














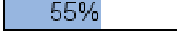



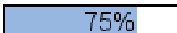






















1. High level corporate plan projects/programmes







Corporate Priority				
1.To Aspire and Prosper in Tamworth				
Corporate Project/Programme	Milestone/Measure of Success	Latest Note	Status of Milestone/Measure of Success	Progress of Milestone/Measure of Success
Ensure best use of all Council Assets, whether held for social, economic or environmental reasons	Undertake a stock condition survey of 60% of Council housing stock to inform future investment works	14-Jan-2014 Project completed. 60% of all stock surveyed and results used to inform capital programme/business plans for the next 5 years.		
	Work with public sector partners to maximise occupancy within Council premises	14-Jan-2014 Successful discussions with Staffordshire County Council regarding occupation of areas of the 5th floor of Marmion House, only steady progress made with the Police regarding co-location this quarter.		
	Use Council assets to contribute to wider regeneration aspirations	14-Jan-2014 Small wins include the use of the old TIC for the creative arts centre, isolated land identified as suitable for disposal, and on going discussions with public sector partners promoting co-location.		
Economic growth and town centre regeneration	Gungate and spinning school lane re-development opportunities	31-Jan-2014 A revised scheme has been costed and is being discussed by public and private sector partners		
	Anker valley and housing developments	31-Jan-2014 The transport findings have been discussed with developers and Local Authorities. The scale of development being		

Corporate Project/Programme	Milestone/Measure of Success	Latest Note	Status of Milestone/Measure of Success	Progress of Milestone/Measure of Success
		proposed for the revised Local Plan at Anker Valley is now much reduced and more inline with the numbers in the saved policies. This affects other allocations in the revised Local Plan and also affects planning applications to the north of Tamworth which are outside of the saved local plan policies.		
	Gateways improvements	31-Jan-2014 Work is ongoing on the feasibility of further works to improve access/egress from Ventura park. The County Council is working to reassure developers re the proposed use of the 106 funds to support the sustainable pedestrian links.		
	New Enterprise centre - link to Cultural Qtr	31-Jan-2014 The Created In Tamworth project has been launched. Capital and revenue costs for a business incubation centre have been assessed and are part of the wider plans for a cultural quarter.		
	Empty shop and employment units - supporting them back into use	31-Jan-2014 The large unit at Dunstall lane is fully occupied and work to identify vacant units and promote them is ongoing		
	Business advice and start up support	30-Oct-2013 The local service continues to provide excellent outcomes and support for businesses in Tamworth. The service has been extended to cover LDC and is being promoted to the LEPs for further development. The regional and national picture re bus support is		







Corporate Project/Programme	Milestone/Measure of Success	Latest Note	Status of Milestone/Measure of Success	Progress of Milestone/Measure of Success
		still unclear however there are a number of schemes which can be accessed by businesses at a regional and national level and work to raise awareness is ongoing.		
	Employability and skills support	31-Jan-2014 The FEI is still delivering good outcomes and there is a potential to sustain this service through incorporation into the Building resilience in Families. Employment figures are positive. Work by the Education and Skills Board has led to the development of a draft skills plan which is being promoted for EU funding.		
	Place marketing and promotion	30-Oct-2013 The Inward investment research work is completed and needs consideration and implementation. Current proposals from the GBSLEP also need consideration. Destination Tamworth continues to actively promote Tamworth and the visitor economy.		
	Transport and highways improvements	30-Oct-2013 The Council has worked with Staffordshire County Council to secure Pinch Point funding to deliver a highway scheme on the Gungate corridor to support additional houses to the north of Tamworth at Anker Valley.		
	Heritage product development and promotion	30-Oct-2013 Officers are examining the scope to allocate some existing resources to increase capacity to develop the plans for the top floor		

Corporate Project/Programme	Milestone/Measure of Success	Latest Note	Status of Milestone/Measure of Success	Progress of Milestone/Measure of Success
		of the Castle. This will also help to progress work linked to the Town Hall. The Mercian Trail ACE bid has been successful (a further bid is being considered) and the touring exhibition is doing well.		
Cultural Quarter Project	Specific project plans showing milestones	31-Jan-2014 The Assembly Rooms element has secured project management and architectural support – final capital costs are being identified. Concerns over the condition of the building are being identified as further work is done to investigate the costs of refurbishment. The other elements of the Cultural Quarter project have also been costed and a business case is being developed. Both LEPs have been approached and responded positively about the potential for the funding gap to be met by SLGF		
Revised Local Plan	The approval of a revised document by Full Council for submission to the Secretary of State	31-Jan-2014 A revised draft of the Local Plan is scheduled for pre submission consultation subject to Cabinet approval in March 2014. The evidence base has been refreshed and discussed with a cross party working group and allocations for land use and policy wording are being finalised.		
	A report from the Planning Inspector concluding the document to be 'sound'	12-Jul-2013 Please note this is not expected before 31st march 2014 which is the end date for the financial year not this action. A Local		

Corporate Project/Programme	Milestone/Measure of Success	Latest Note	Status of Milestone/Measure of Success	Progress of Milestone/Measure of Success
		Plan Members group has been revised to include x3 Conservative and X3 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	Complete consultation regarding the proposed new allocations policy	16-Jan-2014 Completed		<input type="text" value="100%"/>
	Review social lettings pilot	17-Jan-2014 The review is now complete.		<input type="text" value="100%"/>
	Review of Homelessness Strategy Complete	17-Jan-2014 The timetable of this review is influenced by the current service review being undertaken. A report will go to Cabinet in the Spring of 2014 for implementation.		<input type="text" value="70%"/>
Tinkers Green and Kerria Area Regeneration	Complete assessment of delivery vehicles and explore potential for SPV model for Tamworth	16-Jan-2014 The assessment is complete and will be reported to Cabinet in March 2014.		<input type="text" value="90%"/>
	Appoint Development Consultants	16-Jan-2014 Contract is pending		<input type="text" value="90%"/>
	Agree decommissioning proposals	16-Jan-2014 A report is scheduled for Cabinet in March 2014.		<input type="text" value="70%"/>
Town Centre Strategy and	Proposals completed to make use of	25-Jul-2013 Phase 1 garage sites		<input type="text" value="100%"/>

Corporate Project/Programme	Milestone/Measure of Success	Latest Note	Status of Milestone/Measure of Success	Progress of Milestone/Measure of Success
Development of New Housing	retained RTB receipts and review of garage sites	redevelopment – Planning permission is in place. Cabinet report completed and stage 2 garage site programme agreed. The approval for extension of council house building pilot is underway which is a new project.		
	Agree strategic principals in line with emerging supplementary planning guidance for the delivery of a balanced housing market in the Town centre	17-Jan-2014 Planning guidance is in development so no further progress has been made on this.		<input type="text" value="50%"/>
	Development of delivery vehicle proposals	17-Jan-2014 A report is due to go to Cabinet in March 2014.		<input type="text" value="20%"/>
Review and Update the HRA Business Plan	Complete stock condition survey	06-Dec-2013 Cost tables supplied by Ridge and with Steve Partridge for production of HRA business plan.		<input type="text" value="100%"/>
	Update financial model	16-Jan-2014 A report is scheduled for Cabinet in March 2014.		<input type="text" value="80%"/>
	Develop proposals to support delivery of town centre housing strategy and increasing the number of affordable homes	25-Jul-2013 Progress linked to the update of the financial model		<input type="text" value="60%"/>
Tamworth Health and Wellbeing Board	Complete first focussed needs and assets evaluation- Older People	25-Jul-2013 Agreement on key priorities agreed. The key focus will be on hospital discharges, falls and suitable housing for older people.		<input type="text" value="100%"/>









Corporate Project/Programme	Milestone/Measure of Success	Latest Note	Status of Milestone/Measure of Success	Progress of Milestone/Measure of Success
	Second focussed needs and assets evaluation- Healthy Lifestyles	25-Jul-2013 To be included in Healthy Tamworth initiative.		<div style="border: 1px solid black; width: 100px; height: 20px; background-color: #e0e0e0; position: relative;"><div style="position: absolute; left: 0; top: 0; bottom: 0; right: 0; width: 70%; background-color: #8080ff;"></div></div> 70%
	Updated eJSNA published and commissioning plan communicated	16-Jan-2014 It is unclear what is being done with the county wide eJSNA so no progress has been made. However, work has been done on priorities and data.		<div style="border: 1px solid black; width: 100px; height: 20px; background-color: #e0e0e0; position: relative;"><div style="position: absolute; left: 0; top: 0; bottom: 0; right: 0; width: 53%; background-color: #8080ff;"></div></div> 53%
Healthy Tamworth	Complete registration with Healthy Cities network			<div style="border: 1px solid black; width: 100px; height: 20px; background-color: #e0e0e0; position: relative;"><div style="position: absolute; left: 0; top: 0; bottom: 0; right: 0; width: 100%; background-color: #8080ff;"></div></div> 100%
	Healthy Cities Action plan in place with multi agency commitment	25-Jul-2013 The Health and Well Being Board have endorsed the plan.		<div style="border: 1px solid black; width: 100px; height: 20px; background-color: #e0e0e0; position: relative;"><div style="position: absolute; left: 0; top: 0; bottom: 0; right: 0; width: 100%; background-color: #8080ff;"></div></div> 100%
	Commencement of targeted promotional activity	16-Jan-2014 A practitioner's workshop took place in October and a number of targeted activities have been planned for January 2014. These include a Tamworth COOP event and a Healthy Tamworth workshop.		<div style="border: 1px solid black; width: 100px; height: 20px; background-color: #e0e0e0; position: relative;"><div style="position: absolute; left: 0; top: 0; bottom: 0; right: 0; width: 60%; background-color: #8080ff;"></div></div> 60%
Individual Electoral Registration	Grant allocations made by Cabinet Office for first year of transitional activity.			<div style="border: 1px solid black; width: 100px; height: 20px; background-color: #e0e0e0; position: relative;"><div style="position: absolute; left: 0; top: 0; bottom: 0; right: 0; width: 42%; background-color: #8080ff;"></div></div> 42%
	Cabinet Office commenced monitoring of ERO progress with implementation preparation activities			
	Electoral Commission started formal consultation with EROs, electoral services managers & other interested local authority staff & key stakeholders on a			

Corporate Project/Programme	Milestone/Measure of Success	Latest Note	Status of Milestone/Measure of Success	Progress of Milestone/Measure of Success
	<p>revised performance standards framework for the transition to IER Grant monies to be paid to EROs by Cabinet Office</p> <p>Electoral Commission issued guidance on planning for the transition. Will advise public of forthcoming changes and delayed canvass</p> <p>Roll-out and testing of EMS enhancements to support the confirmation dry-run</p> <p>A 'dry-run' of the data-matching process to test the IT systems and process within each local authority and to draw out learning points, supported by Cabinet Office</p>		<p></p> <p></p> <p></p>	
Elections				<input data-bbox="1865 1045 2067 1077" type="text" value="100%"/>
Constitution Annual Review	Revised Constitution presented to Council for approval	30-Aug-2013 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.		<input data-bbox="1865 1109 2067 1141" type="text" value="100%"/>
	Implementation review with stakeholders	14-Jan-2014 delay in implementing new		<input data-bbox="1865 1348 2067 1380" type="text" value="0%"/>

Corporate Project/Programme	Milestone/Measure of Success	Latest Note	Status of Milestone/Measure of Success	Progress of Milestone/Measure of Success
	input on operability	constitution has delayed implementation review until next municipal year		
Scheme of Delegation - Annual Review	Review Scheme of Delegation presented to Council for approval	30-Aug-2013 Approved by Council		<input data-bbox="1865 411 2067 456" type="text" value="100%"/>
	Implementation review with stakeholders on operation of document			<input data-bbox="1865 496 2067 541" type="text" value="0%"/>
	Further review if required			<input data-bbox="1865 580 2067 625" type="text" value="0%"/>

Corporate Priority





2. To be healthier and safer in Tamworth

Corporate Project/Programme	Milestone/Measure of Success	Latest Note	Status of Milestone/Measure of Success	Progress of Milestone/Measure of Success
Improve the green environment including management and maintenance of local nature reserves, open spaces and parks	Broad Meadow endorsed by Cabinet as a Local Nature reserve by April 2013.	16-Jul-2013 Cabinet report April 2013.		<div style="width: 100%;"><div style="width: 100%; background-color: #4F81BD; color: white; text-align: center;">100%</div></div>
	The achievement of local nature reserve status designation for Town Wall	14-Jan-2014 no further update with land ownership		<div style="width: 75%;"><div style="width: 75%; background-color: #4F81BD; color: white; text-align: center;">75%</div></div>
	Achieve a further gold award in the "Heart of England in Bloom" competition	29-Oct-2013 Gold award received, joint category winner, and put forward for the national Britain in Bloom awards in 2014.		<div style="width: 100%;"><div style="width: 100%; background-color: #4F81BD; color: white; text-align: center;">100%</div></div>
	Recycling rates within waste management are maintained at their current level	14-Jan-2014 current rate of 54.77% is expected to remain reasonably stable throughout the year. It is to be noted there are slight seasonal variations in the recycling rate due to availability of organic waste		<div style="width: 75%;"><div style="width: 75%; background-color: #4F81BD; color: white; text-align: center;">75%</div></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	All planned food and health and safety inspections completed	14-Jan-2014 the food safety programme continues to run to plan.		<div style="width: 75%;"><div style="width: 75%; background-color: #4F81BD; color: white; text-align: center;">75%</div></div>
	Air Quality Improved	14-Jan-2014 This is an annual indicator, however monthly air quality data is collected from the sites around Tamworth		<div style="width: 75%;"><div style="width: 75%; background-color: #4F81BD; color: white; text-align: center;">75%</div></div>
	All Licensing applications processed in a timely fashion	14-Jan-2014 all applications in the third quarter have been processed within statutory guidelines		<div style="width: 75%;"><div style="width: 75%; background-color: #4F81BD; color: white; text-align: center;">75%</div></div>
	A reduction in workplace accident investigations	14-Jan-2014 Again no incidents reported for investigation in quarter 3		<div style="width: 75%;"><div style="width: 75%; background-color: #4F81BD; color: white; text-align: center;">75%</div></div>

Corporate Project/Programme	Milestone/Measure of Success	Latest Note	Status of Milestone/Measure of Success	Progress of Milestone/Measure of Success
	Statutory nuisance investigations/actions completed within acceptable timescales	14-Jan-2014 This is still an area of high demand, with several complicated cases putting a strain on the available resources, however residents still receive an appropriate response		
Building Resilience in Families and Communities	National Troubled Families agenda	31-Jan-2014 Tamworth is still performing well and plans to co-located have been costed and are looking positive		
Revised Local Plan	The approval of a revised document by Full Council for submission to the Secretary of State	31-Jan-2014 A revised draft of the Local Plan is scheduled for pre submission consultation subject to Cabinet approval in March 2014. The evidence base has been refreshed and discussed with a cross party working group and allocations for land use and policy wording are being finalised.		
	A report from the Planning Inspector concluding the document to be 'sound'	12-Jul-2013 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 Members group has been revised to include x3 Conservative and X3 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.		


Corporate Project/Programme	Milestone/Measure of Success	Latest Note	Status of Milestone/Measure of Success	Progress of Milestone/Measure of Success
	The adoption by Full Council of the final Local Plan			<input type="text" value="0%"/>
Allocations Policy and Homelessness Strategy	Complete consultation regarding the proposed new allocations policy	16-Jan-2014 Completed		<input type="text" value="100%"/>
	Review social lettings pilot	17-Jan-2014 The review is now complete.		<input type="text" value="100%"/>
	Review of Homelessness Strategy Complete	17-Jan-2014 The timetable of this review is influenced by the current service review being undertaken. A report will go to Cabinet in the Spring of 2014 for implementation.		<input type="text" value="70%"/>
Tinkers Green and Kerria Area Regeneration	Complete assessment of delivery vehicles and explore potential for SPV model for Tamworth	16-Jan-2014 The assessment is complete and will be reported to Cabinet in March 2014.		<input type="text" value="90%"/>
	Appoint Development Consultants	16-Jan-2014 Contract is pending		<input type="text" value="90%"/>
	Agree decommissioning proposals	16-Jan-2014 A report is scheduled for Cabinet in March 2014.		<input type="text" value="70%"/>
Town Centre Strategy and Development of New Housing	Proposals completed to make use of retained RTB receipts and review of garage sites	25-Jul-2013 Phase 1 garage sites redevelopment – Planning permission is in place. Cabinet report completed and stage 2 garage site programme agreed. The approval for extension of council house building pilot is underway which is a new project.		<input type="text" value="100%"/>
	Agree strategic principals in line with emerging supplementary planning	17-Jan-2014 Planning guidance is in development so no further progress has been		<input type="text" value="50%"/>











Corporate Project/Programme	Milestone/Measure of Success	Latest Note	Status of Milestone/Measure of Success	Progress of Milestone/Measure of Success
	guidance for the delivery of a balanced housing market in the Town centre	made on this.		
	Development of delivery vehicle proposals	17-Jan-2014 A report is due to go to Cabinet in March 2014.		<div style="border: 1px solid black; background-color: #e0e0e0; padding: 2px; width: 100px; text-align: center;">20%</div>
Review and Update the HRA Business Plan	Complete stock condition survey	06-Dec-2013 Cost tables supplied by Ridge and with Steve Partridge for production of HRA business plan.		<div style="border: 1px solid black; background-color: #e0e0e0; padding: 2px; width: 100px; text-align: center;">100%</div>
	Update financial model	16-Jan-2014 A report is scheduled for Cabinet in March 2014.		<div style="border: 1px solid black; background-color: #e0e0e0; padding: 2px; width: 100px; text-align: center;">80%</div>
	Develop proposals to support delivery of town centre housing strategy and increasing the number of affordable homes	25-Jul-2013 Progress linked to the update of the financial model		<div style="border: 1px solid black; background-color: #e0e0e0; padding: 2px; width: 100px; text-align: center;">60%</div>
Tamworth Health and Wellbeing Board	Complete first focussed needs and assets evaluation- Older People	25-Jul-2013 Agreement on key priorities agreed. The key focus will be on hospital discharges, falls and suitable housing for older people.		<div style="border: 1px solid black; background-color: #e0e0e0; padding: 2px; width: 100px; text-align: center;">100%</div>
	Second focussed needs and assets evaluation- Healthy Lifestyles	25-Jul-2013 To be included in Healthy Tamworth initiative.		<div style="border: 1px solid black; background-color: #e0e0e0; padding: 2px; width: 100px; text-align: center;">70%</div>
	Updated eJSNA published and commissioning plan communicated	16-Jan-2014 It is unclear what is being done with the county wide eJSNA so no progress has been made. However, work has been done on priorities and data.		<div style="border: 1px solid black; background-color: #e0e0e0; padding: 2px; width: 100px; text-align: center;">53%</div>
Healthy Tamworth	Complete registration with Healthy Cities network			<div style="border: 1px solid black; background-color: #e0e0e0; padding: 2px; width: 100px; text-align: center;">100%</div>



Corporate Project/Programme	Milestone/Measure of Success	Latest Note	Status of Milestone/Measure of Success	Progress of Milestone/Measure of Success
	Healthy Cities Action plan in place with multi agency commitment	25-Jul-2013 The Health and Well Being Board have endorsed the plan.		
	Commencement of targeted promotional activity	16-Jan-2014 A practitioner's workshop took place in October and a number of targeted activities have been planned for January 2014. These include a Tamworth COOP event and a Healthy Tamworth workshop.		





Corporate Priority







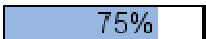



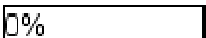

3. Approachable, Accountable and Visible

Corporate Project/Programme	Milestone/Measure of Success	Latest Note	Status of Milestone/Measure of Success	Progress of Milestone/Measure of Success
<p>Provision of financial advice, assistance and business support for Directorates & budget managers To monitor & report on whether spending is maintained within approved budget and without significant underspends (less than 5%)</p>	<p><i>See Finance Service Key Performance Indicator Section for details</i></p> <p>Spending maintained within approved budget and without significant underspends</p> <p>Ledgers closed down within 5 working days of period end</p> <p>Bank Reconciliation completed within 15 days (General Account) of period end</p> <p>Bank Reconciliation completed within 10 days (Payments Account)</p>	<p>16-Jan-2014 Third Quarter financial healthcheck underway – to be reported to CMT / Cabinet February 2014</p>	<p><i>See Finance Service Key Performance Indicator Section for details</i></p>	<p><i>See Finance Service Key Performance Indicator Section for details</i></p>
<p>To complete the Final Accounts process with an unqualified audit opinion</p>	<p><i>See Finance Service Key Performance Indicator Section for details</i></p> <p>Achievement of an unqualified audit opinion on the financial statements</p>	<p>05-Nov-2013 Audited accounts approved by Audit & Governance Committee on 26 September 2013. External Auditors also presented audit findings report and signed an unqualified opinion on 30 September 2013.</p>	<p></p>	<p><i>See Finance Service Key Performance Indicator Section for details</i></p>






Corporate Project/Programme	Milestone/Measure of Success	Latest Note	Status of Milestone/Measure of Success	Progress of Milestone/Measure of Success
	Number of material final account audit adjustments			
Budget / Council Tax Setting Key Budget milestones completed in line with the agreed timetable	Executive Board (additional) meetings timetabled Budget Consultation Process reviewed Budget Process approval Budget Consultation results to CMT / EB Circulation of Revised recharges to CMT/ADs/Managers for review/challenge Consideration of Initial Capital Programme proposals by CMT/EB Consideration of Initial Policy Changes by CMT/EB Approval of Council Taxbase Base Budget forecast to CMT/EB Council Members Budget Workshop (instead of 1 Joint Budget Scrutiny)		        	













Corporate Project/Programme	Milestone/Measure of Success	Latest Note	Status of Milestone/Measure of Success	Progress of Milestone/Measure of Success
	Committee)			
Maximisation of income/collection Council Tax, Non-Domestic Rates, Debtors and Mortgages. Improved cash flow and local collection targets achieved.	<p><i>See Finance Service Key Performance Indicator Section for details</i></p> <p>Percentage of Non-domestic Rates Collected</p> <p>% of Council Tax collected</p> <p>Debtors current year collection</p>		<i>See Finance Service Key Performance Indicator Section for details</i>	<i>See Finance Service Key Performance Indicator Section for details</i>
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)	<p><i>See Finance Service Key Performance Indicator Section for details</i></p> <p>% of Council Tax collected</p>		<i>See Finance Service Key Performance Indicator Section for details</i>	<i>See Finance Service Key Performance Indicator Section for details</i>
Monitoring of arrangements for localisation of Non-domestic rates (including financial implications for the Council & potential NNDR Safety Net claim)	<p><i>See Finance Service Key Performance Indicator Section for details</i></p> <p>Percentage of Non-domestic Rates Collected</p>		<i>See Finance Service Key Performance Indicator Section for details</i>	<i>See Finance Service Key Performance Indicator Section for details</i>
Scrutiny Committees	Job descriptions for Scrutiny Chairman	30-Aug-2013 Contained in the new Constitution to be approved at Council on 10th September 2013.		<div style="border: 1px solid black; background-color: #ccccff; padding: 2px; display: inline-block;">100%</div>











Corporate Project/Programme	Milestone/Measure of Success	Latest Note	Status of Milestone/Measure of Success	Progress of Milestone/Measure of Success
	More involvement/support from Cabinet	14-Jan-2014 combine this action with implementation review of constitution		<input data-bbox="1865 325 2067 363" type="text" value="50%"/>
	Training for Members	30-Aug-2013 Training has been given in the following areas; Planning, Licensing and the Constitution. In addition, there has been some general training provided.		<input data-bbox="1865 414 2067 453" type="text" value="100%"/>
	Regular monthly updates to Cabinet	03-Sep-2013 There are currently four items on the Healthier & Safer Scrutiny Committee work plan for 2013/14 that has the potential for recommendations / reports to cabinet. These are Council Tax and Rent Arrears, Out of hours service providers, Domestic Violence and Teenage Sexual Health.		<input data-bbox="1865 612 2067 651" type="text" value="65%"/>
	Regular cross committee working	03-Sep-2013 During 2012/13 there was a verbal agreement for both committees to hold a joint scrutiny session with the Tamworth Education Board to discuss the issues raised by both committees. It was agreed to hold an extra single item agenda meeting of both committees with the Board. However, when this was raised at the first meeting of the Aspire & Prosper Scrutiny committee in June of this year, the new committee voted by a majority not to follow up a joint meeting unless it was part of a scheduled Healthier & Safer scrutiny committee meeting.		<input data-bbox="1865 884 2067 922" type="text" value="50%"/>







Corporate Project/Programme	Milestone/Measure of Success	Latest Note	Status of Milestone/Measure of Success	Progress of Milestone/Measure of Success
Review of Members Allowances	New Allowance Structure Introduced		✓	
	Review of Structure		▶	
	Further review based on outcomes of Allowance	30-Aug-2013 This will start in January 2014	▶	
Member Training & Development	New induction training for Members (web based)	14-Jan-2014 Still working on the delivery of this training with audit. Constant legislation change is adding to the delay.	▶	
	Job Descriptions for Members	30-Aug-2013 Contained in the new Constitution to be approved by Council on 10th September 2013.	✓	
	Additional training for Members - throughout municipal year	14-Jan-2014 continued training provided in licensing planning and audit and governance	▶	
	Feedback from peers/review	30-Aug-2013 Feedback has been sought on training requirements	▶	
Land Charges	Confirmed earlier submission to DCLG		✓	
	Meeting London to discuss next steps		✓	
	Land Registry operating pilot project in Liverpool and other authorities	14-Jan-2014 consultation commenced by government on land registry project January 2014	✓	
	Outcome of pilot project (roll out?)	14-Jan-2014 consultation now commencing on the pilot project and seminars being run by land registry	▶	
	DCLG approaching government for new burdens process/contribution to claim	14-Jan-2014 no update on progress from Bevan Brittan on this matter	▶	

Corporate Project/Programme	Milestone/Measure of Success	Latest Note	Status of Milestone/Measure of Success	Progress of Milestone/Measure of Success
	Collation of data relevant to searches and companies associated with it	14-Jan-2014 data submitted 30/12/13	✓	<div style="width: 100%;"><div style="width: 100%;"></div></div> 100%
Legal services review	Meetings and discussions arranged to identify legal requirements of services		✓	<div style="width: 100%;"><div style="width: 100%;"></div></div> 100%
	Spending on legal services identified		✓	<div style="width: 100%;"><div style="width: 100%;"></div></div> 100%
	Savings/methods of instruction	27-Jan-2014 Reported to CMT November 2013	✓	<div style="width: 100%;"><div style="width: 100%;"></div></div> 100%
	Options to consider on provision of legal services	27-Jan-2014 Options considered at CMT in November 2013. The recommendations are now being implemented.	✓	<div style="width: 100%;"><div style="width: 100%;"></div></div> 100%
	Implementation of Legal services review	27-Jan-2014 Initial meetings have taken place to discuss shared service model.	▶	<div style="width: 25%;"><div style="width: 25%;"></div></div> 25%
Member Standards	Monitor Member complaints	27-Jan-2014 Continued monitoring takes place.	▶	<div style="width: 75%;"><div style="width: 75%;"></div></div> 75%
	Monitoring Officer engage with Members, initiate discussion, provide formal guidance and support		▶	<div style="width: 75%;"><div style="width: 75%;"></div></div> 75%
	Report formal action to Audit & Governance Committee		▶	<div style="width: 75%;"><div style="width: 75%;"></div></div> 75%
Civic Representation			▶	<div style="width: 64%;"><div style="width: 64%;"></div></div> 64%
Delivery of Organisational Development Strategy	Implementation of Agile Working option	27-Jan-2014 Staff commenced working from the newly equipped 7th floor of Marmion House in January 2014.	▶	<div style="width: 44%;"><div style="width: 44%;"></div></div> 44%
	Implementation of new systems including hr/payroll/EDRMS/WM Jobs	30-Oct-2013 No progress with EDRMS due to outstanding issues with corporate contract	⚠	<div style="width: 40%;"><div style="width: 40%;"></div></div> 40%

Corporate Project/Programme	Milestone/Measure of Success	Latest Note	Status of Milestone/Measure of Success	Progress of Milestone/Measure of Success
	Portal	which are now sorted. Contract should now provide significant saving so looking to commence rollout December. HR will be rescheduled to suit resource availability. Anticipate a 12 month roll out. CCB leading. New PM to be appointed. WM Jobs Portal currently having system issues – all LA's effected.		
Enhancement to customer service	Implementation of new systems including Telephony, CRM and EDRMS	30-Oct-2013 Telephony contract to be awarded shortly. Clarification meetings to be held 1st week in Nov. CRM – gone live with Street Scene services. Other processes inc safeguarding, domestic violence, hate incidents and other corporate processes currently being developed and tested.		<div style="border: 1px solid black; background-color: #ccccff; width: 60%; text-align: center;">60%</div>
	New performance framework for customer service delivery	30-Oct-2013 New strategy in draft. To be presented to CCB Nov 13		<div style="border: 1px solid black; background-color: #ccccff; width: 0%; text-align: center;">0%</div>
	Implementation of a new web site	27-Jan-2014 New website launched 16th December 2013		<div style="border: 1px solid black; background-color: #0070c0; width: 100%; text-align: center; color: white;">100%</div>
	Channel shift of customers from front line to web	30-Oct-2013 performance targets will be published with the new Customer Service Strategy. New Web site launch and purchase of new telephony system will assist with data collection		<div style="border: 1px solid black; background-color: #ccccff; width: 0%; text-align: center;">0%</div>
Business Improvement	Undertake LGA Corporate Peer Challenge	19-Dec-2013 Activity in the third quarter saw the LGA Peer Team on site for 3 days in early November. At the conclusion of this, initial		<div style="border: 1px solid black; background-color: #0070c0; width: 85%; text-align: center; color: white;">85%</div>

Corporate Project/Programme	Milestone/Measure of Success	Latest Note	Status of Milestone/Measure of Success	Progress of Milestone/Measure of Success
		feedback was given to CMT and Cabinet. After Christmas, a more detailed plan will be presented to the Council. Once agreed, it is the intention that the areas for potential improvement or further consideration will form the basis of an appropriately funded Improvement Plan. The report will be shared with politicians, partners and staff.		
Reputation Enhancement	Identification of key priorities with supporting key messages	30-Oct-2013 TL Process now complete. Report to be prepared to inform State of Tamworth debate		
Corporate Change Programme	Process Reviews within service to take service closer to customer	15-Jan-2014 Significant development on the CRM project now includes ASB, Housing Advice and Safeguarding.		
	Review, amend and commence replacement / upgrade of infrastructure, (including technology, telephony, mobile capacity, premises and service enabling systems (website, EDRMS, CRM))	15-Jan-2014 New technology has been installed and tested. New telephony is being installed. New Website launched. EDRMS will include two new services in May.		
Ensure a stable, up to date and robust technical infrastructure	Compilation of contract replacement schedule	15-Jan-2014 All contract information is now collated into a single repository.		
	Exploitation of GIS / Desktop Mapping	15-Jan-2014 The review has now been done and resulting actions will be undertaken in 2014/15		
	Microsoft Exchange Upgrade	16-Jan-2014 Action completed		

Corporate Project/Programme	Milestone/Measure of Success	Latest Note	Status of Milestone/Measure of Success	Progress of Milestone/Measure of Success
	Replacement Print Fleet	15-Jan-2014 The scope of the project has been agreed by the change board and all external printing contracts and printed matter is being reviewed.		<div style="border: 1px solid black; width: 100px; height: 20px; background-color: #e0e0e0; position: relative;"><div style="position: absolute; left: 0; top: 0; bottom: 0; width: 20%; background-color: #4f81bd;"></div></div> 20%
	Replacement SUN Box	15-Jan-2014 Now completed		<div style="border: 1px solid black; width: 100px; height: 20px; background-color: #e0e0e0; position: relative;"><div style="position: absolute; left: 0; top: 0; bottom: 0; width: 100%; background-color: #4f81bd;"></div></div> 100%
	Review and update ICT Strategy	16-Jan-2014 Once the review, amendment and replacement of infrastructure is complete then the ICT strategy will be reviewed and updated.		<div style="border: 1px solid black; width: 100px; height: 20px; background-color: #e0e0e0; position: relative;"><div style="position: absolute; left: 0; top: 0; bottom: 0; width: 75%; background-color: #4f81bd;"></div></div> 75%
Comply with legal and best practise obligations	Compliance with Government Code of Connection	15-Jan-2014 Completed		<div style="border: 1px solid black; width: 100px; height: 20px; background-color: #e0e0e0; position: relative;"><div style="position: absolute; left: 0; top: 0; bottom: 0; width: 100%; background-color: #4f81bd;"></div></div> 100%
	Development of Publication Scheme	15-Jan-2014 Work has been undertaken to understand the data sets we hold.		<div style="border: 1px solid black; width: 100px; height: 20px; background-color: #e0e0e0; position: relative;"><div style="position: absolute; left: 0; top: 0; bottom: 0; width: 60%; background-color: #4f81bd;"></div></div> 60%
	Development of Records Management Policies and Guidance	15-Jan-2014 Work has been undertaken to understand the data sets we hold.		<div style="border: 1px solid black; width: 100px; height: 20px; background-color: #e0e0e0; position: relative;"><div style="position: absolute; left: 0; top: 0; bottom: 0; width: 20%; background-color: #4f81bd;"></div></div> 20%
	Network and Log Event Management Implementation	15-Jan-2014 Reviewed the tools that are available but there is currently no resource to procure these. This will be revisited next financial year.		<div style="border: 1px solid black; width: 100px; height: 20px; background-color: #e0e0e0; position: relative;"><div style="position: absolute; left: 0; top: 0; bottom: 0; width: 50%; background-color: #4f81bd;"></div></div> 50%
	Penetration Testing	15-Jan-2014 The tender for this has gone out and a provider chosen. Implementation will be the end of March 2014.		<div style="border: 1px solid black; width: 100px; height: 20px; background-color: #e0e0e0; position: relative;"><div style="position: absolute; left: 0; top: 0; bottom: 0; width: 50%; background-color: #4f81bd;"></div></div> 50%
	Process review and automation for FOIA Requests	15-Jan-2014 No funding has been made available for this yet.		<div style="border: 1px solid black; width: 100px; height: 20px; background-color: #e0e0e0; position: relative;"><div style="position: absolute; left: 0; top: 0; bottom: 0; width: 0%; background-color: #4f81bd;"></div></div> 0%
	Training and awareness in key areas for Data Protection and Freedom of	15-Jan-2014 Training material has been produced and tested at East Staffordshire		<div style="border: 1px solid black; width: 100px; height: 20px; background-color: #e0e0e0; position: relative;"><div style="position: absolute; left: 0; top: 0; bottom: 0; width: 20%; background-color: #4f81bd;"></div></div> 20%



Corporate Project/Programme	Milestone/Measure of Success	Latest Note	Status of Milestone/Measure of Success	Progress of Milestone/Measure of Success
	Information	Council.		
	Transition to new version of ISO20000	16-Jan-2014 Action completed.		<div style="border: 1px solid black; background-color: #ccccff; width: 100%; text-align: center;">100%</div>
Ensure an appropriate, tested and robust response to Business Continuity and Civil Contingencies	Co-Ordination of service level Business Continuity Plans	15-Jan-2014 Business impact assessments have now been completed for most services		<div style="border: 1px solid black; background-color: #ccccff; width: 20%; text-align: center;">20%</div>
	Desktop exercises			<div style="border: 1px solid black; background-color: #ccccff; width: 0%; text-align: center;">0%</div>
	Review Corporate Business Continuity Plan with consideration to resources, premises and technology	15-Jan-2014 Initial feedback on the first draft has now been received		<div style="border: 1px solid black; background-color: #ccccff; width: 50%; text-align: center;">50%</div>
	Schedule of no notice tests			<div style="border: 1px solid black; background-color: #ccccff; width: 0%; text-align: center;">0%</div>
	Training within Civil Contingencies catalogue	15-Jan-2014 Training needs analysis now completed. This has gone to the Civil Contingencies Unit. About four training assessments have been requested and this will be done in 2014/15.		<div style="border: 1px solid black; background-color: #ccccff; width: 25%; text-align: center;">25%</div>







2. Key Service Performance Indicators

Assets and Environment Key Service Performance Indicators 2013/14

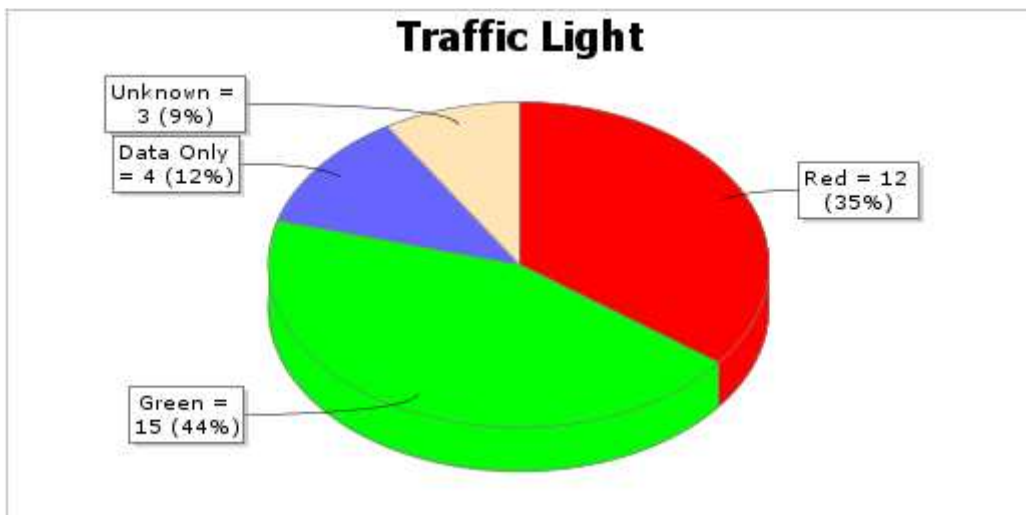


Assets & Environment

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.





PI Code & Short Name	Traffic Light Icon	Current Value	Last Update	Current Target	Performance compared to last reporting period	Latest Notes
LPI_A&E_KPI002 Work with other public sector organisations to offer co-location in strategic council premises		Yes	Q1 2013/14	Yes		24-Jul-2013 Work is ongoing
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.

Communities Planning and Partnerships Key Service Performance Indicators 2013/14







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		24	Q3 2013/14	22.5		21-Jan-2014 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, groundworks, Kerria community neighbourhood consultation group, staffs county, youth service. FARS, care first, heat, time to quit, stay and play, citizens advice, scouts
LPI_CEPCDCD001bg The number of partners delivering services in response to agreed issues - Belgrave		32	Q3 2013/14	22.5		17-Jan-2014 Christians Against Poverty, Tamworth BMX Club and Tamworth Boys Brigade have become involved through the Locality Forum initiative.















PI Code & Short Name	Traffic Light Icon	Current Value	Last Update	Current Target	Performance compared to last reporting period	Latest Notes
LPI_CEPCDCD001gl The number of partners delivering services in response to agreed issues- Glascote		15	Q3 2013/14	15		
LPI_CEPCDCD001st The number of partners delivering services in response to agreed issues - Stonydelph		30	Q2 2013/14	15		08-Oct-2013 FARS DIGIT Groundworks Cllr Clarke Boxing Club Tim Scouts Guides Stonydelph Dentist Starfish Food Bank Mc Millians Mothers Union Care Takers Pennymoor Fluxx Peacock Zumba Kombat Kids New Urban Era

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)		62%	Q2 2013/14			30-Oct-2013 This figure is from an overall survey done for 2013 which is attached in Covalent - the percentage is for overall impression of the golf centre - please see the full report for further ratings within the survey
LPI_CPP_GOLF_023 Total Pay and Play rounds - 9 hole (Tamworth Golf Course)		4,819	October 2013			
LPI_CPP_GOLF_024 Total Pay and Play rounds - 18 hole (Tamworth Golf Course)		5,170	October 2013			
LPI_CPP_GOLF_025 Total Membership (Tamworth Golf Course)		229	September 2013			
LPI_CSPCDCLAR003 Total Attendance Overall - Assembly Rooms		2,186	September 2013	4,300		
LPI_CSPCDCLAR015 Customer Satisfaction - Assembly Rooms		98%	September 2013	97.2%		
LPI_CSPDCLOE001 Visitor Numbers (Outdoor Events)		30,300	Q2 2013/14			
LPI_CSPDCLOE002 Overall Satisfaction Rate "Good to Excellent" (Outdoor Events)		99%	Q2 2013/14			
LPI_CSPCDCLTC002 Total Number of visits/usages - Tamworth Castle		34,646	November 2013	32,000		
LPI_CSPCDCLTC020 Trip Advisor Rating - Tamworth Castle		4.5	2012/13	4.5		

PI Code & Short Name	Traffic Light Icon	Current Value	Last Update	Current Target	Performance compared to last reporting period	Latest Notes
LPI_PCPCL001 Total 16+ attending organised activity across the Borough		50,635	Q2 2013/14	66,600		
LPI_PCPCL002 Total under 16 attending organised activity across the Borough		21,889	Q2 2013/14	52,800		











Community Safety

PI Code & Short Name	Traffic Light Icon	Current Value	Last Update	Current Target	Performance compared to last reporting period	Latest Notes
LPI_CSPDCS001 Burglary Dwelling		131	December 2013	162		
LPI_CSPDCS008 Incidents of Anti-Social Behaviour		1,599	December 2013	1,702		
LPI_CSPDCS011 Serious Violence		39	December 2013	25		
LPI_CSPDCS011a Less Serious Violence		371	December 2013	411		
LPI_CSPDCS012 Serious Acquisitive Crime		353	December 2013	421		
LPI_CSPDCS018 Violence with injury		409	December 2013	436		
LPI_CSPDCS018a Non domestic violence with injury		168	August 2013	160		07-Nov-2013 The police no longer provide this data the last month being August 2013. If the 5% reduction target is removed then for this category of violence we would be on target with last year's performance which emphasises the increase in domestic abuse violence.







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)		50.00%	Q3 2013/14	60.00%		21-Jan-2014 During the third quarter 50% of major applications were determined within the statutory 13 weeks. The two applications that exceeded the 13 week time period were 0178/2013 (Application for a new planning permission to replace an extant planning permission in order to extend the time limit for implementation relating to the Redevelopment of Gungate Precinct and adjacent land and buildings to provide 20,660 square metres of A1 (retail) floorspace with provision for up to 732 car parking spaces) which took 27.28 weeks and 0081/2013 Erection of 29 no dwellings and associated works. (outline: access and layout) at Freasley Lane. In both instances the applications were reported to Planning Committee well within the time limits but there were considerable delays in signing a S106 agreement. These delays can be attributed to the applicant and the County Council
BV109b NI 157b Processing of planning applications: Minor applications (Tamworth)		71.42%	Q3 2013/14	65.00%		
BV109c NI 157c Processing of planning applications: Other applications (Tamworth)		91.89%	Q3 2013/14	80.00%		

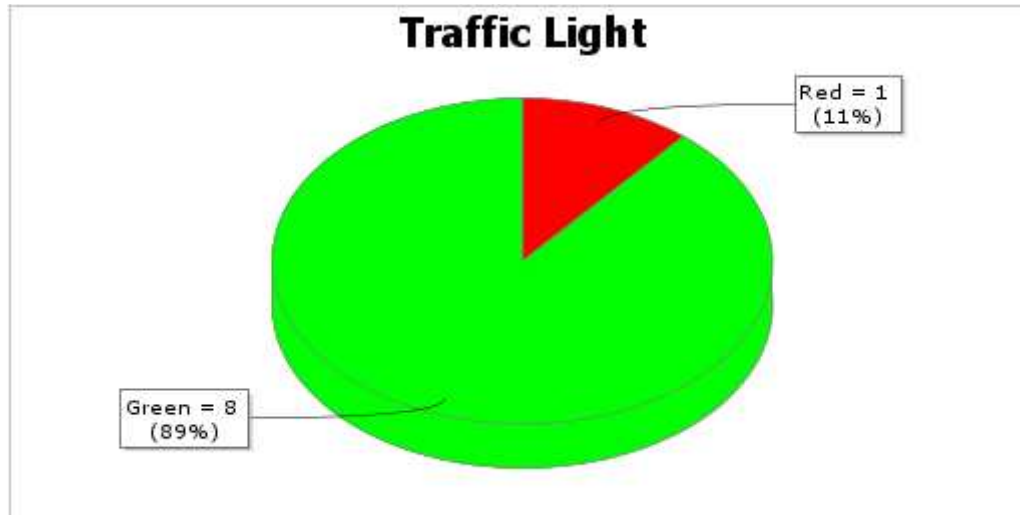
Economic Development

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		1.7%	Q3 2013/14	2.8%		22-Jan-2014 850 people claiming JSA. 3.6% in West Midlands 2.9% in Great Britain
LPI_CPPSPDED006 Percentage of total rateable value of commercial floorspace that is unoccupied		8.3%	Q2 2013/14	9.6%		31-Oct-2013 investigation underway with business rates team to establish exact reasons behind increase as this runs counter to the overall direction of travel of the local economy, which is showing positive signs of recovery. Could be down to one off factors
LPI_CPPSPDED007 Percentage change in rateable value of commercial buildings		-0.8%	Q2 2013/14	0.5%		31-Oct-2013 Investigation underway with Business Rates team to establish exact reasons behind decrease as this runs counter to the overall direction of travel of the local economy, which is showing positive signs of recovery. Could be down to one off factors
LPI_CPPSPDED008 Number of Tamworth businesses assisted through the TSP Enterprise and Job Creation service		44	Q2 2013/14	60		31-Oct-2013 This is the total for the 6 months of 2013/14, broken down as follows: Management workshop attendees: 28, 1 to 1 sessions at company premises: 15, Strategic Reviews: 1. All broadly on target, except Strategic Reviews which have proved a 'hard sell' to clients. Telemarketing campaign to be undertaken to increase take up. Total outputs for entire programme thus far (18 months): Management Workshop attendees: 85, 1 to 1 sessions at company premises: 63, Strategic Reviews
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







PI 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		82%	Q2 2013/14	91%		31-Oct-2013 Of the 305 units within the boundary 56 units are vacant; this gives an occupancy rate of 82%. This is one more unit vacant than previous. The vacancy rate has levelled out and has shown to be around 82/83% for the past 3 quarters. Within the primary frontage areas in the town centre, there is an overall vacancy rate of 17%, with the Ankerside 18% vacant (10 units). Within the secondary frontage areas in the town centre, there is an overall vacancy rate of 19%, with Mitchell Court and Little Church Lane suffering from the highest vacancy rates; 60% and 38% respectively.
NI 154 Net additional homes provided (Tamworth)		7	Q2 2013/14	76		31-Oct-2013 Lowest start rate since 2011/12. These figures should be treated with caution as they only represent figures obtained from the Southern Staffordshire BC joint unit.
NI 155 Number of affordable homes delivered (gross) (Tamworth)		0	Q2 2013/14	16		31-Oct-2013 No affordable homes built in this quarter.

Finance Key Service Performance Indicators 2013/14









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	2012/13	Yes		
LPI_RDCF001 Spending maintained within approved budget and without significant underspends		3.32%	November 2013	-5%		
LPI_RDCF002 Number of material final account audit adjustments		0	2012/13	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	December 2013	5		
LPI_RDCF026a Bank Reconciliation completed within 10 days (Payments Account)		15	November 2013	10		03-Jan-2014 Delay due to staff being trained cover for service contingency
LPI_RDCF026b Bank Reconciliation completed within 15 days (General Account) of period end		13	November 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		86.30%	December 2013	86.90%		02-Jan-2014 No bank payments on system between Christmas & New Year
BV9 % of Council Tax collected		86.50%	December 2013	87.10%		02-Jan-2014 No bank payments on system between Christmas & New Year
LPI_RDFOREV009 Debtors current year collection		93.46%	December 2013	87%		



Housing and Health Key Service Performance Indicators 2013/14







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)		16	December 2013	16		08-Jan-2014 December 2013 - 18 empty properties with standard void works were relet on average of 16 days
LPI_CSHSEPM009 The percentage of customers satisfied with the "Finding a Home" Service		100%	December 2013	80%		08-Jan-2014 During December we received 16 completed surveys of which all rated the service as good or above

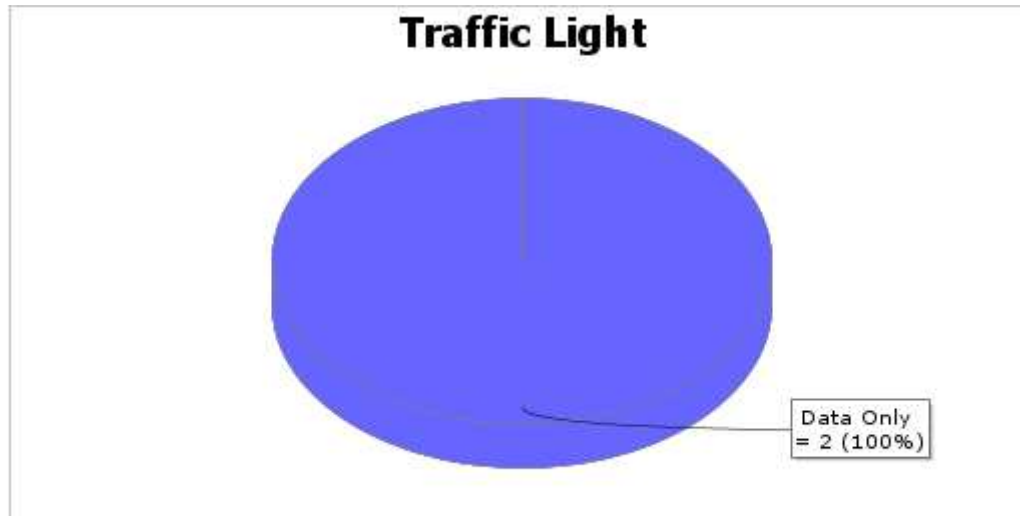
Housing Estate Management

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%	December 2013	100%		03-Jan-2014 This month no cases of offensive graffiti were reported. Caretaking Services now have the use 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		93.2%	December 2013	85%		
LPI_HMLSHMM003 Percentage of all responsive repairs completed within target		98.1%	December 2013	97%		

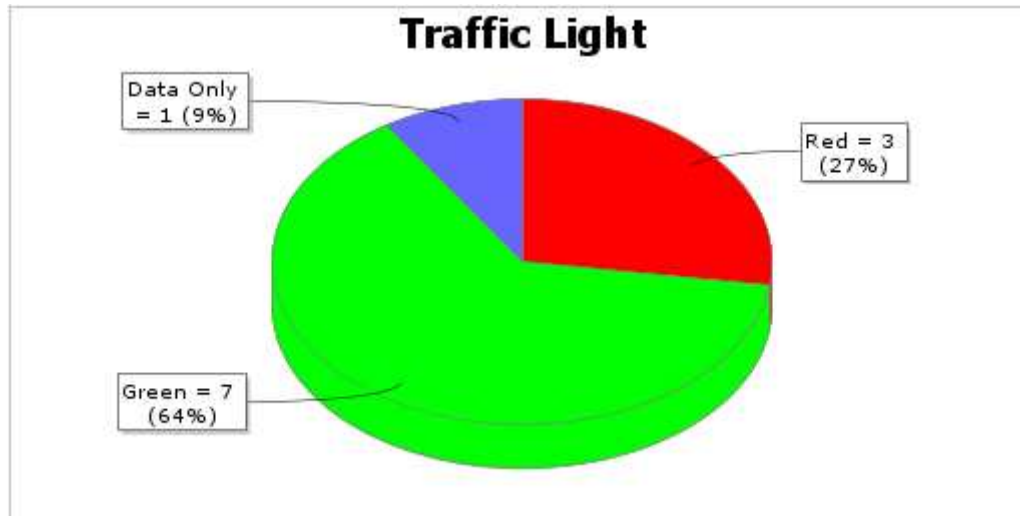
Legal and Democratic Key Service Performance Indicators 2013/14



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		314	Q3 2013/14			20-Jan-2014 113 official 201 personal
LPI_SMO002 The number of exempt items presented to meetings		16	Q3 2013/14			

Technology and Corporate Programmes Key Service Performance Indicators 2013/14

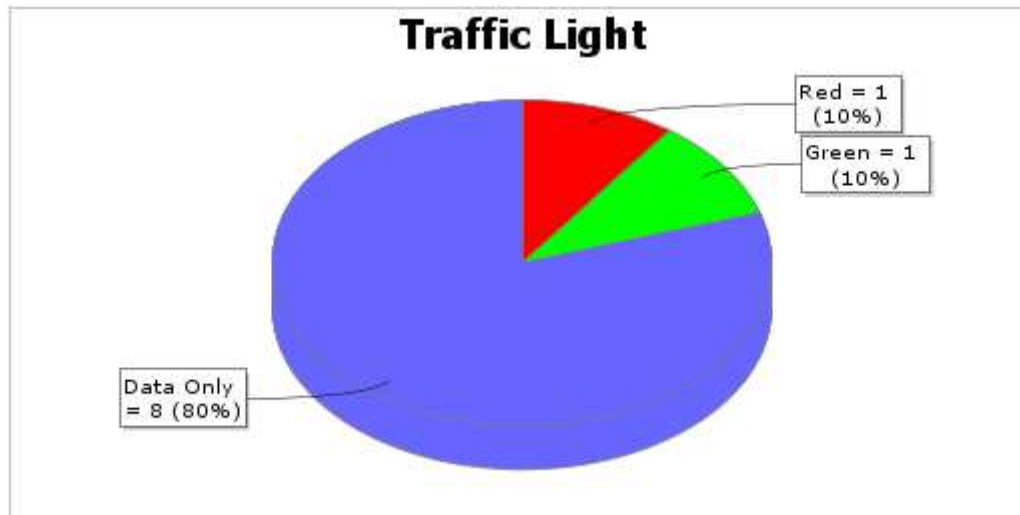


Technology & Corporate Programmes

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	🟢	95.93%	December 2013	70%	⬆️	
LPI_RDICT002 Incidents Responded within SLA	🟢	93%	December 2013	90%	⬇️	
LPI_RDICT003 Incidents Resolved within SLA	🟢	98.34%	December 2013	90%	⬆️	
LPI_RDICT004 ICT Backups	🔴	92.37%	December 2013	100%	⬆️	
LPI_RDICT005 Service Availability	🟢	99.98%	December 2013	99%	⬇️	

PI Code & Short Name	Traffic Light Icon	Current Value	Last Update	Current Target	Performance compared to last reporting period	Latest Notes
LPI_RDICT006 Maintain accreditation against ISO20000		Yes	2012/13	Yes		
LPI_RDICT007 Maintain accreditation against ISO27001		Yes	2012/13	Yes		
LPI_RDICT008 Freedom of Information Requests Responded To Within legislative timescales		90.7%	August 2013	100%		29-Oct-2013 Aug-13 43 39 4 General increase in requests received month on month from June 13 resulted in some request responses exceeding the 20 working day threshold to complete.
LPI_RDICT015 ICT Support Desk - Percentage of calls answered within 15 seconds		97.85%	December 2013	92%		
LPI_RDICT016 ICT Support Desk - Percentage of calls abandoned		3.39%	December 2013	2%		
LPI_RDICT017 ICT Service Desk - Outstanding Incidents		25	December 2013			

Transformation and Corporate Performance Key Service Performance Indicators 2013/14



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		6.07	October 2013	4.96		






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		8	Q3 2013/14			
LPI_ACEODHS002 Number of accidents to non-employees reported		7	Q3 2013/14			
LPI_ACEODHS004 Number of HSE notifications/interactions		0	Q3 2013/14			
LPI_ACEODHS005 Number of violent/threatening incidents		1	Q3 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		126,971	Q3 2013/14			
LPI_T&CP_002 Average time spent on the website		3.16	Q3 2013/14			
LPI_T&CP_003 SoCITM Website score		3	2012/13	4		
LPI_T&CP_004 Average number of days to recruit to vacant posts						
LPI_T&CP_005 The number of payroll errors		2	January 2014			

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. Impact of Welfare Benefit Reform

Following discussions at CMT on 8 April 2013 & 21 October 2013 (following presentation of the half year monitoring report) it was agreed that quarterly updates would be presented to monitor the impact of welfare benefit reform changes on Council services including customer demand via customer services monitoring of calls/contacts together with the financial impact of collection and demand for benefits and effect on income streams such as rent, council tax and business rates.

Benefits

DHP claims are underspent by £26k to date (135 successful claims from 294 applications).

Live caseload figures are lower than they were in 2012 – currently 7061 (7302 Dec 2012) due to lower level of claimants (Local Council Tax Scheme impact - LCTS), However, 3.5 weeks backlog means those claims still to be processed will increase this figure.

National Non-Domestic Rates

Reminders etc. are at, or below, 2012 levels although bailiff referrals are higher due to proactive recovery action.

Current year collection is 0.6% behind target. This is primarily due to one large debt which, once collected, should bring collection in line with the target of 98.0% for the year.

Court costs are slightly behind target but should reach target by the end of the year.

Council Tax

Reminders etc are significantly above 2012 levels (due to LCTS impact – additional cases / council tax bill collections).

Current year collection is 0.6% behind target. Our estimated figures are for a 0.5% drop overall which has been factored in for January, February and March and so if maintained, we will pull back to target by the end of the financial year.

Court costs are ahead of target (projected to exceed budgeted income by £50k).

Collection Fund – Estimated surplus £13k

LCTS projected underspend of £22k (total £35k)

Customer Services (last updated October)

Visits to Marmion House - since the increased levels in April, the other months have been broadly in line with last year.

Remaining enquiries for council tax and benefits are slightly higher than 2012.

Housing

Total Rent arrears (excluding former tenants) are £569k compared to £406k at 31 March 2013, an increase of £163k

There was a reduction of £54,208 at the end of week 29/12/13 due to the free week and the Christmas rent campaign.

Total arrears (including garages etc.) were £1.18m - £180k higher at 31 March 2013 compared to 31 March 2012 - £1.0m.

Total arrears (including garages etc.) are £1.42m at Period 9, compared to £1.18m at 31 March, an increase of £239k (£260k higher at period 6 2012/13).

4. Performance Management Framework

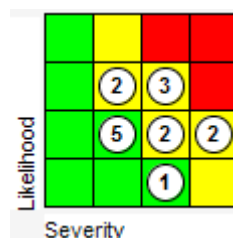
The Budget consultation report was presented to Cabinet in October. The first ever Tamworth Listens Question Time event was held in October and the State of the Borough Debate in November.

The Executive Management Team away day to confirm the corporate priorities for future years was held last month.

5. Corporate Risk register

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

There are currently fifteen 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



6. Financial Healthcheck

FINANCIAL HEALTHCHECK REPORT – PERIOD 9 DECEMBER 2013

Executive Summary

This section to the report summarises the main issues identified at the end of December 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 9 of £796k (£699k at Period 8).
- The projected full year position identifies a projected favourable variance against budget of £491k or 5.47% (£298k or 3.32% reported at Period 8).
- This projection has highlighted several budget areas for concern (detailed at **Appendix B** and within the report). We are over half 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 December 2013.

Capital

- Capital expenditure incurred was £898k compared to a profiled budget of £2.176m.
- It is predicted that £1.766m will be spent by the year-end (£1.815m reported at Period 8) compared to a full year budget of £2.579m (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 December 2013 the Authority had £29.06m invested in the money markets (excluding the £1.264m which is classified as sums at risk invested in Icelandic Banks). The average rate of return on these investments is 0.58% though this may change through the year if market conditions ease. At this point it is anticipated that our investments will earn approximately £226k compared to the budgeted figure of £200k, a favourable variance of £26k.
- Borrowing by the Authority stood at £65.060m at the end of December 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 £4.353m at the year-end from normal revenue operations (£4.093m reported at Period 7) compared to £3.465m projected within the 2013/14 budget report.

Housing Revenue Account (HRA)

Revenue

- The HRA has a favourable variance against budget at Period 9 of £479k (£273k at Period 8).
- The projected full year position identifies a favourable variance against budget of £631k (£298k reported at Period 8). Individual significant budget areas reflecting the variance are detailed at **APPENDIX B** and within the body of the report.

Capital

- Housing Capital expenditure of £6.072m has been incurred as at the end of Period 9 compared to a profiled budget of £7.712m.
- It is predicted that £8.517m will be spent by the year-end (£8.477m reported at Period 8) 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**.
- Members are asked to approve a number of budget virements as detailed within the Financial Implications of the report.

Balances

- Balances on the Housing Revenue Account are projected to be in the region of £5.299m at the year-end (£4.966m reported at Period 8) compared to £4.175m projected within the 2013/14 budget report.

FINANCIAL HEALTHCHECK REPORT – PERIOD 9 DECEMBER 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 seventh 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 December 2013 shows a favourable situation of £796k under-spend.
- The projected full year position identifies a favourable variance against budget of £491k (£298k reported at Period 8).

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

- Treasury Management - £53k (£52k reported at Period 8). Overspend of Interest Payable to HRA £52k and MRP £27k due to higher HRA balances, reduced by an over recovery of Interest £26k.
- ICT - £74k (£62k reported at Period 8). Expected under achievement of income following termination of the contract with Bromsgrove & Redditch for provision of help desk facility £50k, plus salaries overspend £24k.
- Public Spaces - £28k (£32k reported at Period 8). Overspend on salaries.
- Marmion House - £72k (£74k reported at Period 8). Electricity is overspent by £15k, due in part to additional servers hosted on behalf of Walsall, and the Franking Machine budget is overspent by £35k, due to additional usage by Staffs CC – confirmation of recovery of these costs is awaited. There is a further £21k under recovery on Customer & Client Receipts.
- Assembly Rooms - £41k (£46k reported at Period 8). Bar Sales, £23k and 3rd Party Ticket Sales, £19k under recovery.
- Golf Course (In House) - £24k (£24k reported at Period 8). Under recovery on income.

- Chief Executive - £15k (£14k reported at Period 8). Overspend on salaries due to shortfall in budget for vacancy allowance.
- Benefits Admin - £12k (£14k predicted at Period 8). £25k Overspend on salaries reduced by £11k underspend on various supplies & services.

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

- Corporate Finance - £252k (£213k reported at Period 8). Procurement savings and quick wins, £173k, Discretionary Relief, £17k, budget not expected to be spent, New Homes Bonus Scheme Grant, £17k, additional amount not budgeted. Specific Contingency, £100k, budget not likely to be released and £50k remaining Localised Council Tax Scheme New Burdens Grant offered up. Vacancy Allowance, £50k budget offsetting overspends on service area salaries budgets. Offset by overspends of £87k Council Tax Freeze Grant and £22k Audit Fee.
- Benefits - £41k (£43k reported at Period 8). Estimated over recovery based on claimant activity recorded in the DWP claim as at end of December and including DHP grant received.
- Civil Parking Enforcement - £40k (£44k reported at Period 8). To be paid by SCC in respect of the anticipated deficit in year in line with CPE agreement.
- Outside Car Parks - £30k (£12k reported at Period 8). Reduction in the amount payable to Henry Boot for Spinning School Lane.
- Council Tax - £55k (£25k reported at Period 8). Over recovery of Court Costs Income.
- Environmental Health - £12k (£12k reported at Period 8). Under spend on Salaries due to vacant posts.
- Commercial Property Management - £39k (£40k reported at Period 8). Over recovery of rents (back dated rent of £35k for one property following rent review).
- General Fund Housing - £17k (£17k predicted at period 8). Under spend on Salaries due to vacant posts.
- Health Agenda - £18k (£18k predicted at period 8). Post now recruited to following restructure of service.
- Partnership Support & Development - £11k (£11k reported at Period 8). Under spend on Stoke & Staffs Partnership £10k as no longer exists.
- Homelessness Strategy - £16k (£16k reported at Period 8). Under spend to reflect that salary budgets should be met from grant.
- Homelessness - £10k (£10k reported at Period 8). Homes for Homeless scheme under review.

- Development Control - £91k (£59k reported at Period 8). Planning Applications income is up against profile and there are indications that the trend will continue.
- Castle & Museum - £11k (£19k reported at Period 8). Over recovery of income as there has been increased number of visitors.
- Member Services - £22k (£14k reported at Period 8). Under spend on Members Attendance Allowance.
- Conveyancing & Right to Buy - £31k (£25k reported at Period 8). Legal Fees over recovery due to increase in council house sales.
- Joint Waste Arrangement - £20k (Nil predicted at Period 8). Contract Payment to be repaid to TBC
- Taxi & Private Hire Vehicles - £10k (£5k predicted at Period 8). Underspend on Salaries as there has been a vacant post.

General Fund – Capital

- The position at the end of December shows an underspend to profiled budget of £1.278m, 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 underspend of £31k (£31k reported at Period 8). The Castle HLF scheme is £30k underspent - this is being negotiated with HLF to be spent on additional signage and other value adding items which may mean full spend if successful. There is a delay in completing the HLF claim form due to capacity issues however this is scheduled for completion in December 2013 and remains inside the HLF timetable. There is a projected requirement to re-profile £783k into 2014/15 (£605k reported at Period 8) re;
 1. Castle Mercian Trail, £330k, as the Castle HLF winds down, the work on the MT gallery will begin in earnest with spend on feasibility expected this year. The project is funded £100k from TBC funds with the remaining £250k funding still to be secured. This will not be spent unless the funding bid is successful.
 2. Broadmeadow Nature Reserve, £128k, Planning permission now granted, tendering end of February for works, likely to start on site May 2014.
 3. Gateways, £63k, there is likely to be a delay in the delivery of the scheme until 2014/15 due to the County timescales which will result in funding being reprofiled.
 4. Leisure Contingency, £150k, due to a variety of risks with both the golf course and other issues it is deemed prudent to retain this funding for the next 12 months.
 5. Streetscene Service Delivery Enhancements, £30k, Delays in the full implementation of the new CRM system now expected in 2014/15 means

development has been delayed - future agile service delivery dependant on delivery of scheme.

6. Assembly Rooms Development, £27k, Full cost scheme now under development. Next report to Councillors planned for March. Additional building issues have been raised which may mean a delay.
7. Gazetteer Development, £24k, this will link in to the Replacement Technology (CRM/agile working) project, however, it is now not expected that there will be any spend this financial year, therefore the budget is requested to be re-profiled into 2014/15.
8. Website, £22k, the new website has now gone live. There is no capital cost associated with the new software, and a total of £7.6k has been vired into EDRMS and Telephony schemes. Further development of the Castle website and the Infozone (intranet) is now planned and this budget may be required to enable this and to provide required links to other software. However, no spend is predicted before the end March therefore remaining funds are requested to be re-profiled.
9. HR / Payroll System, £8k, further development of the HR side has been put on hold whilst staff implement EDRMS, and so remaining budget is requested to be re-profiled to 2014-15.

Housing Revenue Account – Revenue

- The position at the end of December shows a favourable situation of £479k (£273k at Period 8).
- The projected full year position identifies a favourable variance against budget of £631k (£298k reported at Period 8).

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

- Supporting People Grant - £12k (£12k reported at Period 8). Funding for Supported Housing to end January 2014.

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

- Contribution to Repairs Account - £300k (Nil predicted at Period 8). Multiple Contracts, of which the Responsive Repairs contract is £57k overspent, and the Gas contract is £54k overspent, but the Planned Maintenance contract and Miscellaneous budget are £192k and £126k underspent respectively, resulting in a combined estimated underspend of £300k at year end.
- Specific Contingency - £100k (£100k reported at Period 8). No issues currently identified to utilise this budget.

- General Operations - £54k (£57k reported at Period 8). Savings on Consultant fees, £18k and Software Maintenance Improvements, £40k, offset by an overspend on Salaries, £18k due to regraded post.
- Allocations - £19k (£27k reported at Period 8). Savings on Supplies & Services, £6k, Decoration Allowance, £8k, Tenants Removal Expenses, £3k and Financial Incentive to Move, £8k.
- Income Management - £58k (£35k reported at Period 8). £50k Budget earmarked for impact of Welfare Reform but gradual rollout means full budget won't be required in the current year. Under spend on Hardship fund, £15k, demand led.
- Tenant Participation - £28k (£23k reported at Period 8). Potential underspend on Tenant Consultation.
- Housing Advice - £17k (£22k reported at Period 8). No spend expected on Sanctuary Scheme this year.
- Interest on Balances - £32k (£32k reported at Period 8). Changes to interest calculation due to HRA reform and higher HRA balances from unspent capital funds.
- Caretakers - £24k (£24k reported at Period 8). Underspend on Electricity across multiple sites.
- Rents - £23k (Nil predicted at period 8). Rent income has exceeded budget due to void levels being lower than budgeted but this is being offset by an increase in right to buy sales.

Housing Revenue Account – Capital

- The position at the end of December shows an underspend to profiled budget of £1.640m, mainly due to slippage on spend compared to predicted expenditure profiles at this stage of the year.
- The projected full year position identifies a projected net underspend of £531k (£581k predicted at Period 8). This is;
 1. Fire Upgrades to Flats 2012, £400k. Report to go to Cabinet in relation to the installation of sprinklers to high-rise blocks. No work will be done in the current financial year and until a Cabinet Decision is made it is not known if this budget will be needed. As such it is to be offered as a saving in 2013/14 and will be reviewed as part of the 2014/15 budget process.
 2. High Rise Lift Renewals 2012, £130k. Start of works delayed due to consultation with residents and are now expected to be completed in April.
- There is a projected requirement to re-profile £690k into 2014/15 (£680k reported at Period 8) re;

1. Tinkers Green Project, £180k, scheme still in early stages - progress reports to be submitted to Cabinet.
2. Kerria Estate Project, £460k, scheme still in early stages - progress reports to be submitted to Cabinet.
3. Structural Works, £50k, works identified on an ad-hoc basis through the repairs team. Exact level of spend at year end difficult to predict. Re-profiled figure relates to works identified and priced during January that will not be completed before year-end.

APPENDIX A

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 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 CMT's provisional consideration for the impact on 2014/15 (onwards) financial planning.	CMT will be given report on outturn situation for consideration and implications for the MTFS

APPENDIX B

	YTD Outturn	Projected Outturn	
	Period 09	Period 09	
GENERAL FUND	Over/(Under) Spends £000's	Over/(Under) Spends £000's	Comments
CHIEF EXECUTIVE'S OFFICE			
Chief Executive			
Salaries	11	15	Due mainly to budgetary funding shortfall 'vacancy allowance'
Director Transformation & Corporate Performance			
Director Transformation & Corporate Performance			
Policy and Review			
Salaries	(10)	0	Underspend due to staff secondment. No outturn underspend reported as yet due to potential requirement to transfer underspend to year end to support corporate change project management
Other minor non-significant variances	6	0	
CHIEF EXECUTIVE'S OFFICE	7	15	
EXECUTIVE DIRECTOR CORPORATE SERVICES			
Solicitor and Monitoring Officer			
Solicitor to the Council			
Legal Fees	10	0	Expenditure in excess of budget, but includes a number of invoice payments which need to be recoded to other departments
Member Services			
Members Attendance Allowance	(32)	(22)	Underspent due to some members not claiming full entitlement, and additional Cabinet post no longer filled, plus changes introduced this year following review - 10% allowance retained until end municipal year
Electoral Process			
Rents	(14)	(14)	Budget not required as no local elections this year
Postage	(15)	(14)	Underspent budget to be requested to transfer to reserve at year end to fund additional significant new canvass requirements from next year
Contribution to Reserve	0	40	Underspent Postage and Election Staff budgets to be transferred to reserve at year end (subject to approval)
Election Staff	(44)	(26)	Underspent budget to be requested to transfer to reserve at year end to fund significant new requirements associated with IER (eg new scanners/staffing requirements)
Conveyancing and Right to Buy			
Legal Fees - Sale of Council Houses	(35)	(31)	35 council houses sold as at end Dec - budget based on 11 sales for the year
Head of Benefits			
Benefits			
Election Staff	0	(41)	Based on DWP estimate claim as at end Dec, and including DHP grant
Benefits Administration			
Salaries	17	25	Due to shortfall in budgetary funding ('vacancy allowance')
Various supplies and services	(12)	(13)	Underspends across a number of codes
Government Grants	(26)	0	New Burdens Grant re Welfare Reform not budgeted - if not spent during year will be requested to retain in reserve at year end
Director of Technology & Corporate Programmes			
ICT and Transformation			
Salaries	16	24	Overspend due to shortfall in salaries budgetary funding - offset by 'vacancy allowance.'
Other Hardware Maintenance	12	0	Annual budget almost fully spent/committed - no outturn underspend predicted as will be offset by underspends in other supplies and services budgets
Internet Access & Security	(9)	0	Budget to date underspent - no outturn variance expected across ICT supplies and services
Software Maintenance	17	0	Annual budget almost fully spent/committed - no outturn underspend predicted as will be offset by underspends in other supplies and services budgets
Application Software	(10)	0	Budget to date underspent - no outturn variance expected across ICT supplies and services
External Service Provision	(1)	50	Income target will not be achieved following termination of contract with Bromsgrove & Redditch for provision of help desk facility

GENERAL FUND	Over/(Under) Spends £000's	Over/(Under) Spends £000's	Comments
Corporate Finance			
Specific Contingency	0	(100)	Budget not likely to be released
Vacancy Allowance	0	(50)	Budget offsetting overpends on service area salaries budgets
Audit Fee	1	22	Prepayment adjustment not required as agreed with Grant Thornton
Discretionary Reliefs	0	(17)	Budget not expected to be spent
Council Tax Freeze Grant	87	87	Grant not separately received in 2013-14 - included within base funding
Localised Council Tax Benefit Scheme Grant	(54)	(50)	New Burdens Grant - remaining underspend grant to be offered up to assist with MTFs
Community Right to Bid/Community Right to Challenge Grants	(16)	0	Grants not budgeted - to be transferred to reserve at year end (subject to approval)
New Homes Bonus Scheme Grant	(18)	(17)	Additional 'top slice' amount not budgeted
Efficiency Savings	(173)	(173)	Procurement savings and 'quick wins' offered up to assist MTFs
Savings - Service Review	0	50	Offsetting underspend on 35006
Treasury Management			
Interest Payable to HRA	39	52	Higher HRA Balances than budgeted
Minimum Revenue Provision	21	27	Icelandic capitalisation higher than budgeted
Misc Interest & Dividends	(19)	(26)	Now including escrow interest £28k
Head of Revenues			
Council Tax			
Court Costs Income	(71)	(50)	Court Costs income received to date in excess of profiled budget
Other minor non-significant variances	(3)	(15)	
EXECUTIVE DIRECTOR CORPORATE SERVICES	(332)	(282)	
ASSETS AND ENVIRONMENTAL SERVICES			
Commercial Property Management			
Rental Income	(42)	(40)	Based on current level of occupation and estimated income for remainder of the year - the situation is closely monitored throughout the year. Back dated rent of £35k for one property received following rent review
Marmion House			
Electricity	12	15	Budget reduced by £30k as part of CCB exercise. The current overspend is due to an increase in usage due to an IT agreement with Walsall. There is a risk that these costs will need to be met by all users of Marmion House should the debt be disputed.
Franking Machine	16	35	Budget reduced by £25k as part of "Quick Wins" exercise resulting in a current overspend year to date. Customer Services believe a large part of this should be recharged to SCC but we are still waiting the information. There is a risk that these costs will need to be met by all users of Marmion House should the debt be disputed.
Rents and Service Charges	14	21	Additional income from renting out remainder of 5th floor under Agile Working not likely to happen until 2014/15
Outside Car Parks			
Refundable Deposits - Henry Boot	(27)	(30)	Reduction in the estimated amount payable to Henry Boot for Spinning School Lane car park. The situation will be monitored closely throughout the year.
Fees and Charges	(13)	0	Based on current level of usage and estimated income for remainder of the year - the situation is closely monitored throughout the year. Additional significant income received 30 November for Xmas Lights switch on coupled with increase in general Xmas shoppers
Civil Parking Enforcement			
Miscellaneous Income	(30)	(40)	Amount to be paid by Staffs County in respect of the anticipated deficit in year in line with CPE agreement.
Joint Waste Arrangement			
Contract Payment	0	(20)	be repaid to TBC
Cemeteries			
Contribution to Reserves	30	25	Any underspend at year end is contributed to the Cemeteries retained fund
Various Minor Underspends	(12)	0	Various Minor Underspends
Fees & Charges	(18)	(25)	Based on current trends and estimated income for remainder of the year - the situation is closely monitored throughout the year.
Public Spaces			
Salaries	8	27	There have been several vacant posts but recruitment is now complete.

GENERAL FUND	Over/(Under) Spends £000's	Over/(Under) Spends £000's	Comments
Contribution to Reserves	97	97	Still waiting for updated spend figures from SCC - latest ones available being July however, any underspend at year end is contributed to the Balancing Ponds retained fund
Various Minor Underspends	(97)	(97)	Various Minor Underspends
Environmental Health			
Salaries/Overtime	(18)	(7)	There have been several vacant posts during the year but staff have now been recruited.
Taxi & Private Hire Vehicles			
Salaries	(13)	(10)	There has been a vacant post during the year but various options are still being considered
Other minor non-significant variances	(87)	(39)	
ASSETS AND ENVIRONMENTAL SERVICES	(180)	(88)	
HOUSING & HEALTH			
General Fund Housing			
Salaries	(11)	(15)	Savings from flexible retirement to offset actuarial strain costs paid in 2012/13. Additional savings from vacant post.
Homelessness			
Bed & Breakfast Cost	(17)	(20)	Prevention schemes have reduced use of Bed & Breakfast accommodation but there has been higher demand this year and a lack of suitable properties
Homes for Homeless	(8)	(10)	Scheme under review
Bed & Breakfast Income	22	20	Reduced income offset by reduced expenditure
Private Sector Leasing Scheme			
Structural Repairs	(10)	(10)	Demand led
Private Sector Leasing Scheme	(6)	(7)	Less properties currently in scheme than budgeted
Private Sector Leasing Income	11	10	Less properties currently in scheme than budgeted
Homelessness Strategy			
Homelessness Prevention	(87)	(118)	Projects to utilise the grant funding are currently being reviewed. Projected underspend to reflect that employee costs should be met from grant.
Cont to Reserves	0	102	Request to be made at year end to carry forward unspent grant
Health Agenda			
Health Promotions Joint Funding	(15)	(18)	Post now recruited to following restructure of service
Lets Work Together			
Other minor non-significant variances	(14)	3	
HOUSING & HEALTH	(135)	(63)	
COMMUNITIES, PLANNING & PARTNERSHIPS			
Development Control			
VR Backfill Costs	0	(11)	It is likely that this budget will not be needed this year. Members will be asked to authorise that the budget is added to the retained fund to cover any additional staffing requirements should there be any increased activity on planning applications.
Contribution to reserves	0	11	Income is up against profile and there are indications that the trend will continue. Discussions with developers indicate that this surplus could be greater but may slip into the next financial year
Fees & Charges Planning Apps	(64)	(80)	
AD Strategic planning & Dev			
Consultants Fees	(10)	(40)	This is unlikely to be spent in this financial year but a reserve will be requested in order to support various on going projects next year
Contribution to Reserve	10	40	
Community Development			
Salaries	0	(8)	Unexpected vacancy
Amington Heath Initiative/Public Participation	0	(14)	External Funds will need to be reserved
Contribution to Reserves	0	14	
Partnership Support & Development			
Stoke & Staffs Partnership	(5)	(10)	Partnership no longer exists
Locality Working- Glascote			
Education Campaigns	0	(22)	External Funds will need to be reserved
Contribution to reserve	0	22	

GENERAL FUND	Over/(Under) Spends £000's	Over/(Under) Spends £000's	Comments
Tamworth Golf Centre			
Legal Fees/Consultants Fees	(23)	(24)	As reported to cabinet consultants fees and legal fees are likely to be underspent. A reserve will be created to support the future options appraisals for the golf course
Reserve	23	24	
Contract	(6)	(6)	CVA dividend received from liquidator in respect of Jack Barker Golf.
Golf Course (In House)			
Contract Cleaning	0	(8)	Being delivered by alternative methods
Green Fees - 18 Hole	62	70	Income for the golf course across all codes is currently down against profile by £27k. Pay & Play income is a concern and is being monitored closely. Current indications suggest that income will be under target by £37k but savings have been identified to, in part offset this, with a bottom line overspend of £24k being forecast. This forecast will need to be re-assessed during the Winter period.
Green Fees - 9 Hole	(6)	(3)	
7 day season	(25)	(26)	
Golf Course (maint of Grounds)			
Catering Sales	(8)	(8)	
Assembly Rooms Bar			
Bar Sales	14	20	Income from bar sales is forecast to be under recovered. Sales from catering and ice cream are above expected levels and this along with savings elsewhere the bottom line overspend on the bar is forecast to be £9k
Assembly Rooms 3rd Party Tickets			
Service Contracts	10	0	Unbudgeted costs.
Performers Fees	55	0	Costs for performers are going up as acts are now insisting on guarantee payments, and although income levels are up against profile, the forecasts indicate that income levels will not keep up with costs. The cost centre should see income under recovered by around £19k
Split Profit Event Ticket	(22)	0	
Ticket Sales/Admission Fees	(17)	0	
Split Profit Event Income	7	19	
Pleasure Grounds			
Salaries	13	16	Officers are delivering cardiac courses/referrals. Costs offset by income from PCT
Gymnasium	(6)	(14)	Income from PCT to deliver cardiac referrals
Castle & Museum			
Admission Fees	(36)	(25)	Income is up against profile as there has been increased numbers of visitors.
Staffordshire Hoard			
Salaries	0	8	Unbudgeted costs of additional staffing requirement for Hoard Exhibition
Community Leisure			
Grants	(5)	(4)	Take up has been slow but there are some new applications yet to be presented to committee for consideration
Other minor non-significant variances	(118)	(14)	
COMMUNITIES, PLANNING & PARTNERSHIPS	(157)	(73)	
GENERAL FUND	(797)	(491)	
HOUSING REVENUE ACCOUNT	Over/(Under) Spends £000's	Over/(Under) Spends £000's	Comments
HOUSING & HEALTH			
General - Operations			
Salaries	14	18	Regraded post
Consultants Fees	(15)	(18)	Work in progress on HRA Business Plan and review of Allocations Policy. Proposals being considered around the Asset Management Strategy
Software Maintenance & Imp	(19)	(40)	Delivery of some projects put back until new financial year
Income Management			
Other Supplies & Services	(38)	(50)	Budget earmarked for impact of Welfare Reform but gradual rollout means full budget won't be required in the current year
Hardship Fund	(15)	(15)	Demand led
Caretakers			
Electricity	(24)	(20)	Multiple sites
Tenant Participation			
Support - Tenant Consultation	(19)	(25)	Potential underspend but may need to do further consultation around the regeneration project
Housing Advice			
Sanctuary Scheme	(15)	(20)	Scheme being reviewed, no spend expected for this year
HRA Summary			
Contribution to the Repairs Account	(240)	(300)	Multiple Contracts, of which the Responsive Repairs contract is £57K overspent, the Gas contract is £54K overspent. The Planned Maintenance contract and Misc budget are £192K and £126K underspent respectively resulting in a combined estimated underspend of £300K at year end.
Provision for Bad Debts	0	0	Provision based on current level of arrears which are expected to rise due to the impact of the welfare reforms.
Specific Contingency	0	(100)	No issues currently identified to utilise this budget
Supporting People Grant	0	12	SP funding for Supported Housing to end January 2014
Rents	(42)	(23)	Rent income has exceeded budget due to void levels being lower than budgeted but this is being offset by an increase in right to buy sales
Garage Rents	(8)	(8)	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)	(24)	(32)	Changes to interest calculation due to HRA reform and unspent capital funds
Other minor non-significant variances	(34)	(10)	
HOUSING REVENUE ACCOUNT	(479)	(631)	

CAPITAL PROGRAMME 2013-14 SUMMARY

Period 9 - Ledger Info @ 08/01/14

<u>Directorate</u>	<u>Budget b/f from 12/13</u>	<u>13/14 Predicted Spend</u>	<u>13/14 Project Budget (Incl b/f from 12/13)</u>	<u>Predicted Re-profile to 14/15</u>	<u>13/14 Resultant Variance</u>	<u>YTD Actuals</u>	<u>YTD Accruals</u>	<u>YTD Actuals + Accruals</u>	<u>YTD Budget</u>	<u>YTD Variance</u>	<u>Commitments</u>
	£	£	£	£	£			£	£	£	£
CORPORATE SERVICES	229,120	324,435	379,120	54,685	0	165,570	71	165,641	304,340	(138,699)	140,213
COMMUNITY SERVICES	1,413,850	1,441,301	2,200,190	728,220	(30,669)	712,238	20,162	732,401	1,871,573	(1,139,172)	435,096
GENERAL FUND TOTALS	1,642,970	1,765,736	2,579,310	782,905	(30,669)	877,808	20,233	898,042	2,175,913	(1,277,871)	575,309
HOUSING REVENUE ACCOUNT	2,844,910	8,516,904	9,737,460	690,000	(530,556)	5,252,152	819,772	6,071,925	7,711,527	(1,639,602)	1,433,232
TOTAL APPROVED CAPITAL	4,487,880	10,282,640	12,316,770	1,472,905	(561,225)	6,129,961	840,006	6,969,966	9,887,440	(2,917,473)	2,008,541
<i>Specific Project Contingencies</i>	130,000	0	130,000	0	(130,000)	0	0	0	97,500	(97,500)	0
TOTAL (incl spec' contingencies)	4,617,880	10,282,640	12,446,770	1,472,905	(691,225)	6,129,961	840,006	6,969,966	9,984,940	(3,014,973)	2,008,541
<i>GF General Contingency</i>	0	0	50,000	0	(50,000)	0	0	0	37,500	(37,500)	0
<i>HRA General Contingency</i>	0	0	100,000	0	(100,000)	0	0	0	75,000	(75,000)	0
<i>Invest To Save Contingency</i>	160,000	0	160,000	0	(160,000)	0	0	0	120,000	(120,000)	0
ALL CAPITAL	4,777,880	10,282,640	12,756,770	1,472,905	(1,001,225)	6,129,961	840,006	6,969,966	10,217,440	(3,247,473)	2,008,541

APPENDIX D

Treasury Management Update – Period 9 - 2013/2014

Investments held as at 31st December 2013:

Borrower	Deposit £m	Rate %	From	To	Notice
Lloyds TSB	2.00	0.98	01/11/2013	31/10/2014	-
Lloyds TSB	1.00	0.98	11/11/2013	10/11/2014	-
Lloyds TSB	1.00	0.98	02/10/2013	01/10/2014	-
Barclays Bank	2.00	0.46	05/11/2013	05/02/2014	
Barclays Bank	1.00	0.40	17/12/2013	17/01/2014	
Barclays Bank	1.00	0.448	15/11/2013	13/02/2014	
Bank of Scotland	2.00	1.10	13/02/2013	12/02/2014	
Nationwide	1.00	0.45	07/11/2013	07/02/2014	
Nationwide	2.00	0.45	08/10/2013	08/01/2014	
Nationwide	1.00	0.45	15/10/2013	15/01/2014	
Standard Chartered Bank	2.00	0.54	02/10/2013	02/04/2014	
The Royal Bank of Scotland	2.00	0.60			95 days
Nat West	2.00	0.60	-	-	95 days
Nat West	2.00	0.45	-	-	30 days
Santander	4.00	0.40			On call
MMF – Ignis	3.06	0.39*	-	-	On call
Total	29.06	0.58 (avg)			

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

External Borrowing as at 31st December 2013:

<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 (31/12/2013)					
	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
	Outstanding at 31/12/2013			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 ou					
- 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			(1,415,080)	94.02
	Outstanding at 31/12/2013			90,047	
- Potential final recovery received of 94.02% (declared 23/08/13, though Administrators are retaining a contingency for disputed claims that could be distributed at a later date).					
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			(2,587,833)	81.50
	Outstanding at 31/12/2013			587,423	
- Current indications project an 85.25% recovery of our investments					
Summary					
	Total Principal			7,500,000	
	Interest			321,294	
	Total of Claim			7,821,294	
	Repayments Received to date			(6,557,346)	83.84
	Outstanding at 31/12/2013			1,263,949	
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				