in income (£6k).

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

- Corporate Finance - £253k (£250k reported at period 11). Contribution from Reserves (£156k), write back of unspent/redundant reserves. Specific Contingency to offset shortfall in Income on Tamworth Golf Course (£49k) remaining £41k reserve requested for Corporate Change Project Management. Vacancy Allowance offsetting salaries overspends reported due to shortfall in budgetary funding (£50k) £25k IFRS Contingency budget not required to be released. Efficiency savings £20k, expected shortfall against target of ongoing General Fund revenue savings identified.
- Treasury Management - £100k (£111k reported at period 11). Net under spend mainly as a result of the decision to delay budgeted external borrowing resulting in lower external interest payments (£360k) Minimum Revenue Provision (£150k) anticipated receipt of Icelandic investments. Reduced by the sum chargeable to the HRA in respect of Item 8 debit (£339k). The continuing lower level of money market interest rates has also resulted in a projected shortfall in our investment income (£39k) by year end and interest payable to HRA (£14k).
- Environmental Health - £92k (£86k reported at period 11). Employee costs - 2 vacant posts - subject to service re-alignment. Further vacant post to be filled. One officer has been on maternity leave.
- Admin/Management Support - £73k (£63k reported at period 11). Salaries (£60k) under spend following review of senior management and Leave/Flexi accruals (£7k).

- Joint Waste Arrangements - £146k (£70 reported at period 11). There is a projected saving of £115k as it is anticipated that there will be no call on the cost centre's Contingency budget. There is an estimated under-spend on contract costs of £35k, and additional income receipts in respect of Bulky Waste Collection of £27k but a potential under-recovery on Common Services income due to changes in the recharge basis (£31k).
- General Fund Housing - £50k (£49k reported at period 11) 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).
- Benefits - £41k (£35k overspend reported at period 11). Estimated overspend based on claimant activity recorded in the DWP claim as at the end of March.
- Commercial Property Management - £37k (£28k reported at period 11). There is a saving on rates as only pay rates on long term void properties and very few are envisaged at this stage (£12k). Also over recovery of Rental Income, including successful rent review back dated to 2008 for 69 Caledonian (£20k and additional income from recharge of insurance premiums of £10k
- Marmion House - £32k (£38k reported at period 11). Mainly due to savings on Electricity costs (£20k), additional income due from renting out 5th floor not in budget (£12k) and a budget saving re Employee costs of £4k and Redundancy costs (£5k) as actual costs were charged into the previous year.
- Concessionary Fares - £17k (£17k reported at period 11). 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 - £85k (£26k reported at period 11). Employees' costs, savings due to maternity leave and a vacant post for 3 months (£16k) and Works in Default (£9k) and the write back of £49k in respect of a provision established for a Tree root claim at Hoylake, which is no longer required
- Policy & Review - £17k (£16k reported at period 11). 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 - £17k (£17k reported at period 11). 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 - £12k (£18k reported at period 11). 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 (£8k) largely demand led budget. Consultants' fees (£4k) to fund external work on policies/procedures. The under-spends are reduced by a transfer to reserves of £12k



- Training and Development - £15k (£8k projected at period 11) net savings mainly on other minor under-spends on Professional Development, Post Entry Training & Refreshments & Materials
- Outdoor Events - £12k - Additional rental income (£6k) and under-spends of £5k on events during the year.
- NNDR - £11k - A saving on Employee expenses of £5k and additional income from Grant and Court costs of £4k.
- Civil Contingencies - £11k - A net £10k saving on various Supplies and Services budgets.
- Internal Audit - £11k - A net saving in External Support of £4k and a saving on Employee and Transport costs of £7k.
- Customer Services - £10k (£15k reported at period 11). Net saving on Main switchboard line rental (£10k) and Employee costs (£5k).
- Taxi & Private Hire Vehicles - £16k (£13k reported at period 11) Employee costs -vacant post.
- Licensing Act - £15k (£14k reported at period 11). Over recovery on new applications, which is demand led.
- Cash Collection - £12k (£10k projected at period 11). Net saving on employee costs and Payment kiosks.

### **General Fund – Capital**

- The provisional outturn on capital schemes spend is £627k (£752k projected at period 11) compared to a full year budget of £1.895m (this includes re-profiled schemes from 2010/11).
- At this point it is proposed that £1.269m (detailed below) should be re-profiled into 2012/13 (£1.142m projected at period 11) which will be subject to Cabinet approval.
  1. Castle (HLF) Scheme £723k - HLF Grant awarded mid June 2011 - major works will now be undertaken in the summer of 2012.
  2. Private Sector Coalfields Fund grants, £194k, as again projects are to be identified and undertaken over this and future years.
  3. Home Repairs, Works in Default £113k - Projects being developed.
  4. Disabled Facilities Grant £31k – Potential for some payments to slip into 2012/13.
  5. Streetscene Tracking System, £30k - scheme delayed due to M3 migration go-live date being postponed.

6. Designated New Cemetery Land. £25k - tender exercise in January.
  7. Waste Management & Recycling Expansion - £12k, project being developed.
  8. Repairs to River Bank, Castle Grounds £9k – Reconstruction works complete, further major works and landscaping to be completed mid April.
  9. Replacement PC's, Servers and Printers, £71k, to support Transforming Tamworth & Corporate Change projects.
  10. EDRMS (Electronic Document Records Management System), £3k, implementation postponed.
  11. IP/Telephone/ Network, £23k, to support Transforming Tamworth.
  12. Replacement ICT – Northgate M3, £8k, requirements to be reviewed as part of Transforming Tamworth & Corporate Change projects.
  13. Gazetteer development, £14k, Phase 2 of the migration not expected to be progressed until 2012-13.
  14. Community Safety - £8k - Costings/preparation for Noise related and Anti-social Behaviour specialist equipment.
  15. CCTV Camera Renewals - £ 5k – Project for updating nearly completed.
- It is also proposed that the £130k General Fund Specific Project Contingency, the £40k General Fund Contingency and the £160k Invest to Save Contingency, remaining at the end of March, be re-profiled into 2012/13.

Significant variances identified resulting in the increase in net under-spend of £273k

**CHIEF EXECUTIVE'S OFFICE**  
**FINANCIAL HEALTHCHECK REPORT - PROVISIONAL OUT-TURN**

The projected full year position is an un-favourable variance of £100k compared to the forecast outturn at Period 11 of £104k un-favourable  
A decrease in the variance of £4k. The main changes identified are :-

**Significant Variances from P11 Forecasted Out-turn**

	Projected Outturn Period 11	Projected Outturn Period 12	Difference in Projected Outturn P12 - P11	
GENERAL FUND	Over/(Under) Spends £000's	Over/(Under) Spends £000's	£000's	Comments
<b>CHIEF EXECUTIVE'S OFFICE</b>				
<i>Assistant Chief Executive PR and Consultation</i>				
Contribution to Reserves	1	9	8	Underspend on Advertising budget subject to additional reserve request
<i>Head of Customer Services Customer Services</i>				
Line Rental Main Switchboard	(10)	(1)	9	Period 11 reported expected underspend as a result of credits due from Virgin Media - not received until 12/13
<i>Head of Organisational Development Training and Development</i>				
Various underspends on other training budgets	0	(10)	(10)	Other minor underspends on Professional Development, Post Entry Training & Refreshments & Materials
<b>Other minor non-significant variances</b>	113	102	(11)	
<b>CHIEF EXECUTIVE'S OFFICE</b>	104	100	(4)	

**CORPORATE DIRECTOR OF RESOURCES**  
**FINANCIAL HEALTHCHECK REPORT - PROVISIONAL OUT-TURN**

The projected full year position is a favourable variance of £417k compared to the forecast outturn at Period 11 of £333k favourable  
A increase in the variance of £84k. The main changes identified are :-

**Significant Variances from P11 Forecasted Out-turn**

	Projected Outturn Period 11	Projected Outturn Period 12	Difference in Projected Outturn P12 - P11	
GENERAL FUND	Over/(Under) Spends £000's	Over/(Under) Spends £000's	£000's	Comments
<b>CORPORATE DIRECTOR OF RESOURCES</b> <i>DD - Corporate Finance, Exchequer &amp; Revenues</i> Corporate Finance				
Contribution to Reserve	50	84	34	Corporate Change Project Management Reserve plus additional reserve re 12-13 New Homes Bonus Grant income received in advance & digitisation of planning records First instalment of 12-13 New Homes Bonus Grant received in March & transferred to reserve Write-Back of Unspent/Redundant Reserves as approved by Cabinet - £10k write back of costs associated with VR. Unidentified Income £7.1m new borrowing not yet taken £7.1m new borrowing not yet taken Shortfall on investment income
Government Grants	0	(23)	(23)	
Contribution from Reserves	(146)	(156)	(10)	
Under/Over Banking	0	(6)	(6)	
<b>Treasury Management</b>				
External Interest Payable	(384)	(360)	24	
Housing Revenue Account	350	339	(11)	
Misc Interest & Dividends	47	39	(8)	
<b>Head of Revenues</b>				
<b>Council Tax</b>				
Court Costs Income	0	(8)	(8)	Income received above budget
<b>Head of Benefits</b>				
<b>Benefits</b>				
Expenditure & Subsidy Income	(22)	(71)	(49)	Based on DWP Estimate Final Claim 2011-12 Increase in provision for bad debts required as at end March
Provision for Bad Debts	63	69	6	
<b>Other minor non-significant variances</b>	(291)	(324)	(33)	
<b>CORPORATE DIRECTOR OF RESOURCES</b>	<b>(333)</b>	<b>(417)</b>	<b>(84)</b>	

**DD ASSETS and ENVIRONMENT**  
**FINANCIAL HEALTHCHECK REPORT - PROVISIONAL OUT-TURN**

The projected full year position is a favourable variance of £191k compared to the forecast outturn at Period 11 of £96k favourable  
A increase in the variance of £95k. The main changes identified are :-

**Significant Variances from P11 Forecasted Out-turn**

	Projected Outturn	Projected Outturn	Diff in Projected Outturn	Comments
	Period 11	Period 12	Period 13 - period 11	
GENERAL FUND	Over/(Under) Spends £000's	Over/(Under) Spends £000's	Over/(Under) Spends £000's	
<b>ASSETS AND ENVIRONMENTAL SERVICES</b>				
<b>Outside Car Parks</b>				
Fees & Charges	140	121	(19)	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. Reconciliation at year identified a longer delay than expected on banking of monies.
<b>Joint Waste Arrangement</b>				
Contract Payments	12	(35)	(47)	TBC share of surplus now predicted on joint waste service that is only identified and agreed at year end.
Miscellaneous Income	0	(27)	(27)	Additional income from bulky waste for TBC through the joint waste arrangement,
<b>Cemeteries</b>				
Contribution to Retained Fund	17	26	9	Any surplus on cost centre transferred to Retained fund at year end to meet future cemeteries costs
<b>Public Spaces</b>				
Vehicle Insurance	0	(17)	(17)	Reduction in Premiums
Contribution to reserves	0	19	19	Impact of reduced insurance recharges
Contributions from reserves	0	13	13	Less than expected income from earmarked reserves
<b>Trees</b>				
Housing Revenue Account	0	8	8	Income currently down from referral works - expect full budget to be achieved at year end
<b>Other minor non-significant variances</b>	(265)	(299)	(34)	
<b>ASSETS AND ENVIRONMENTAL SERVICES</b>	<b>(96)</b>	<b>(191)</b>	<b>(95)</b>	

**DD HOUSING & HEALTH**  
**FINANCIAL HEALTHCHECK REPORT - PROVISIONAL OUT-TURN**

The projected full year position is a favourable variance of £58k compared to the forecast outturn at Period 11 of £62k favourable  
A decrease in the variance of £4k. The main changes identified are :-

**Significant Variances from P11 Forecasted Out-turn**

	Projected Outturn Period 11	YTD Outturn Period 12	Difference in Projected Outturn P12 - P11	
GENERAL FUND	Over/(Under) Spends £000's	Over/(Under) Spends £000's	£000's	Comments
<b>HOUSING &amp; HEALTH</b>				
<b>Health Agenda</b>				
LSP Project Funding	0	(19)	(19)	Funds released from retained fund but payments not due in current year Adjustment to retained fund for payments not due in current year
Contribution from Reserves	0	19	19	
<b>Other minor non-significant variances</b>	(62)	(58)	4	
<b>HOUSING &amp; HEALTH</b>	(62)	(58)	4	

**DD - COMMUNITIES, PLANNING and PARTNERSHIPS**  
**FINANCIAL HEALTHCHECK REPORT - PROVISIONAL OUT-TURN**

The projected full year position is a favourable variance of £148k compared to the forecast outturn at Period 11 of £54k favourable  
 A increase in the variance of £94k. The main changes identified are :-

**Significant Variances from P11 Forecasted Out-turn**

	Projected Outturn Period 11	Projected Outturn Period 12	Diff in Projected Outturn Period 12 - period 11	
GENERAL FUND	Over/(Under) Spends £000's	Over/(Under) Spends £000's		Comments
<b>COMMUNITIES, PLANNING &amp; PARTNERSHIPS</b>				
<b>Development Control</b>				
Provision Increased costs	0	(49)	(49)	Provision no longer required following settlement of Hoylake
<b>Head of Strategic Planning &amp; Development</b>				
Temporary Reserve	21	31	10	Temporary Reserve - Gateway Project/grant from PAS
Government Grant	(12)	(22)	(10)	PAS grant to support service delivery options appraisal. Additional £10k grant received from PAS in March
<b>Locality Working- Glascote</b>				
Various budgets across service	(27)	(35)	(8)	A prudent approach to spending has been taken to enable the scheme to continue for a further year. Members have been appraised by report Less spend than originally anticipated
Temporary Reserve	85	92	7	
<b>Castle Events</b>				
Schools Programme Income	0	(10)	(10)	Higher than anticipated schools income at year end
<b>Admin/Management support</b>				
Accrued Annual leave/flexi	0	(7)	(7)	
<b>Other minor non-significant variances</b>	(121)	(148)	(27)	
<b>COMMUNITIES, PLANNING &amp; PARTNERSHIPS</b>	(54)	(148)	(94)	

## **Housing Revenue Account –**

- The projected full year projected position identifies a favourable variance against budget of £311k (£90k projected at period 11).

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

- Contribution to Reserves - £268k Projected reserve requirement based on estimated liability in respect of final pension figures for TUPE'd staff, these figures are still to be finalised with Staffs CC pension scheme.
- HRA Subsidy - £158k (£201k reported at period 11). 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 - £109k (£80k reported at period 11). Provision based on current level of arrears.
- GF Discretionary Contribution - £58k (£57k reported at period 11). Reduced income from GF to offset HRA VR costs accounted for within GF Provision.
- Garage Rents - £52k (£51k reported at period 11). Rental income shortfall due to the continuing increase in voids. The use of garage sites is currently being reviewed.
- Estate Management - £17k (£24k predicted at period 11). Mainly 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.
- Debt Management Expenses - £14k (nil projected at period 11). Additional cost of borrowing from the PWLB in respect of the Housing Self Financing reform in March 2012.

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

- Item 8 DR Interest Charges - £339k (£350k reported at period 11). 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 - £139k (£138k reported at period 11). Projected outturn over recovery against budget partly due to a quicker turnaround of void properties reducing overall void levels.
- Compensation Payments - £106k (£106k reported at period 11). Budget for VR not required as actual VR costs adjusted through GRF Discretionary Contribution.



- Contribution to Repairs Account - £78k (nil predicted at period 11). Multiple Contracts, of which the Responsive Repairs contract is £10K under-spent, the miscellaneous budget is £52K under-spent, the Asbestos Surveys contract is £57K under-spent and the Gas and Planned Maintenance contracts are overspent by £10K & £31K respectively.
- General Operations - £23k (£53k reported at period 11). Stock Condition Survey (£21k) to be carried out in 2012/13. Proposed reserve subject to approval. Anti Social Behaviour (£9k) additional work to be done to gain accreditation. Software Maintenance & Improvements (£98k) ongoing upgrade to Orchard system. This is off set by a proposed reserve request which is subject to approval (£102k).
- General – Business Support - £40k (£30k reported at period 11). Savings on Salaries (£16k) due to vacant posts, staff training (£16k) demand led and Corporate Director resources (£11k) recharge reduced to offset Reprographics charges. Reduced by payments for Temporary Staff (£12k) and Subscriptions – Management (£8k).
- Debt Premiums - £33k – (nil projected at period 11) 2011/12 budget not reduced to match actual annual charge.
- Allocations - £17k (£8k predicted at period 11). Savings on advertising (£11k) and financial incentive to move (£6k).
- Interest Internal Balances - £14k (£17k reported at period 11). Additional Interest received due to higher account balances.
- Tenant Participation - £12k (£12k reported at period 11). A major consultation is planned; changes in roles have meant that some projects have been put on hold.
- Housing Advice - £23k (£17k reported at period 11). Low demand for Sanctuary Scheme.
- Women’s Refuge - £12k (£10k projected at period 11). Costs match income from Supporting People, Pathways.
- Thomas Hardy Court - £12k (nil projected at period 11). Due to additional Miscellaneous Contribution income, and increased Service Charges income.
- Caretakers - £7k (£9k predicted at period 11). Saving on commercial refuse/waste disposal.

### **Housing Revenue Account – Capital**

- The provisional outturn on programmed capital schemes is projected to be £4.537m (£4.539m projected at period 11) compared to a budget of £4.544m. It is also proposed that £4k be re-profiled into 2012/13 (£4k at period 11) in relation to delayed schemes, which will be subject to Cabinet approval.

- The above figures relate to the original capital programme approved by Council on 22<sup>nd</sup> February 2011 and do not include the £44.668m capital expenditure in relation to the Housing Self Financing Reform, which took place on the 28<sup>th</sup> March 2012.

**Significant variances identified resulting in the increase in net under-spend to £311k.**

**HOUSING REVENUE ACCOUNT**  
**FINANCIAL HEALTHCHECK REPORT - PROVISIONAL OUT-TURN**

The projected full year position is a favourable variance of £311k compared to the forecast outturn at Period 11 of £90k favourable  
A increase in the variance of £221k. The main changes identified are :-

**Significant Variances from P11 Forecasted Out-turn**

	Projected Outturn Period 11	Projected Outturn Period 12	Difference in Projected Outturn P12 - P11	
HOUSING REVENUE ACCOUNT	Over/(Under) Spends £000's	Over/(Under) Spends £000's	£000's	Comments
<b>DD HOUSING &amp; HEALTH</b>				
<b>General - Operations</b>				
Contents Insurance	0	(28)	(28)	Year end adjustment for actual costs
Contribution to Reserves	102	132	30	Temporary reserves for Orchard upgrade & Stock condition survey. Increase due to insurance contribution to excess fund
<b>HRA Summary</b>				
Contribution to the Repairs Account	268	(78)	(346)	Multiple Contracts, of which the Responsive Repairs contract is £10K underspent, the Misc budget is £52K underspent , the Asbestos Surveys contract is £57K underspent and the Gas and Planned Maintenance contracts are overspent by £10K & £31K respectively. The projected outturn was based on estimated liability in respect of final pension figures for TUPE'd staff, these figures are still to be finalised with Staffs CC pension scheme
Provision for Bad Debts	80	109	29	Provision based on current level of arrears
Specific Contingency	0	(100)	(100)	In March Cabinet approved the use of this budget to meet any potential overspend on repairs due to high rise fire safety work however all costs were met within the existing budget.
Contribution to Reserves	0	268	268	Temporary reserve for estimated pension costs re finalisation of repairs contract
HRA Subsidy	201	158	(43)	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	(350)	(339)	11	Reduction in the amount budgeted as a result of continuing low interest rates and the change in our Capital Financing Requirement mentioned above
Debt Management Expences	0	14	14	Additional cost re Housing Self Financing Reform
Debt Premiums	0	(23)	(23)	Budget not reduced from 2010/11 level
<b>Other minor non-significant variances</b>	<b>(391)</b>	<b>(424)</b>	<b>(33)</b>	
	<b>(90)</b>	<b>(311)</b>	<b>(221)</b>	

**GENERAL FUND 'WINDFALL' INCOME 2011/12**

	£000's
Write-back of 'Unspent/Redundant' Reserves	157
Write-back of Provision - Residual balance no longer required as claim now settled	49
Reduction on anticipated Contract costs on the Joint Waste Management Agreement	35
Additional un-budgeted income from Bulky Waste through the Joint Waste Arrangement,	27
Additional rental income as a result of a successful rent review back dated to 2008 for 69 Caledonian.	23
Sub Total 'Windfall' items	<u>291</u>
Provisional Outturn	8,702
Provisional Outturn Excluding 'Windfall' items above	<u>8,993</u>
Base Budget	9,416
Adjusted variance to base budget (under / (over) spend	<u>423</u>
Adjusted variance to base budget (under / (over) %	4.49

<b>CAPITAL PROGRAMME 2011-12 SUMMARY</b>					
<b>Period 13 - Ledger Info @ 09/05/12</b>					
<u>Directorate</u>	<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>
	£	£	£	£	£
CORPORATE SERVICES	71,340	37,903	156,340	119,138	701
COMMUNITY SERVICES	446,070	589,508	1,739,060	1,149,391	-161
GENERAL FUND TOTALS	517,410	627,411	1,895,400	1,268,529	540
HOUSING REVENUE ACCOUNT	172,360	49,205,110	4,543,630	3,687	44,665,167
<b>TOTAL APPROVED CAPITAL</b>	<b>689,770</b>	<b>49,832,521</b>	<b>6,439,030</b>	<b>1,272,216</b>	<b>44,665,707</b>
<i>Specific Project Contingencies</i>	<i>130,000</i>	<i>0</i>	<i>130,000</i>	<i>130,000</i>	<i>0</i>
<b>TOTAL (incl spec' contingencies)</b>	<b>819,770</b>	<b>49,832,521</b>	<b>6,569,030</b>	<b>1,402,216</b>	<b>44,665,707</b>
<i>GF General Contingency</i>	<i>40,000</i>	<i>0</i>	<i>40,000</i>	<i>40,000</i>	<i>0</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>
<b>ALL CAPITAL</b>	<b>1,019,770</b>	<b>49,832,521</b>	<b>6,769,030</b>	<b>1,602,216</b>	<b>44,665,707</b>

This page is intentionally left blank