
















## 1. High level corporate plan projects/programmes







Corporate Priority
1.To Aspire and Prosper in Tamworth

Corporate Project/Programme	Latest Update	Milestone/Measure of Success	Status of Milestone/Measure of Success	Progress
Ensure best use of all Council Assets, whether held for social, economic or environmental reasons	The stock condition survey on site works are now completed with approximately 60% of all premises inspected.  Detailed discussions are underway with Staffordshire County Council and the Police to maximise occupancy within council premises.	Undertake a stock condition survey of 90% of Council housing stock to inform future investment works		<div style="width: 70%;"><div style="background-color: #4F81BD; color: white; padding: 2px;">70%</div></div>
		Work with public sector partners to maximise occupancy within Council premises		<div style="width: 25%;"><div style="background-color: #4F81BD; color: white; padding: 2px;">25%</div></div>
		Use Council assets to contribute to wider regeneration aspirations		<div style="width: 25%;"><div style="background-color: #4F81BD; color: white; padding: 2px;">25%</div></div>
Economic growth and town centre regeneration	A range of core services and project work much with partner agencies is contributing to the growth and regeneration agenda. An overarching Growth and Regeneration plan is being developed to help provide a	Gungate and spinning school lane re-development opportunities		<div style="width: 10%;"><div style="background-color: #4F81BD; color: white; padding: 2px;">10%</div></div>
		Anker valley and housing developments		<div style="width: 20%;"><div style="background-color: #4F81BD; color: white; padding: 2px;">20%</div></div>
		Gateways improvements		<div style="width: 20%;"><div style="background-color: #4F81BD; color: white; padding: 2px;">20%</div></div>
		New Enterprise centre - link to Cultural Qtr		<div style="width: 20%;"><div style="background-color: #4F81BD; color: white; padding: 2px;">20%</div></div>
		Empty shop and employment units - supporting them back into use		<div style="width: 10%;"><div style="background-color: #4F81BD; color: white; padding: 2px;">10%</div></div>
		Business advice and start up support		<div style="width: 30%;"><div style="background-color: #4F81BD; color: white; padding: 2px;">30%</div></div>

Corporate Project/Programme	Latest Update	Milestone/Measure of Success	Status of Milestone/Measure of Success	Progress
	relatively concise picture of the context and strategy alongside a high level list of objectives and actions.	Employability and skills support		<input type="text" value="20%"/>
		Place marketing and promotion		<input type="text" value="20%"/>
		Transport and highways improvements		<input type="text" value="20%"/>
		Heritage product development and promotion		<input type="text" value="10%"/>
Cultural Quarter Project	The Cultural Quarter has a number of elements to it. A project group and project board have been set up to oversee them and reports to cabinet are planned quarterly. The HLF bid for the Assembly Rooms is in the development stage having had a stage 1 pass. Recent delays in procuring project management support and architectural support have delayed the project. The work on the Carnegie, public realm and enterprise centre are progressing but significant further work is required to evidence the viability of the various elements.	Specific project plans showing milestones		<input type="text" value="20%"/>
Revised Local Plan	Not expected before 31st March 2014 which is the end date for the financial year not this action.	The approval of a revised document by Full Council for submission to the Secretary of State		<input type="text" value="20%"/>
		A report from the Planning Inspector concluding the document to		<input type="text" value="0%"/>

Corporate Project/Programme	Latest Update	Milestone/Measure of Success	Status of Milestone/Measure of Success	Progress
	A Local Plan	be 'sound'		
	Members group has been revised to include 3 Conservative and 3 Labour Members. A revised timetable for the Local Plan has been developed and work is ongoing on 1) Housing allocations, 2) Employment allocations, 3) Town Centre/retail 4) Anker Valley. Consultation on the draft plan is being planned and legal and planning guidance followed.	The adoption by Full Council of the final Local Plan		<input type="text" value="0%"/>
Allocations Policy and Homelessness Strategy	Cabinet report completed with draft proposals. Consultation launched. External support has been appointed for equality impact assessment and review against best practise. An implementation plan has been established.	Complete consultation regarding the proposed new allocations policy		<input type="text" value="30%"/>
	Two properties are under management	Review social lettings pilot		<input type="text" value="20%"/>
	Review of prevention tools is			

Corporate Project/Programme	Latest Update	Milestone/Measure of Success	Status of Milestone/Measure of Success	Progress
	progressing. External support to review approach appointed. Housing Link project launched and Tamworth Borough Council THEP commissioned by West Midlands local authorities to undertake prison based education scheme.	Review of Homelessness Strategy Complete		<div style="width: 30%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 30%
Tinkers Green and Kerria Area Regeneration	ARK consultancy appointed to complete this assessment.	Complete assessment of delivery vehicles and explore potential for SPV model for Tamworth		<div style="width: 20%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 20%
	First stage of procurement process complete. Shortlist of development agents complete.	Appoint Development Consultants		<div style="width: 50%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 50%
	Cabinet report submitted. Decant principles agreed. The first phase of decant is progressing. Comprehensive communication and consultation with residents continuing.	Agree decommissioning proposals		<div style="width: 40%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 40%
Town Centre Strategy and Development of New Housing	Phase 1 garage sites redevelopment – Planning permission is in place. Cabinet report completed and	Proposals completed to make use of retained RTB receipts and review of garage sites		<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 100%

Corporate Project/Programme	Latest Update	Milestone/Measure of Success	Status of Milestone/Measure of Success	Progress
	stage 2 garage site programme agreed. The approval for extension of council house building pilot is underway which is a new project.			
	Preliminary work completed. The project will progress once the local plan is complete and will be included in the 2014/15 business plan	Agree strategic principals in line with emerging supplementary planning guidance for the delivery of a balanced housing market in the Town centre		<div style="border: 1px solid black; width: 100px; height: 15px; background-color: #4F81BD; position: relative;"><span style="position: absolute; right: 5px; top: 5px;">50%</span></div>
	ARK consultancy appointed to complete this assessment.	Development of delivery vehicle proposals		<div style="border: 1px solid black; width: 100px; height: 15px; background-color: #4F81BD; position: relative;"><span style="position: absolute; right: 5px; top: 5px;">0%</span></div>
Review and Update the HRA Business Plan	On site works now completed with approximately 60% of all premises inspected.	Complete stock condition survey		<div style="border: 1px solid black; width: 100px; height: 15px; background-color: #4F81BD; position: relative;"><span style="position: absolute; right: 5px; top: 5px;">70%</span></div>
	Key financial issues identified and consultancy support agreed.	Update financial model		<div style="border: 1px solid black; width: 100px; height: 15px; background-color: #4F81BD; position: relative;"><span style="position: absolute; right: 5px; top: 5px;">10%</span></div>
	Progress linked to the update of the financial model	Develop proposals to support delivery of town centre housing strategy and increasing the number of affordable homes		<div style="border: 1px solid black; width: 100px; height: 15px; background-color: #4F81BD; position: relative;"><span style="position: absolute; right: 5px; top: 5px;">10%</span></div>
Tamworth Health and Wellbeing Board	Agreement on key priorities agreed. The key focus will be on hospital discharges, falls and suitable housing for older people	Complete first focussed needs and assets evaluation- Older People		<div style="border: 1px solid black; width: 100px; height: 15px; background-color: #4F81BD; position: relative;"><span style="position: absolute; right: 5px; top: 5px;">100%</span></div>









Corporate Project/Programme	Latest Update	Milestone/Measure of Success	Status of Milestone/Measure of Success	Progress
	To be included in Healthy Tamworth initiative.	Second focussed needs and assets evaluation- Healthy Lifestyles		<input type="text" value="0%"/>
	Discussions regarding County support held with public health Staffordshire. The appointment of a District Health Development Officer is underway.	Updated eJSNA published and commissioning plan communicated		<input type="text" value="20%"/>
Healthy Tamworth	The Health and Well Being Board have endorsed the plan.  Practitioners workshop planned for October 2013	Complete registration with Healthy Cities network		<input type="text" value="100%"/>
		Healthy Cities Action plan in place with multi agency commitment		<input type="text" value="100%"/>
		Commencement of targeted promotional activity		<input type="text" value="10%"/>
Individual Electoral Registration	Progress has been made in line with government guidelines. A bid is being submitted for funding and the level of staff support required is being ascertained.			<input type="text" value="50%"/>
Elections				<input type="text" value="100%"/>

Corporate Project/Programme	Latest Update	Milestone/Measure of Success	Status of Milestone/Measure of Success	Progress
Constitution Annual Review	The revised constitution was presented to Council in May. Further training was requested by members and two sessions have now taken place. The constitution will be approved at the next Council on 10th September 2013.	Revised Constitution presented to Council for approval		<input type="text" value="50%"/>
		Implementation review with stakeholders input on operability		<input type="text" value="0%"/>
Scheme of Delegation - Annual Review	Approved by Council	Review Scheme of Delegation presented to Council for approval		<input type="text" value="100%"/>
		Implementation review with stakeholders on operation of document		<input type="text" value="0%"/>
		Further review if required		<input type="text" value="0%"/>



## Corporate Priority





## 2. To be healthier and safer in Tamworth





Corporate Project/Programme	Latest Update	Milestone/Measure of Success	Status of Milestone/Measure of Success	Progress
Improve the green environment including management and maintenance of local nature reserves, open spaces and parks	Broad Meadow was endorsed as a local nature reserve by Cabinet	Broad Meadow endorsed by Cabinet as a Local Nature reserve by April 2013.		<input type="text" value="100%"/>
	The application process for local nature reserve status for Town Wall has stalled due to complicated land ownership	The achievement of local nature reserve status designation for Town Wall		<input type="text" value="75%"/>

Corporate Project/Programme	Latest Update	Milestone/Measure of Success	Status of Milestone/Measure of Success	Progress
	issues taking considerably more time than originally planned. External legal support is engaged to assist in the matter however it could be up to 12 months delayed. It is proposed that this action be delayed with a revised completion date of March 2014.			
	The Heart of England in Bloom competition took place on 16th July with the result expected in September.	Achieve a further gold award in the "Heart of England in Bloom" competition		<div style="background-color: #4f81bd; color: white; padding: 2px;">90%</div>
	Recycling currently stands at 52.12%	Recycling rates within waste management are maintained at their current level		<div style="background-color: #4f81bd; color: white; padding: 2px;">25%</div>
Ensure all regulatory functions provided by the Council are delivered in a consistent and fair manner to promote public safety and to minimise the burden to businesses	Work has been undertaken on all regulatory functions in the first quarter.	All planned food and health and safety inspections completed		<div style="background-color: #4f81bd; color: white; padding: 2px;">25%</div>
		Air Quality Improved		<div style="background-color: #4f81bd; color: white; padding: 2px;">25%</div>
		All Licensing applications processed in a timely fashion		<div style="background-color: #4f81bd; color: white; padding: 2px;">25%</div>
		A reduction in workplace accident investigations		<div style="background-color: #4f81bd; color: white; padding: 2px;">25%</div>
		Statutory nuisance investigations/actions completed within acceptable timescales		<div style="background-color: #4f81bd; color: white; padding: 2px;">0%</div>
Building Resilience in Families and Communities	The Council has taken a leading role in this agenda at a County	National Troubled Families agenda		<div style="background-color: #4f81bd; color: white; padding: 2px;">20%</div>



Corporate Project/Programme	Latest Update	Milestone/Measure of Success	Status of Milestone/Measure of Success	Progress
	<p>and local level. The CEO is chair of the County Leadership Group and Tamworth is one of the most developed districts in terms of its current status. Cohort one of the families identified are allocated key workers and despite significant resource issues they have been assessed and plans developed to support them. The Council is planning to further develop joint working in this area by co-locating the Community Safety hub back into Marmion House alongside SCC services such as Families First and Safeguarding teams. Resources to deliver the current workload are strained and cohort two will present a challenge. Discussions with the County about the release of resources to support our local model are in hand.</p>			
Revised Local Plan	Please note this is not expected before 31st march 2014 which is the end date for the financial year not this action. A Local Plan	<p>The approval of a revised document by Full Council for submission to the Secretary of State</p> <p>A report from the Planning Inspector concluding the document to be 'sound'</p>	<p></p> <p></p>	<p><input type="text" value="20%"/></p> <p><input type="text" value="0%"/></p>

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	Two properties are under management	Review social lettings pilot		<input type="text" value="20%"/>
	Review of prevention tools is progressing. External support to review	Review of Homelessness Strategy Complete		<input type="text" value="30%"/>

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	approach appointed. Housing Link project launched and Tamworth Borough Council THEP commissioned by West Midlands local authorities to undertake prison based education scheme.			
Tinkers Green and Kerria Area Regeneration	ARK consultancy appointed to complete this assessment.	Complete assessment of delivery vehicles and explore potential for SPV model for Tamworth		<div style="width: 20%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 20%
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	Preliminary work completed. The project will progress once the local plan is complete and will be included in the 2014/15 business plan	Agree strategic principals in line with emerging supplementary planning guidance for the delivery of a balanced housing market in the Town centre		<div style="width: 50%;"><div style="background-color: #4F81BD; width: 50%;"></div></div> 50%
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Review and Update the HRA Business Plan	On site works now completed with approximately 60% of all premises inspected.	Complete stock condition survey		<div style="width: 70%;"><div style="background-color: #4F81BD; width: 70%;"></div></div> 70%
	Key financial issues identified Key financial issues identified and consultancy support agreed.	Update financial model		<div style="width: 10%;"><div style="background-color: #4F81BD; width: 10%;"></div></div> 10%
	Progress linked to the update of the financial model	Develop proposals to support delivery of town centre housing strategy and increasing the number of affordable homes		<div style="width: 10%;"><div style="background-color: #4F81BD; width: 10%;"></div></div> 10%
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	Discussions regarding County support held with public health Staffordshire. The appointment of a District Health Development Officer is underway.	Updated eJNA published and commissioning plan communicated		<input type="text" value="20%"/>
Healthy Tamworth	The Health and Well Being Board have endorsed the plan.  Practitioners workshop planned for October 2013	Complete registration with Healthy Cities network		<input type="text" value="100%"/>
		Healthy Cities Action plan in place with multi agency commitment		<input type="text" value="100%"/>
		Commencement of targeted promotional activity		<input type="text" value="10%"/>




## Corporate Priority

## 3. Approachable, Accountable and Visible









Corporate Project/Programme	Latest Update	Milestone/Measure of Success	Status of Milestone/Measure of Success	Progress
Provision of financial advice, assistance and business support for	First Quarter financial healthcheck underway – to be reported to CMT / Cabinet	<i>Measure (PI) Current Value Current Target Last Update Status</i>		

Corporate Project/Programme	Latest Update	Milestone/Measure of Success	Status of Milestone/Measure of Success	Progress
Directorates & budget managers To monitor & report on whether spending is maintained within approved budget and without significant underspends (less than 5%)	August 2013	<p>Spending 1.82% -5% June 2013 </p> <p>maintained within approved budget and without significant underspends</p> <p>Ledgers 1 5 June 2013 </p> <p>closed down within 5 working days of period end</p> <p>Bank Reconciliation 13 15 May 2013 </p> <p>completed within 15 days (General Account) of period end</p>		
To complete the Final Accounts process with an	Final accounts prepared & provided to External Auditors	Achievement of an Yes Yes 2011/12 		









Corporate Project/Programme	Latest Update	Milestone/Measure of Success	Status of Milestone/Measure of Success	Progress															
unqualified audit opinion	and Audit & Governance Committee on 27 June 2013	unqualified audit opinion on the financial statements  Number of 0 0 2011/12 material final account adjustments 																	
Budget / Council Tax Setting Key Budget milestones completed in line with the agreed timetable	No actions in the first quarter.																		
Maximisation of income/collection Council Tax, Non-Domestic Rates, Debtors and Mortgages. Improved cash flow and local collection targets achieved.	Council Tax Council Tax current year is as estimated Court costs income is ahead of target Overall arrears for 12/13 are up on last year and we are very close to target. Other arrears are consistent with last year's collection. In effect the older the debt becomes the	<table border="1"> <thead> <tr> <th><i>Measure (PI)</i></th> <th><i>Current Value</i></th> <th><i>Current Target</i></th> <th><i>Last Update</i></th> <th><i>Status</i></th> </tr> </thead> <tbody> <tr> <td>Percentage of Non-domestic Rates Collected</td> <td>29.50%</td> <td>30.10%</td> <td>June 2013</td> <td></td> </tr> <tr> <td>% of Council Tax</td> <td>29.70%</td> <td>29.70%</td> <td>June 2013</td> <td></td> </tr> </tbody> </table>	<i>Measure (PI)</i>	<i>Current Value</i>	<i>Current Target</i>	<i>Last Update</i>	<i>Status</i>	Percentage of Non-domestic Rates Collected	29.50%	30.10%	June 2013		% of Council Tax	29.70%	29.70%	June 2013			
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Corporate Project/Programme	Latest Update	Milestone/Measure of Success	Status of Milestone/Measure of Success	Progress
	<p>harder it is to collect.</p> <p>NNDR Current year collection was behind target as of 30 June but we are now ahead of target.</p> <p>Debtors Current year is ahead of target Debts over 6 months old are behind due to several aged debts</p>	<p>collected</p> <p>Debtors 84.52% 72% June 2013 </p> <p>current year collection</p>		
Monitor the effects of changes to Benefits regulations & their impact on the collection & recovery of Council Tax (e.g. Local Council Tax Reduction, Universal Credits, Changes to Non-Dependant Allowances)	Monthly monitoring template commissioned by CMT in place since April 2013. no major adverse effects reported to date	<p><i>Measure (PI) Current Value</i></p> <p>% of Council Tax collected 29.70% 29.70% June 2013 </p>		
Monitoring of arrangements for localisation of Non-domestic rates (including financial implications for the Council & potential NNDR Safety Net claim)	Following Business Rates reform / localisation, additional monitoring has been put in place since April 2013. No material adverse effects have been reported to date	<p><i>Measure (PI) Current Value</i></p> <p>Percentage of Non-domestic Rates 29.50% 30.10% June 2013 </p>		









Corporate Project/Programme	Latest Update	Milestone/Measure of Success	Status of Milestone/Measure of Success	Progress
		Collected		
Scrutiny Committees	<p>Contained in the new Constitution to be approved at Council on 10th September 2013.</p> <p>Cabinet members are attending relevant scrutiny committees. Training has been given in the following areas; Planning, Licensing and the Constitution. In addition, there has been some general training provided.</p> <p>This is a standing item on the agenda this year. Solicitor and Monitoring Officer to remind Scrutiny Chairs on their requirement to report to Cabinet</p>	Job descriptions for Scrutiny Chairman		<div style="width: 50%;"><div style="background-color: #4F81BD; height: 10px;"></div></div> 50%
		More involvement/support from Cabinet		<div style="width: 40%;"><div style="background-color: #4F81BD; height: 10px;"></div></div> 40%
		Training for Members		<div style="width: 70%;"><div style="background-color: #4F81BD; height: 10px;"></div></div> 70%
		Regular monthly updates to Cabinet		<div style="width: 15%;"><div style="background-color: #4F81BD; height: 10px;"></div></div> 15%
		Regular cross committee working		<div style="width: 0%;"><div style="background-color: #4F81BD; height: 10px;"></div></div> 0%
Review of Members Allowances	This will start in January 2014	New Allowance Structure Introduced		<div style="width: 100%;"><div style="background-color: #4F81BD; height: 10px;"></div></div> 100%
		Review of Structure		<div style="width: 0%;"><div style="background-color: #4F81BD; height: 10px;"></div></div> 0%
		Further review based on outcomes of Allowance		<div style="width: 0%;"><div style="background-color: #4F81BD; height: 10px;"></div></div> 0%











Corporate Project/Programme	Latest Update	Milestone/Measure of Success	Status of Milestone/Measure of Success	Progress
Member Training & Development	<p>Contained in the new Constitution to be approved by Council on 10th September 2013.</p> <p>Training has been given in the following areas; Planning, Licensing and the Constitution. In addition, there has been some general training provided</p>	New induction training for Members (web based)		<input type="text" value="0%"/>
		Job Descriptions for Members		<input type="text" value="0%"/>
		Additional training for Members - throughout municipal year		<input type="text" value="70%"/>
		Feedback from peers/review		<input type="text" value="0%"/>
Land Charges		Confirmed earlier submission to DCLG		<input type="text" value="100%"/>
		Meeting London to discuss next steps		<input type="text" value="100%"/>
		Land Registry operating pilot project in Liverpool and other authorities		<input type="text" value="70%"/>
		Outcome of pilot project (roll out?)		<input type="text" value="0%"/>
		DCLG approaching government for new burdens process/contribution to claim		<input type="text" value="40%"/>
		Collation of data relevant to searches and companies associated with it		<input type="text" value="70%"/>








Corporate Project/Programme	Latest Update	Milestone/Measure of Success	Status of Milestone/Measure of Success	Progress
Legal services review	This is being taken forward by the consultant project manager	Meetings and discussions arranged to identify legal requirements of services		<div style="width: 100%;"><div style="width: 100%; background-color: #4f81bd; height: 10px;"></div></div> 100%
		Spending on legal services identified		<div style="width: 0%;"><div style="width: 0%; background-color: #4f81bd; height: 10px;"></div></div> 0%
		Savings/methods of instruction		<div style="width: 0%;"><div style="width: 0%; background-color: #4f81bd; height: 10px;"></div></div> 0%
		Options to consider on provision of legal services		<div style="width: 0%;"><div style="width: 0%; background-color: #4f81bd; height: 10px;"></div></div> 0%
		Implementation of Legal services review		<div style="width: 0%;"><div style="width: 0%; background-color: #4f81bd; height: 10px;"></div></div> 0%
Civic Representation	Mayoral functions attended.			<div style="width: 33%;"><div style="width: 33%; background-color: #4f81bd; height: 10px;"></div></div> 33%
Delivery of Organisational Development Strategy	A final report to Cabinet on agile working is scheduled for 1st August 2013.  EDRMS – no progress within Human Resources.  Phase 2 – iTrent – Implementation of iTrent HR/Payroll system – payroll fully implemented. Self service now being tested. Full training roll out will be required for all staff commencing September and will take up to 6 weeks. The next phase will be implementation of	Implementation of Agile Working option		<div style="width: 33%;"><div style="width: 33%; background-color: #4f81bd; height: 10px;"></div></div> 33%
		Implementation of new systems including hr/payroll/EDRMS/WM Jobs Portal		<div style="width: 40%;"><div style="width: 40%; background-color: #4f81bd; height: 10px;"></div></div> 40%

Corporate Project/Programme	Latest Update	Milestone/Measure of Success	Status of Milestone/Measure of Success	Progress
	<p>learning and development package.</p> <p>WM Jobs –problems with security after launch for some Local Authorities has been reported. No official launch for TBC now until mid September. Human Resources coping as recruitment has slowed down due to freeze.</p>			
Enhancement to customer service	<p>Specifications have gone out to tender and final costings are being established.</p> <p>Website: proof of concept approved and being built,</p> <p>CRM: Initial set of processes have gone live,</p> <p>EDRMS: a roll out has been agreed with provider.</p>	Implementation of new systems including Telephony, CRM and EDRMS		<div style="border: 1px solid black; background-color: #e0e0e0; padding: 2px; width: 100px; text-align: center;">20%</div>
	Draft CS strategy and framework	New performance framework for customer service delivery		<div style="border: 1px solid black; background-color: #e0e0e0; padding: 2px; width: 100px; text-align: center;">0%</div>
		Implementation of a new web site		<div style="border: 1px solid black; background-color: #e0e0e0; padding: 2px; width: 100px; text-align: center;">50%</div>

Corporate Project/Programme	Latest Update	Milestone/Measure of Success	Status of Milestone/Measure of Success	Progress
	<p>to CMT by 31<sup>st</sup> October</p> <p>Virtual site built and in test. Implementation of new site scheduled for 30<sup>th</sup> September.</p> <p>Performance to be recorded following launch of CRM and new web. Analysis of data of current situation to be presented to CMT end of September.</p>	<p>Channel shift of customers from front line to web</p>		<p>0%</p>
<p>Business Improvement</p>	<p>The scope and purpose and timing of the Corporate Peer Challenge has now been decided:</p> <ol style="list-style-type: none"> <li>1. Community development: <ul style="list-style-type: none"> <li>· How do we compare to good practice from other local authorities?</li> <li>· To review the impacts and outcomes from our existing model of service delivery; and</li> <li>· Consider opportunities to improve the service</li> </ul> </li> <li>2. Partnerships and commissioning:</li> </ol>	<p>Undertake LGA Corporate Peer Challenge</p>		<p>50%</p>

Corporate Project/Programme	Latest Update	Milestone/Measure of Success	Status of Milestone/Measure of Success	Progress
	<ul style="list-style-type: none"> <li>Review our corporate approach to commissioning, highlighting gaps, if any</li> <li>Review our approach to voluntary and community sector engagement and commissioning</li> </ul>			
Corporate Change Programme	<p>Process reviews have taken place in Environmental Services, Creditors and Customer Services. The recommendations have been approved by the Corporate Change Board and are being implemented.</p> <p>Specifications have gone out to tender and final costs are being established.</p> <p>Website: proof of concept approved and being built,</p> <p>CRM: Initial set of processes have gone live,</p> <p>EDRMS: a roll out has been agreed with the provider.</p>	Process Reviews within service to take service closer to customer		<input type="text" value="15%"/>
		Review, amend and commence replacement / upgrade of infrastructure, (including technology, telephony, mobile capacity, premises and service enabling systems (website, EDRMS, CRM))		<input type="text" value="20%"/>
Ensure a stable, up to date and robust technical infrastructure	An initial list of contracts has been drawn up	Compilation of contract replacement schedule		<input type="text" value="15%"/>
				<input type="text" value="5%"/>

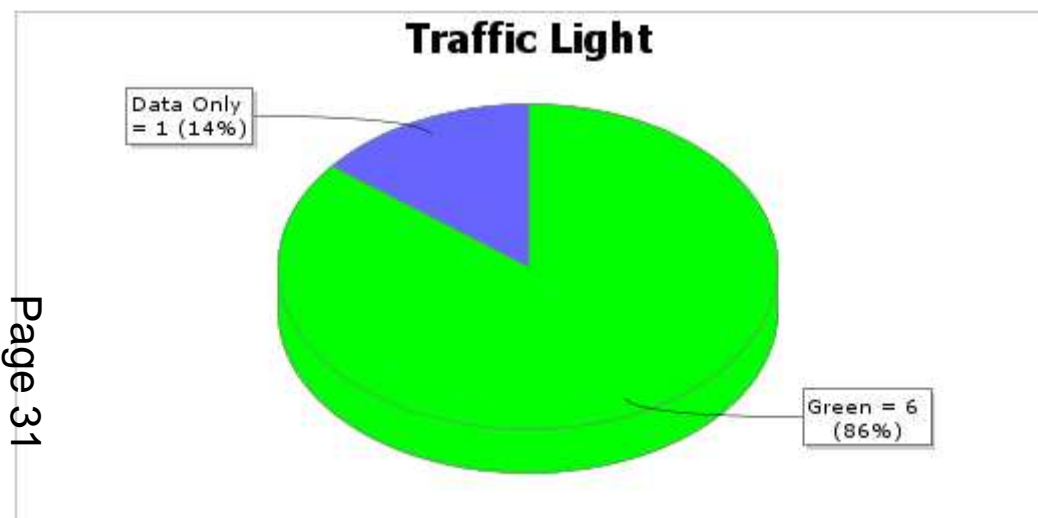
Corporate Project/Programme	Latest Update	Milestone/Measure of Success	Status of Milestone/Measure of Success	Progress
	The feasibility of going open source is being investigated.	Exploitation of GIS / Desktop Mapping		
	The contract expires in September 2014 so work will commence in September 2013.	Microsoft Exchange Upgrade		<div style="background-color: #4F81BD; color: white; padding: 2px;">100%</div>
	Planned in for October 2013	Replacement Print Fleet		<div style="background-color: #ccc; padding: 2px;">0%</div>
		Replacement SUN Box		<div style="background-color: #ccc; padding: 2px;">0%</div>
	Awaiting a Cabinet report on agile working before review of the strategy can begin	Review and update ICT Strategy		<div style="background-color: #ccc; padding: 2px;">0%</div>
Comply with legal and best practise obligations	Awaiting feedback on the submission	Compliance with Government Code of Connection		<div style="background-color: #4F81BD; color: white; padding: 2px;">75%</div>
	Work has been done on the retention schedule and an information repository has been established. This now requires CMT endorsement	Development of Publication Scheme		<div style="background-color: #4F81BD; color: white; padding: 2px;">20%</div>
		Development of Records Management Policies and Guidance		<div style="background-color: #4F81BD; color: white; padding: 2px;">20%</div>
	Currently evaluating products that will provide this solution.	Network and Log Event Management Implementation		<div style="background-color: #4F81BD; color: white; padding: 2px;">25%</div>
	No funding has been made available for this yet.	Penetration Testing		<div style="background-color: #ccc; padding: 2px;">0%</div>
		Process review and automation for FOIA Requests		<div style="background-color: #ccc; padding: 2px;">0%</div>

Corporate Project/Programme	Latest Update	Milestone/Measure of Success	Status of Milestone/Measure of Success	Progress
		Training and awareness in key areas for Data Protection and Freedom of Information		0%
		Transition to new version of ISO20000		100%
Ensure an appropriate, tested and robust response to Business Continuity and Civil Contingencies	A template has been established for completion by service heads.	Co-Ordination of service level Business Continuity Plans		5%
		Desktop exercises		0%
		Review Corporate Business Continuity Plan with consideration to resources, premises and technology		5%
		Schedule of no notice tests		0%
		Training within Civil Contingencies catalogue		0%





## 2. Key Service Performance Indicators

### Assets and Environment Key Service Performance Indicators 2013/14







#### Assets & Environment



PI Code & Short Name	Traffic Light Icon	Current Value	Last Update	Current Target	Performance compared to last reporting period	Latest Notes
LPI_A&E_KPI001 Monitor the local air quality in Tamworth, taking any necessary action as dictated by the results	🟢	Yes	Q1 2013/14	Yes		24-Jul-2013 This is an annually reportable indicator but a monthly sampling regime is in place.
LPI_A&E_KPI002 Work with other public sector organisations to offer co-	🟢	Yes	Q1 2013/14	Yes		24-Jul-2013 Work is ongoing

PI Code & Short Name	Traffic Light Icon	Current Value	Last Update	Current Target	Performance compared to last reporting period	Latest Notes
location in strategic council premises						
LPI_A&E_KPI003 Deliver 100% of the Housing Capital Programme		25%	Q1 2013/14	25%		
LPI_A&E_KPI004 Continuation of the anti-dog fouling campaigns in hot spot locations		Yes	Q1 2013/14	Yes		24-Jul-2013 There have been two "mucky pup" campaigns in this quarter, one at Belgrave School and one at Abelia – all to raise awareness of the issues of irresponsible dog ownership/dog fouling.

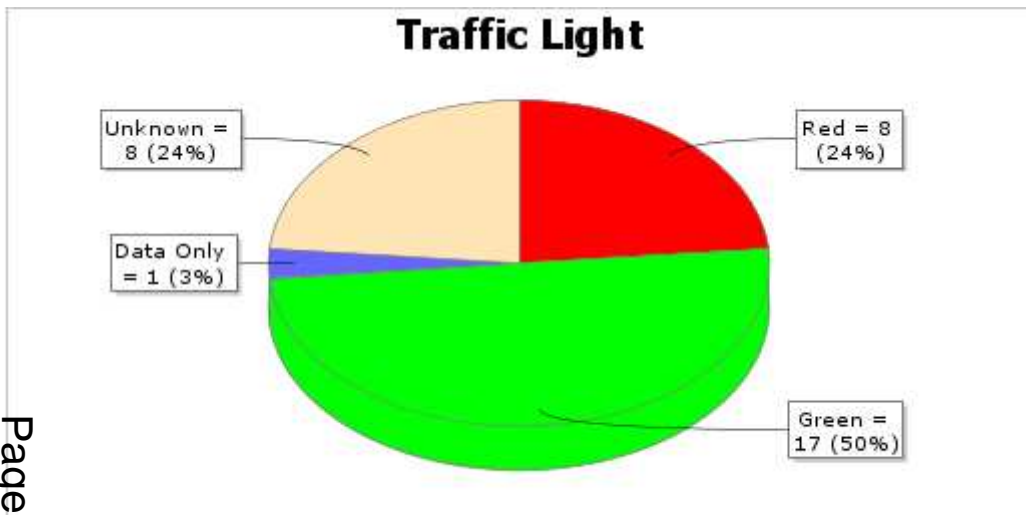
### Environmental Health & Regulatory Services

PI Code & Short Name	Traffic Light Icon	Current Value	Last Update	Current Target	Performance compared to last reporting period	Latest Notes
PI_EHRS001 The number of 0 and 2 star rated businesses		30	2012/13			12-May-2013 One of the highlights this year was the move to the National Food Hygiene Rating Service. This complements the excellent work of the Ratemyplace website and is another vehicle to inform the public about food safety. In addition, there has been an increase in broadly compliant premises from <b>86 to 90%</b> . As the scheme develops it is hoped that there are fewer businesses with 0-2 stars 29.
LPI_EHRS003 The percentage of planned high risk inspections undertaken		100%	2012/13	100%		

### Waste Management

PI Code & Short Name	Traffic Light Icon	Current Value	Last Update	Current Target	Performance compared to last reporting period	Latest Notes
NI 192 Percentage of household waste sent for reuse, recycling and composting (Tamworth)		53.10%	Q1 2013/14	52.80%		





## Communities Planning and Partnerships Key Service Performance Indicators 2013/14



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### Community Development

PI Code & Short Name	Traffic Light Icon	Current Value	Last Update	Current Target	Performance compared to last reporting period	Latest Notes
LPI_CEPCDCD001am The number of partners delivering services in response to agreed issues - Amington		18	Q1 2013/14	7.5		18-Jul-2013 AARCH only - com cafe, changes, craft group, welfare rights, Dig-iT, police, wardens, housing, tenant participation, job club, staffordshire college, heritage trust/hodge lane, church, cornerstone, groundworks, Kerria community neighbourhood consultation group, staffs county, youth service.
LPI_CEPCDCD001bg The number of partners delivering services in response to agreed issues - Belgrave		29	Q1 2013/14	7.5		04-Jul-2013 Street Wardens, Caretaking Services, Volunteer Centre, Community Cafe, FARS, South Staffs College, Housing Tenant Participation, Housing Income Team, Housing Officers, Streetscene, Neighbourhood Watch, Community Safety Team, Staffordshire Young Peoples Service, Staffs Wildlife Trust, Staffordshire Police, Sure Start, Belgrave Residents Association, Park Farm Community Centre, Tamworth African Caribbean Association, Belgrave Job Club, Hanbury's Farm Primary, Tamworth Enterprise College, St Gabriel's















PI Code & Short Name	Traffic Light Icon	Current Value	Last Update	Current Target	Performance compared to last reporting period	Latest Notes
						Primary, Coalfields Family Employment Initiative, Tamworth Baptist Church, Groundwork WM, Sports Development, Local Councilors, TBC Funding Officer.
LPI_CEPCDCD001gl The number of partners delivering services in response to agreed issues- Glasgote			Q1 2013/14	7.5		
LPI_CEPCDCD001st The number of partners delivering services in response to agreed issues - Stonydelph			Q1 2013/14	7.5		

## Community Leisure







PI Code & Short Name	Traffic Light Icon	Current Value	Last Update	Current Target	Performance compared to last reporting period	Latest Notes
LPI_CPP_GOLF_018 Customer Satisfaction (Tamworth Golf Course)						
LPI_CPP_GOLF_023 Total Pay and Play rounds - 9 hole (Tamworth Golf Course)			July 2013			
LPI_CPP_GOLF_024 Total Pay and Play rounds - 18 hole (Tamworth Golf Course)			July 2013			
LPI_CPP_GOLF_025 Total Membership (Tamworth Golf Course)		250	July 2013			
LPI_CSPCDCLAR003 Total Attendance Overall - Assembly Rooms		2,102	June 2013	1,967		
LPI_CSPCDCLAR015 Customer Satisfaction - Assembly Rooms		99%	June 2013	97.2%		
LPI_CSPDCLOE001 Visitor Numbers (Outdoor Events)		13,500	Q1 2013/14			
LPI_CSPDCLOE002 Overall Satisfaction Rate "Good to Excellent" (Outdoor Events)		100%	Q1 2013/14			
LPI_CSPCDCLTC002 Total Number of visits/usages - Tamworth Castle		16,222	July 2013	16,000		
LPI_CSPCDCLTC020 Trip Advisor Rating - Tamworth Castle		4.5	2012/13	4.5		
LPI_PCPCLO01 Total 16+ attending organised activity		24,748	Q1 2013/14	33,000		

PI Code & Short Name	Traffic Light Icon	Current Value	Last Update	Current Target	Performance compared to last reporting period	Latest Notes
across the Borough						
LPI_PCPCL002 Total under 16 attending organised activity across the Borough		110,674	Q1 2013/14	24,800		









### Community Safety



PI Code & Short Name	Traffic Light Icon	Current Value	Last Update	Current Target	Performance compared to last reporting period	Latest Notes
LPI_CSPCDCS001 Burglary Dwelling		36	June 2013	60		
LPI_CSPCDCS008 Incidents of Anti-Social Behaviour		561	June 2013	558		
LPI_CSPCDCS011 Number of Serious Violent Crimes		10	June 2013	7		
LPI_CSPCDCS011a Number of Less Serious Violent Crimes		110	June 2013	127		
LPI_CSPCDCS012 Number of Serious Acquisitive Crimes		113	June 2013	173		
LPI_CSPCDCS018 Violence with injury		120	June 2013	120		
LPI_CSPCDCS018a Non domestic violence with injury		130	June 2013	128		

## Development Control







PI Code & Short Name	Traffic Light Icon	Current Value	Last Update	Current Target	Performance compared to last reporting period	Latest Notes
BV109a NI 157a Processing of planning applications: Major applications (Tamworth)		71.42%	Q1 2013/14	60.00%		
BV109b NI 157b Processing of planning applications: Minor applications (Tamworth)		77.27%	Q1 2013/14	65.00%		
BV109c NI 157c Processing of planning applications: Other applications (Tamworth)		96.55%	Q1 2013/14	80.00%		

## Economic Development

PI Code & Short Name	Traffic Light Icon	Current Value	Last Update	Current Target	Performance compared to last reporting period	Latest Notes
LPI_CPPSPDED005 Percentage of working age population claiming Job Seekers Allowance		2.4%	Q1 2013/14	3.1%		23-Jul-2013 1,198 people claiming JSA. 4.3% in West Midlands 3.5% in Great Britain
LPI_CPPSPDED006 Percentage of total rateable value of commercial floor space that is unoccupied		7.7%	Q1 2013/14	9.7%		
LPI_CPPSPDED007 Percentage change in rateable value of commercial buildings		1.49%	Q4 2012/13	2%		
LPI_CPPSPDED008 Number of Tamworth businesses		23	Q1 2012/13	10		21-Aug-2012 Mgt workshops: 14, Mentoring sessions: 7, Strategic Reviews: 2

PI Code & Short Name	Traffic Light Icon	Current Value	Last Update	Current Target	Performance compared to last reporting period	Latest Notes
assisted through the TSP Enterprise and Job Creation service						
LPI_CPPSPDED011 Number of Tamworth people assisted through the TSP Enterprise and Job Creation service about self-employment or to start a business.		75	Q4 2012/13			

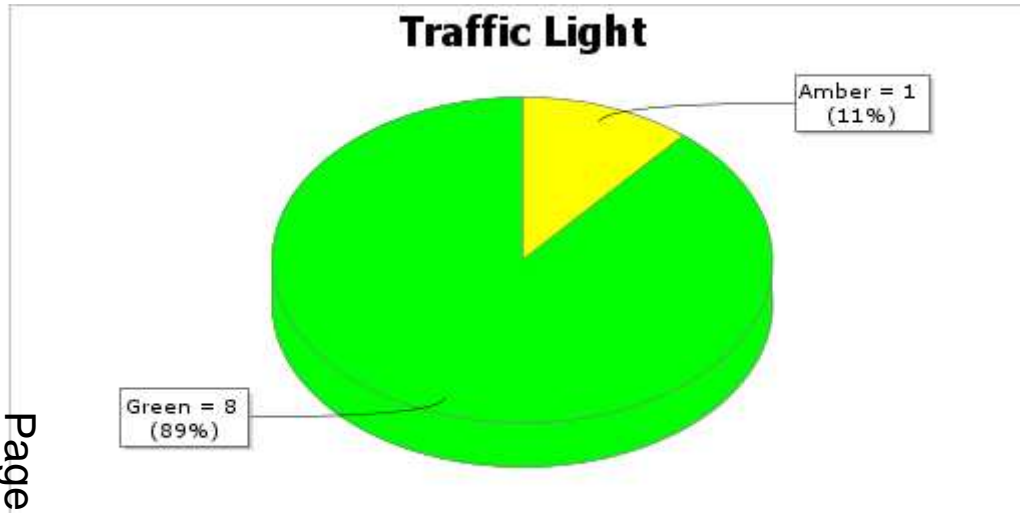
**Strategic Planning and Development**

Code & Short Name	Traffic Light Icon	Current Value	Last Update	Current Target	Performance compared to last reporting period	Latest Notes
LPI_SP1_1d_003 The occupancy levels of Town Centre retail outlets		83%	Q4 2012/13	91%		24-Apr-2013 % rate has decreased by 4% since Q2. More units within Ankerside have closed - HMV in particular.
NI 154 Net additional homes provided (Tamworth)		128	Q4 2012/13	216		17-Apr-2013 Gross completions 135, losses 7. Net completions 2012/13 128
NI 155 Number of affordable homes delivered (gross) (Tamworth)		4	Q4 2012/13	58		

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## Finance Key Service Performance Indicators 2013/14









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### Corporate Finance

PI Code & Short Name	Traffic Light Icon	Current Value	Last Update	Current Target	Performance compared to last reporting period	Latest Notes
LPI_AAV_002 Achievement of an unqualified audit opinion on the financial statements	✓	Yes	2011/12	Yes	▬	
LPI_RDCF001 Spending maintained within approved budget and without significant underspends	✓	1.82%	June 2013	-5%	⬆	
LPI_RDCF002 Number of material final account audit adjustments	✓	0	2011/12	0	▬	

PI Code & Short Name	Traffic Light Icon	Current Value	Last Update	Current Target	Performance compared to last reporting period	Latest Notes
LPI_RDCF025 Ledgers closed down within 5 working days of period end		2	July 2013	5		
LPI_RDCF026a Bank Reconciliation completed within 10 days (Payments Account)		5	June 2013	10		
LPI_RDCF026b Bank Reconciliation completed within 15 days (General Account) of period end		11	June 2013	15		

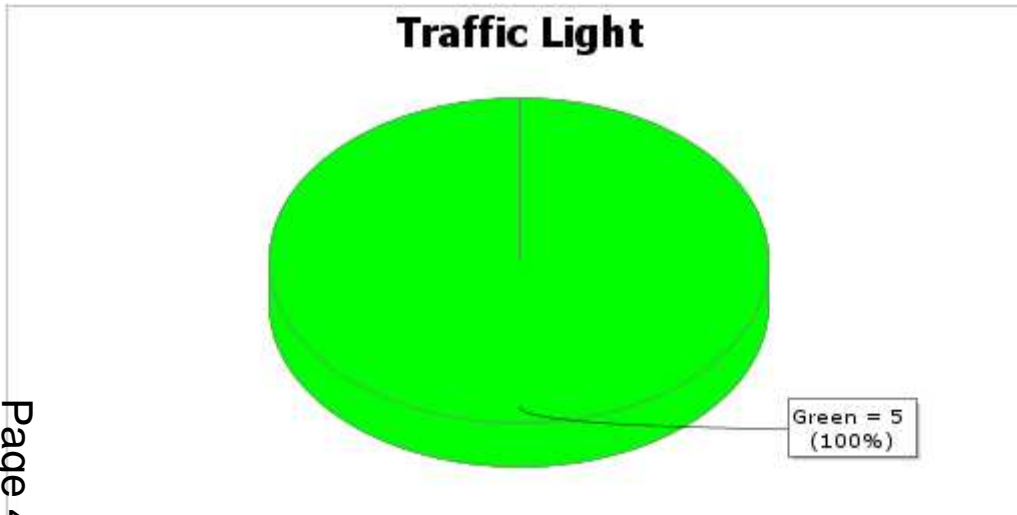
### Revenues Services

PI Code & Short Name	Traffic Light Icon	Current Value	Last Update	Current Target	Performance compared to last reporting period	Latest Notes
BV10 Percentage of Non-domestic Rates Collected		39.00%	July 2013	39.90%		
BV9 % of Council Tax collected		39.00%	July 2013	39.30%		
LPI_RDFOREV009 Debtors current year collection		84.02%	July 2013	75%		

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## Housing and Health Key Service Performance Indicators 2013/14



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### Housing Empty Property Management

PI Code & Short Name	Traffic Light Icon	Current Value	Last Update	Current Target	Performance compared to last reporting period	Latest Notes
LPI BV212 Average number of days taken to re-let local authority housing (Standard Empty Homes)		15	July 2013	16		09-Aug-2013 July 2013 - 29 empty properties with standard void works were relet on average within 15 days.
LPI_CSHSEPM009 The percentage of customers satisfied with the "Finding a Home" Service		89%	July 2013	80%		09-Aug-2013 During July we received 27 completed surveys of which 24 rated the service as good or above which equates to 89%, 2 respondents rated the service as poor as have not been successful in bidding and 1 respondent rated the service as satisfactory

## Housing Estate Management

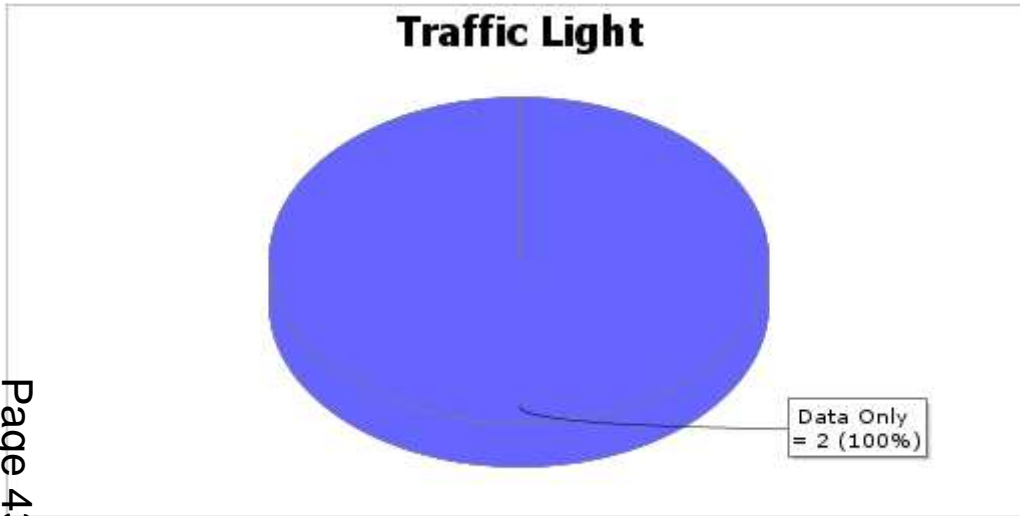
PI Code & Short Name	Traffic Light Icon	Current Value	Last Update	Current Target	Performance compared to last reporting period	Latest Notes
LPI_CSHSCS001 Percentage of offensive graffiti removed within 48 hours		100%	June 2013	100%		04-Jul-2013 This month 7 cases of offensive graffiti were reported.  In February 2011 through the Tamworth Community Partnership saw the purchase of a specialist graffiti removal machine which will offer a faster and environmentally friendly way to remove graffiti - requests for graffiti removal can now be requested on line through the Council website

## Housing Maintenance

PI Code & Short Name	Traffic Light Icon	Current Value	Last Update	Current Target	Performance compared to last reporting period	Latest Notes
LPI_HMLSHMM001 Overall Percentage of tenant Satisfaction with the responsive repairs service provided by Mears		85.8%	July 2013	85%		
LPI_HMLSHMM003 Percentage of all responsive repairs completed within target		98.2%	July 2013	97%		

Legal and Democratic Key Service Performance Indicators 2013/14

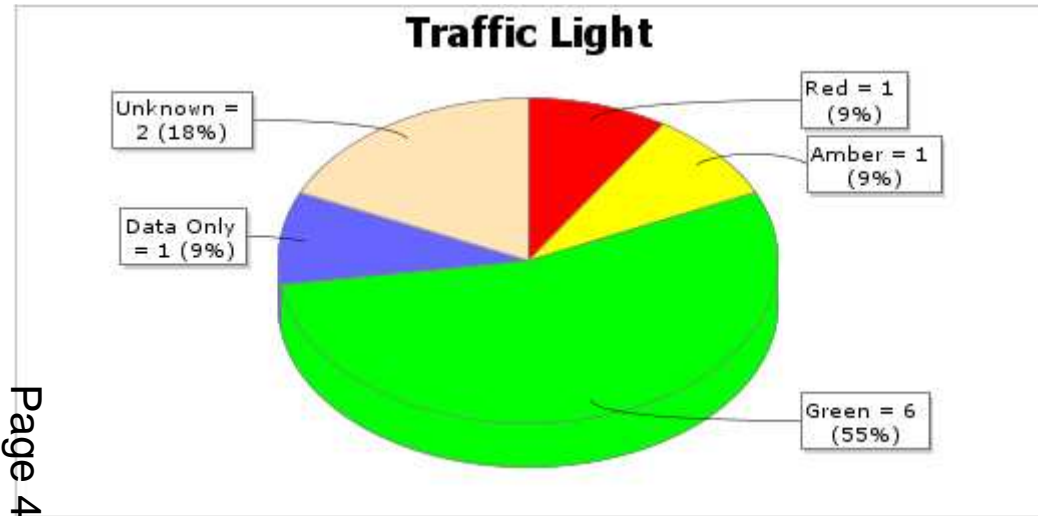
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**Solicitor and Monitoring Officer**

PI Code & Short Name	Traffic Light Icon	Current Value	Last Update	Current Target	Performance compared to last reporting period	Latest Notes
LPI_SMO001 Number of Standard Searches carried out		270	Q4 2012/13			02-Jul-2013 103 official 167 personal
LPI_SMO002 The number of exempt items presented to meetings		TBA	TBA			











## Technology and Corporate Programmes Key Service Performance Indicators 2013/14



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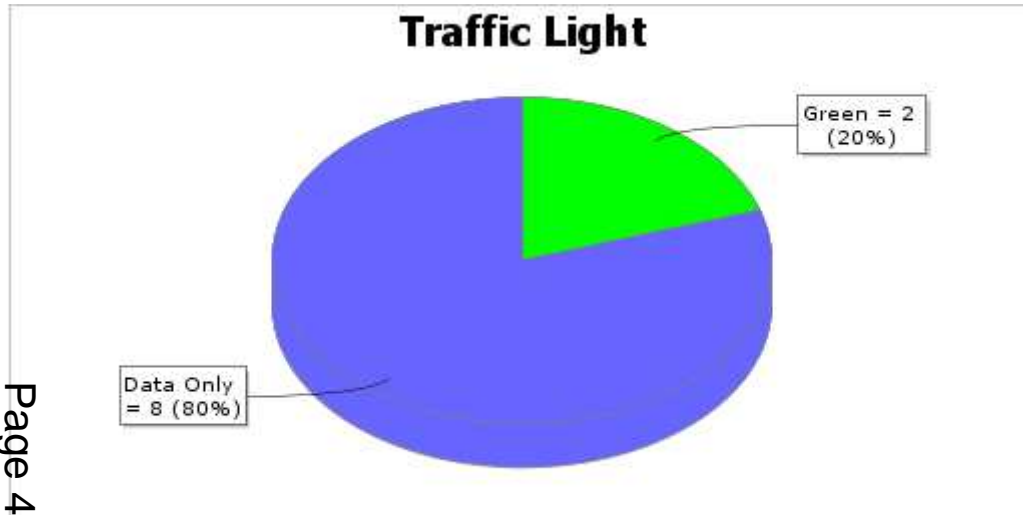
### Technology & Corporate Programmes

PI Code & Short Name	Traffic Light Icon	Current Value	Last Update	Current Target	Performance compared to last reporting period	Latest Notes
LPI_RDICT001 Percentage of incidents fixed by ICT	🟢	86.72%	August 2011	70%	↑	
LPI_RDICT002 Incidents Responded within SLA	🟢	94.46%	September 2011	90%	↑	
LPI_RDICT003 Incidents Resolved within SLA	🟢	97.61%	September 2011	90%	↓	
LPI_RDICT004 ICT Backups	🟡	97.04%	September 2011	100%	↑	
LPI_RDICT005 Service Availability	🟢	100%	August 2011	99%	↑	
LPI_RDICT006 Maintain	🟢	Yes	2012/13	Yes	▬	

PI Code & Short Name	Traffic Light Icon	Current Value	Last Update	Current Target	Performance compared to last reporting period	Latest Notes
accreditation against ISO20000						
LPI_RDICT007 Maintain accreditation against ISO27001		Yes	2012/13	Yes		
LPI_RDICT008 Freedom of Information Requests Responded To Within legislative timescales		83.87%	March 2013	100%		29-Apr-2013 Mar-13 31 26 5 Requests fell behind due to demand on resources required on emergency planning and ISO27001 in Feb and starting to catch up on the deficit.
LPI_RDICT015 ICT Support Desk - Percentage of calls answered within 15 seconds		TBA		TBA		
LPI_RDICT016 ICT Support Desk - Percentage of calls abandoned		TBA		TBA		
LPI_RDICT017 ICT Service Desk - Outstanding incidents		TBA		TBA		

Transformation and Corporate Performance Key Service Performance Indicators 2013/14

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**Human Resources**

PI Code & Short Name	Traffic Light Icon	Current Value	Last Update	Current Target	Performance compared to last reporting period	Latest Notes
BV12 Working Days Lost Due to Sickness Absence		8.29	March 2013	8.50		








## Organisational Development




PI Code & Short Name	Traffic Light Icon	Current Value	Last Update	Current Target	Performance compared to last reporting period	Latest Notes
LPI_ACEODHS001 Number of accidents to employees reported		7	Q1 2013/14			
LPI_ACEODHS002 Number of accidents to non-employees reported		4	Q1 2013/14			
LPI_ACEODHS004 Number of HSE notifications/interactions		1	Q1 2013/14			
LPI_ACEODHS005 Number of violent/threatening incidents		0	Q1 2013/14			

## Transformation and Corporate Performance

PI Code & Short Name	Traffic Light Icon	Current Value	Last Update	Current Target	Performance compared to last reporting period	Latest Notes
LPI_T&CP_001 The number of hits on the website		128,483	Q1 2013/14			
LPI_T&CP_002 Average time spent on the website		3.17	Q4 2012/13			
LPI_T&CP_003 SoCITM Website score		3	2012/13	4		
LPI_T&CP_004 Average number of days to recruit to vacant posts		TBA		TBA		
LPI_T&CP_005 The number of payroll errors		TBA		TBA		

## Key to symbols

PI Status	
	Off target
	Slightly off target
	At target
	Unknown
	Data Only PI (i.e. no target set)

Performance compared to last reporting period	
	Improving
	No Change
	Getting Worse

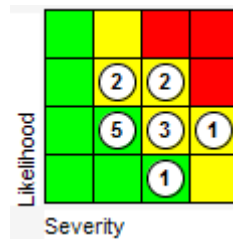
### 3. Performance Management Framework

The combined Corporate Plan and Annual Review was drafted and approved by Cabinet on 10<sup>th</sup> April 2013.

### 4. Corporate Risk register

The Corporate Risk register is reviewed and updated by the Corporate Management Team.

There are currently fourteen 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 healthcheck report

### Executive Summary

This section to the report summarises the main issues identified at the end of June 2013. Details relating to the summary including Directorate commentaries can be obtained from Phil Thomas, Corporate Accountancy Extension 239.

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

### General Fund

#### Revenue

- The General Fund has a favourable variance against budget at period 3 of £195k.
- The projected full year position identifies a projected unfavourable variance against budget of £163k or a 1.82% overspend to budget.
- This projection has highlighted several budget areas for concern (detailed at **Appendix B** and within the Report) though we are a quarter of the way through the year and projections may change, ongoing investigations into these areas have been initiated to mitigate the levels of the deficits.
- A balance of £150k was held in the General Contingency Budget at the end of June 2013.

#### Capital

- Capital expenditure incurred was £259k compared to a profiled budget of £525k.
- It is predicted that £2.098m will be spent by the year-end compared to a full year budget of £2.098m (this includes re-profiled schemes from 2012/13 of £1.643m).
- A summary of Capital expenditure is shown at **Appendix C**.

#### Treasury Management

- At the end of June 2013 the Authority had £25.39m invested in the money markets (excluding the £1.59m which is classified as sums at risk invested in Icelandic Banks). The average rate of return on these investments is 0.85% though this may change through the year if market conditions ease. At this point it is anticipated that our investments will earn approximately £207k compared to the budgeted figure of £200k, an estimated over recovery of £7k.

- Borrowing by the Authority stood at £65.060m at the end of June 2013, 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 anticipated that our interest payments will be £2.911m which is no variance to budget.
- 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 £3.699m at the year-end from normal revenue operations compared to £3.465m projected within the 2013/14 budget report.

There is also currently a nil balance within the Repairs and Renewals Fund as the balance of £259k was released to revenue as approved in the 2013/14 budget report.

## Housing Revenue Account (HRA)

### Revenue

- The HRA has a favourable variance against budget at Period 3 of £311k.
- The projected full year position identifies a favourable variance against budget of £57k. Individual significant budget areas reflecting the variance are detailed at **Appendix B** and within the body of the Report.

### Capital

- Housing Capital expenditure of £1.339m has been incurred as at the end of Period 3 compared to a profiled budget of £2.434m.
- It is predicted that £9.737m will be spent by the year-end compared to the full year budget of £9.737m (including £2.845m re-profiled from 2012/13);
- 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 £4.725m at the year-end compared to £4.175m projected within the 2013/14 budget report.

## FINANCIAL HEALTHCHECK REPORT – QUARTER 1, PERIOD 3 JUNE 2013

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

### Issues Identified

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

- Review of the actual activity to budget for the period;
- A projection of the actual activity to budget for the year;
- Identification of potential issues for action;
- This is the first 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 June 2013 shows a favourable situation of £195k underspend.
- The projected full year position identifies an unfavourable variance against budget of £163k.

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

- Benefits - £83k. Estimated under recovery based on claimant activity recorded in the DWP claim as at end of June.
- Treasury Management - £70k. Overspend of Interest Payable to HRA, £51k and MRP £27k due to higher HRA balances, reduced by an over recovery of Interest £7k.
- ICT - £50k. Expected under achievement of income following termination of the contract with Bromsgrove & Redditch for provision of help desk facility.
- Public Spaces - £30k. Overspend on salaries.
- Outside Car Parks - £18k. Increase in the amount payable to Henry Boot for Spinning School Lane car park.

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

- Civil Parking Enforcement - £27k. To be paid by SCC in respect of the anticipated deficit in year in line with CPE agreement.

- Commercial Property Management - £25k. Over recovery of rents £17k and recharge of insurance premiums £9k.
- Partnership Support & Development - £18k. Under spend on salaries £8k, vacant post and Stoke & Staffs Partnership £10k as no longer exists.
- Homelessness Strategy - £16k. Under spend to reflect that salary budgets should be met from grant.
- Industrial Properties - £14k. Saving on provision for bad debts.

### **General Fund – Capital**

- The position at the end of June shows an underspend to profiled budget of £266k, mainly due to slippage on spend compared to predicted expenditure profiles at this early stage of the year.
- The projected full year position shows no variance to budget.

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

- The position at the end of June shows a favourable situation of £311k.
- The projected full year position identifies a favourable variance against budget of £57k.

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

- General Operations - £12k. Overspend on Salaries due to a regraded post.

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

- Rents - £50k. Expected over recovery due to lower void levels.
- Interest on Balances - £30k. Changes to interest calculation due to HRA reform and higher HRA balances from unspent capital funds.

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

- The position at the end of June shows an under spend to profiled budget of £1.096m, which appears to be a profiling variance.
- The projected outturn is showing no variance to budget at this stage.

REF	ACTIVITY	OPTIONS	AGREED ACTION	ACTION BY / WHEN	PROGRESS
1	<b>FINANCIAL ISSUES</b>				
1.1	Budget Monitoring & Control		Managers have been commissioned by CMT to review budgets to identify potential savings to mitigate projected overspends and assist in the achievement of a balanced MTFS.	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 2014/15 (onwards) financial planning.	BRG will be given report on outturn situation for consideration and implications for the MTFS



	YTD Outturn	Projected Outturn	
	Period 03	Period 03	
GENERAL FUND	Over/(Under) Spends £000's	Over/(Under) Spends £000's	Comments
<b>CHIEF EXECUTIVE'S OFFICE</b> <i>Head of Organisational Development</i> Training and Development			
Various Training budgets	(14)	0	Underspends against profiled budgets to date, including £6k Post Entry Training
Other minor non-significant variances	(4)	0	
<b>CHIEF EXECUTIVE'S OFFICE</b>	(18)	0	
<b>EXECUTIVE DIRECTOR CORPORATE SERVICES</b>			
<b>Member Services</b>			
Members Attendance Allowance	(10)	0	Underspent due to some members not claiming full entitlement, plus changes introduced this year following review, eg. 10% allowance retained until end municipal year
<b>Electoral Process</b>			
Rents	(13)	0	No planned local elections this year
Election Staff	(48)	0	No planned local elections this year
<b>Conveyancing and Right to Buy</b>			
Legal Fees - Sale of Council Houses	(15)	(4)	Based on 14 council houses sold as at end June - budget based on 11 sales for the year
<b>Head of Benefits</b>			
<b>Benefits</b>			
Net of expenditure and subsidy due	38	83	Based on DWP estimate claim as at end June
<b>Benefits Administration</b>			
Government Grants	(33)	0	Government Grants not budgeted - £20k New Burdens Grant re Welfare Reform and £13k re Local Authority Data Sharing programme - expected to be spent during year
<b>ICT and Transformation</b>			
Other Hardware Maintenance	14	0	Commitments in advance of profiled year to date budget/ Expected underspend by year end
Software Maintenance	47	0	Expenditure in advance of profiled year to date budget
Application Software	21	0	Commitments in advance of profiled year to date budget
External Service Provision	(1)	50	Income target not expected to be achieved following termination of contract with Bromsgrove & Redditch for provision of help desk facility
<b>Corporate Finance</b>			
Localised Council Tax Benefit Scheme Grant	(54)	0	New Burdens Grant not budgeted
New Homes Bonus Scheme Grant	(17)	0	Additional 'top slice' amount not budgeted
<b>Treasury Management</b>			
Interest Payable to HRA	13	51	Higher HRA Balances than budgeted
Minimum Revenue Provision	7	27	
Misc Interest & Dividends	(2)	(7)	Over recovery
Other minor non-significant variances	(4)	(1)	
<b>EXECUTIVE DIRECTOR CORPORATE SERVICES</b>	(57)	199	
<b>ASSETS AND ENVIRONMENTAL SERVICES</b>			
<b>Industrial Properties</b>			
Provision for bad debts	(12)	(12)	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
<b>Outside Car Parks</b>			
Refundable Deposits - Henry Boot	5	20	Increase in the estimated amount payable to Henry Boot for Spinning School Lane car park. The situation will be monitored closely throughout the year.

GENERAL FUND	Over/(Under) Spends £000's	Over/(Under) Spends £000's	Comments
<b>Civil Parking Enforcement</b>			
Miscellaneous Income	(7)	(27)	Amount to be paid by Staffs County in respect of the anticipated deficit in year in line with CPE agreement.
<b>Cemeteries</b>			
Contribution to Reserves	23	11	Any underspend at year end is contributed to the Cemeteries retained fund
Various Minor Underspends	(23)	(11)	Various Minor Underspends
<b>Public Spaces</b>			
Salaries	(5)	21	There have been several vacant posts but recruitment is now complete.
<b>TBC Highways Maintenance</b>			
Contribution to Reserves	33	33	Any underspend at year end is contributed to the Balancing Ponds retained fund
Various Minor Underspends	(33)	(33)	Various Minor Underspends
<b>Environmental Health</b>			
Salaries	(12)	(4)	There have been several vacant posts but recruitment is now under way.
<b>Other minor non-significant variances</b>	49	3	
<b>ASSETS AND ENVIRONMENTAL SERVICES</b>	18	1	
<b>HOUSING &amp; HEALTH</b>			
<b>General Fund Housing</b>			
Salaries	0	(9)	Savings from flexible retirement to offset actuarial strain costs paid in 2012/13
<b>Homelessness</b>			
Bed & Breakfast Cost	(10)	0	Prevention schemes have reduced use of Bed & Breakfast accommodation
Bed & Breakfast Income	11	0	Reduced income offset by reduced expenditure
<b>Homelessness Strategy</b>			
Homelessness Prevention	(40)	(16)	Projects to utilise the grant funding are currently being reviewed. Projected underspend to reflect that salary budgets should be met from grant.
<b>Health Agenda</b>			
Health Promotions Joint Funding	(9)	0	Post being recruited to following restructure of service
<b>Other minor non-significant variances</b>	(14)	0	
<b>HOUSING &amp; HEALTH</b>	(62)	(25)	
<b>COMMUNITIES, PLANNING &amp; PARTNERSHIPS</b>			
<b>Development Control</b>			
Fees & Charges Planning Apps	(18)	0	Although income is up against profile and there appears to be renewed interest it is too early to predict if this trend will continue.
<b>Partnership Support &amp; Development</b>			
Salaries	0	(8)	Review of structure has been undertaken following a post becoming vacant.
Stoke & Staffs Partnership	0	(10)	Partnership no longer exists
<b>Tamworth Golf Centre</b>			
Contract	(6)	(6)	CVA dividend received from liquidator in respect of Jack Barker Golf.
<b>Golf Course (In House)</b>			
Contract Cleaning	0	(8)	Being delivered by alternative methods
Green Fees - 18 Hole	21	40	
Green Fees - 9 Hole	(7)	(10)	Income for the golf course across all codes is currently up against profile by £4k. Pay & Play income is a concern but is being monitored closely. Additional savings will be identified should income levels start to reduce.
7 day season	(16)	(16)	
<b>Golf Course (maint of Grounds)</b>			
Salaries	(5)	0	Staff were not in place until May.

GENERAL FUND	Over/(Under) Spends £000's	Over/(Under) Spends £000's	Comments
<b>Castle &amp; Museum</b>			
Wedding Income	(7)	0	Income is up against profile but it is too early to predict if this trend will continue
Admission Fees	(12)	0	Income is up against profile as there have been increased numbers of visitors. It is too soon to predict if this trend will continue
<b>Staffordshire Hoard</b>			
Salaries	0	8	No budget to cover additional staff costs for Hoard Exhibition
<b>Other minor non-significant variances</b>	(26)	(2)	
<b>COMMUNITIES, PLANNING &amp; PARTNERSHIPS</b>	(76)	(12)	
<b>GENERAL FUND</b>	(195)	163	
HOUSING REVENUE ACCOUNT	Over/(Under) Spends £000's	Over/(Under) Spends £000's	Comments
<b>HOUSING &amp; HEALTH</b>			
<b>General - Operations</b>			
Salaries	0	18	Regraded post
<b>Income Management</b>			
Other Supplies & Services	(18)	0	Budget earmarked for impact of Welfare Reform
<b>Caretakers</b>			
Electricity	(9)	0	Multiple sites
<b>HRA Summary</b>			
Contribution to the Repairs Account	(144)	0	Multiple Contracts, of which the Responsive Repairs contract is £66K overspent and the Planned Maintenance contract £138K underspent.
Provision for Bad Debts	(98)	0	Provision based on current level of arrears which are expected to rise due to the impact of the welfare reforms.
Rents	(17)	(50)	Projected outturn over recovery against budget due to lower void levels
Garage Rents	(6)	0	Occupation rate currently higher than budgeted. Work is underway to refurbish some garage sites and demolish sites with no demand. There are a number of other sites being developed for social housing.
Interest on Balances (Item 8 CR)	(7)	(30)	Changes to interest calculation due to HRA reform and unspent capital funds
<b>Other minor non-significant variances</b>	(12)	5	
<b>HOUSING REVENUE ACCOUNT</b>	(311)	(57)	

## CAPITAL PROGRAMME 2013-14 SUMMARY

Period 3 - Ledger Info @ 03/07/13

Directorate	Budget b/f from 12/13	13/14 Predicted Spend	13/14 Project Budget (Incl b/f from 12/13)	Predicted Re-profile to 14/15	13/14 Resultant Variance	YTD Actuals	YTD Accruals	YTD Actuals + Accruals	YTD Budget	YTD Variance
	£	£	£	£	£			£	£	£
CORPORATE SERVICES	229,120	329,120	329,120	0	0	11,091	0	11,091	82,280	(71,189)
COMMUNITY SERVICES	1,413,850	1,769,251	1,769,250	0	1	235,807	12,021	247,828	442,313	(194,485)
GENERAL FUND TOTALS	1,642,970	2,098,371	2,098,370	0	1	246,898	12,021	258,919	524,593	(265,673)
HOUSING REVENUE ACCOUNT	2,844,910	9,737,460	9,737,460	0	0	1,175,225	163,580	1,338,804	2,434,365	(1,095,561)
TOTAL APPROVED CAPITAL	4,487,880	11,835,831	11,835,830	0	1	1,422,123	175,601	1,597,724	2,958,958	(1,361,234)
Specific Project Contingencies	130,000	0	130,000	0	(130,000)	0	0	0	32,500	(32,500)
TOTAL (incl spec' contingencies)	4,617,880	11,835,831	11,965,830	0	(129,999)	1,422,123	175,601	1,597,724	2,991,458	(1,393,734)
GF General Contingency	0	0	50,000	0	(50,000)	0	0	0	12,500	(12,500)
HRA General Contingency	0	0	100,000	0	(100,000)	0	0	0	25,000	(25,000)
Invest To Save Contingency	160,000	0	160,000	0	(160,000)	0	0	0	40,000	(40,000)
ALL CAPITAL	4,777,880	11,835,831	12,275,830	0	(439,999)	1,422,123	175,601	1,597,724	3,068,958	(1,471,234)

**Treasury Management Update – Period 3 - 2013/2014**Investments held as at 30<sup>th</sup> June 2013:

Borrower	Deposit £m	Rate %	From	To	Notice
Lloyds TSB	1.00	2.70	03/10/2012	02/10/2013	-
Lloyds TSB	2.00	2.25	02/11/2012	01/11/2013	-
Lloyds TSB	1.00	1.90	12/11/2012	11/11/2013	-
Barclays Bank	2.00	0.45	02/04/2013	02/07/2013	
Barclays Bank	1.00	0.45	15/05/2013	15/08/2013	
Barclays Bank	1.00	0.45	17/06/2013	17/09/2013	
Bank of Scotland	2.00	1.10	13/02/2013	12/02/2014	
Nationwide	2.00	0.44	05/04/2013	08/07/2013	
Nationwide	1.00	0.44	07/05/2013	07/08/2013	
The Royal Bank of Scotland	2.00	0.80			95 days
Nat West	2.00	0.80	-	-	95 days
Nat West	2.00	0.75	-	-	30 days
Deutsche Bank – MMF		0.32*	-	-	On call
MMF – Ignis	4.00	0.38*	-	-	On call
MMF – PSDF	2.39	0.35*			On call
<b>Total</b>	<b>25.39</b>	<b>0.85 (avg)</b>			

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

**External Borrowing as at 30<sup>th</sup> June 2013:**

<b><u>Borrowing from PWLB</u></b>				
<b><u>Loan Number</u></b>	<b><u>Rate</u></b>	<b><u>Principal</u></b>	<b><u>Start</u></b>	<b><u>Maturity</u></b>
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
<b>Total</b>		<b>65,060,194</b>		

**ICELANDIC BANKING SITUATION (30/06/2013)**

	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)*	81.33
	<b>Outstanding at 30/06/2013</b>			<b>586,479**</b>	

\*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			(1,163,167)	77.28
	<b>Outstanding at 30/06/2013</b>			<b>341,960</b>	

- 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			(2,508,452)	79.00
	<b>Outstanding at 30/06/2013</b>			<b>666,804</b>	

- Current indications project an 84 to 86.5% recovery of our investments

<b>Summary</b>					
	Total Principal			7,500,000	
	Interest			321,294	
	Total of Claim			7,821,294	
	Repayments Received to date			(6,226,051)	79.60
	<b>Outstanding at 30/06/2013</b>			<b>1,595,243</b>	

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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