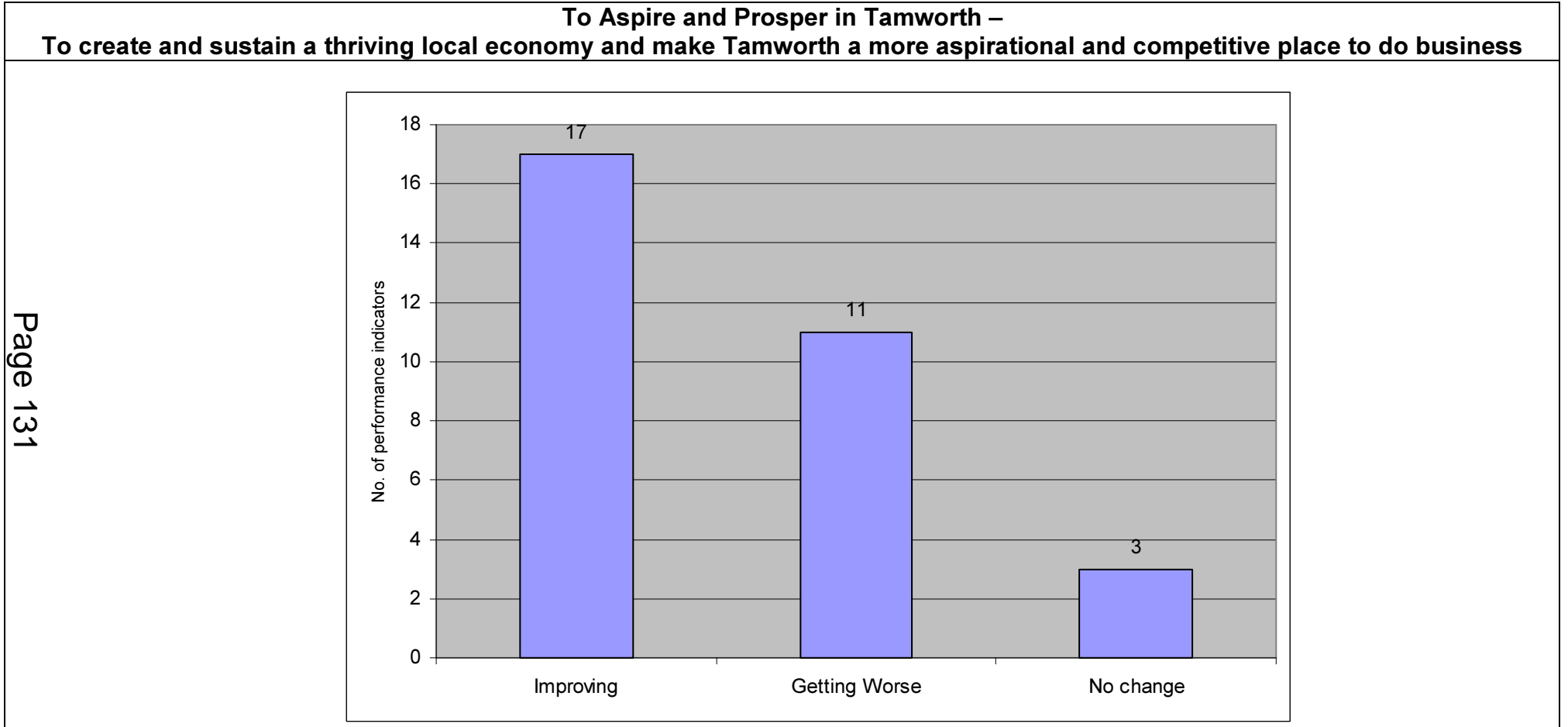






1. Corporate plan scorecard of performance indicators





The charts below show the numbers of performance indicators and whether they are improving, getting worse or have stayed the same.



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	September 2012	7.2%	Months	↑	Improving	
Percentage of 16 - 19 year olds not in any full-time or part time form of education, employment or training	July 2012	4.45%	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+	2011/12	57.8%	Years	↓	Getting Worse	
Percentage of working age population with no qualifications	2011/12	12.3%	Years	↑	Improving	
Percentage of working age population with NVQ3+	2011/12	39.7%	Years	↑	Improving	
Percentage of working age population with NVQ4+	2011/12	13.2%	Years	↓	Getting Worse	

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	Q2 2012/13	3.1%	Quarters	▬	No Change	
Overall Employment rate (working-age) (Tamworth)	Q1 2012/13	61.5%	Quarters	↑	Improving	
New business registration rate per 10,000 resident population aged 16 and above (Tamworth)	2010/11	40.3	Years	↓	Getting Worse	
Worklessness level	Q4 2011/12	15%	Quarters	↓	Getting Worse	
Refilled jobcentre vacancies	September 2012	713	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	Q2 2012/13	87%	Quarters	↓	Getting Worse	

Performance Indicator	Last Update	Current Value	Frequency of collection	Performance improving or declining		Performance against target (where target is known)
The footfall for Town Centre	H1 2012/13	5,906	Half Years	↑	Improving	✓
Overall/general satisfaction with local area (Tamworth)	2011/12	86.2%	Years	↑	Improving	📈
Trader attendance at Tamworth Market - Tuesdays	H1 2011/12	75	Half Years	↑	Improving	📈
Trader attendance at Tamworth Market - Saturdays	H1 2011/12	56	Half Years	↑	Improving	📈

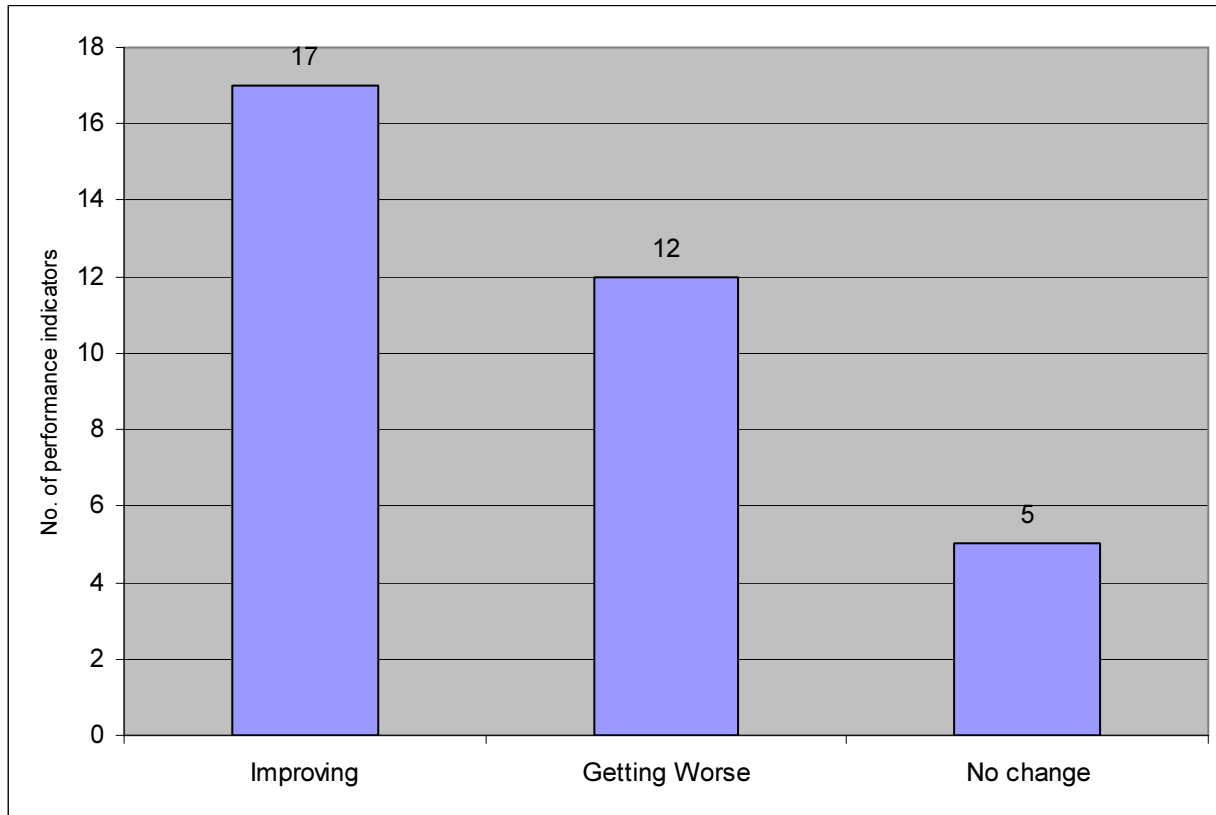
1e. Create the physical and technological infrastructure necessary to support the achievement of this primary outcome

page 134





Performance Indicator	Last Update	Current Value	Frequency of collection	Performance improving or declining		Performance against target (where target is known)
Processing of planning applications: Major applications (Tamworth)	Q2 2012/13	66.00%	Quarters	▬	No Change	✓
Processing of planning applications: Minor applications (Tamworth)	Q2 2012/13	78.57%	Quarters	↓	Getting Worse	✓
Processing of planning applications: Other applications (Tamworth)	Q2 2012/13	96.00%	Quarters	↓	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	✓
Net additional homes provided (Tamworth)	Q2 2012/13	89	Quarters	↑	Improving	✓
Satisfaction of business with local authority regulation services (Tamworth)	2010/11	84%	Years	↑	Improving	✓

Performance Indicator	Last Update	Current Value	Frequency of collection	Performance improving or declining		Performance against target (where target is known)
Percentage of household waste sent for reuse, recycling and composting (Tamworth)	Q2 2012/13	56.90%	Quarters		Improving	
Increase in the number of local sites where active conservation management has been or is being implemented from 5 in 2009/10 to 8 by 2013	2011/12	7	Years		No Change	
Satisfaction with household waste collection	2011/12	84.2%	Years		Improving	

**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**









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	20.4%	Years	↓	Getting Worse	
Proportion of children in poverty	2009/10	20.7%	Years	↓	Getting Worse	
Infant Mortality per 1,000	2009/10	6.8	Years	↑	Improving	
Physically active children	2009/10	61.2%	Years	↑	Improving	

Page 11






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

Performance Indicator	Last Update	Current Value	Frequency of collection	Performance improving or declining		Performance against target (where target is known)
Adult participation in sport and active recreation (Tamworth)	2012/13	20.7%	Years	↑	Improving	
Male life expectancy	2009/10	78.7	Years	↑	Improving	
Female life expectancy	2009/10	82.7	Years	↑	Improving	







Performance Indicator	Last Update	Current Value	Frequency of collection	Performance improving or declining		Performance against target (where target is known)
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	2010/11	9.3%	Years	↓	Getting Worse	

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

Page 188

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	22.7%	Years	↓	Getting Worse	
Estimated problem drug users	2009/10	409	Years	▬	No Change	
Percentage of Adults Smoking	2010/11	24.9%	Years	↑	Improving	
Alcohol attributable mortality per 100,000 population - Males	2010/11	42	Years	↑	Improving	
Alcohol attributable mortality per 100,000 population - Females	2010/11	15	Years	↓	Getting Worse	

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

Performance Indicator	Last Update	Current Value	Frequency of collection	Performance improving or declining		Performance against target (where target is known)
Incidents of Anti-Social Behaviour	September 2012	1,240	Months	↑	Improving	
Perceptions of anti-social behaviour (on line place survey)	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 (on line place survey)	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 (FTD Survey)	H1 2012/13	9%	Half Years	▬	No Change	

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

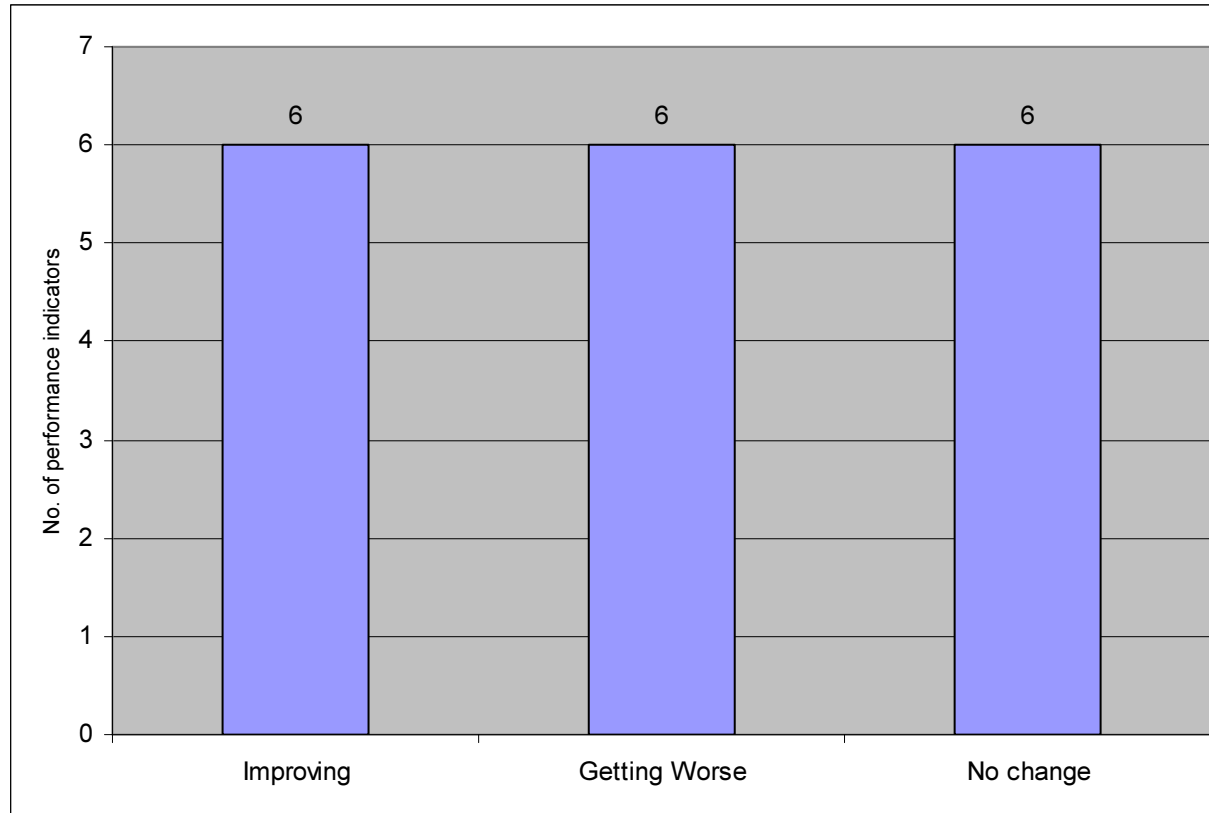
Performance Indicator	Last Update	Current Value	Frequency of collection	Performance improving or declining		Performance against target (where target is known)
First time entrants to the Youth Justice System aged 10-17 per 100,000 10 - 17 population	2010/11	51	Years	↓	Getting Worse	
Percentage of arrests of people aged between 10 and 17 years old	2011/12	13%	Years	↑	Improving	
Young offenders receiving a community resolution order	2009/10	60	Years	↓	Getting Worse	

140. 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	September 2012	56	Months	↓	Getting Worse	
The number of referrals made by Tamworth HEAT	September 2012	210	Months	↓	Getting Worse	
Average number of days taken to re-let local authority housing (Standard Empty Homes)	September 2012	17	Months	↓	Getting Worse	

Performance Indicator	Last Update	Current Value	Frequency of collection	Performance improving or declining		Performance against target (where target is known)
Where possible, 30% of all new homes delivered will be affordable	2011/12	10.81%	Years	↓	Getting Worse	🛑
% non-decent council homes (Tamworth)	2011/12	.0%	Years	▬	No Change	✅
Disabled Facilities Adaptations completed	Q4 2011/12	144	Quarters	↑	Improving	✅
The number of empty homes brought back into use each year	Q2 2012/13	26	Quarters	↑	Improving	✅
Meet and maintain licensing programme for Houses in Multiple Occupation (HMO's)	2011/12	100%	Years	▬	No Change	✅
Local authority tenants' satisfaction with landlord services	2012/13	75.20%	Years	▬	No Change	✅
The number of Council properties adapted to meet the needs of disabled people	2012/13	86	Years	↑	Improving	📊

Approachable, Accountable and Visible









Performance Indicator	Last Update	Current Value	Frequency of collection	Performance improving or declining		Performance against target (where target is known)
Freedom of Information Requests Responded To Within legislative timescales	July 2012	92.5%	Months	↓	Getting Worse	
Percentage of calls answered within 20 seconds - Corporately	Q2 2012/13	92%	Quarters	↑	Improving	
Achievement of upper quartile performance for Non-Domestic Rate collection	2010/11	98.4%	Years	↑	Improving	
Spending maintained within approved budget and without significant underspends	August 2012	1.84%	Months	↓	Getting Worse	
Maintain accreditation against ISO20000	2011/12	Yes	Years	▬	No Change	
Maintain accreditation against ISO27001	2011/12	Yes	Years	▬	No Change	
Draft Statement of Accounts to be prepared by 30th June each year	2011/12	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	2011/12	Yes	Years	▬	No Change	
Achievement of an unqualified audit opinion on the financial statements	2011/12	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	Q2 2012/13	93%	Quarters	↓	Getting Worse	
Percentage of people who feel they can influence decisions in their locality (On line place survey)	2011/12	47.8%	Years	↑	Improving	
Usage of the "Tell us" scheme	September 2012	40	Months	↓	Getting Worse	

2. High Level Corporate Plan Actions

This section of the report provides an update on those high level actions/projects or initiatives that fall into the categories not on track but in control or not on track and not in control.

Updates on all the other high level actions/projects or initiatives can be viewed via the internet.

New council brand		<i>Jane Eason</i>	Project Status	Priority Action/Project/Initiative not on track but is in control		Progress
Latest Status Update	31-Jul-2012 Initially designs were presented to members of Cabinet who took guidance from the controlling group, these ideas were refused.		Planned Start Date	Due Date	<input type="text" value="0%"/>	
			01-Apr-2012	01-Apr-2013		
Increase occupancy of commercial and industrial premises and also the longevity/quality of the letting		<i>Paul Weston</i>	Project Status	Priority Action/Project/Initiative not on track but is in control		Progress
Latest Status Update	06-Jul-2012 The occupancy of commercial premises is excellent given the current economic climate but the quality and length of the lettings is an area outside of our control.		Planned Start Date	Due Date	<input type="text" value="50%"/>	
			01-Apr-2012	31-Mar-2013		
Exploitation of external service delivery		<i>Gareth Youlden</i>	Project Status	Priority Action/Project/Initiative not on track but is in control		Progress
Latest Status Update	23-Oct-2012 To date, there have been no additional external customers identified; Bromsgrove and Redditch are the current clients. This is reviewed on a quarterly basis.		Planned Start Date	Due Date	<input type="text" value="0%"/>	
			01-Apr-2012	02-Apr-2013		
Exploitation of GIS		<i>Jon McDevitt</i>	Project Status	Priority Action/Project/Initiative not on track but is in		Progress

			control		
Latest Status Update	04-Jul-2012 The GIS (Geographical Information Systems) exploitation is included within the scope of the Corporate Change Programme. As the new CRM (Customer Relationship Management) System is implemented (anticipated November 2012) , the GIS system will be interfaced to become the main source of information		Planned Start Date	Due Date	<input type="text" value="0%"/>
			01-Apr-2012	31-Mar-2015	
Democratic engagement: Public engagement	<i>Jane Hackett</i>	Project Status	Priority Action/Project/Initiative not on track but is in control		Progress
Latest Status Update	25-Oct-2012 Due to the pressure of work in election services survey not started will comment late November 2012		Planned Start Date	Due Date	<input type="text" value="15%"/>
			01-May-2012	31-May-2013	
Legal: Legal Spend Review	<i>Jane Hackett</i>	Project Status	Priority Action/Project/Initiative not on track but is in control		Progress
Latest Status Update	25-Oct-2012 Meeting organised for 8 November. The project is now part of the transforming Tamworth programme		Planned Start Date	Due Date	<input type="text" value="29%"/>
			01-Mar-2012	28-Mar-2013	

3. Performance Management Framework

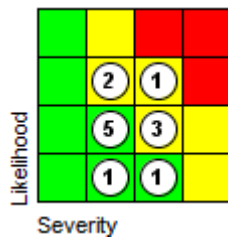
Items requiring attention are

- The Chief Executive has completed personal development reviews for Corporate Management Team members and as such, the cascade of the personal development reviews process has commenced,
- Business planning is also underway.

4. Corporate Risk register

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.



5. Financial Health check

Executive Summary

This section to the report summarises the main issues identified at the end of September 2012. Details relating to the summary can be obtained from Phil Thomas, Corporate Accountancy Extension 239.

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

General Fund

Revenue

- The General Fund has a favourable variance against budget at period 6 of £340k.
- The projected full year position identifies a projected favourable variance against budget of £216k or 2.43% (£163k or a 1.84% overspend reported at period 5).
- This projection has highlighted several budget areas for concern (detailed at **Appendix B** and within the report) though we are half way through the year and projections may change, ongoing investigations into these areas have been initiated to mitigate the levels of the deficits.
- A balance of £57k was held in the General Contingency Budget at the end of September 2012.

Capital

- Capital expenditure incurred was £551k compared to a profiled budget of £1.484m.
- It is predicted that £2.410m will be spent by the year-end (£2.410m reported at period 5) compared to a full year budget of £3.014m (this includes re-profiled schemes from 2011/12 of £1.168m).
- A summary of Capital expenditure is shown at **Appendix C**.

Treasury Management

- At the end of September 2012 the Authority had £23.1m invested in the money markets (excluding the £1.82m which is classified as sums at risk invested in Icelandic Banks). The average rate of return on these investments is 1.12% though this may change through the year if market conditions ease. At this point it is anticipated that our investments will earn approximately £239k compared to the budgeted figure of £220k, an estimated over recovery of £19k.

- Borrowing by the Authority stood at £65.060m at the end of September 2012, all being long term loans from the Treasury Public Works Loans Board. The average rate payable on these borrowings equates to 4.47%. At this point it is projected that interest payments will be £2.911m compared to a budget of £3.032m, as not all the budgeted borrowing was taken.
- A more detailed summary of the Treasury Management situation, detailing our current Lending and Borrowings together with the situation with our Icelandic investments, can be found at **Appendix D**.

Balances

Balances on General Fund are projected to be in the region of £4.167m at the year-end from normal revenue operations (£3.788m reported at period 5) compared to £3.441m projected within the 2012/13 budget report.

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

Housing Revenue Account (HRA)

Revenue

- The HRA has a favourable variance against budget at Period 6 of £972k.
- The projected full year position identifies a favourable variance against budget of £1.107m. (£1.019m reported at period 5). Individual significant budget areas reflecting the variance are detailed at **Appendix B** and within the body of the report.

Capital

- Housing Capital expenditure of £590k has been incurred as at the end of Period 6 compared to a profiled budget of £2.424m.
- It is predicted that £6.857 will be spent by the year-end (£7.570m reported at period 5) compared to the full year budget of £7.570m (including £4k re-profiled from 2011/12);
- A summary of Capital expenditure is shown at **Appendix C**.

Balances

- Balances on the Housing Revenue Account are projected to be in the region of £4.474m at the year-end (£4.386m reported at period 5) compared to £3.588m projected within the 2012/13 budget report.

FINANCIAL HEALTHCHECK REPORT – PERIOD 6 SEPTEMBER 2012

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

Issues Identified

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

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

General Fund – Revenue

- The position at the end of September 2012 shows a favourable situation of £340k underspend.
- The projected full year position identifies a favourable variance against budget of £216k (£163k overspend reported at period 5).

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

- ICT - £44k (£49k reported at period 5). Salaries £28k overspend due to shortfall in salaries budgetary funding. External Service Provision £21k, income budget increased this year in expectation of additional income from shared service provision, which is now unlikely to be received.
- Outside Car Parks - £40k (£43k reported at period 5). Under achievement of income based on current usage, 12.5% reduction in occupancy levels compared to last years figures, which would appear to be in line with national trends.
- Industrial Properties - £34k (£31k reported at period 5). Under achievement of income based on current level of occupation.
- Public Spaces - £27k (£36k reported at period 5). Salaries £15k overspend due to shortfall in salaries budgetary funding. £13k additional costs due to Diamond Jubilee & Olympic celebrations.
- Commercial Property Management - £20k (£24k reported at period 5). Under recovery of rental income based on current level of occupation.
- Tree Maintenance - £18k (£9k predicted at period 5). Increase in costs of vehicle hire; Reduced income from Housing through a combination of factors leading to some works having to be externalised and significant increase in insurance claims requiring external support.

- Development Control - £17k (nil predicted at period 5). Under recovery of income from planning applications.
- Tamworth Golf Course - £13k (£12k reported at period 5). Bad debt provision increase.
- Assembly Rooms - £14k (£14k reported at period 5). Bar £7k based on 2011/12 outturn. It is hoped that some savings can be made elsewhere to offset this in part. Salaries £7k overspend due to salaries budgetary funding shortfall (vacancy allowance).

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

- Joint Waste Arrangement - £137k (Nil predicted at period 5). Contract fees estimated figure based on latest position available from Lichfield District Council.
- Corporate Finance - £95k (£50k reported at period 5). £50k Vacancy allowance offsetting overspends on various salaries budgets due to budgetary funding shortfall. IFRS Contingency £5k and Staffordshire Hoard £20k, budget offered up. Audit Fee £20k expected under spend on move to Grant Thornton.
- Benefits - £65k (£45k reported at period 5). Estimated over recovery based on claimant activity recorded in the DWP claim as at the end of September.
- Treasury Management - £56k (£47k reported at period 5). Under spend of £122k due to additional borrowing not being taken, partly netted off as £58k will no longer be charged to the HRA. Overspend of £14k Interest Payable to HRA due to change in to interest calculation due to HRA reform and £11k MRP due to changes in Icelandic repayments. Over recovery of £19k interest.
- Environmental Health - £29k (£26k reported at period 5). Under spend due to two vacant posts; part of budget is being used to pay for consultants and sickness cover.
- Amington Depot - £23k (£10k predicted at period 5). Vacant post for Gateman, future of this is still under discussion.
- PR and Consultation - £20k (Nil predicted at period 5). Under spends on External Communication £5k and Advertising £5k. £10k budget not required for Sector Research.
- Health Agenda - £17k (Nil predicted at period 5). Joint funding post under review, awaiting outcome of SCC restructure of service.
- Homelessness - £12k (Nil predicted at period 5). Prevention schemes have reduced use of Bed & Breakfast accommodation offset by reduced income. Homes for Homeless scheme under review.
- Strategic Housing - £10k Nil predicted at period 5). Housing Strategy Statement reviewed every 3 years.
- Human Resources - £10k (Nil predicted at period 5). Competency Framework reserve will not be spent.

General Fund – Capital

- The position at the end of September shows an underspend to profiled budget of £933k, mainly due to slippage on spend compared to predicted expenditure profiles at this early stage of the year.
- The projected full year position identifies a projected net underspend of £120k (£120k reported at period 5) This is the Home Repairs Works in Default Scheme as no external funding is available for this scheme, therefore not predicting any spend unless alternative funding can be found. There is a projected requirement to re-profile £484k into 2013/14 (£454k projected at period 5) re;
 1. Castle Mercian Trail, £340k, resources will need to be carried over into next financial year as it is unlikely that the Trail Partnership will be able to finalise the strategy for the trail exhibitions until after April 2013.
 2. Private Sector Coalfields Fund grants, £114k, schemes being those identified and carried over from 2011/12.
 3. Streetscene Tracking System, £30k, still pending outcome on new CRM system in Spring 2013.

Housing Revenue Account – Revenue

- The position at the end of September shows a favourable situation of £972k.
- The projected full year position identifies a favourable variance against budget of £1.107m (£1.019m reported at period 5).

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

- Garage Rents - £73k (£71k reported at period 5). Rental income shortfall due to the continuing increase in voids. A number of garage sites are currently being considered for re-development for social housing.

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

- Contribution to Repairs Account - £900k (£900k predicted at period 5). Under spend due in part to a reduced repairing obligation under the repairs policy, competitive procurement and reduced SOR costs, improved links between response and planned works – together with ongoing robust management of new contract arrangements.
- Rents - £130k (£126k reported at period 5). Projected outturn over recovery against budget partly due a quicker turnaround of void properties reducing overall void levels.
- Item 8 Debit - £58k (£58k reported at period 5). Under spend due to additional borrowing not being taken.
- General Business Support - £22k (Nil predicted at period 5). £19k Audit fee 40% reduction in costs expected. £11k Salaries as post holder on secondment offset by £21k payments for temporary staff.

- Sheltered Housing General – £20k (Nil predicted at period 5). Under spend identified to offset shortfall in income at Sheltered schemes due to cut in Supporting People funding
- Housing Advice - £16k (Nil predicted at period 5). Sanctuary scheme under review.
- Tenant Participation - £14k (Nil predicted at period 5). Further consultation work to be done.
- Interest Internal Balances - £14k (£10k predicted at period 5). Over recovery of income as a result of changes to interest calculation due to HRA reform.
- Allocations - £10k (Nil predicted at period 5). Financial incentive to move is demand led and subject to availability of suitable properties.

Housing Revenue Account – Capital

- The position at the end of September shows an under spend to profiled budget of £1.835m, which appears to be a profiling variance.
- The projected full year position identifies a projected net underspend of £398k (nil predicted at period 5) this is the Home Electrical Upgrades 2012 Scheme as the cost of electrical works has been drastically reduced. There is a projected requirement to re-profile £315k into 2013/14 (nil predicted at period 5) re;
 1. High Rise Lift Renewals 2012, £120k, the lifts to be refurbished have now been identified but with manufacture and planning times allowed for it is unlikely that works will be completed before year-end.
 2. Fire Upgrades to Flats 2012, £195k, these works cannot proceed until compliance audits are carried out. The compliance audit contract will be let in November 2012 with reports not being made available until March/April 2013. The budget will need to be re-profiled to allow works to commence upon completion of the audits.

REF	ACTIVITY	OPTIONS	AGREED ACTION	ACTION BY / WHEN	PROGRESS
1	FINANCIAL ISSUES				
1.1	Budget Monitoring & Control		Managers have been commissioned by CMT to review budgets by the end of September to identify potential actions to mitigate projected overspending and to restrict spend to essential areas.	Directors & Budget Holders	Ongoing
1.2	<u>Forward Look:</u> – Medium Term Financial Strategy (MTFS)		Investigation into significant variances, to identify reasons for the changes and implement 'lessons learned' to reduce the risk of future occurrences.	Findings incorporated within Budget Review Group's provisional consideration for the impact on 2013/14 (onwards) financial planning.	Executive Board will be given report on outturn situation for consideration and implications for the MTFS

Appendix B

	YTD Outturn	Projected Outturn	
	Period 06	Period 06	
GENERAL FUND	Over/(Under) Spends £000's	Over/(Under) Spends £000's	Comments
CHIEF EXECUTIVE'S OFFICE			
PR and Consultation			
External Communications	(5)	(5)	Expected underspend
Advertising	(4)	(5)	Expected underspend
Sector Research	0	(10)	Budget not required
<i>Head of Customer Services</i>			
Customer Services			
Staffs Connects Contribution	6	0	2011-12 contribution in excess of amount accrued.
Line Rental Main Switchboard	(10)	(5)	Underspend against budget to date, plus receipt of £7k credit against previous bills
<i>Head of Organisational Development</i>			
Human Resources			
Contribution from Reserve	0	(10)	Competency Framework reserve which will not now be spent
Other minor non-significant variances	(3)	0	
CHIEF EXECUTIVE'S OFFICE	(16)	(35)	
EXECUTIVE DIRECTOR CORPORATE SERVICES			
Corporate Director Resources			
Salaries	5	10	Overspend due to shortfall in salaries budgetary funding
<i>Head of Benefits</i>			
Benefits	30	(65)	Based on position as at end September
Benefits Administration			
Other Supplies and Services	(5)	(3)	Expected underspend
Corporate Consultation	(8)	0	
<i>Head of Internal Audit</i>			
Internal Audit			
External Support	0	(7)	Remaining budget not expected to be spent
<i>Director of Technology & Corporate Programmes</i>			
ICT and Transformation			
Salaries	11	28	Overspend due to shortfall in salaries budgetary funding
Communications	(6)	0	Profiling issue
Hardware Maintenance	(5)	0	Profiling issue
Application Software	(24)	0	No spend against profiled year to date budget
Training	(4)	(2)	Expected underspend
Miscellaneous	(3)	(3)	Expected underspend
External Service Provision	0	21	Income budget increased this year in expectation of additional income from shared service provision, which is now unlikely to be received
<i>Director of Finance</i>			
Corporate Core			
Subscriptions - Corporate	(5)	(5)	Underspend against budget

GENERAL FUND	Over/(Under) Spends £000's	Over/(Under) Spends £000's	Comments
Corporate Finance			
Vacancy Allowance	0	(50)	Offsetting overspends on various salaries budgets due to budgetary funding shortfall
IFRS Contingency	0	(5)	Budget unlikely to be spent
Staffordshire Hoard	0	(20)	Offsetting £4k overspend on Castle & remaining budget offered up
Audit Fee	11	(20)	Expected underspend on move to Grant Thornton
Government Grants	(72)	0	Includes receipt New Burdens grant re localised Council Tax benefit, which was not budgeted
Treasury Management			
External Interest Payable	(61)	(122)	New borrowing below budgeted amount
Interest Payable to HRA	7	14	Changes to interest calculation due to HRA reform
Minimum Revenue Provision	5	11	Budget based on higher forecast Icelandic capitalisation reduction
Housing Revenue Account	29	58	New borrowing below budgeted amount
Misc Interest & Dividends	(9)	(19)	Estimated over recovery of interest
Procurement			
External Support	0	(5)	Predicted underspend assuming budget not required to be spent
Head of Revenues			
Council Tax			
Legal Fees	(6)	(4)	Predicted underspend
Other minor non-significant variances	(47)	1	
EXECUTIVE DIRECTOR CORPORATE SERVICES	(157)	(187)	
ASSETS AND ENVIRONMENTAL SERVICES			
Commercial Property Management			
Rental Income	(4)	20	Based on current level of occupation - Issue re budget profiling masked figures at period 3
Industrial Properties			
Rental Income	42	43	Based on current level of occupation
Maintenance of Unlet Factory Units and Business Centre	12	0	Significant amount of costs to enable one unit to be let. Not expected that there will be any further need to spend which will keep total spend within budget at year end
Provision for Bad debts	(8)	(8)	Saving as at end of the period, however potential for full requirement by year end position will be closely monitored and updated throughout the year
Outside Car Parks			
Refundable Deposits - Henry Boot	(8)	(15)	Reduction in amount payable to Henry Boot as a result of less income being received on Spinning School Lane car park based on current usage and predictions. The situation is monitored closely and may change depending on usage levels between now and year end
Fees & Charges	20	12	12.5% reduction in occupancy levels compared to last years figures - in line with national trends. Substantial increase in income for Bolebridge for August probably attributable to the wet Summer holidays leading to an increase in cinema usage.
Amington Depot			
Salaries	(5)	(19)	Vacant post for Gateman. Future of this is still under discussion

GENERAL FUND	Over/(Under) Spends £000's	Over/(Under) Spends £000's	Comments
Marmion House			
Electricity	(2)	(15)	Estimated outturn based on current expected usage till the year end
Environmental Health			
Salaries	(16)	(23)	2 vacant posts. Part of budget is being used to pay for consultants and sickness cover
Taxi & Private Hire Vehicles			
Salaries	(7)	0	Vacant post. Future of this is still under discussion
Licensing Act			
Annual Fees	(14)	(5)	Based on prior year trends
Pollution Control			
Consultants Fees	(10)	0	Profile Issue
Joint Waste Arrangement			
Contract Fees	0	(135)	Estimated figure based on latest position available from LDC
Cemeteries			
Repair and Maintenance of Monuments	(3)	(12)	Expenditure reduced to offset reduced income - situation will be continually reviewed. However there may be some further spend required on health and safety grounds should any arise
Fees and Charges	12	16	Reduction in income - position will be closely monitored and updated throughout the year
Public Spaces			
Salaries	7	15	Overspend due to salaries budgetary funding shortfall (vacancy allowance)
Supplies and Services	6	13	Additional costs due to Diamond Jubilee and Olympic celebrations
Trees			
Subcontractors / vehicle Hire / Income	0	14	Increase in in costs of vehicle hire; Reduced income from Housing through a combination of factors leading to some works having to be externalised and significant increase in insurance claims requiring external support. Potential over winter to increase further costs due to weather conditions.
Street Wardens			
Salaries	6	12	Overspend due to salaries budgetary funding shortfall (vacancy allowance)
Other minor non-significant variances	25	76	
ASSETS AND ENVIRONMENTAL SERVICES	53	(11)	
HOUSING & HEALTH			
General Fund Housing			
Homelessness			
Provision for Bad Debts	(4)	0	Provision based on current level of arrears, subject to change
Bed & Breakfast Cost	(17)	(17)	Prevention schemes have reduced use of Bed & Breakfast accommodation
Homes for Homeless	(6)	(12)	Under review
Bed & Breakfast Income	18	17	Reduced income offset by reduced expenditure
Homelessness Prevention Schemes			
Repossession Prevention	(50)	(45)	Demand led scheme, grant funded
Contribution to Reserves	0	45	Reserve will be requested at year end to carry forward any unused grant
Strategic Housing			
Housing Strategy Statement	(5)	(10)	Strategy reviewed every 3 years

GENERAL FUND	Over/(Under) Spends £000's	Over/(Under) Spends £000's	Comments
Homelessness Strategy			
Homelessness Prevention	(66)	(120)	Projects utilising the grant funding have been identified and approved
Repossession Prevention	(36)	(35)	Demand led scheme, grant funded
Contribution to Reserves	0	155	Reserve will be requested at year end to carry forward any unused grant
Health Agenda			
Health Promotions Joint Funding	0	(17)	Post under review, awaiting outcome of SCC restructure of service
Other minor non-significant variances	(23)	0	
HOUSING & HEALTH	(189)	(39)	
COMMUNITIES, PLANNING & PARTNERSHIPS			
Development Control			
Fees & Charges Planning Apps	25	20	It is unclear when government changes around fee increases will be implemented. It is possible that additional income may be received as several developments are being discussed. As yet it is unclear if the applications will be made before the end of the financial year
AD Strategic planning & Dev			
Other Expenses	(9)	0	Profile Issue. Waiting for report on CIL
Conservation			
Conservation Grants	(8)	0	Grants not paid in line with profile
Dev. Plan Local & Strategic			
Salaries	(5)	(9)	Member of staff on career break
Temporary Reserve	0	9	Future potential superann liability for employee on career break
DD - Communities, Planning & Partnerships			
Salaries	3	9	Overspend due to salaries budgetary funding shortfall (vacancy allowance)
Tamworth Golf Centre			
Bad Debt Provision	11	13	Based on debts in respect of 2011/2012
Assembly Rooms			
Salaries and Wages	0	11	Overspend due to salaries budgetary funding shortfall (vacancy allowance)
Assembly Rooms Bar			
Bar Sales	0	12	Based on 2011/12 out turn. Underspends of £5k across the cost centre have been identified to mitigate this under recovery of income
Castle & Museum			
Wages	7	10	using casual staff to cover holidays and cover needed for maternity leave.
Admission Fees	(14)	(10)	budget was set at a prudent level as it was unclear how the major building works at the Castle would impact on visitor levels. The income has already exceeded the annual budget by £3k
Castle Shop Trading Account			
Sale of Souvenirs	0	11	Visitors are not spending in the shop due to the lack of toilet facilities during the building works. Should be offset by an underspend of £3k on Stock purchases for resale

GENERAL FUND	Over/(Under) Spends £000's	Over/(Under) Spends £000's	Comments
Castle Schools Education			
Wages	0	(6)	During major capital building works between July to February there is no access to public toilets which prevents school visits.
Schools Programme - Income		11	During major capital building works between July to February there is no access to public toilets which prevents school visits.
Castle Events			
Split Profit Ticket Income	7	14	Offset by underspend of £5k on expenses as less events are being held
Staffordshire Hoard			
Wages	0	4	Use of invigilators to ensure security of the Hoard Exhibition. Offset by an underspend of the £20k (net £16k) Staffordshire Hoard Contingency budget
Community Leisure Management			
Salaries	3	7	Overspend due to salaries budgetary funding shortfall (vacancy allowance)
Community safety			
Salaries	(4)	(5)	employee on maternity leave & others not in pension fund although budgeted for
Play Development			
Consultants Fees	(9)	(9)	profile issue
Registrations	10	10	profile issue
Other minor non-significant variances	(48)	(46)	
COMMUNITIES, PLANNING & PARTNERSHIPS	(31)	56	
GENERAL FUND	(340)	(216)	

HOUSING REVENUE ACCOUNT	Over/(Under) Spends £000's	Over/(Under) Spends £000's	Comments
HOUSING & HEALTH			
General - Business Support			
Salaries	0	(11)	Substantive postholder on secondment
Payments for Temporary Staff	10	21	Cover for above post
Audit Fee	0	(19)	40% reduction in costs expected
General - Operations			
Software Maintenance & Improvements	0	0	Ongoing upgrades to Orchard system are expected to use full budget
Allocations			
Financial Incentive to Move	(8)	(10)	Demand led and subject to availability of suitable properties
Sheltered Housing General			
Maintenance and Security	0	(20)	Underspend identified to offset shortfall in income at Sheltered schemes due to cut in Supporting People funding
Tenant Participation			
Support - Tenant Consultation	(14)	(14)	Further consultation work to be done
Housing Advice			
Sanctuary Scheme	(10)	(20)	Scheme currently under review
Repairs Contract			
Payments for Temporary Staff	23	50	Cost of additional staff to be recharged to Capital scheme/Repairs contract
TBC Capital Works	(17)	(37)	Cost of additional staff to be recharged to Capital scheme/Repairs contract
Housing Repairs Account	(6)	(13)	Cost of additional staff to be recharged to Capital scheme/Repairs contract
HRA Summary			
Contribution to the Repairs Account	(743)	(900)	Multiple Contracts, of which the Responsive Repairs contract is currently £513K underspent. The predicted outturn underspend is due in part to a reduced repairing obligation under the repairs policy, competitive procurement and reduced SOR costs, improved links between response and planned works – together with ongoing robust management of new contract arrangements.
Provision for Bad Debts	(81)	0	Provision based on current level of arrears which are expected to rise due to the impact of the welfare reforms
Item 8 Debit	(29)	(58)	New borrowing below budgeted amount
Rents	(66)	(130)	Projected outturn over recovery against budget partly due a quicker turnaround of void properties reducing overall void levels
Garage Rents	36	73	Rental income shortfall due to the continuing increase in voids. A number of garage sites are currently being considered for re-development for social housing
Interest on Balances (Item 8 CR)	(7)	(14)	Changes to interest calculation due to HRA reform
Other minor non-significant variances	(60)	(5)	
HOUSING REVENUE ACCOUNT	(972)	(1,107)	

CAPITAL PROGRAMME 2012-13 SUMMARY

Period 6 - Ledger Info @ 08/10/12

<u>Directorate</u>	<u>Budget b/f from 11/12</u>	<u>12/13 Predicted Spend</u>	<u>12/13 Project Budget (Incl b/f from 11/12)</u>	<u>Predicted Re-profile to 13/14</u>	<u>12/13 Resultant Variance</u>	<u>YTD Actuals</u>	<u>YTD Accruals</u>	<u>YTD Actuals + Accruals</u>	<u>YTD Budget</u>	<u>YTD Variance</u>
	£	£	£	£	£			£	£	£
CORPORATE SERVICES	119,140	371,140	371,140	0	0	87,657.17	0.00	87,657.17	245,140	(157,482)
COMMUNITY SERVICES	1,048,590	2,039,230	2,642,730	483,500	(120,000)	447,030.53	16,572.79	463,603.32	1,238,830	(775,226)
GENERAL FUND TOTALS	1,167,730	2,410,370	3,013,870	483,500	(120,000)	534,687.70	16,572.79	551,260.49	1,483,970	(932,708)
HOUSING REVENUE ACCOUNT	3,690	6,856,890	7,569,870	315,000	(397,980)	340,989.11	248,645.38	589,634.49	2,424,247	(1,834,611)
TOTAL APPROVED CAPITAL	1,171,420	9,267,260	10,583,740	798,500	(517,980)	875,676.81	265,218.17	1,140,894.98	3,908,217	(2,767,319)
<i>Specific Project Contingencies</i>	<i>130,000</i>	<i>0</i>	<i>130,000</i>	<i>130,000</i>	<i>0</i>	<i>0.00</i>	<i>0.00</i>	<i>0.00</i>	<i>130,000</i>	<i>(130,000)</i>
TOTAL (incl spec' contingencies)	1,301,420	9,267,260	10,713,740	928,500	(517,980)	875,676.81	265,218.17	1,140,894.98	4,038,217	(2,897,319)
<i>GF General Contingency</i>	<i>40,000</i>	<i>0</i>	<i>40,000</i>	<i>0</i>	<i>(40,000)</i>	<i>0.00</i>	<i>0.00</i>	<i>0.00</i>	<i>40,000</i>	<i>(40,000)</i>
<i>HRA General Contingency</i>	<i>0</i>	<i>0</i>	<i>250,000</i>	<i>0</i>	<i>(250,000)</i>	<i>0.00</i>	<i>0.00</i>	<i>0.00</i>	<i>250,000</i>	<i>(250,000)</i>
<i>Invest To Save Contingency</i>	<i>160,000</i>	<i>0</i>	<i>160,000</i>	<i>0</i>	<i>(160,000)</i>	<i>0.00</i>	<i>0.00</i>	<i>0.00</i>	<i>160,000</i>	<i>(160,000)</i>
ALL CAPITAL	1,501,420	9,267,260	11,163,740	928,500	(967,980)	875,676.81	265,218.17	1,140,894.98	4,488,217	(3,347,319)

Treasury Management Update – Period 6 - 2012/2013**Investments held as at 30th September 2012:**

Borrower	Deposit £m	Rate %	From	To	Notice
Lloyds TSB	1.00	2.10	05/10/2011	03/10/2012	-
Lloyds TSB	2.00	2.15	04/11/2011	02/11/2012	-
Lloyds TSB	1.00	2.25	14/11/2011	12/11/2012	-
Bank of Scotland	2.00	3.10	06/03/2012	13/02/2013	
Barclays Bank	2.00	0.823	02/07/2012	01/10/2012	
Barclays Bank	1.00	0.65	15/08/2012	15/11/2012	
Barclays Bank	1.00	0.59	14/09/2012	14/12/2012	
Nat West	2.00	0.80	-	-	On call
Nat West	2.00	0.95	-	-	30 days
Deutsche Bank - MMF	4.00	0.45*	-	-	On call
MMF - Ignis	4.00	0.61*	-	-	On call
MMF - PSDF	1.09	0.48*	-	-	On call
Total	23.09	1.12 (avg)			

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

External Borrowing as at 30th September 2012:

<u>Borrowing from PWLB</u>				
<u>Loan Number</u>	<u>Rate</u>	<u>Principal</u>	<u>Start</u>	<u>Maturity</u>
468372	11.625%	1,000,000	29/03/1990	18/08/2015
468478	11.750%	2,000,000	23/04/1990	18/02/2017
475875	8.875%	1,200,000	29/04/1995	25/04/2055
478326	8.000%	1,000,000	17/10/1996	17/10/2056
479541	7.375%	1,000,000	28/05/1997	28/05/2057
479950	6.750%	2,000,000	02/10/1997	03/09/2057
481087	5.625%	3,000,000	22/06/1998	22/06/2058
481641	4.500%	1,400,000	09/10/1998	09/10/2058
483694	4.875%	92,194	21/12/1999	18/10/2059
484204	5.125%	2,000,000	20/04/2000	18/10/2015
488835	5.000%	2,000,000	01/07/2004	01/07/2034
490815	4.250%	1,000,000	24/11/2005	24/05/2031
494265	4.430%	2,000,000	21/01/2008	01/01/2037
494742	4.390%	700,000	15/08/2008	15/08/2058
500759	3.520%	5,000,000	28/03/2012	28/03/2053
500758	3.510%	5,000,000	28/03/2012	28/03/2054
500757	3.510%	5,000,000	28/03/2012	28/03/2055
500761	3.510%	5,000,000	28/03/2012	28/03/2056
500755	3.500%	5,000,000	28/03/2012	28/03/2057
500756	3.500%	3,000,000	28/03/2012	28/03/2058
500753	3.500%	1,000,000	28/03/2012	28/03/2059
500760	3.490%	5,000,000	28/03/2012	28/03/2060

500762	3.490%	5,000,000	28/03/2012	28/03/2061
500754	3.480%	5,668,000	28/03/2012	28/03/2062
Total		65,060,194		

ICELANDIC BANKING SITUATION (30/09/2012)

	Deposit with;	Ref Number	Date Invested	Amount	%
1	GLITNIR	1696	10/10/2007	1,000,000	
	GLITNIR	1715	31/08/2007	1,000,000	
	GLITNIR	1754	14/12/2007	1,000,000	
	Total Principal			3,000,000	
	Estimated of Contractual or Interest due to point of administration (subject to currency exchange rate fluctuations)			140,911	
	Total of Claim			3,140,911	
	Repayments Received to date			(2,554,432)	*
	Outstanding at 30/09/2012			586,479	**

*Partial repayment received on the 15th March 2012 in GBP/EUR/USD/NOK. The balance is currently being held in Icelandic Krone (ISK). Release of these funds is dependent on a change in Icelandic Law which currently does not allow the distribution of ISK outside the country. **Interest will accrue on these funds until the date of final settlement and may also change due to exchange rate fluctuations.

- Best case recovery 100%

2	Heritable Bank	1802	12/09/2008	500,000	
	Heritable Bank	1803	15/09/2008	1,000,000	
	Total Principal			1,500,000	
	Interest due at point of administration 07/10/2008			5,127	
	Total of Claim			1,505,127	
	Repayments Received to date			(1,122,254)	74.56
	Outstanding at 30/09/2012			382,874	

- Current indications project an 85% recovery of our investments

3	Singer & Friedlander	1716	31/08/2007	1,000,000	
	Singer & Friedlander	1740	31/10/2007	1,000,000	
	Singer & Friedlander	1746	14/01/2008	1,000,000	
	Total Principal			3,000,000	
	Interest due at point of administration 08/10/2008			175,256	
	Total of Claim			3,175,256	
	Repayments Received to date			(2,317,937)	73.00
	Outstanding at 30/09/2012			857,319	

- Current indications project an 82% recovery of our investments

Summary					
	Total Principal			7,500,000	
	Interest			321,294	
	Total of Claim			7,821,294	
	Repayments Received to date			(5,994,623)	76.64
	Outstanding at 30/09/2012			1,826,672	

- 1 Registered Bank in Iceland - In Administration under Icelandic Law
- 2 Registered Bank in UK - In Administration in UK by Ernst & Young Under English Law
- 3 Registered Bank in UK - In Administration in UK by Ernst & Young Under English Law

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